

# ICT Service Delivery

Our Path Moving Forward

Presented by: Carolyn Glaser

# Service Review (July to Oct/11)

## Objectives:

- Complete a service review of the ICT department to analyze performance compared to expected results (industry standards, peers)
- Identify options for change and improvement that, at a minimum, lead to 2012 net cost reductions

## Approach:

- Sierra Systems, working with staff carried out review in 3 steps – data collection and understanding current state, developing and analyzing options for change, reviewing and preparing recommendations
- 28 interviews were conducted with 87 participants from across Corp
- 32 ICT staff completed self assessment surveys
- 5 municipal IT departments participated in phone interviews

# Summary of Findings

- ✓ Clarify IT strategic direction - clear focus on operations support (keeping the lights on) and creating business value
- ✓ Promote use of agile, redundant, robust and secure enterprise systems
- ✓ Continue to optimize revenue, cost avoidance and cost reduction opportunities
- ✓ Ensure investments in technology are aligned with municipal priorities for program delivery and service levels
- ✓ Ensure work (projects, processes) is appropriately paced to align with the strategic and operational direction
- ✓ Improve opportunities for collaboration and sharing of ideas from a program support and delivery perspective
- ✓ Establish a comprehensive repository of service level expectations

# Technology Mandate

Barrie strives for optimum technology to improve services and advance its vision.

## Ongoing Business Support

“Keeping the Lights On”

Provide an easy-to-use, stable and secure environment. When something breaks down, get it working again quickly.

## Creating Business Value

“Moving Us Forward”

Understand how IT helps the corporation deliver its programs and services. Identify and implement solutions that address program needs.

## Strategy Development

“Setting the Direction”

Identify, define and maintain strategies and standards in collaboration with the corporation as a whole.

## Resource Management

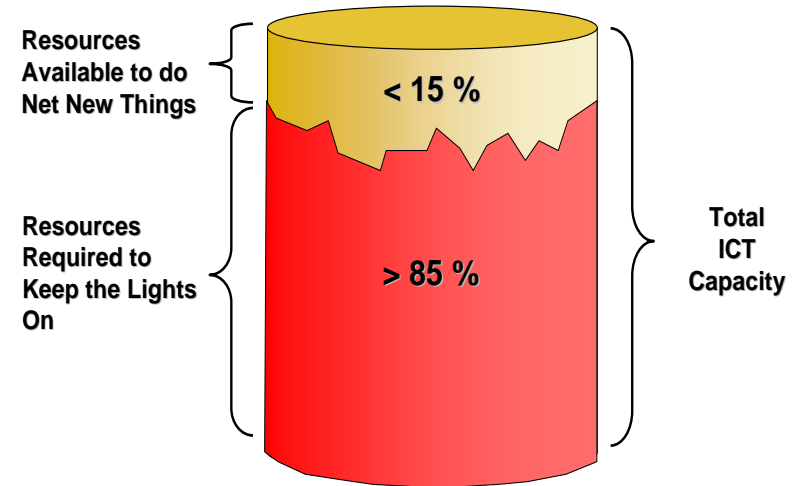
“Getting Us There”

Manage use of our limited resources (staff, assets, timing and dollars) for maximum effect.

# Where Are We Now...

- Overextended on business support, not enough focus on creating business value
- Opportunities exist to improve efficiencies and IT service delivery to organization
- Solid relationships and IT assets (people, process, technology) exist at varying levels throughout organization
- Need to focus on short/long systems planning to ensure capacity for future growth

## Barrie ICT Organizational Reality



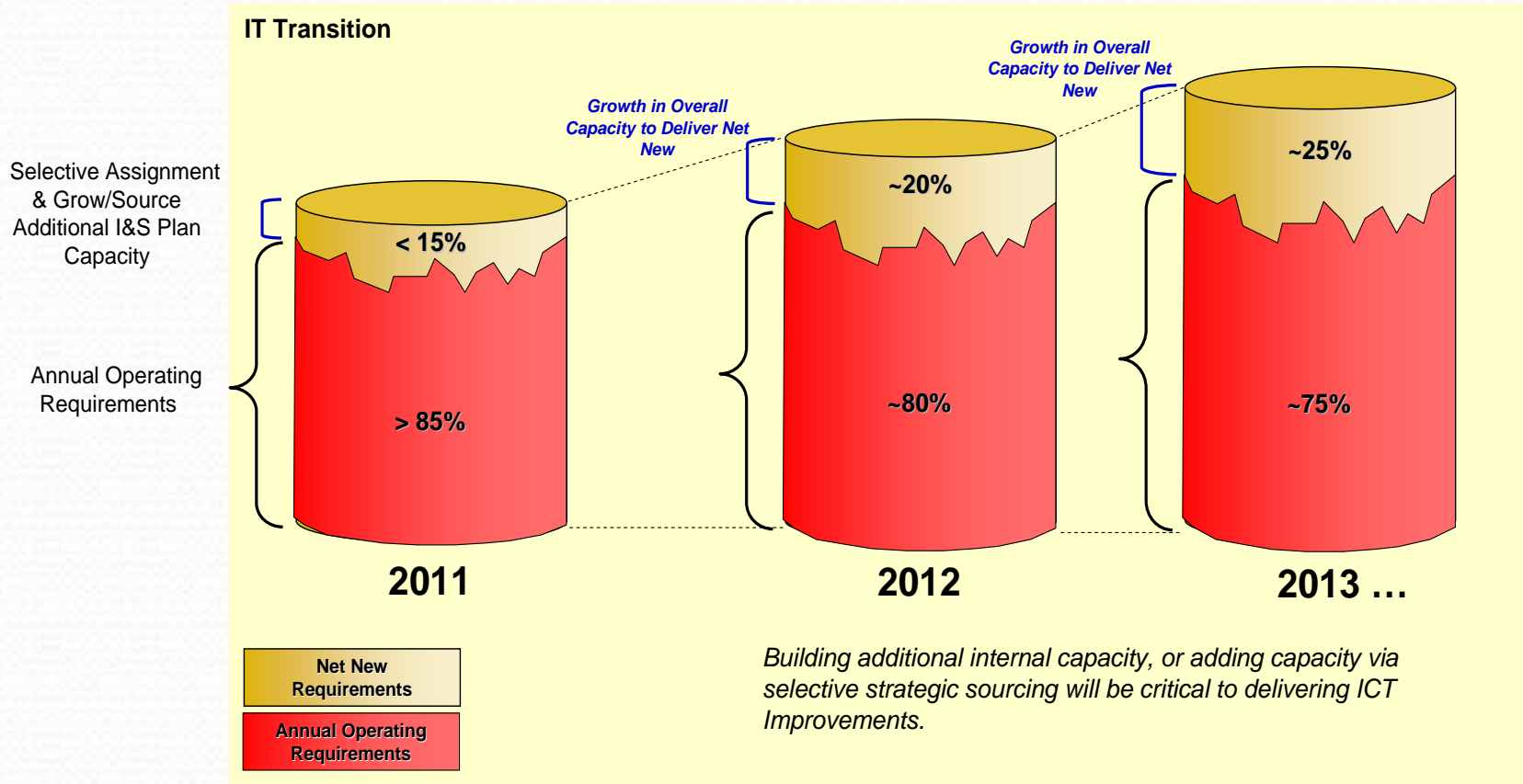
### Barrie ICT Department

At the time of the review, analysis showed that Barrie had a demand in 2011 of 26% more ICT resource time for net new things than it had available over the year.

Source: Figure 17, pg. 47, "City of Barrie Consulting Services for the Provision of an Information Communications and Technology Service Review – Final Report", Sierra Systems, Dated November 14, 2011.

# Where We Need to Go...

Managing the Portfolio: *Building Strategic Capacity while moving to Delivery and Operational Excellence*



Source: Figure 19, pg. 49, "City of Barrie Consulting Services for the Provision of an Information Communications and Technology Service Review – Final Report", Sierra Systems, Dated November 14, 2011.

# Short Term Plan (2011 to 2012)

## Confirm our Direction:

- Develop IT governance structure and a 3-5 year IT strategy
- Rationalize IT project list and develop approach for IT project validation and prioritization

## Improve service levels:

- Implement 24/7 support and recruit public safety positions
- Improve management of technology service requests and implement IT support and knowledge repository
- Implement Service Level Agreements and align user expectations with technology support

## Reduce 2012 net costs by \$200,000:

Review applications

Review communications infrastructure

Review overtime

Review mobile devices

# Long Term Plan (2012 to 2014)

## **Develop IT enterprise architecture:**

- Online and cloud service opportunities
- Application rationalization and centralization opportunities
- Virtualization and other system improvement opportunities

## **Investigate new opportunities for service delivery:**

- Vendor configured and supported PCs and printers
- Improved project delivery and training

## **Improve department processes and procedures:**

- ICT time tracking, performance management and cross training opportunities
- ICT organization structure and roles/responsibilities
- ICT office/work spaces

# Sierra Report Recommendations

Recommendations	Budget Implications	Dependencies	Timeline
Sec. 4.2.1.2 - Develop strategy for cloud based and online service opportunities.	Operating costs	Corporate input, SLT engagement, Security requirements	Q4/12
Sec. 4.2.1.3 - Develop ICT governance structure and define IT service delivery.	Operating costs	Corporate input, SLT engagement	Q2/12
Sec. 4.2.1.4 - Improve application functionality and reduce ineffective data analysis workarounds.	Operating costs	Corporate input	Q4/12
Sec. 4.2.2.2 - Implement an IT support and knowledge repository.	Operating costs	Integration with Helpdesk tools	Q3/12
Sec. 4.2.2.3 - Create comprehensive enterprise IT architecture.	Operating costs	Corporate input, SLT engagement	Q4/12
Sec. 4.2.3.2 – Move to vendor configured and supported PCs and printers.	Savings	ICT job changes, Union concerns, Staffing morale, Contract admin	Q1/13
Sec. 4.2.3.3 - Ensure consistent approach to project delivery and ICT project management training.	n/a		Q2/13
Sec. 4.2.4.3 – Reduce number of mobile devices.	Savings of \$700/ BlackBerry/year	Corporate input, SLT engagement, Policy review, Productivity impact	Q1/12
Sec. 4.2.4.4 - Continue with virtualization program.	Capital costs & Savings	Improved efficiencies, Disaster recovery, 'Greening' of data centre	Q4/11 – Q4/14

# Sierra Report Recommendations cont'd

Recommendations	Budget Implications	Dependencies	Timeline
Sec. 4.2.5.2 – Improve training opportunities and training attendance.	Savings	Corporate commitment, SLT engagement	Q2/13
Sec. 4.2.5.3 – Implement 24/7 supports for critical emergency services and recruit two Public Safety coordinators positions.	Operating Costs \$11,000/ year for standby pay	Union contract, Staffing morale, SLT engagement, Misuse of standby service	Q1/12
Sec. 4.2.5.4 - Implement Service Level Agreements (SLA) for all necessary areas.	n/a	Corporate input and resistance	Q1/12 – Q3/13
Sec. 4.2.5.5 – Rationalize current application inventory and develop process for managing new applications.	Savings	Corporate input and resistance, SLT engagement, Operational costs	Q2/12 – Q4/14
Sec. 4.2.5.6 – Improve Helpdesk services and align service management with user needs.	n/a	Corporate input	Q1/12 - Q3/12
Sec. 4.2.6.2 – Develop a communications infrastructure strategy to guide what we should be in the business of.	Operating costs	Corporate input , Staffing morale	Q2/12 -Q3/12
Sec. 4.2.6.3 – Rent/lease space on water towers for 3 <sup>rd</sup> party wireless equipment.	Revenues	Operating costs	Q2/12 -Q3/12
Sec. 4.2.6.4 - Develop a 3-5 year IT strategy.	Operating costs	Corporate input, SLT engagement	Q2/12 -Q3/12
Sec. 4.2.6.7 – Review ICT organizational structure and align with department mandate.	n/a	ICT job changes, Union concerns, Staffing morale, SLT engagement	Q3/12

# Sierra Report Recommendations cont'd

Recommendations	Budget Implications	Dependencies	Timeline
Sec. 4.2.6.8 – Review ICT's roles and responsibilities and align with department mandate.	Operating costs	ICT job changes, Union concerns, Staffing morale, SLT engagement	Q3/12
Sec. 4.2.7.3 – Reduce ICT's overtime salary expenses.	Savings	Staffing morale, Corporate input, SLT engagement, Service interruption	Q2/12
Sec. 4.2.7.4 – Improve ICT performance reviews to include feedback on operational issues.	n/a	Service expectations	Q1/13
Sec. 4.2.7.5 – Ensure ICT Director is given the time and mandate to implement service review change initiatives.	n/a	ICT workload capacity, SLT engagement	Q4/11
Sec. 4.2.7.6 - Establish performance objectives for IT service delivery that aligns with user expectations.	Operating costs	Corporate input, SLT engagement	Q1/13
Sec. 4.2.7.7 – Rationalize current IT project list and create new evaluation process for future IT projects.	n/a	Corporate input, SLT engagement	Q1/12
Sec. 4.2.7.8 – Improve ICT time tracking, monitoring and reporting.	n/a		Q1/14
Sec. 4.2.7.9 – Improve ICT office/work space areas.	Operating costs	SLT engagement	Q1/14
Sec. 4.2.7.10 – Develop an ICT cross training and staffing strategy	n/a	ICT job changes, Union concerns, Staffing morale	Q3/12

# Cost Drivers

- 90% of ICT's total operational spend in a 3 year period is attributed to:
  - Salaries – 59% (administering, managing, supporting technology)
  - Contracted services – 19% (3<sup>rd</sup> party hardware/software licensing fees)
  - Phone services – 12% (including landlines, cellular phone, data fees)
- Department's costs are driven by technology needs of Corporation – ICT cannot unilaterally reduce costs without impacting service areas

**Breakdown of 2012 ICT Budget by Category (\$)**

Category	Staffing and Department Admin	ICT Expenditures	Corporate Expenditures	Total
Advancing Technology	\$ -	\$ 46,248	\$172,352	\$218,600
Department Admin	\$33,390	\$ -	\$ -	\$33,390
Phones/Radios	\$ -	\$ 55,375	\$667,785	\$723,160
Salaries and Benefits	\$3,052,689	\$ -	\$ -	\$3,052,689
Technology Support	\$ -	\$32,279	\$146,085	\$178,364
Vendor Contracts/Licenses	\$ -	\$110,297	\$1,229,505	\$1,339,802
<b>TOTAL</b>	<b>\$3,086,079</b>	<b>\$244,198</b>	<b>\$2,215,727</b>	<b>\$5,546,005</b>

# Closing and Questions

Reshaping ICT at the City of Barrie will require overall enterprise participation and EMT sponsorship. ICT staff simply cannot accomplish what is required on its own.\*

\* Source: Executive Summary, pg. 6, "City of Barrie Consulting Services for the Provision of an Information Communications and Technology Service Review – Final Report", Sierra Systems, Dated November 14, 2011.