

ICT Service Delivery

Our Path Moving Forward

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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

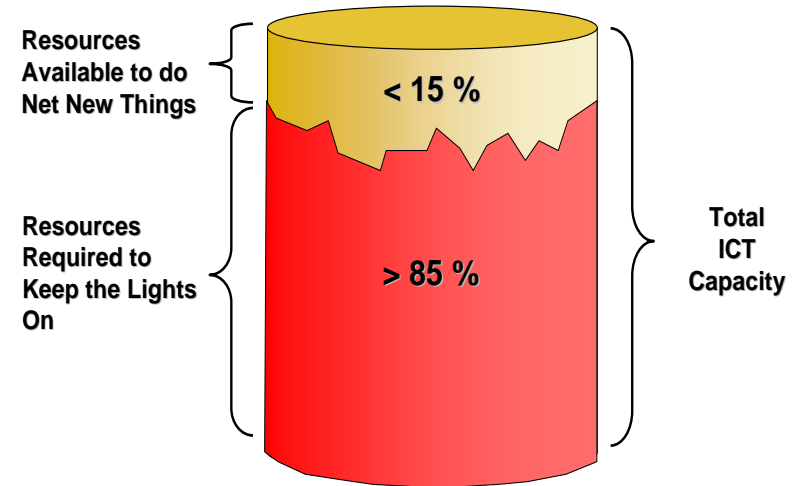
“Getting Us There”

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



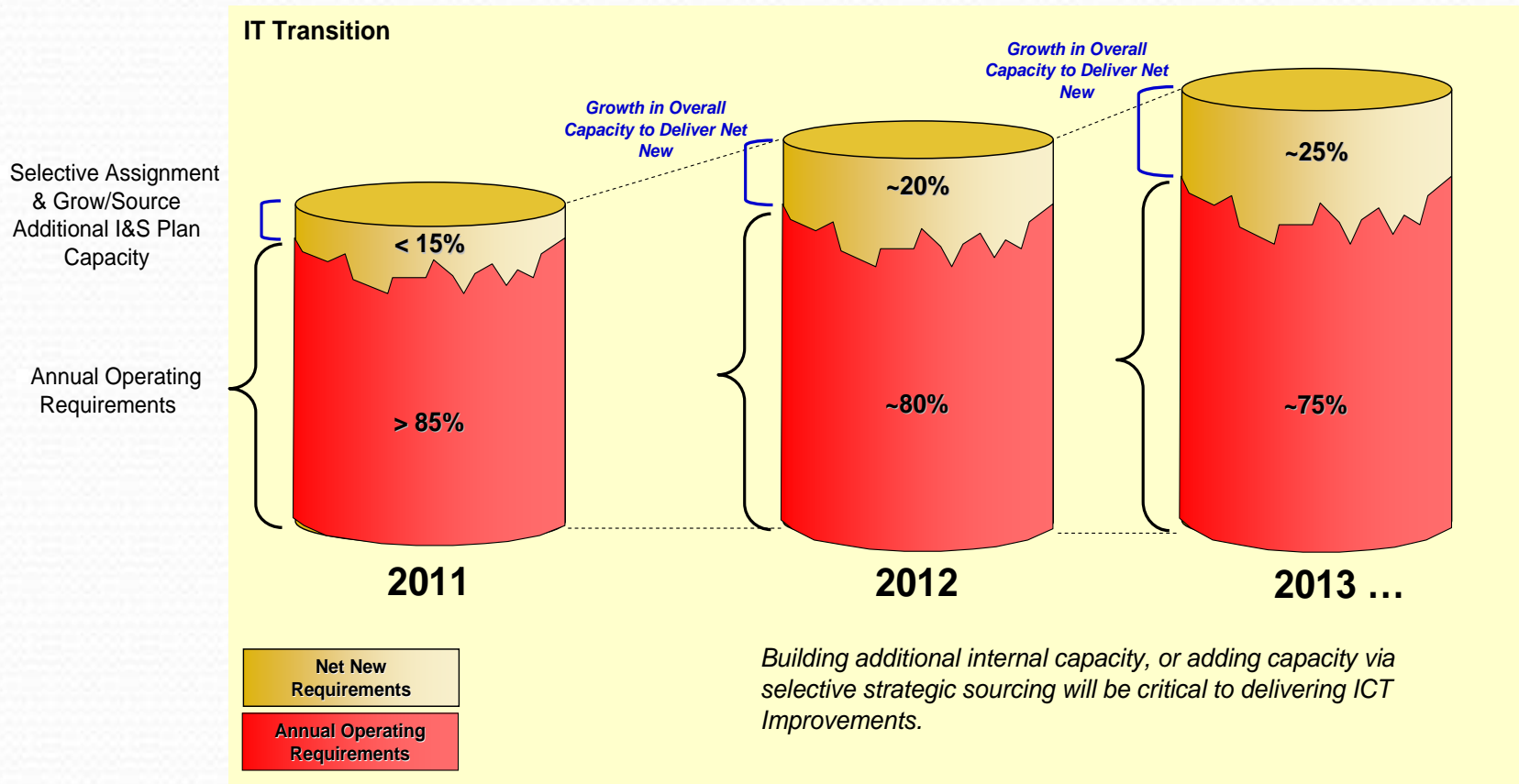
Barrie ICT Department

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 rd 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% (3rd 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
TOTAL	\$3,086,079	\$244,198	\$2,215,727	\$5,546,005

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.