Service Business Plan

City of Burlington

Service Name	Information Technology	**Service Type**	Internal
Service Owner Name	Christine Swenor	**Budget Year**	2017
Service Owner Title	Director of IT Services		

Service Description

An internal service to provide reliable technology solutions.

Current State

Customers & Their Expectations	This service is delivered to: City staff, Council, boards and agencies. IT Service customers expect: • Technology tools that are up-to-date and keep pace with evolving needs • Reliable and secure systems • Timely response to issues and requests • Timely and successful project implementation • Knowledgeable staff • Adequate training and communication • Easy access to IT services • Ability to access and use the technology they need. Ongoing investment in information technology (IT) should deliver new capabilities, enable innovation and advance the strategic goals of the City. IT solutions should help improve service delivery, improve customer satisfaction and enable a more productive and engaged workforce.

Existing Service Delivery	IT Services provides professional consulting services by proactively assisting the business with technology solutions that meet business objectives.
	IT Services manages a large portfolio of projects varying in size and degree of complexity. An annual project work plan is approved by the corporate IT Steering Committee (ITSC). Work plan adjustments are made throughout the year using a change management process which is managed by the ITSC. IT Services works with customers throughout the life of a project, defining needs, assisting with procurement, and often managing the implementation.
	IT services deliver desktop hardware and software support, business application management and support, security, training and general consulting. IT Services is also responsible for managing the City's data centres, network, internet access, email and telephone system.
	IT Services manages the life-cycle of all IT assets ensuring ongoing system reliability. IT Services coordinates major upgrades, applies fixes, responds to requests for improvements and provides general support to the user community.
	The IT environment is extremely complex and consists of more than 150 business applications that are delivered through a combination of vendor hosted services and internally delivered applications. IT Services manages contracts and relationships with the IT vendors who supply the systems. A core set of six to 10 systems form the foundation of the City's critical business systems and serve the needs of multiple service areas. IT Services supports application integration to facilitate automated data transfer between business systems.
	IT Services staff support more than 1,200 user IDs and about 2,900 devices (including PCs, phones, laptops and servers). IT Services manages all computer-related issues for the City through a centralized service desk and responds to approximately 12,000 incidents and requests each year.
	The City's computer network extends to 39 facilities throughout Burlington. A secure internet connection provides access to services outside the City's network.
	IT Services provides after-hours support for critical systems from 4:30 p.m. to 8:30 a.m. daily.

Existing Customer Engagement Tools / Methods	An automated ticketing tool is used to submit and track incidents and requests. A Customer Satisfaction and Importance survey is conducted each year. IT Services uses the City's internal website to provide information and allow customers to submit requests online. Staff strive to regularly engage customers outside of the day-to-day interactions to understand strategic IT needs, obtain feedback on IT Services, and share information related to projects and IT performance.
Is this Service Provincially Legislated?	No N/A
For this Service are there Approved Service Standards?	Yes Established service level objectives measure the ongoing effectiveness of the Information Technology service. These are set out later in this business plan.

Sub-Services

IT Support Service	Manages IT assets throughout their life cycle, maintaining secure and reliable systems and infrastructure. Provides support for business applications, performs software upgrades and applies fixes. Provides general user support (help desk) and training.
IT Consulting Service	Establishes strategic plans and roadmaps for corporate technology, aligning capabilities to business needs. Helps customers determine how technology can be applied in the business to improve efficiency and effectiveness.
IT Solution Delivery	Provides project management and technical expertise during implementation of technology initiatives.

Recent Continuous Improvement Initiatives

In 2016, a 5-year corporate IT strategy was developed that sets a vision and a roadmap for information technology at the City of Burlington. This forward-thinking strategy responds to rapid technology change and strives to build innovative solutions and services that are future ready.

The City has continued to adopt cloud-based solutions as they have become more prevalent in the marketplace. In 2016, a cloud policy and framework was developed to manage the on-going adoption and sustainability of cloud solutions.

In 2016, a Corporate IT Governance Team was introduced to ensure that IT strategic decisions consider corporate needs and are aligned with enterprise strategic objectives and processes. This team ensure progress towards the IT Strategy and provides oversight and direction to the previously established IT Steering Committee (ITSC). ITSC is responsible for the development of an annual work plan of IT projects. This committee continues to function well ensuring that staff and budget resources being allocated to projects that are most important to the organization.

In 2016, a Business Intelligence (BI) and Enterprise Application Integration (EAI) project was launched with the goal of implementing a corporate reporting/data analytics solution and an automated data integration (middleware) solution.

In 2016, an Office Productivity project was launched that will implement a new suite of desktop software tools that provide enhanced functionality and mobile access.

In 2016, additional meeting rooms in City Hall were equipped with audio/visual technology and new on-line meeting collaboration tools were introduced.

A state-of-the-art data storage platform was introduced in 2016 providing increased disk storage and high-speed access to electronic documents.

In support of the City's Disaster Recovery program, an off-site system backup solution was implemented in 2016 to improve data recovery capabilities.

In partnership with Cogeco, free WiFi is available in Millcroft Park as a 6-month pilot program in 2016.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	The adoption of vendor-hosted and cloud-based applications has grown as capabilities in this marketplace have continued to mature. Use of these external services can improve delivery times at a lower capital cost and it is important that the City continue to consider this option. However, decisions to implement hosted solutions should consider long-term financial sustainability and be based on a thorough analysis of benefits, costs and risk.

Information is a vital strategic asset for the City. Improved governance and information management practices will enable staff to leverage data as a valuable resource in the delivery of City services. Investment in updated technology will deliver more effective performance reporting and analysis. Meaningful information will be more easily accessible by staff, eliminating the labour-intensive and time-consuming processes now required for business analysis and reporting. An updated technology platform will also position IT Services to deliver application upgrades and enhancements in a timelier manner.

Consolidation of enterprise business applications may reduce annual maintenance costs, provide added functionality, improve data management and employee productivity.

The City's GIS (Geographical Information System) is a valuable tool that allows staff to visualize and analyze data geographically to understand relationships, patterns, and trends. These capabilities are transforming the way organizations operate. GIS is used extensively at the City and is linked to many of our business systems. The City's GIS system has untapped potential and should be further leveraged to enhance service delivery and staff productivity.

Mobile technology provides the opportunity to consider alternative ways of working by giving staff the ability to access information at any time from anywhere. Mobile technology can help reduce the need for dedicated office space, streamline operations, and improve customer service.

The potential expansion of public Wi-Fi in City parks would provide an additional amenity to patrons as well as economic and social benefits to the community. |
| Anticipated Risks | PROJECT DELIVERY: On average, operational activities consume 70% of staff time leaving only 30% available to work on IT projects. This has limited the City's ability to leverage new technology to achieve innovative service improvements. We will be continually "catching up".

SYSTEM RELIABILITY AND COMPLEXITY: IT Services supports a large and complex technology infrastructure, which functions behind the scenes yet is critical to the delivery of City services. The time required to manage and maintain this infrastructure has grown exponentially. Proactive maintenance activities are becoming more difficult to accommodate, increasing the risk of |

unexpected system outages.

SYSTEM AND DATA GROWTH: The City's application portfolio has grown exponentially and now includes in excess of 150 business systems. Continued growth could result in additional work to manage data duplication, data accuracy, and application adminsitration.

PACE OF CHANGE & AGILITY: Technology is changing more rapidly than ever. Customers expect that new technologies will be available quickly. With staff resources consumed largely by operational needs, it is difficult to adopt new technologies in a timely manner. Vendor hosted solutions can help us to be more nimble. However, these externally managed services do require internal staff time and increase operating costs. Implementation of vendor-hosted services will continue to be a practical option but must be supported by a strong business case that includes business benefits and a sustainable financial strategy.

FUNDING AVAILIBILITY: A capital budget program has been established to fund the acquisition of new technology and the renewal of existing assets. However, technology growth has resulted in increased renewal costs limiting the ability to fund newer technologies. It is these new technologies that enable innovation and help the organization achieve cost effective service delivery improvements.

STAFF RECRUITMENT AND RETENTION: IT Services staff spend a large portion of time maintaining existing systems. Opportunities to work with up-to-date technologies and learn new skills are hindered by the time required to keep the existing systems running. Existing staff may prefer a workplace where technology is more up-to-date and recruitment of new employees may become difficult.

STAFF RETIREMENTS: A number of long-term IT Services staff will be eligible for retirement within a five-year timeframe. Significant knowledge and experience could be lost in a short period of time.

SECURITY: The City's data is a vital asset that needs to be adequately secured and protected. Security breaches are costly and affect an organization's integrity and customer trust. Maintaining secure systems is a bigger challenge in a more complex IT world and requires ongoing diligence and attention.

DISASTER RECOVERY (DR): Plans are in place to recover from individual system failures, but are currently inadequate to respond to a catastrophic event affecting multiple systems. A new approach to DR has the City focused on the recovery of mission-critical systems and the implementation of a vendor-hosted backup site. Although the pace of the program has improved limited staff resources have made it difficult to reduce this risk.

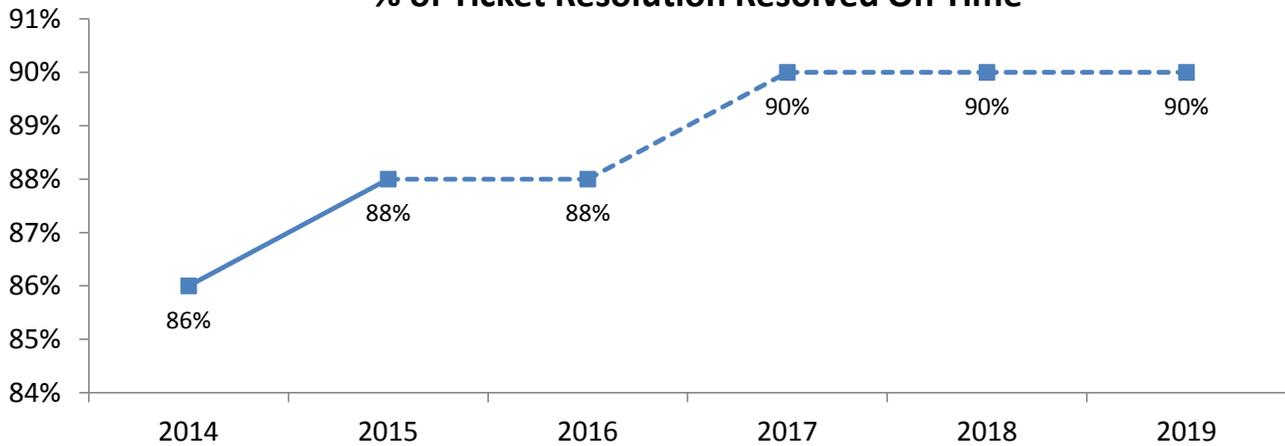| Service Objectives	Target Completion
Provide more automated tools, self-help capabilities and online training to improve service response time and overall customer service. Continue to improve support processes and automate repetitive tasks to increase the number of tickets resolved by Service Desk staff (Tier 1 support).	Dec 2017
Implement new desktop software productivity tools providing enhanced capabilities and supporting mobile access.	Dec 2017
Complete the implementation of the disaster recovery plan ensuring timely recovery of mission-critical systems.	Dec 2017
Deliver new and updated technologies to improve staff mobility including WiFi in City facilities, easy remote access, and more device choice.	Jun 2017
Develop a corporate Information Management strategy defining priorities and activities and addressing enterprise data management, data architecture, and overall governance of data and information.	Dec 2017
Introduce a business intelligence reporting tool that delivers more effective performance reporting and analysis capabilities to City staff and reduces time-consuming manual processes.	Mar 2018

MEASURING SUCCESS

How much did we do?

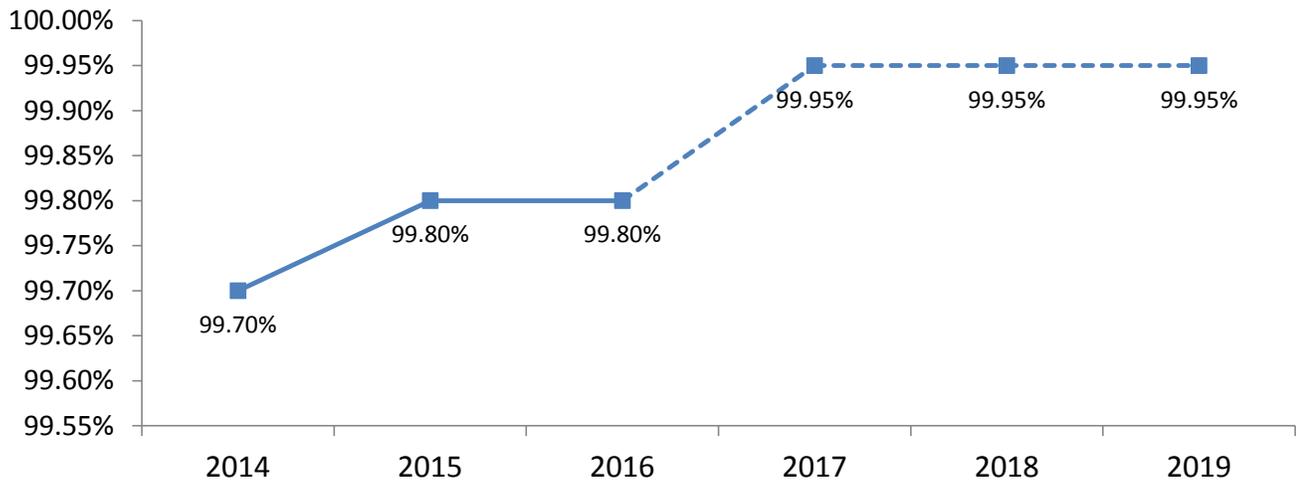| Performance Measurement	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Forecast	2018 Forecast	2019 Forecast
Number of service desk tickets received (incident and requests)	8,963	9,798	11,200	11,052	11,882	12,594	13,350	14,152
Number of devices supported	-	-	2,266	2,276	2,926	2,984	3,044	3,105

How well did we do it?

Performance Measurement	% of Ticket Resolution Resolved On Time
Story behind the data	The % of Tickets Resolved on Time refers to incidents and does not include requests. Incidents are problems that are prioritized based on urgency and risk. The following service level objectives exist for incident resolution time: Critical - 4 business days, High - 1 business day, Medium - 2 business days, Low - 5 business days. Our goal was to achieve the service level objective 90% of the time and our forecast to the end of 2016 is approximately 88%. The variance is a result of increased demand (incidents) and fixed resources (staff capacity for operational support). It is expected that as the corporation's use of technology grows and the IT environment becomes increasingly complex, the performance will continue to be below current targets, without any further action. To mitigate the variance process reviews are scheduled for 2017 and include: IT customer engagement process, IT change management process, IT incident management process.

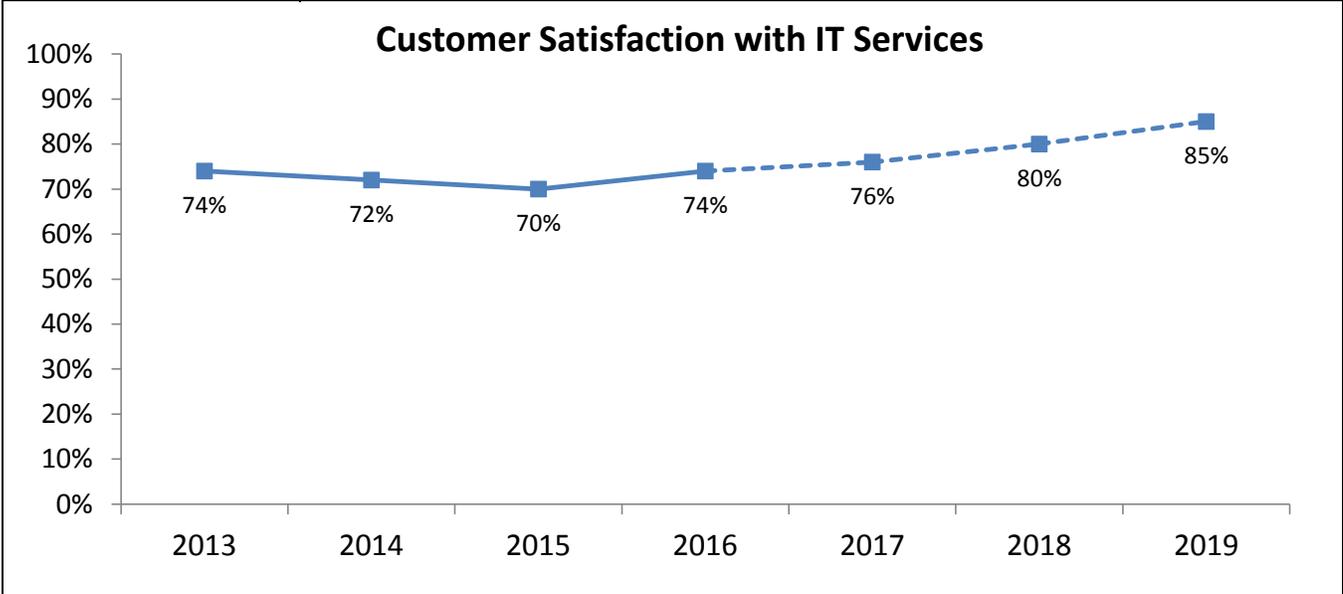**% of Ticket Resolution Resolved On Time**

Year	%
2014	86%
2015	88%
2016	88%
2017	90%
2018	90%
2019	90%

| Performance Measurement	Operational Time of Critical Systems
Story behind the data	The % uptime represents the amount of time business critical systems are available and does not include any downtime that occurs as a result of scheduled maintenance. The percentage uptime decreased by .01% in 2016 which represents an additional 12 hours or system outages compared to 2015. The impact of downtime was experience across 6 complex systems affecting multiple service areas. Outages occurred with the introduction of the new, and highly complex, Smart Transit system. The continued growth and complexity of IT systems has grown and capacity for preventative maintenance and operations has remained unchanged leaving it difficult to achieve current targets. Our ITS resource complement continues to balance the maintenance/operations of our City's growing technology versus the volume (& backlog) of projects requiring our technology resources.

% of Time Critical Systems Operational

Line chart showing % of Time Critical Systems Operational by year:
- 2014: 99.70%
- 2015: 99.80%
- 2016: 99.80%
- 2017: 99.95%
- 2018: 99.95%
- 2019: 99.95%

Y-axis ranges from 99.55% to 100.00%.

Is anyone better off?

Performance Management	% customers satisfied with IT Services
Story behind the data	NOTE - the results of this performance measure are reported once per year and remain unchanged since the last update in 2015. The survey results for 2014 indicate a slight drop in overall satisfaction from 74% to 72%. Areas that experienced a lower level of satisfaction include training, communication, and internal web site services. Additionally, the demand for IT continues to escalate and customers are expecting that new technology will be delivered in a timely manner. With IT resources largely allocated to maintaining existing systems the ability to deliver new technology has been reduced and this will continue to influence overall satisfaction levels.
Where do we want to go?	NOTE - the results of this performance measure are reported once per year and remain unchanged since the last update. The goal is to improve the overall level of satisfaction reaching a target of 80% by 2018. This would involve the delivery of an enhanced training program that delivers both classroom-based and on-line training. Redevelopment of the IT Services web pages will also assist with communications and self-serve capabilities. The ability to deliver up-to-date technology will continue to be a difficult expectation to meet and will require that the IT Service create new and innovative options for delivering and supporting new technologies (e.g. 3rd party and partner-based services). The approval of the Corporate IT Business Strategy in 2016 will begin a multi-year journey to elevate user satisfaction (being more agile, empowering services, increased mobility and device choice.)

Customer Satisfaction with IT Services

Year	Satisfaction
2013	74%
2014	72%
2015	70%
2016	74%
2017	76%
2018	80%
2019	85%

Performance Measurement	Backlog of Capital IT Projects
Story behind the data	The number of capital projects has increased over the last 5-6 years. With greater demands on IT Services staff, the backlog of projects has increased. A corporate IT Steering Committee now creates an annual work plan of prioritized projects that can be achieved with the staff resources that are available. Project objectives and timelines are more likely to be achieved if fewer projects are in progress than if resources are distributed across too many initiatives at once. Going forward the backlog will continue as current resource capacity is committed to address complex multi-year projects that may result in resource limitations to address the backlog in 2018 and a future backlog increase in the years 2019 and 2020.
Where do we want to go?	The goal is to reduce the percentage of projects that are 3 years or older to less than 40% in 2017 and to 30% in 2018. To achieve this will require the introduction of methods and resources to speed project delivery times without impacting overall deliverables, as well as, a commitment to completing existing projects before introducing new initiatives. Additional staff resources that can be fully dedicated to project implementation will also assist. A productive and strategically focused IT Steering Committee will continue to contribute to some measured improvement by ensuring that projects are effectively prioritized and adequately resourced.

Backlog of Capital IT Projects
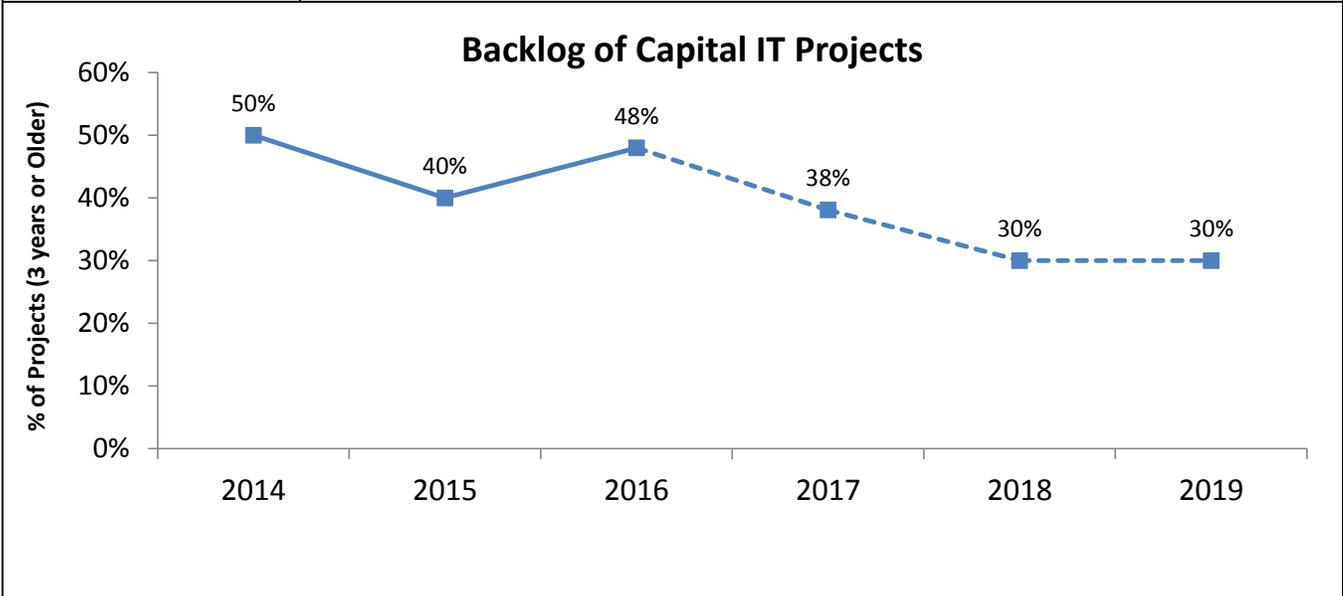
SERVICE RESOURCE SUMMARY

INFORMATION TECHNOLOGY

Service Description An internal service to provide reliable technology solutions.
Service Owner Name Christine Swenor

	2015	2016		2017 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	$ 3,329,960	$ 4,143,338	$ 3,779,983	$ 4,019,506	-3.0%	$ 454,600	$ 4,474,106	8.0%
Operating/Minor Capital Equip.	$ 93,219	$ 66,150	$ 67,150	$ 68,350	3.3%	$ 21,625	$ 89,975	36.0%
Purchased Services	$ 2,107,424	$ 2,203,468	$ 2,371,048	$ 2,549,286	15.7%	$ 84,600	$ 2,633,886	19.5%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	n/a	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	n/a	$ -	$ -	n/a
TOTAL EXPENDITURES	$ 5,530,603	$ 6,412,956	$ 6,218,181	$ 6,637,142	3.5%	$ 560,825	$ 7,197,967	12.2%
Controllable Revenues	$ (54,363)	$ (38,480)	$ (38,480)	$ (38,480)	0.0%	$ -	$ (38,480)	0.0%
General Revenues & Recoveries	$ (258,892)	$ (875,809)	$ (615,790)	$ (580,295)	-33.7%	$ (560,825)	$ (1,141,120)	30.3%
TOTAL REVENUES	$ (313,255)	$ (914,289)	$ (654,270)	$ (618,775)	-32.3%	$ (560,825)	$ (1,179,600)	29.0%
NET OPERATING BUDGET	$ 5,217,348	$ 5,498,667	$ 5,563,911	$ 6,018,367	9.5%	$ -	$ 6,018,367	9.5%