



**Program: Information Systems + Solutions**

**Program Based Budget**

**2013 – 2015**

## Program: Information Systems + Solutions

**Vision Statement:**

A vital participant providing enabling technology to support the town's mission to create and preserve Canada's most livable community, enhancing our natural, cultural, social and economic environments.

**Mission Statement:**

Information Systems + Solutions (IS+S) is a centre of expertise that adds value to the corporation through efficient, reliable services; effective and disciplined project and process management to support corporate and departmental projects; and strategic planning for the deployment of information and communications systems technology and processes.

## Program Description

The Information Systems + Solutions program (IS+S) is responsible for all hardware, software and communications systems and the data residing on such. The IS+S team operates and is funded in two basic modes: day-to-day operations and maintenance are funded through the operating budget and business systems and technology additions, replacements and enhancements are funded through the capital budget. Day-to-day operations and maintenance involves ongoing support, maintenance and security services for all of the town's information technology, wired and wireless communications and business systems, 24 hours a day, 365 days a year. The operating budget primarily consists of software and hardware maintenance agreements, ongoing support staffing, communications costs and routine supplies and consulting services. Business systems and technology additions, replacements and enhancements involve project related initiatives, primarily to support corporate and departmental initiatives and, secondarily, periodic hardware and software system technology refresh initiatives. The IS+S program provides professional business analysis and project management support and advice to streamline business processes. It also develops business plans, statements of work and tender documents to acquire or configure business systems that support corporate and departmental needs. The IS+S program provides complete support for the initiatives from initial inception to the completion of the development, testing, training and user acceptance cycle, where the project then transitions into day-to-day operations and maintenance mode.

The services and technologies provided by IS+S are based on information systems standards and principles. The program actively promotes the consolidation of hardware and software technologies to streamline systems' support and reduce operating costs. Staff actively review systems and processes to ensure compliance with legislation and regulations concerning data maintenance, storage and security. Quality services are provided in a manner aligned with Council approved policies and directions.

## Program Services

The Information Systems + Solutions program provides services through the following programs:

- Administration
- Projects and Development
- Systems and Telecom Services
- Client and Help Desk Services
- Application Support Services

## Staffing Overview

<b>Program: Information Systems + Solutions</b>	<b>2011 Approved FTE</b>	<b>2012 Approved FTE</b>	<b>2013 Capital Impact</b>	<b>2013 Base FTE Change</b>	<b>2013 Reallocation of Staff</b>	<b>2013 Total FTE</b>	<b>Net Change 2013 vs 2012</b>
<b>Services/Activities:</b>							
Administration	3.0	2.0				2.0	0.0
Projects & Development	9.0	9.0		1.0		10.0	1.0
Systems & Telecom Services	10.0	11.0				11.0	0.0
Application Support Services	12.0	14.0	1.0			15.0	1.0
Client & Help Desk Services	9.1	9.1				9.1	0.0
<b>Total Information Systems + Solutions</b>	<b>43.1</b>	<b>45.1</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>47.1</b>	<b>2.0</b>

- Capital Impact FTE is for Client Support Technician required to support the Mobile Field Worker Technology program which is being implemented in the Transit, Roads & Works, Parks & Open Spaces, Recreation & Culture, Facilities & Construction Management, and Engineering & Construction departments. The capital projects driving this initiative are Asset Management, Operations Voice and AVL/GPS Radio System and the GIS Infrastructure Upgrade.
- Service Level change FTE is for a new Business Analyst in Projects and Development that has been reallocated from Corporate.

## Program Services Budget Overview

Program: Information Systems + Solutions Services/Activities:	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	296,100	218,800	298,600	239,300	20,500	9.4%
Projects & Development	1,003,500	1,003,500	1,127,400	1,127,400	123,900	12.3%
Systems & Telecom Services	1,946,600	1,907,200	1,888,000	1,848,100	(59,100)	(3.1%)
Client & Help Desk Services	1,501,300	1,501,300	1,584,000	1,584,000	82,700	5.5%
Application Support Services	2,172,600	2,078,000	2,265,500	2,263,500	185,500	8.9%
<b>Total Information Systems + Solutions</b>	<b>6,920,100</b>	<b>6,708,800</b>	<b>7,163,500</b>	<b>7,062,300</b>	<b>353,500</b>	<b>5.3%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

The IS+S department identified and removed \$195,800 in operational efficiencies in software, telecommunications and printer toner reductions.

In 2013, the IS+S program has increased by \$353,500 or 5.3% primarily due to the following changes:

- Administration: the IS+S department provides co-hosting services in our data center for several government groups. Revenue for 2013 will be reduced due to funding changes at the Provincial level related to the OurOntario project of Knowledge Ontario. A large group of servers will be moved to a new hosting location as a cost cutting measure so they can meet their budget goals.
- Projects & Development: increases relate to benefit requirements and a new Business Analyst position.
- Systems & Telecom: increases related to software and benefits have been offset with efficiency reductions of \$114,600.
- Client and Help Desk Services: increases relate to Client Support Technician required to support the Mobile Field Worker Technology program in addition to efficiency reductions of \$24,000.
- Application Support Services: increases relate to the elimination of the transfer from Tax Rate Stabilization used in 2012 to phase in the ServiceOakville Technician; software maintenance costs associated with the new CRM software, additional software and licenses for the JD Edwards Suite of products for Corporate Finances and Human Resources offset by efficiency reductions of \$57,100.

## Level of Services Offered

- Through a IT Master Plan completed in 2009, Oakville's IS+S staffing levels are on par with similar municipalities
- Services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the towns performance-based, program based budgeting process.

## Key Objectives (Initiatives) for 2013 – 2015

- Participate in the implementation of a Customer Relationship Management System as part of the ServiceOakville initiative
- Participate in the Web Enabling of various business units such as the Building Department, Planning Department and customer self service
- Participate in the Web Site redevelopment and enhancing our service offerings to the Public
- Expand the implementation of Staff Self Service and Management Dashboard web portals for feature consolidation and streamlining business processes

## 2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
<b>EXPENSES:</b>							
Personnel Services & Benefits	4,339,100	4,591,600	84,100	0	<b>4,675,700</b>	336,600	7.8%
Materials & Supplies	158,100	158,200	0	(24,000)	<b>134,200</b>	(23,900)	(15.1%)
Capital Out Of Operations	0	0	0	0	<b>0</b>	0	0.0%
Purchased Services	2,402,900	2,435,400	70,000	(171,800)	<b>2,333,600</b>	(69,300)	(2.9%)
Payments & Grants	0	0	0	0	<b>0</b>	0	0.0%
Internal Expenses & Transfers	20,000	20,000	0	0	<b>20,000</b>	0	0.0%
<b>Total EXPENSES</b>	<b>6,920,100</b>	<b>7,205,200</b>	<b>154,100</b>	<b>(195,800)</b>	<b>7,163,500</b>	<b>243,400</b>	<b>3.5%</b>
<b>REVENUES:</b>							
External Revenues	103,200	85,200	0	0	<b>85,200</b>	(18,000)	(17.4%)
Internal Recovery & Fund Transfers	108,100	16,000	0	0	<b>16,000</b>	(92,100)	(85.2%)
<b>Total REVENUES</b>	<b>211,300</b>	<b>101,200</b>	<b>0</b>	<b>0</b>	<b>101,200</b>	<b>(110,100)</b>	<b>(52.1%)</b>
<b>TAX LEVY</b>	<b>6,708,800</b>	<b>7,104,000</b>	<b>154,100</b>	<b>(195,800)</b>	<b>7,062,300</b>	<b>353,500</b>	<b>5.3%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013, the IS+S program has increased by \$353,500 or 5.3%. The main drivers for this change are the following:

- Personnel costs have increased by \$336,600 or 7.8% which accounts for changes to benefit requirements, a new Business Analyst position in Projects and Development and a new Client Support Technician (capital budget impact) required to support the Mobile Field Worker Technology program.
- Purchased Services have decreased by \$69,300 due to efficiencies of \$171,800 found in various software maintenance contracts that are no longer required. This is offset by inflationary increases in ongoing software maintenance contracts and an increase of \$70,000 for new software maintenance as a result of the recent implementation of various capital projects (i.e. ServiceOakville, Amanda Modules and CIS).

- Internal Recoveries and Fund Transfers have decreased by \$92,100 due to the elimination of the transfer from Tax Rate Stabilization reserve used to fund a ServiceOakville Technician in 2012.

## 2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
<b>GROSS EXPENDITURES</b>					
Information Systems + Solutions:					
Administration	298,600	302,100	1.2%	305,600	1.2%
Project & Development	1,127,400	1,141,700	1.3%	1,156,700	1.3%
Systems & Telecom Services	1,888,000	1,917,500	1.6%	1,944,300	1.4%
GIS Services	0	0	0.0%	0	0.0%
Client & Help Desk Services	1,584,000	1,606,900	1.4%	1,629,800	1.4%
Application Support Services	2,265,500	2,385,700	5.3%	2,507,800	5.1%
<b>Total GROSS EXPENDITURES</b>	<b>7,163,500</b>	<b>7,353,900</b>	<b>2.7%</b>	<b>7,544,200</b>	<b>2.6%</b>
<b>TAX LEVY</b>					
Information Systems + Solutions:					
Administration	239,300	242,800	1.5%	246,300	1.4%
Project & Development	1,127,400	1,141,700	1.3%	1,156,700	1.3%
Systems & Telecom Services	1,848,100	1,877,600	1.6%	1,904,400	1.4%
GIS Services	0	0	0.0%	0	0.0%
Client & Help Desk Services	1,584,000	1,606,900	1.4%	1,629,800	1.4%
Application Support Services	2,263,500	2,383,700	5.3%	2,505,800	5.1%
<b>Total TAX LEVY</b>	<b>7,062,300</b>	<b>7,252,700</b>	<b>2.7%</b>	<b>7,443,000</b>	<b>2.6%</b>
<b>GROSS EXPENDITURES by Type</b>					
Personnel Services & Benefits	4,675,700	4,825,200	3.2%	4,974,800	3.1%
Materials & Supplies	134,200	134,400	0.1%	134,400	0.0%
Purchased Services	2,333,600	2,374,300	1.7%	2,415,000	1.7%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer to Reserves	20,000	20,000	0.0%	20,000	0.0%
<b>Total EXPENDITURES</b>	<b>7,163,500</b>	<b>7,353,900</b>	<b>2.7%</b>	<b>7,544,200</b>	<b>2.6%</b>
<b>REVENUES by Type</b>					
Activity Revenue	85,200	85,200	0.0%	85,200	0.0%
Internal Recoveries	16,000	16,000	0.0%	16,000	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
<b>Total REVENUES</b>	<b>101,200</b>	<b>101,200</b>	<b>0.0%</b>	<b>101,200</b>	<b>0.0%</b>
<b>TAX LEVY</b>	<b>7,062,300</b>	<b>7,252,700</b>	<b>2.7%</b>	<b>7,443,000</b>	<b>2.6%</b>

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

## 2013 Recommended Capital Budget

The capital budget for Information Systems + Solutions is higher than what was submitted as part of the 2012-2021 capital forecast, primarily due to requested CIS enhancements to Workforce Management. Staff will be able to implement an automated time card process that will provide for more effective and efficient staff time reporting. 2013 capital funds will also provide the resources needed to maintain the town's information systems infrastructure.

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL Proposed Financing
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	
<b>Information Systems + Solutions</b>											
36101301 Corporate Document Management	150,000								150,000		150,000
36101302 Firewall Infrastructure Refresh	150,000								150,000		150,000
36101305 Storage Area Network	75,000								75,000		75,000
36101308 JD Edwards HR Enhancements	160,000							160,000			160,000
36101310 CIS Enhancement - Workforce Management	280,000								280,000		280,000
36101311 Systems and Networking Infrastructure	75,000							75,000			75,000
36101312 PCI Certification Project	135,000								135,000		135,000
36101313 GIS System Enhancement	100,000								100,000		100,000
36101314 Hardware Evergreening	750,000							750,000			750,000
36101315 Corporate Information System (CIS)	75,000						75,000				75,000
36101316 Misc Sustainment for Corporate Applications	140,000						100,000		40,000		140,000
36101317 Point of Sale Terminals Expansion & Refresh	20,000							20,000			20,000
<b>Total Information Systems + Solutions</b>	<b>2,110,000</b>						<b>175,000</b>	<b>1,005,000</b>	<b>930,000</b>		<b>2,110,000</b>



## Service: IS+S Administration

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### Mission

The IS+S Administration service is provided by the department Director and Administrative Assistant/Training Coordinator. It maintains all of the operating budget requirements for departmental office supplies, equipment and purchased services such as specialized consulting, equipment repairs and maintenance, software maintenance, etc.

The Director provides hardware and software technology vision and leadership, appropriate policy development, and technology and resource requirements to fulfill Council's objectives.

The Administrative Assistant/Training Coordinator provides attendance management and reporting for the department, coordination of all training activities in the two training rooms and administrative support for the departmental management team.

### Major Responsibilities

- Provide technology vision and strategic planning and recommendations for the town. Our goal is to invest in technologies to reduce the silos of technology, increase the use of standardized product solutions and reduce our dependence on leased solutions where fiscally beneficial to the town, using a ROI formula where possible
- Coordinate budget allocations to match requirements of department while maintaining fiscal responsibility. Our goal is to finish the year on budget, while providing all the services and technologies as required
- Co-ordinate training activities for training programs initiated by IS+S or by other departments in IS+S training rooms. The IS+S Department has two training rooms in Town Hall, providing space for the approximately 150 training courses offered per year. As well, the department facilitates department specific training courses. The training rooms are used for software systems testing and software vendor presentations.

### Strategic Priorities (Initiatives)

- IS+S will be involved in many key software initiatives supporting the goals of to continuously improve our programs and services as well as to provide outstanding service to our residents and businesses in 2013 through to 2015. These initiatives include ServiceOakville, Asset Management, Oakville.ca Web Sustainment and Service Enhancement and Planning Commission Amanda Implementation and Business Process streamlining.
- IS+S will be involved in several facility construction and renovation initiatives that will impact most sections of the IS+S Department. The renovation of Firehall #3, the construction of the North Operations Depot as well as many Townhall building renovations will be in support of the various operation departments strategic goals to continuously improve our programs and services as well as to provide outstanding service to our residents and businesses. These initiatives in 2013 to 2015 will be a challenge since IS+S does not have any allocated resources to perform this type of work, so we will be relying on overtime and existing project reallocations to ensure that all the projects are successful.

## Key Outcomes

- Staff within the departments are provided with the software, hardware and data resources required to perform their business function, while ensuring that the resources are cost effective, supportable and shareable organizational wide where appropriate. The targets for 2012 are projected to be met with the following outcomes realized:
  - As a strategic goal to reduce costs and streamline support requirements, IS+S concentrates on the increased re-use of centralized enterprise platforms such as JD Edwards, Class, Amanda, ESRI GIS, and Sharepoint Services. In 2012, - two major platform migrations and installations were completed – Active ACR CRM was installed and Phase 1 implemented of the project – Oracle Databases were clustered and reduced from 3 servers to 2 servers, Microsoft Communicator was upgraded to Microsoft Link. In 2012, several major networking enhancements were completed which included streamlining fiber optic links between major buildings, upgrading Internet Service Providers and Load Balancers and upgrading severely aged departmental switches with current technologies.
  - The IS+S Department continues to strive to ensure existing and new data repositories are able to be referenced and leveraged by larger user groups. In 2012, three projects involved the expansion of departmental use of corporate data repositories, enabled departments to significantly enhance their ability to intercommunicate and support work teams through the use of Microsoft Sharepoint, Active CRM and ESRI GIS integrations
  - Many Ontario Municipalities work together to share ideas, share technology solutions and at times, trade developed software applications. The IS+S Department continually monitors and reviews the Municipal and Corporate market place to ensure that we are using similar tools and strategies to become more effective and responsive to our clients. In 2012, IS+S coordinated migration and installation of three systems to ensure that we were aligned with other municipal standards. ie. Active ACR CRM was installed, Standards were developed for Mobile Technologies and an RFP process for a Transit Information System that was compatible with the City of Burlington and other Municipalities within the GTA was started.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	255,000	259,300	0	0	<b>259,300</b>	4,300	1.7%	262,400	265,700
Materials & Supplies	4,100	4,200	0	0	<b>4,200</b>	100	2.4%	4,400	4,400
Purchased Services	37,000	35,200	0	(100)	<b>35,100</b>	(1,900)	(5.1%)	35,300	35,500
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>296,100</b>	<b>298,700</b>	<b>0</b>	<b>(100)</b>	<b>298,600</b>	<b>2,500</b>	<b>0.8%</b>	<b>302,100</b>	<b>305,600</b>
<b>REVENUES:</b>									
Activity Revenue	77,300	59,300	0	0	<b>59,300</b>	(18,000)	(23.3%)	59,300	59,300
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>77,300</b>	<b>59,300</b>	<b>0</b>	<b>0</b>	<b>59,300</b>	<b>(18,000)</b>	<b>(23.3%)</b>	<b>59,300</b>	<b>59,300</b>
<b>TAX LEVY</b>	<b>218,800</b>	<b>239,400</b>	<b>0</b>	<b>(100)</b>	<b>239,300</b>	<b>20,500</b>	<b>9.4%</b>	<b>242,800</b>	<b>246,300</b>
<b>TAX LEVY By Activity:</b>									
Administration	218,800	239,400	0	(100)	<b>239,300</b>	20,500	9.4%	242,800	246,300
<b>TAX LEVY</b>	<b>218,800</b>	<b>239,400</b>	<b>0</b>	<b>(100)</b>	<b>239,300</b>	<b>20,500</b>	<b>9.4%</b>	<b>242,800</b>	<b>246,300</b>

## 2013 Key Budget Drivers

- Activity Revenue has decreased by \$18,000. The IS+S program provides co-hosting services in the data center for several government groups. This revenue reduction is attributed to funding changes at the Provincial level related to the OurOntario project of Knowledge Ontario. A large group of servers will be moved to a new hosting location as a cost cutting measure so they can meet their budget goals.
- Budget efficiencies of \$100 relate to savings on insurance.

## 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases.

# Service: Projects and Development Services

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## Mission

The mission of Projects and Development Services is to facilitate and support technical and business process improvement initiatives within the corporation. Projects and Development Services promotes excellence within projects by the continuous improvement of standardizing project processes and maintains the technical project portfolio on behalf of the corporation. The two main components of the business unit are Project Management and Application Development.

Activities provided include:

- Structured project management of IS+S initiatives supported through the use of dedicated Project Managers.
- Business reengineering, requirements gathering and process modeling through the use of a Business Analyst.
- Custom integrations and application development in both client server and web environments.
- Technical design and development of web properties for all Oakville web sites and intranet (Portico).
- Custom reporting for corporate applications.
- Project consultation and mentorship.

## Major Responsibilities

- Provision of structured project management skills and guidance to ensure successful completion of technical initiatives on behalf of the IS+S Department, client departments, and corporately that match with the priorities and strategic direction of the corporation. The section takes a leadership role in promoting a project management framework and project portfolio concepts within the corporation.
- Provision of business analysis skills to facilitate identification of client business requirements, process improvement, and provide technical solutions to accomplish business objectives of the corporation.
- Development of internal applications, interfaces, workflows, reports, and integrations to facilitate the business needs of the corporation; whether to get information into a system or to extract information from systems.
- Research emerging technologies and develop proof of concepts to ensure the most effective technical solutions are deployed with minimal risk of the corporation.

## Strategic Priorities (Initiatives)

- Contribute to and lead the development of web enabled services for both internal users and external clients. Including the introduction of self service sites for a variety of audiences to improve access to information and collaboration; and creation of electronic forms and workflows to replace many of the town's paper based forms.
- Contribute to and lead the technical components of the web relaunch project including site technical design, application integrations, and search functionality.
- Develop the process and workflow to automate the staff lifecycle within core applications (including JD Edwards, SharePoint, and Active Directory). This is a major change to streamline process and ensure efficient and timely information management of staff resources.
- Continue to support and lead various initiatives through the provision of project management, business analysis, and developer skill sets.

## Key Outcomes

- Provide accessible, secure, reliable, user friendly, cost-effective applications, integrations and reports based on master sources of data in corporate applications that meet business requirements. The targets for 2012 are projected to be met with the following outcomes realized:
  - Developed the background business needs analysis and RFP for an RFP for a new Transit Information System.
  - Developed the proof of concept for Staff Workspaces based on Sharepoint and integrations to our core technology data repositories. These web portals will provide the landing pages to create a launching point for the applications and streamlined processes generated to automate much of the effort required by Managers, HR, Payroll, and IS+S staff to report on attendance, information requests and reporting.
  - Developed the Purchasing Award Approval System for the Purchasing department to track and manage all RFP and Tender Award Reports and Single Source Reports.
  - Launched Electronic Document Management initiative to formalize and automate corporate document management processes.
  - Provided project management and support to multiple internal initiatives including the Class upgrade, Amanda upgrade, ESRI GIS upgrade, Telestaff implementation, recruitment review, forms automation, PRESTO reporting, and SQL server migration.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	967,900	1,106,800	0	0	<b>1,106,800</b>	138,900	14.4%	1,120,800	1,135,500
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	35,600	20,600	0	0	<b>20,600</b>	(15,000)	(42.1%)	20,900	21,200
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>1,003,500</b>	<b>1,127,400</b>	<b>0</b>	<b>0</b>	<b>1,127,400</b>	<b>123,900</b>	<b>12.3%</b>	<b>1,141,700</b>	<b>1,156,700</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>
<b>TAX LEVY</b>	<b>1,003,500</b>	<b>1,127,400</b>	<b>0</b>	<b>0</b>	<b>1,127,400</b>	<b>123,900</b>	<b>12.3%</b>	<b>1,141,700</b>	<b>1,156,700</b>
<b>TAX LEVY By Activity:</b>									
Project & Development	1,003,500	1,127,400	0	0	<b>1,127,400</b>	123,900	12.3%	1,141,700	1,156,700
<b>TAX LEVY</b>	<b>1,003,500</b>	<b>1,127,400</b>	<b>0</b>	<b>0</b>	<b>1,127,400</b>	<b>123,900</b>	<b>12.3%</b>	<b>1,141,700</b>	<b>1,156,700</b>

## 2013 Key Budget Drivers

- Personnel costs have increased by \$138,900 as a result of a new Business Analyst position from Corporate.
- Purchased Services have decreased by \$15,000 due to a reallocation of software maintenance to the Application Support Services area to reflect resource needs.

## 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

## Service: Systems and Telecom Services

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### Mission

Systems and Telecom Services support all the backroom operations for the servers, telephones and networking. It provides 24 x 7 x 365 systems monitoring and systems and communications management for 300+ server processes, networking for 60+ sites and 1800 Voice over Internet Protocol (VOIP) and Private Branch eXchange (PBX) based telephones. It manages a disaster recovery site for information systems recovery in the event of a disaster and provides internet and internal security support.

### Major Responsibilities

- Systems and Telecom Services is responsible for providing a high quality and dependable infrastructure for the town's core applications to all the town's computer and telecom users.
- Currently maintaining over 16TB of data storage and process over 200,000 email messages per week.
- Systems and Telecom Services is also responsible for keeping all of the town's data safe, secure, and accessible.
- All data is backed up to a disaster recovery site, and all core applications have a business continuity plan in case of disaster.

### Strategic Priorities (Initiatives)

- Strategic Goal: To be environmentally sustainable.
  - By continuing to grow our virtual server environment and replace older non-efficient hardware, we can reduce energy consumption and air conditioning requirements in the data centres.
- Strategic Goal: To continuously improve our programs and services.
  - By upgrading our Wi-Fi wireless controllers, and providing a wider base of Wi-Fi access points, we can improve the quality and coverage of wireless internet service for Oakville patrons.

### Key Outcomes

- Corporate data assets are safeguarded as measured by using a disaster recovery site, having a business resumption plan and maintaining 99% uptime. For 2012, the targets are projected to be met.
- Key networking infrastructures were upgraded and enhanced to provide the following enhancements:
  - Internet capacity for the Public's Access to the Internet and Town Business Applications through the Public Libraries, Transit Hubs and Recreation Centers was doubled while still providing a reduction of 14.6% in Purchased Services.
  - Wireless Access Services were improved in terms of capacity, speed and access locations through the upgrade of the centralized access server while ease of use of the system Town wide was improved.
  - Internet security safeguards were enhanced across the system and the use of common technologies was improved.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	1,113,000	1,173,000	0	0	<b>1,173,000</b>	60,000	5.4%	1,190,800	1,205,900
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	813,600	809,600	0	(114,600)	<b>695,000</b>	(118,600)	(14.6%)	706,700	718,400
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	20,000	20,000	0	0	<b>20,000</b>	0	0.0%	20,000	20,000
<b>Total EXPENSES</b>	<b>1,946,600</b>	<b>2,002,600</b>	<b>0</b>	<b>(114,600)</b>	<b>1,888,000</b>	<b>(58,600)</b>	<b>(3.0%)</b>	<b>1,917,500</b>	<b>1,944,300</b>
<b>REVENUES:</b>									
Activity Revenue	23,900	23,900	0	0	<b>23,900</b>	0	0.0%	23,900	23,900
Internal Recoveries	15,500	16,000	0	0	<b>16,000</b>	500	3.2%	16,000	16,000
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>39,400</b>	<b>39,900</b>	<b>0</b>	<b>0</b>	<b>39,900</b>	<b>500</b>	<b>1.3%</b>	<b>39,900</b>	<b>39,900</b>
<b>TAX LEVY</b>	<b>1,907,200</b>	<b>1,962,700</b>	<b>0</b>	<b>(114,600)</b>	<b>1,848,100</b>	<b>(59,100)</b>	<b>(3.1%)</b>	<b>1,877,600</b>	<b>1,904,400</b>
<b>TAX LEVY By Activity:</b>									
Systems & Telecom Services:									
Systems Management Services	1,341,600	1,382,500	0	(94,600)	<b>1,287,900</b>	(53,700)	(4.0%)	1,310,500	1,330,400
Telecom & Network Services	565,600	580,200	0	(20,000)	<b>560,200</b>	(5,400)	(1.0%)	567,100	574,000
<b>TAX LEVY</b>	<b>1,907,200</b>	<b>1,962,700</b>	<b>0</b>	<b>(114,600)</b>	<b>1,848,100</b>	<b>(59,100)</b>	<b>(3.1%)</b>	<b>1,877,600</b>	<b>1,904,400</b>

### 2013 Key Budget Drivers

- Personnel costs have increased by \$60,000 due to adjustments to salaries for step increases and benefit requirements.
- Budget efficiencies of \$114,600 relate to discontinued software maintenance and telecommunications.

### 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.



## Service: Client and Help Desk Services

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### Mission

The Client and Help Desk Services has two main activities, Desktop Support and Application Support. Through these activities, it oversees corporate desktop software licensing; supports approximately 1,300 users at 60+ locations by operating a Help Desk at ext. 4357 (HELP) from 8 a.m. to 6 p.m. Monday to Friday; purchases, installs and maintains all desktop hardware, office automation software, peripherals and printers; acts as the central point of contact for all technology issues and corporate wide communication on information technology issues; and provides audio and video support for Council, Committees of Council and staff requirements.

### Major Responsibilities

- To act as the single point of contact for all town employees escalated inquiries regarding desktop hardware, software and printer outages and issues.
- Ongoing documentation for all reported town technical outage/escalations
- Purchase all corporate desktop hardware, software, and printer technologies
- Total Disruption Tracking and Trending - Problem Trend Analysis

### Strategic Priorities (Initiatives)

- To ensure all corporate technologies and software are at a business appropriate level. This includes hardware and software licensing to ensure compliance.
- To continue to provide outstanding technical service to town staff and Council in order for them to provide Permanently Amazing Service to their clients and constituents

### Key Outcomes

- Accurate Software/Hardware License Management as measured by the Corporation being up to date with all current hardware and software licenses being used, non-renewal of software packages not be utilized by Corporation, and accurate annual renewal of Microsoft software (desktop and server) enterprise agreements. For 2012, the targets of 100% for each measure are projected to be met.
- Delivery and Support of current up-to-date technology to allow Public facing departments to deliver their program services to the Public as measured by ensuring that all corporate computers are not older than 5 years old in order to ensure reliable service to the public. The target of 85% is projected to be exceeded.
- 100% of all Public Access Computers were replaced in the Public Libraries in 2012 and loaded with new software and multi media capabilities.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	677,000	687,800	84,100	0	<b>771,900</b>	94,900	14.0%	783,000	794,100
Materials & Supplies	154,000	154,000	0	(24,000)	<b>130,000</b>	(24,000)	(15.6%)	130,000	130,000
Purchased Services	670,300	682,100	0	0	<b>682,100</b>	11,800	1.8%	693,900	705,700
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>1,501,300</b>	<b>1,523,900</b>	<b>84,100</b>	<b>(24,000)</b>	<b>1,584,000</b>	<b>82,700</b>	<b>5.5%</b>	<b>1,606,900</b>	<b>1,629,800</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>
<b>TAX LEVY</b>	<b>1,501,300</b>	<b>1,523,900</b>	<b>84,100</b>	<b>(24,000)</b>	<b>1,584,000</b>	<b>82,700</b>	<b>5.5%</b>	<b>1,606,900</b>	<b>1,629,800</b>
<b>TAX LEVY By Activity:</b>									
Client & Help Desk Services	1,501,300	1,523,900	84,100	(24,000)	<b>1,584,000</b>	82,700	5.5%	1,606,900	1,629,800
<b>TAX LEVY</b>	<b>1,501,300</b>	<b>1,523,900</b>	<b>84,100</b>	<b>(24,000)</b>	<b>1,584,000</b>	<b>82,700</b>	<b>5.5%</b>	<b>1,606,900</b>	<b>1,629,800</b>

## 2013 Key Budget Drivers

- Personnel costs have increased by \$94,900 as a result of a capital impact FTE for a Client Support Technician to support the Mobile Field Worker Technology program which is being implemented in the Transit, Roads & Works, Parks & Open Spaces, Recreation & Culture, Facilities & Construction Management, and Engineering & Construction departments.
- Budget efficiencies of \$24,000 relate to reductions in supplies of toner cartridges for departmental printers.

## 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

## Service: Application Support Services

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### Mission

Application Support Services' main activity is the ongoing support of corporate applications. Activities provided include:

- Reliable access and issue resolution for corporate applications
- Custom reporting for corporate applications
- Documentation, training and support of town applications to enhance the effectiveness and efficiency of system users
- Database administration to ensure security, data integrity and availability of town data to end users.
- Expertise needed to upgrade and maintain all applications, software, tools and databases at vendor supported versions

### Major Responsibilities

- The Application Support Section responds to problems in a timely manner, maintains database integrity and security, version control through upgrades and patches, and provides administration, training and support in order to ensure the continued and effective use of corporate applications by town staff.
- The areas of focus are the 5 – corporate standard enterprise applications, CIS (JD Edwards), Class (Active Networks), Amanda (CSDC), Portico (Microsoft Sharepoint), and GIS (ESRI). The Application Support group also supports the smaller best of breed applications required to perform specialized management functions such as Parking Enforcement, Fuel Management, Cemetery, and Harbours Management.
- Coordination of the acquisition of tools/applications, data products (Orthophoto, Teranet etc) and application related consulting services when required to provide solutions for the town meeting business and strategic initiatives.

### Strategic Priorities (Initiatives)

- Contribute to the development of business intelligence by providing the database infrastructure and tools needed so that town staff can access information being captured in town applications in order to report on business specific information collected that could be used to demonstrate that the business is accountable and improving their programs and services.
- Contribute to and lead the AMANDA implementation for Planning and future public facing portal solutions.
- Contribute to the implementation of a CRM solution by providing resources to support the technical component of this solution.
- Upgrade of AMANDA, GIS and Class solutions to ensure that the solutions meet both corporate and public expectations of service.
- Continue to support various initiatives such as Asset Management, Document Management, and Staff collaboration and portal development through SharePoint.

### Key Outcomes

- Efficient administration, support and training of corporate applications. The targets for 2012 are projected to be substantially met with the following outcomes realized:

- Staff were trained and new up to date documentation was provided to support the JD Edwards upgrade and capture any changes in processes since the last upgrade. This effort increases the quality of information available to staff in order to follow proper business and application processes which increase the quality of data being captured and accessed.
- 100 % of staff trained in classroom style training felt that the training increased their ability to use the application that they were being trained on.
- Performed all administrative tasks required to ensure the 5 core applications were available, secure and functional for town staff to perform their business duties.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	1,326,200	1,364,700	0	0	<b>1,364,700</b>	38,500	2.9%	1,468,200	1,573,600
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	846,400	887,900	70,000	(57,100)	<b>900,800</b>	54,400	6.4%	917,500	934,200
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>2,172,600</b>	<b>2,252,600</b>	<b>70,000</b>	<b>(57,100)</b>	<b>2,265,500</b>	<b>92,900</b>	<b>4.3%</b>	<b>2,385,700</b>	<b>2,507,800</b>
<b>REVENUES:</b>									
Activity Revenue	2,000	2,000	0	0	<b>2,000</b>	0	0.0%	2,000	2,000
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	92,600	0	0	0	<b>0</b>	(92,600)	(100.0%)	0	0
<b>Total REVENUES</b>	<b>94,600</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>(92,600)</b>	<b>(97.9%)</b>	<b>2,000</b>	<b>2,000</b>
<b>TAX LEVY</b>	<b>2,078,000</b>	<b>2,250,600</b>	<b>70,000</b>	<b>(57,100)</b>	<b>2,263,500</b>	<b>185,500</b>	<b>8.9%</b>	<b>2,383,700</b>	<b>2,505,800</b>
<b>TAX LEVY By Activity:</b>									
Application Support Services	2,078,000	2,250,600	70,000	(57,100)	<b>2,263,500</b>	185,500	8.9%	2,383,700	2,505,800
<b>TAX LEVY</b>	<b>2,078,000</b>	<b>2,250,600</b>	<b>70,000</b>	<b>(57,100)</b>	<b>2,263,500</b>	<b>185,500</b>	<b>8.9%</b>	<b>2,383,700</b>	<b>2,505,800</b>

## 2013 Key Budget Drivers

- Personnel costs have increased by \$38,500 due to adjustments to salaries for step increases and benefit requirements.
- Purchased Services have a net increase of \$54,400 due to increased software maintenance costs for the JD Edwards ERP System and the new maintenance for the Active ACR CRM software.
- Budget efficiencies of \$57,100 relate to discontinued software maintenance.

## 2014 - 2015 Budget Forecast Highlights

- In 2014, personnel costs include a capital impact of \$85,400 for an Application Support Analyst to support the Transit Information System.
- In 2015, personnel costs include a capital impact of \$85,400 for an Application Support Analyst to support SharePoint Enhancements.

