



Program: Information Systems + Solutions

Program Based Budget

2016 – 2018

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 ways: day-to-day operations and maintenance are funded through the operating budget; 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 reviews 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 & Development
- Systems & Telecom Services
- Client & Help Desk Services
- Application Support Services

Staffing Overview

Program: Information Systems + Solutions	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Adjustment	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
Services/Activities:							
Administration	2.0	2.0				2.0	0.0
Projects & Development	11.0	11.0		2.0		13.0	2.0
Systems & Telecom Services	12.0	12.0	1.0			13.0	1.0
Client & Help Desk Services	11.1	11.1				11.1	0.0
Application Support Services	15.0	16.0	2.0			18.0	2.0
Total Information Systems + Solutions	51.1	52.1	3.0	2.0	0.0	57.1	5.0

Overall, staff complement for Information Systems + Solutions has increased by 5.0 for a total of 57.1 FTE's. The following summarized the changes:

- 3.0 FTE's have been included as a result of recent capital improvements which are required to sustain system applications. In particular, a database analyst assigned to the Open Data project; a business analyst to support PCI Certification compliance and an application analyst to support on-going Corporate Document Management initiatives.
- 2.0 business analysts' positions, which are to be fully recovered from capital have been included as FTE's. The IS+S program provides professional business analysis, project management oversight and advice to streamline business processes that support corporate and departmental technological needs. The past several years, contract positions have been hired to implement various projects, it is evident that this type of support for capital initiatives is required over the long-term forecast.

Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	317,300	233,000	322,100	240,400	7,400	3.2%
Project & Development	1,289,300	1,289,300	1,530,700	1,307,200	17,900	1.4%
Network Services	2,323,400	2,282,500	2,412,300	2,412,300	129,800	5.7%
Client Services	1,691,700	1,691,700	1,772,900	1,772,900	81,200	4.8%
Application Support Services	2,840,600	2,838,600	3,308,100	3,306,100	467,500	16.5%
Total	8,462,300	8,335,100	9,346,100	9,038,900	703,800	8.4%

In 2016, the IS+S program has increased by \$703,800 or 8.4%. The primary drivers for the increase are the 5 additional staff which include the various Analyst positions noted above. Two of the new positions will be fully recovered from capital initiatives and therefore, have no net tax levy impact. The other 3 positions have been phased in with mid-year start dates for a total impact of \$192,100. Other operational drivers include increases to maintenance and licensing costs and new software maintenance costs for Adobe AEM Forms, Amanda Web Portal, Envisionware and Purple Forge to name a few. Otherwise, only inflationary increases have been included.

Key Performance Indicators

1. Percentage of gross operating budget

2011	2012	2013	2014	2015
3.6%	3.8%	3.8%	3.9%	4.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2011	2012	2013	2014	2015
2.9%	3.0%	3.1%	3.3%	3.4%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of calls resolved within 24 hours

2011	2012	2013	2014	2015
85%	85%	80%	81%	84% as of Oct 2015
Why Important: Lower technology down time means more uptime for staff to complete duties.				
How Calculated: Number of calls divided by the number of those calls that were fixed within 24 hours.				

4. Reduction in number of help desk requests (as an average # of help desk tickets per year per town employee with log-in rights)

2011	2012	2013	2014	2015
NA	NA	1300 login staff 12,735 tickets	1600 login staff 12,412 tickets	2300 login staff 13,500 tickets
		9.8 tickets per employee	7.8 tickets per employee	5.9 tickets per employee
Why Important: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
How Calculated: Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				

5. Client satisfaction with support

2011	2012	2013	2014	2015
No data - Survey started in 2012	91% Satisfied to Very Satisfied	92% Satisfied to Very Satisfied	94% Satisfied to Very Satisfied	94% Satisfied to Very Satisfied as of Oct 2015
Why Important: Indicates that staff believe that IS+S can help with the technical issues and that they were satisfied with the support they received.				
How Calculated: Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.				

6. Internal network availability - percentage of network uptime

	2013	2014	2015
Total Time (Mins)	8765.8	8765.8	8765.8
# Downtime Events	121	52	50
Total Downtime (Hrs)	341.2	149.5	122.2
Why Important: Network availability measures the IT Department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.			
How Calculated: This KPI is calculated solely on non-scheduled outages impacting users. Goal is to reduce the number of downtime events by 10% and the total downtime by 10% each year			

Key Objectives (Initiatives) for 2016 – 2018

- Participate in web site feature and service enhancements to the public extending self-service functionality, online forms, accessible options, search functionality, and responsive capability. Key for 2016-2018 will be a site refresh, replacement of the by-law management system, a new calendar solution, replacement of Town TV, new web based forms, and a new corporate performance dashboard.
- Replacement of the Recreation Program and Facility Booking application, Electronic Agenda Management System, and Service Oakville's client management system.
- Application infrastructure refreshes on the corporate GIS system, SharePoint platform, Amanda 7, and the Corporate Information System (JD Edwards).
- Complete implementation of new Library ILS system and introduction of RFID for book handling.
- Continued expansion of network infrastructure to support town facilities.
- Contribute to and assist with initiatives from ServiceOakville, Asset Management, Forms and Survey Automation, Oakville.ca Web Sustainment and Service Enhancement and Amanda Self Service Portal and Business Process streamlining.
- Contribute to and lead the development of web enabled services for both internal users and external clients. This includes the introduction of PCI compliant ePayment and client identity management solutions, redevelopment of external facing calendar, video solutions, performance management, by-law management, and customer facing feedback and form experiences.
- Support and lead key corporate technology initiatives through the provision of project management, business analysis, and developer skill sets including the Class Registration and Booking System replacement, Electronic Agenda Management replacement, GIS system refresh, SharePoint upgrade, Transit ITS, Open Data and Corporate Document Management.
- Foster development and implementation of applications which achieve legislated requirements and best practice, such as web standards and AODA compliance.
- 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 infrastructure implementation of the future public facing portal solution.
- Contribute to and support employee performance management and recruitment solutions.
- Contribute to the development of application integrations and electronic forms and business automation by using Adobe AEM Forms.
- Continue to support various initiatives such as Open Data, Document Management and portal development through SharePoint.

2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
Expenses:							
Personnel Services & Benefits	5,451,400	5,574,300	192,100	223,500	5,989,900	538,500	9.9%
Materials & Supplies	116,400	119,100	(3,000)	0	116,100	(300)	(0.3%)
Capital Out Of Operations	0	0	0	0	0	0	0.0%
Purchased Services	2,818,600	2,744,800	419,400	0	3,164,200	345,600	12.3%
Payments & Grants	55,900	55,900	0	0	55,900	0	0.0%
Internal Expenses & Transfers	20,000	20,000	0	0	20,000	0	0.0%
Total Expenses	8,462,300	8,514,100	608,500	223,500	9,346,100	883,800	10.4%
Revenues:							
External Revenues	110,200	83,700	0	0	83,700	(26,500)	(24.0%)
Internal Recovery & Fund Trsf	17,000	0	0	223,500	223,500	206,500	1,214.7%
Total Revenues	127,200	83,700	0	223,500	307,200	180,000	141.5%
Tax Levy	8,335,100	8,430,400	608,500	0	9,038,900	703,800	8.4%

In 2016, the IS+S program has increased by \$703,800 00 or 8.4%. The main drivers for this change are the following:

- Personnel Services and Benefits increased by \$538,500 partially due to the addition of two new Business Analysts positions, totaling \$223,500. Both positions are 100% recovered from capital. Three other analyst positions have been phased in with mid-year start dates, totaling \$192,100, to support initiatives related to the Open Data project, PCI Certification compliance and Corporate Document Management. Inflation and compensatory increases are also included.
- Purchased Services increased by \$345,600 primarily due to an increase of \$334,400 for software maintenance resulting from several capital projects (i.e. PCI Certification, Corporate Document Management, GIS Enhancement and AMANDA public portal). The remainder relates to inflationary increases on various software maintenance contracts.
- External Revenues decreased by \$26,500 due to the elimination of cost recoveries from area municipalities.
- Internal Recovery & Funds Transfer increased by \$206, 5000 primarily to reflect the capital recoveries for the two new Business Analysts positions.

2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
Gross Expenditures					
Information Systems + Solutions					
Administration	322,100	431,300	33.9%	441,800	2.4%
Project & Development	1,530,700	1,564,000	2.2%	1,604,200	2.6%
Systems & Telecom Services	2,412,300	2,557,100	6.0%	2,599,400	1.7%
Client & Help Desk Services	1,772,900	1,796,600	1.3%	1,823,100	1.5%
Application Support Services	3,308,100	3,514,900	6.3%	3,627,300	3.2%
Total Gross Expenditures	9,346,100	9,863,900	5.5%	10,095,800	2.4%
Tax Levy					
Information Systems + Solutions					
Administration	240,400	349,600	45.4%	360,100	3.0%
Project & Development	1,307,200	1,340,500	2.5%	1,380,700	3.0%
Systems & Telecom Services	2,412,300	2,557,100	6.0%	2,599,400	1.7%
Client & Help Desk Services	1,772,900	1,796,600	1.3%	1,823,100	1.5%
Application Support Services	3,306,100	3,512,900	6.3%	3,625,300	3.2%
Total Tax Levy	9,038,900	9,556,700	5.7%	9,788,600	2.4%
Gross Expenditures By Type					
Personnel Services & Benefits	5,989,900	6,241,800	4.2%	6,413,700	2.8%
Materials & Supplies	116,100	116,100	0.0%	116,100	0.0%
Purchased Services	3,164,200	3,430,100	8.4%	3,490,100	1.7%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	55,900	55,900	0.0%	55,900	0.0%
Minor Capital & Transfer To Reserves	20,000	20,000	0.0%	20,000	0.0%
Total Expenditures	9,346,100	9,863,900	5.5%	10,095,800	2.4%
Revenues By Type					
Activity Revenue	83,700	83,700	0.0%	83,700	0.0%
Internal Recoveries	223,500	223,500	0.0%	223,500	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
Total Revenues	307,200	307,200	0.0%	307,200	0.0%
Tax Levy	9,038,900	9,556,700	5.7%	9,788,600	2.4%

2017 - 2018 Budget Forecast Highlights

- The 2017 budget includes annualization of staffing in the 2016 budget as well as impacts from capital for additional software maintenance resulting from new initiatives
- 2018 reflects inflationary increases only.

2016 - 2018 Recommended Capital Budget

The capital budget for Information Systems + Solutions ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. Some of the larger projects for 2016 have been caused by discontinued applications including the CLASS Registration and Facility Booking System and the Electronic Agenda Management System. Application infrastructure refreshes are planned on the corporate GIS system, SharePoint, Amanda 7, and the Corporate Information System (JD Edwards).

2016 - 2018 operating impacts shown for the various projects above include costs for various software licensing and staffing to support new systems implemented as part of these projects.

Information Systems & Solutions	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
36101508 Corporate Document Management	Strategic Priorities	226,000	302,000	201,000	138,800		
36101509 PCI Certification Project	Strategic Priorities	140,000	40,000	40,000	351,000	58,800	
36101510 GIS System Enhancement	Infrastructure Renewal	101,000	156,000	101,000	7,000		
36101515 Systems and Networking Infrastructure	Infrastructure Renewal	50,000	50,000	50,000			
36101602 Electronic Agenda Management	Infrastructure Renewal	327,000					
36101603 GIS Infrastructure Refresh	Infrastructure Renewal	231,000					
36101604 16 Mile - Cansec Security System Installation	Infrastructure Renewal	115,000					
36101605 Share Point Enhancements	Strategic Priorities	60,000	50,000	40,000			
36101610 Corporate Information System (CIS)	Infrastructure Renewal	126,000	126,000	126,000			15,000
36101611 Hardware Evergreening	Infrastructure Renewal	754,000	754,000	804,000	6,000	45,000	
36101612 Misc Sustainment for Corporate Applications	Infrastructure Renewal	151,000	101,000	126,000	4,500		
36101802 IS + S Strategic Plan	Infrastructure Renewal			101,000			
36101803 CIS Infrastructure Refresh	Infrastructure Renewal			126,000			
36101902 Sharepoint Infrastructure Refresh	Infrastructure Renewal				28,700		
Total Information Systems & Solutions		2,281,000	1,579,000	1,715,000	536,000	103,800	15,000

Technology Initiatives in Other Programs:

The following are capital projects in other program areas that the Information Systems + Solutions team would be involved in sourcing and implementation.

Information Systems & Solutions	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
21101101 Web Based Services	Strategic Priorities	493,000	614,000	467,000	6,000		
36101606 CRM Infrastructure Replacement	Infrastructure Renewal	686,000	172,000				
36101608 Fuel and Liquids Management System	Strategic Priorities	745,000				100,000	
36101609 Open Data	Strategic Priorities	85,000	100,000		42,500	102,500	
36101702 Staff Scheduling - Community Services	Infrastructure Renewal		350,000				45,000
54421104 Transit Information and Communications S	Strategic Priorities	560,000	50,000				
54421604 IVR & Web Interface for Specialized Transit Scheduling	Strategic Priorities	150,000					
63101201 Amanda Module Enhancements	Infrastructure Renewal	90,000	90,000				
63101401 AMANDA Public Portal	Infrastructure Renewal	125,000			12,000		
71101404 RFID System Installation	Infrastructure Renewal	804,000			(59,500)	(139,100)	(117,600)
Total Information Systems & Solutions		3,738,000	1,376,000	467,000	1,000	63,400	(72,600)