



Going Forward with Information Services

-An Update for Council

January 13, 2015

PRESENTATION OVERVIEW

1. Information Services Steering Committee (ISSC)
2. Information Services Manager
3. A Vision for IS
4. An IS Master Plan
5. Priority Setting and the Procurement Process
6. Current Hardware Environment
7. IS Department Structure
8. Resourcing IS

Significant Progress Has Been Made by the ISSC


Information Services Steering Committee

The ISSC is the administrative group charged with the transformation of Information Services:

- Co-chaired by the CAO and the GM Corporate Services
- Membership:
 - GM Community Services
 - GM Development Services
 - Former GM Development Services
 - Manager, Legislative & Administrative Services
 - Supervisor, Information Technology Services
 - Supervisor, GIS
 - Information Management Supervisor/ FOIP Co-ordinator

The ISSC continues to address the terms of reference set by Council

Information Services Manager



Position Title: Manager, Information Services
Department: Information Services
Reports To: General Manager, Corporate Services
Date Established: September 8, 2014

DRAFT

New Position ☒ Update ☐ Request for Classification Review ☐

Position Summary:
The Manager, Information Services (IS) plans, develops and implements policies, strategies and programs related to the management of information technology resources. The Manager is to provide leadership, direction and support to service recipients internal and external to the County and to direct a staff of competent professionals in a variety of functional capacities to achieve this objective. The Manager is charged with providing services related to: The County's Information Technology Infrastructure; Innovation and Growth; Operations Management; and Information Stewardship.

The Manager, IS is responsible for ensuring that these services are cost efficient, effective in meeting the needs of clients and are valued as measured by a high level of client satisfaction.

1 Key Responsibilities

1.1 Duties

1.1.1 Develop and Continuously Improve Key Business Processes (35%)

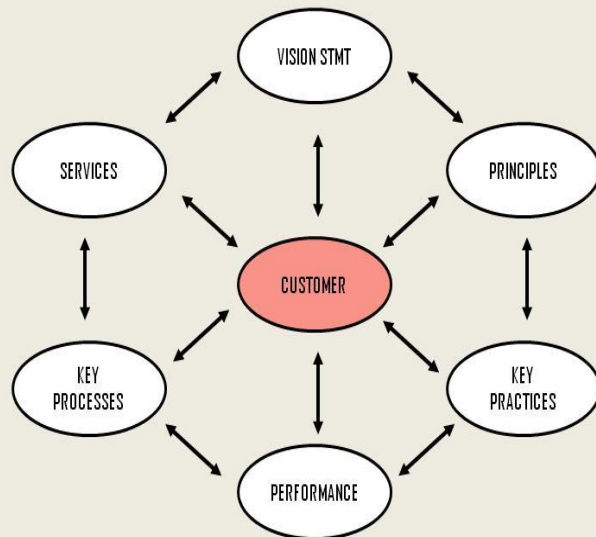
- IS Master Planning – requires annual review to remain consistent with the County's Strategic Plan.
- Technology Life Cycle Planning – ensuring the investment in technology is optimized through the continual renewal of components.
- Project Planning – ensuring that all client projects are planned to an appropriate level of detail.
- Risk Management – ensuring that all client projects are assessed for risk and where appropriate, risk mitigation strategies are developed.
- Information Management – ensure information technology supports the lifecycle plan for electronic records.
- Architecture Maintenance – maintain "as-built" currency of critical architectures including Technical, Business, Application and Data.
- Investment Evaluation – consistent model to determine the costs, benefits and implications of investing in information and information technology.
- Change Management – ensuring that activities such as managing metadata, version control and compatibility of the existing investment with new versions of the environment, are maintained in a controlled manner. As well, ensuring the activities, processes, tool and techniques used to manage people and their workflows are considered when introducing change.
- Environment Optimization – ensuring that the environment is optimized to take advantage of efficiency and effectiveness enhancements.
- Project Management – ensuring that all IS related initiatives are resourced appropriately and are managed to increase the likelihood of successful completion.
- Process Improvement – ensuring that all IS related initiatives include a component of business process improvement.
- Harvesting of Benefits – ensuring that the value potential of IS related to initiatives is realized, measured and reported.

A position description for the Manager, Information Services has been:

- Drafted and reviewed by members of the ISSC
- Reviewed by Human Resources
- Accepted by the ISSC

The position requires final approval.

A Vision for Information Services



The Vision for IS incorporates:

- An IS Vision Statement
- Principles and Practices
- Services of IS
- Processes and KPIs and
- Focuses on the Customer

The Vision embraces revenue generation

An Information Services Master Plan

Information Services Master Plan

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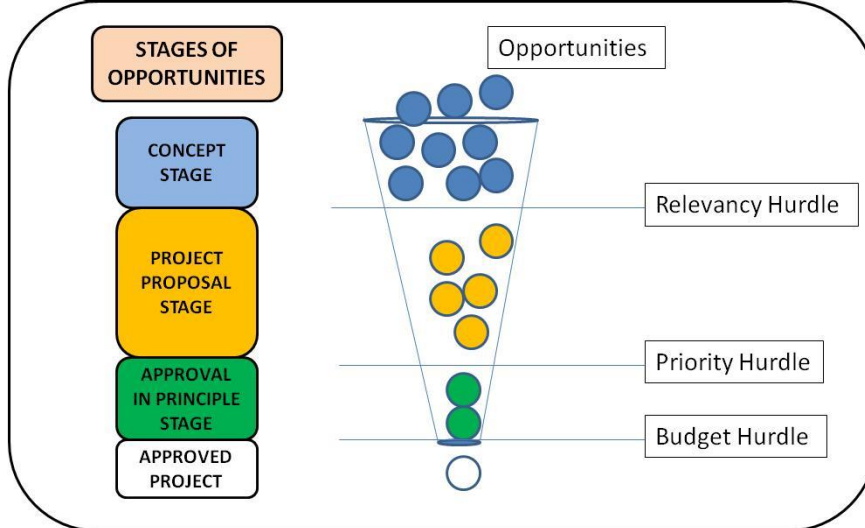
The IS Master Plan contemplates:

- The service needs of existing and future customers
- A strategic road map to a desired future state
- Measuring performance through the use of KPIs
- A strategy to identify opportunities
- A process for prioritizing opportunities
- Applying the principles and practices outlined in the vision

The Manager of Information Services needs to be place before finalizing

Priority Setting and the Procurement Process

OVERVIEW OF PRIORITY SETTING



The Priority setting process:

- Defines how opportunities will be evaluated
- Provides a consistent model for comparison
- Incorporates PC's strategic priorities
- Separates the IS Dept. from the approval process

Provides continuity from one budget period to another – projects that reach the approval in principle stage don't have to start over...

Priority Setting and the Procurement Process

cont.

OVERVIEW OF PROPOSAL EVALUATION

EVALUATION CRITERIA	Factor Weight (+ or -)	Factor Score (0-3)	Factor Points
Short Term			
Revenue Growth	0.0	0.0	0.0
Cost Displacement	0.0	0.0	0.0
Cost Reduction	0.0	0.0	0.0
Medium Term			
Risk Reduction	0.0	3.0	0.0
Performance Improvement	0.0	1.0	0.0
Cost Avoidance	0.0	1.0	0.0
Long Term			
Enhanced Sustainability	0.0	0.0	0.0
Economic Gain	0.0	0.0	0.0
Relationship Redesign	0.0	0.0	0.0
General Criteria			
Directly Addresses PC Strategic Plan	0.0	0.0	0.0
Consistent with IS Vision & Principles	0.0	0.0	0.0
Low-Complexity - Doability	0.0	0.0	0.0
Other	0.0	0.0	0.0
Total Points		0	0.0

The Proposal Evaluation process:

- Assesses acquisition of IS assets against the vision
- Determines the desirability of alternative delivery models including cloud services
- Measures the cost efficiency, and the ability to meet service level expectations
- Ranks the overall desirability of proposed acquisitions

Provides a consistent framework to evaluate acquisitions against pre-determined and weighted criteria ...

Current Hardware Environment

Council asked for an evaluation of the investment in IT

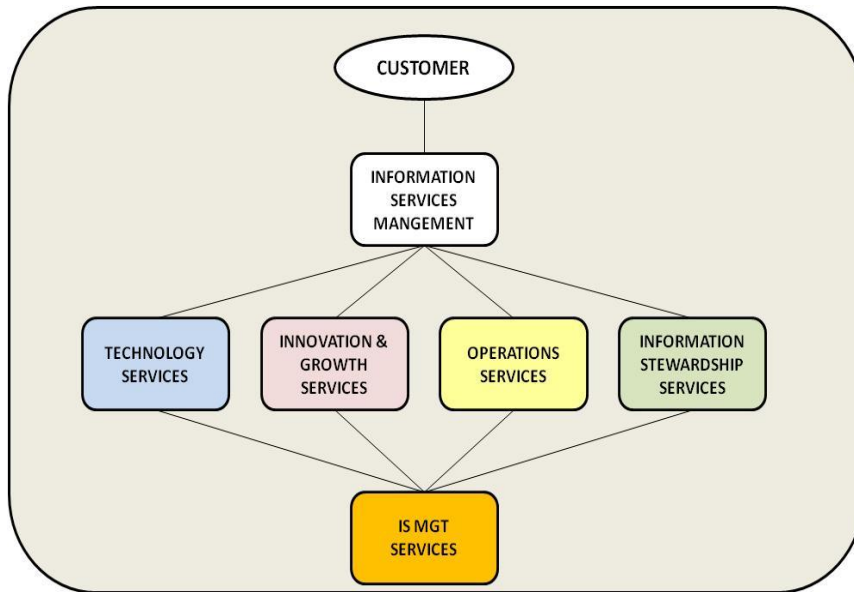
After a couple of false starts an external resource has been identified (Tiara Systems) who is:

- Qualified to evaluate the currency, scalability, flexibility, etc. of the County's IT environment
- Knowledgeable of the municipal sector in Alberta
- Familiar with many of applications currently used by PC.

We have targeted to have the evaluation completed as soon as possible.

IS Department Structure – Functions of IS

FUNCTIONS OF IS

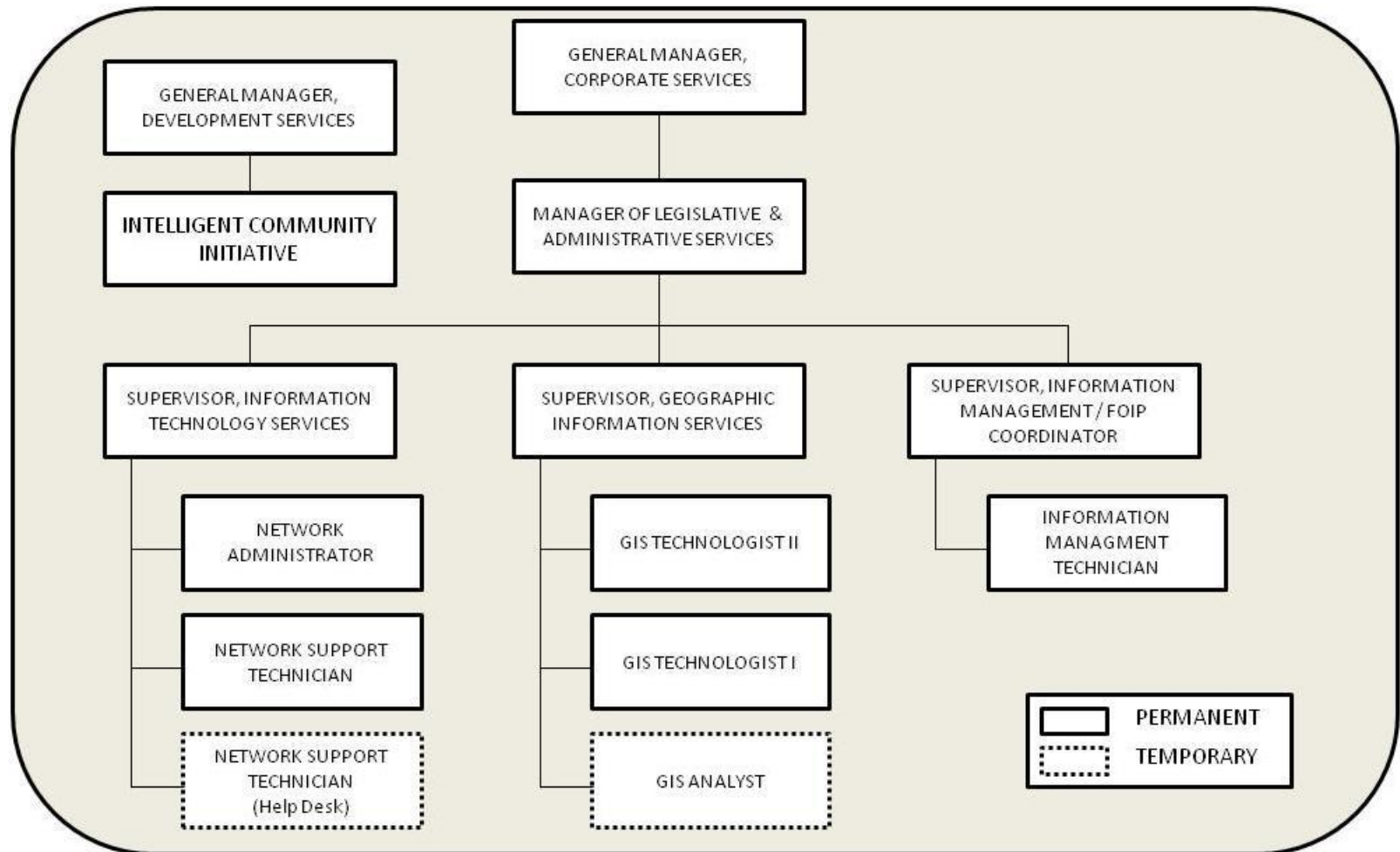


The IS Department is:

- Structured along functional lines: services → functions → structure
- Some of the functions already exist – technology services
- The transformation services do not – Innovation & Growth

Structurally IS looks like the following...

IS Department Structure – Current Structure

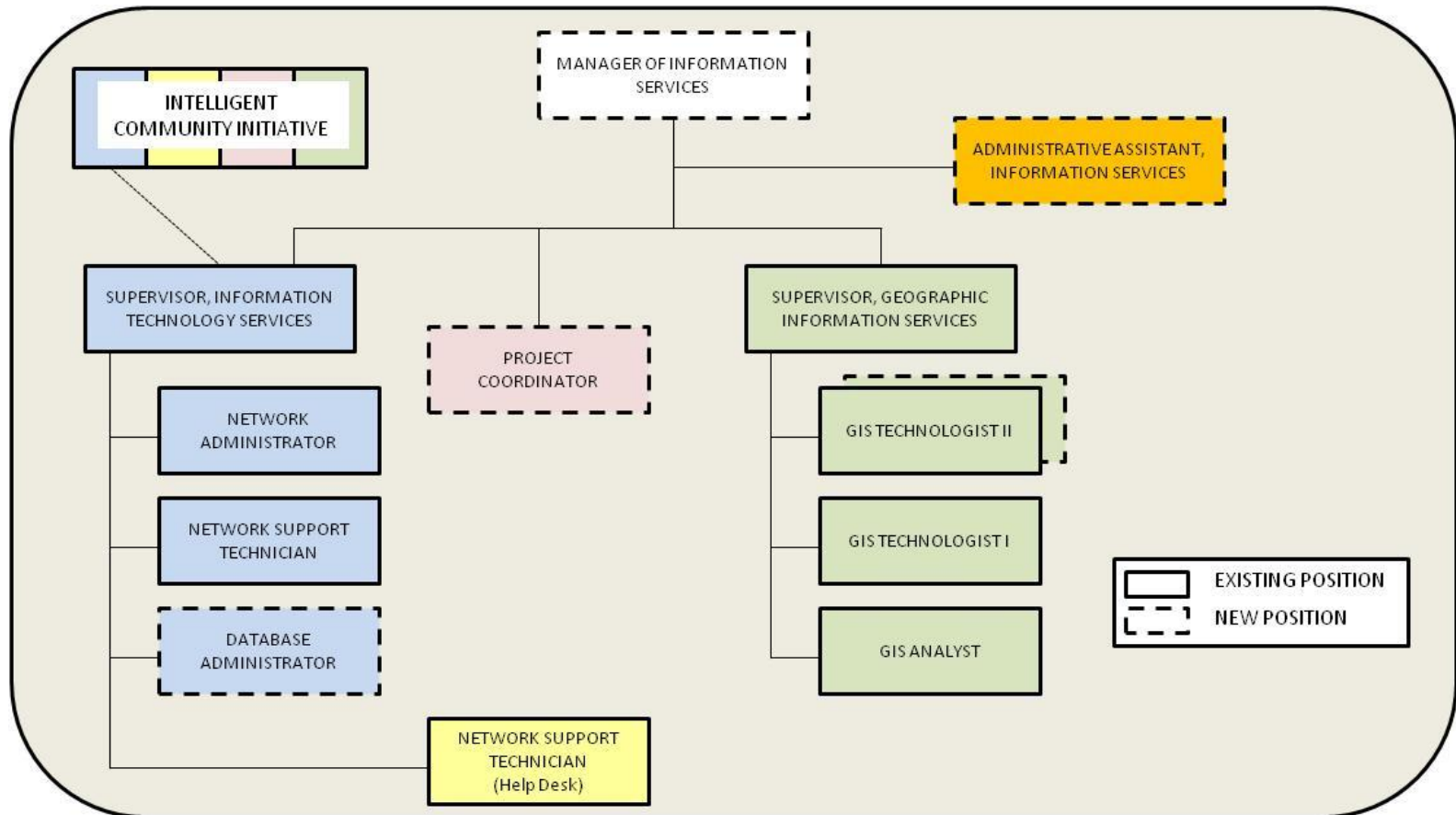


IS Department Structure – Achieving the Vision

Phasing the Development of Information Services:

- Phase 1 – Building the Foundation
- Phase 2 – Adding Functionality for New Services and New Customers
- Phase 3 – Adopting the CIO Model

IS Department Structure – Phase 1 - 2015



IS Department Structure – Phase 1 - 2015

Significant Structural Changes:

- Creation of a separate Department for Information Services
 - Adding a Manager Information Services
 - Adding an Administrative Assistant – Information Services
- Adding resources to address current service demands
 - Adding a Database Administrator.
 - Adding a Project Coordinator.
 - Adding a GIS Technologist II to support Engineering, PW and Protective Services.
- Coordination of Infrastructure support to Intelligent Communities

Creates the Information Services Department with a dedicated Manager

IS Department Structure – Phase 1 - 2015

STAFFING IMPLICATIONS

TIMING	Technology Services	Innovation & Growth Services	Operations Services	Geographic Information Services	IS Mgt. Services	TOTAL
CURRENT	4			4		8
PHASE 1	1	1		1	2	5

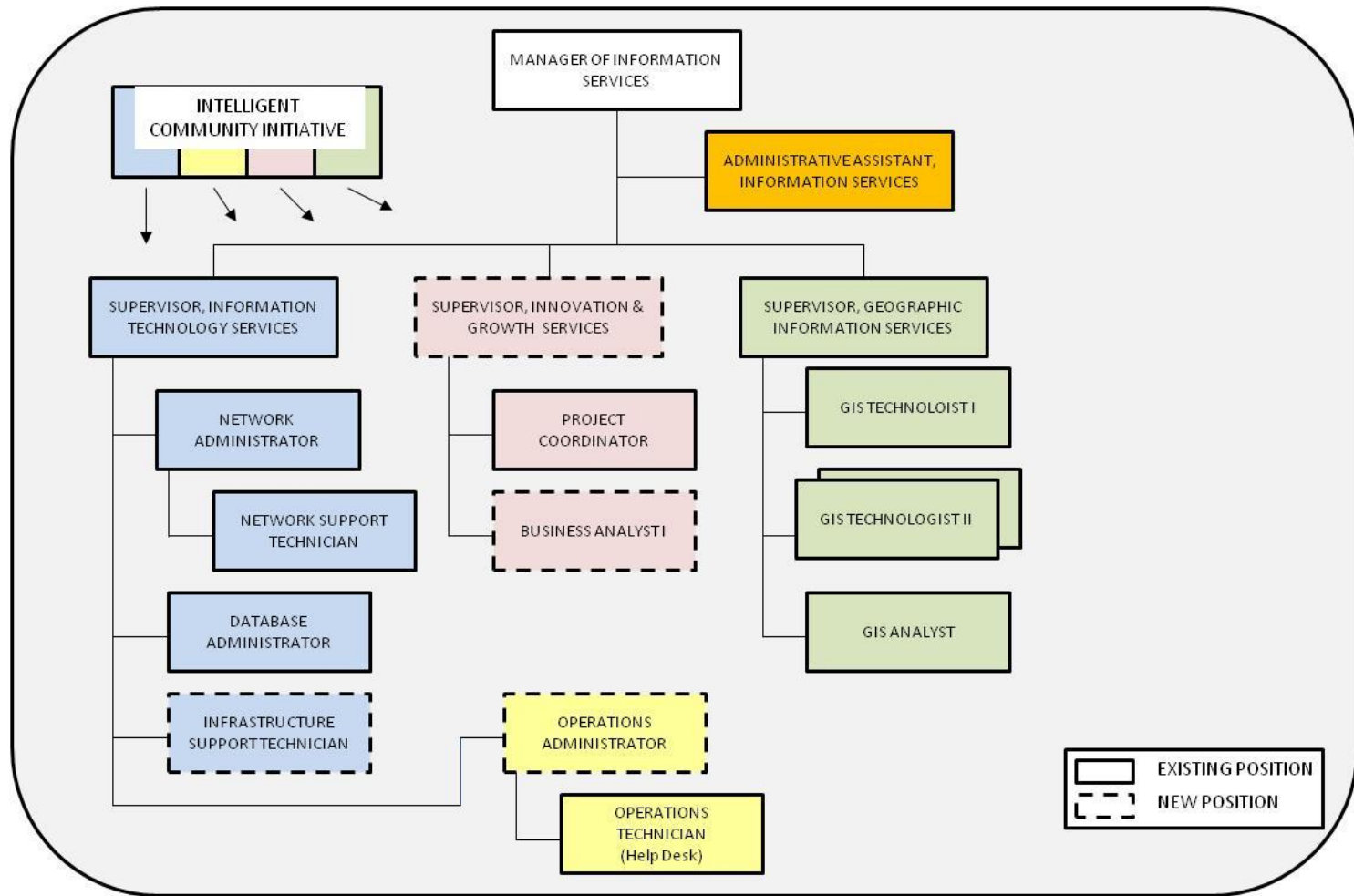
IS Department Structure – Phase 1 - 2015

FINANCIAL IMPLICATIONS

POSITION	Technology Services	Innovation & Growth Services	Operations Services	Geographic Information Services	IS Mgt. Services
MANAGER					\$150,300
ADMIN ASSIST.					\$67,000
DATABASE ADMIN	\$107,000				
PROJECT COORDINATOR		\$107,000			
GIS TECH II				\$87,000	

Including Salary and Benefits- \$518,300

IS Department Structure – Phase 2 – Functional Model



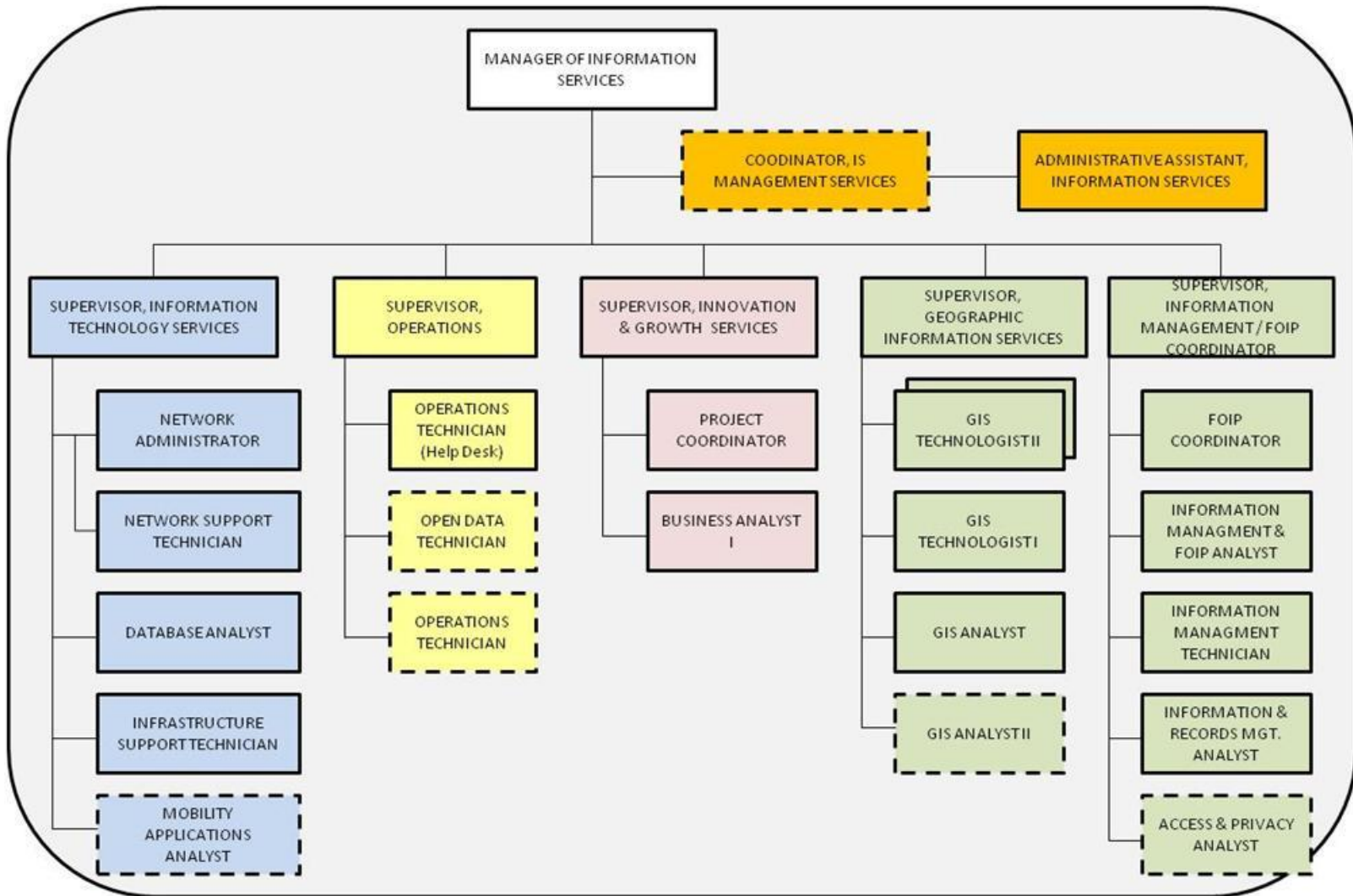
IS Department Structure – Phase 2 – Functional Model

Significant Structural Changes:

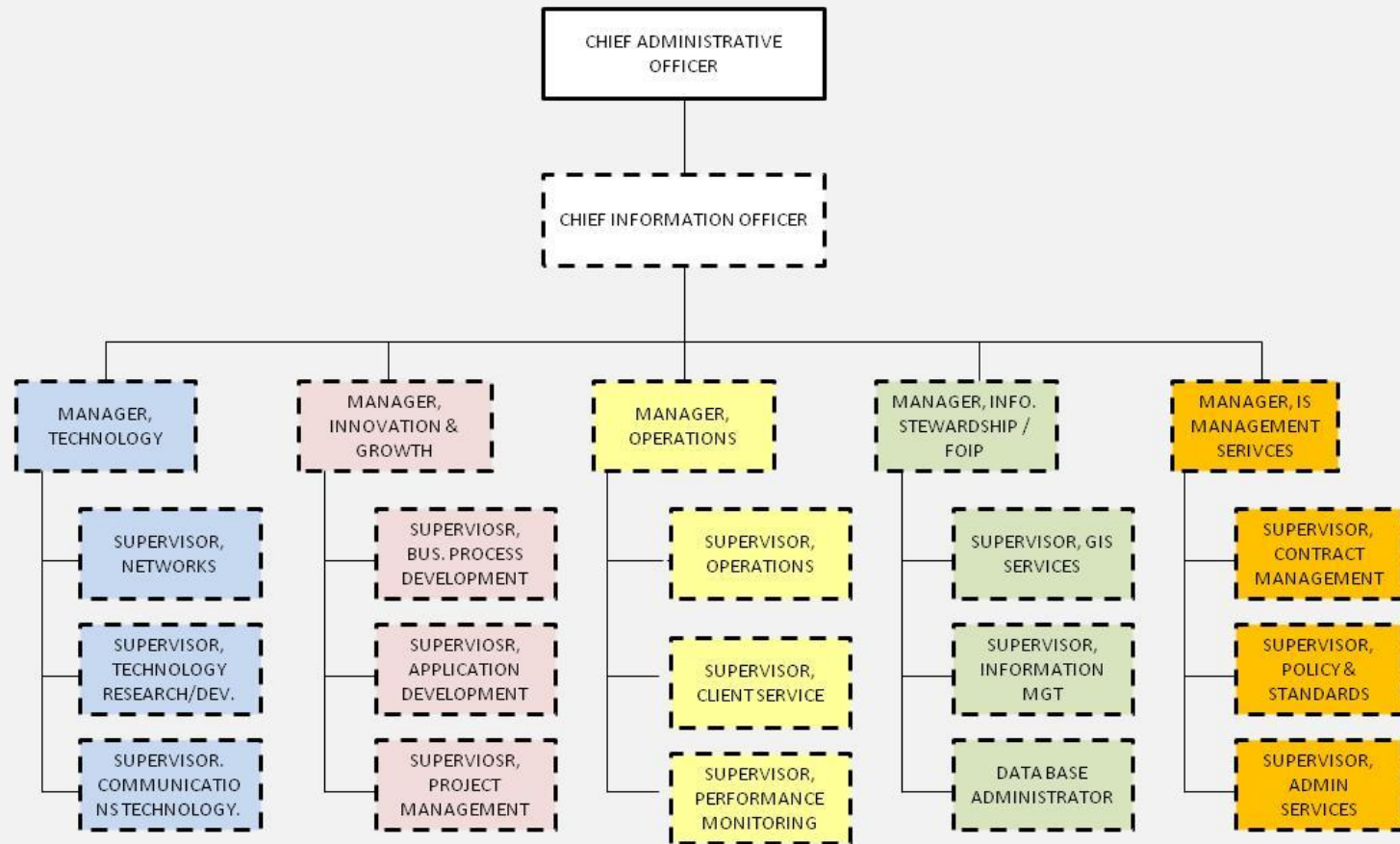
- Creation of a separate unit for Innovation & Growth Services
 - Addition of a Supervisor, Innovation & Growth Services
 - Addition of resources to provide support for business solution identification, acquisition and project management support
- Addition of a Operations Administrator
- Addition of an Infrastructure Support Technician – re: Intelligent Communities

Adding capability to support revenue customers.

IS Department Structure – Phase 3 –CIO Model



IS Department Structure — Mature CIO Model



Information Services – Concluding Remarks

The Information Services Steering Committee:

- Views Information Services as a critical component of an efficient and effective administration for Parkland County.
- Believes the current resources lack both the capacity and the capabilities to meet the services needs of their customers.
- Is committed to the Vision of IS –

Information Services provides the technological environment, the information stewardship and the responsive services that promotes the County's role as a progressive enablers of economic prosperity and quality of life.