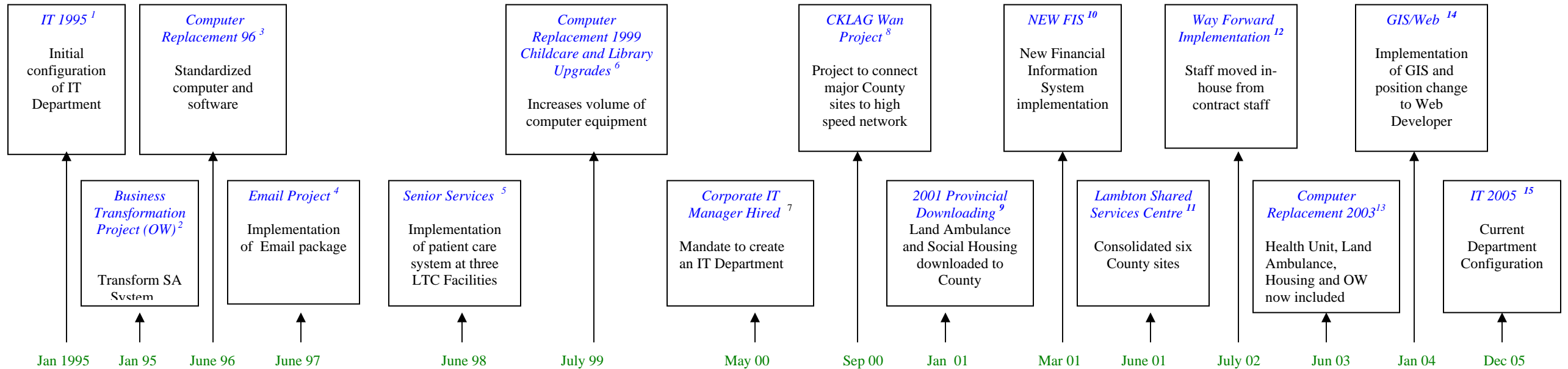


**CORPORATE SERVICES DIVISION
INFORMATION TECHNOLOGY DEPARTMENT**

HISTORICAL IMPACTS/REPORTS TIMELINE



CORPORATE SERVICES DIVISION INFORMATION TECHNOLOGY DEPARTMENT

HISTORICAL IMPACTS/REPORTS BACKGROUND

IT 1995, Initial Configuration of the IT Department ¹

- In 1995, the County of Lambton was facing increasing pressure to rely on and manage a complex use of its Information Technology.
- IT service delivery was decentralized meaning that departments that utilized technology often had technology staff within their own budgets to support it.
- 1.5 contract FTEs were budgeted under Finance and supported a 5 site network and 3 corporate software applications. The support contract was with Turning Point Associates.
- It was difficult to report IT spending because of the decentralized support model. For example, FTE's could be in the budget as Capital as part of a project, Contract Services, or actual full time FTE's.
- It was also difficult to tell if a project was IT related or not as they were reported in the budgets under the specific department.
- Approximately 180 PC's and 7 Servers existed at the County in 1995.

Business Transformation Project (Ontario Works) ²

- The Business Transformation Project (1995 – 2002) was responsible for the redesign of the social assistance system and generated massive change.
- Ontario Works (OW) moved application and file management from a manual paper process to a computerized one. This Provincially mandated change required the County's IT Department to add and support an additional 67 computers, 3 servers and a number of printers.
- One (1) contract IT staff member was hired under contract from Turning Point Associates for Social Services to directly support Ontario Works. The contractor supported the new equipment and communication systems between three offices in Wyoming, Point Edward and Sarnia.
- In order to facilitate the sharing of data, improvements were made to the network

- Space constraints required the negotiation of a lease for a 4th social services office at Bayside Mall which further complicated the technology and increased support workload.
- A new phone system, network and 16 additional computers and printers were installed by IT.

Computer Replacement June 1996 ³

- As the County's use of computers increased to support the growing number and complexity of software systems the need to standardize hardware in order to reduce computer hardware maintenance and support costs became necessary.
- Council approved an IT recommendation to replace the aging hardware.
- In 1996, 74 computers were replaced and an additional 48 were added.
- Ontario Works was not included as part of the replacement as their equipment was provided by the Province.

Email Project May 97 ⁴

- To improve communications among County staff, Council direction was given to implement an email system.
- Significant effort and IT resources to manage the implementation of the email system and infrastructure was required during 1997 and 1998.
- The first application of internet technology at the County provided an opportunity for a Senior Staff to communicate externally with outside contacts. Although this greatly improved communication difficulties arose. Computer viruses and the increasing potential for hackers to infiltrate networks via the web required substantial IT effort to maintain a secure environment.
- Effort was also required to maintain the email addresses, monitor system performance, and deal with increasing volumes of email spam.

Senior Services ⁵

- In 1998, a plan was developed by Senior Services to implement an automated patient care system at the County's three Long Term Care Facilities.
- Additional equipment and software was acquired for the project which also required the expansion of the County's communications network connecting these facilities to each other and the Administration building.
- The additional support effort was absorbed by existing staff.

Computer Replacement 1999/Childcare and Library Upgrades ⁶

- Five (5) major changes occurred in 1999 that greatly increased the volume of computer equipment at the County.
- The County acquired 314 computers, 8 servers, 29 laptops and 40 printers to replace computers that were at end of lease.
- The library received a Federal grant to install computers and internet access at library branches. 89 computers were purchased through the grant funding eventually involving all 27 library sites. One (1) full time contractor from Turing Point Solutions was hired to help install the computers and internet access and was retained to maintain the computers and the library system.
- The Gates foundation provided 9 additional public computers and a server to the library department which began a project to provide access to the library system from small libraries. 38 additional computers were deployed at those libraries and a new network was setup for branch access to the library system once again increasing IT workload.
- By the end of 1999, the County had 450 computers, 9 servers, 29 laptops and 40 printers.
- A new Childcare Services system was also implemented in 1999 requiring changes to the network. Two Turning Points Associates contractors were hired to assist with the computer upgrades and to support the additional equipment and software during implementation.

- Ontario Works was not included in the County's replacement, however, 67 computers, 7 printers and 3 servers were replaced with Provincial funding again increasing the numbers of systems requiring IT support.

Corporate IT Manager Hired ⁷

- Based on the *Corporate Information Technology (IT) Management and Recommendation* report presented by Turning Point Associates, Council approved the hiring of an IT Manager and the establishment of an IT Department.
- The Corporate Manager of IT was hired in May of 2000 with a mandate to establish a Corporate IT Department that would provide all departmental IT support.
- The manager was also to determine the level and type of technical staffing required to provide adequate support for all County departments.

CKLAG WAN Project ⁸

- While the County was struggling with the need for increased network speed, so were many of the other public sector organizations such as the school boards. There was a need to look at alternatives to increase network communications capabilities throughout Lambton as well as the Chatham area as identified by the Chatham Kent Lambton Administrators Group (CKLAG) IT Committee.
- Funding was acquired for an 18 month needs analysis to develop a high speed communication network in the Chatham-Kent/Lambton area.
- A contract with Bell Canada and a multi year agreement was approved by Council to provide a high speed network to 13 County sites.
- Though the network increased remote site efficiency and service delivery, adding additional sites required additional technical support to ensure they were available for remote staff to utilize the computer systems effectively.
- The first sites were moved to the new network in January of 2001.

2001 Provincial Downloading ⁹

- Provincial downloading greatly increased the number of users and the number and complexity of the systems to support.
- Social Housing transferred to the County with a technical review of existing systems and support being done by IT.
- The County IT Department provided ad-hoc support for the Ministry applications, and a process review was conducted to determine the system requirements to replace the Ministry applications.
- The Ministries' support for their existing applications lasted until Dec. 31, 2001 when it became the County's responsibility.
- The existing hardware and software was transferred to County, however, both the hardware and associated equipment did not meet the minimum County standards and caused connectivity and software problems.
- The downloaded hardware and software was supplemented with County equipment and software to ensure a smooth transition of equipment in the County network.
- The POA programme was transferred to the County.
- A new Social Housing application was implemented in 2002 and Land Ambulance was also transferred to the County requiring further IT support.
- Hardware and software was purchased for Land Ambulance stations and administration as no equipment was given to the County as part of the transfer. A total of 9 PC's, 5 Laptops, and 10 printers were purchased.

Financial Information System (FIS) ¹⁰

- The November 1998 KPMG Report entitled *Information Technology Report • Financial System Acquisition • Strategic Technology Plan* provided a detailed IT study based on the recommendations of the 1997 GGA report. The report provided the background, statistics, and explanations behind the need for a new Financial Information System (FIS).
- As a result of the reports and studies previously presented and recommendations Council directed staff to replace the County's old Financial Information System (FIS) with a more advanced one. Vadim Software was selected as the vendor.

- All existing IT contract staff were transferred from Turning Point Associates to Intrasy. A staffing agreement was then signed with Intrasy for 6 additional contract staff to assist in the FIS implementation and support.
- The implementation was broken into two phases over a period of two years. Phase 1 consisted of launching the core financial modules and went live in May of 2001. Phase 2 was the implementation of the payroll module which went live in July of 2002.

Lambton Shared Services Centre (LSSC) ¹¹

- In 2001, the Lambton Shared Services Centre was added under the County umbrella and presented a number of challenges to the IT Department, in particular integrating all three levels of governments' networks.
- IT assisted in the technical requirements and the development of technology standards that would be used by all partners.
- IT also provided project management in the technical areas such as the data network, telephone system, etc.
- Also challenging was the Integration of four Ontario Works sites, a Childcare site, Social Housing and the Provincial Offences Administration.
- IT provided support for the LSSC telephone system and provides training for County staff and the LSSC partners. IT also continues to support the technology for the computer lab, a training room complete with servers, network connectivity, software, and PCs used by the LSSC partners and the County as a computer training centre.

Way Forward Implementation – July, 2002 ¹²

- In the summer of 2002 the *Way Forward Committee* assessed the level of contract staff and their roles.
- A recommendation to move staff from purchased services to permanent employees was recommended.
- The structure of the department was reorganized to reflect the current technology needs of the County departments.
- Staffing levels were set at 11 full time employees matching the existing staffing levels under the purchased services contract.
- One purchased services contractor was retained on contract to complete the Connect Ontario/GeoSmart funding application (GIS).

Computer Replacement June 2003 ¹³

- In 2003 Council directed staff to renew the computer equipment that was at end of lease which set in motion a policy to renew the computer lease on a 3 year cycle by staggering the contract lengths of the equipment. This spread the costs more evenly replacing 1/3 of the equipment every year. Four hundred (400) computers and 15 laptops were replaced.

Implementation of GIS/Position change to Web Developer ¹⁴

- In 1996-7 the County's Planning Department initiated a GIS with the purchase of a standalone MapInfo system and parcel data from Union Gas. This system, although functional, was not providing the information the newer, more modern GIS systems were now providing.
- In 1999 the County's Director of Planning and Development cooperated with other local agencies to commission two reports on how the GIS needs of the County might be met by working together and utilizing new, more modern software.
- The Federal Government paid for a GIS needs assessment with the final report being completed by MGP Information Systems in September of 2000. It recommended the common purchase of base data such as parcel fabric and orthophotography.
- A contractor was hired in 2001 to work on the Geosmart application for Provincial funding to implement the GIS project resulting in an RFP in early 2002 and the delivery of this base data by the end of 2003.
- In 2002, the GeoSmart application was approved and the County would receive \$500,000 to help implement the GIS system.
- The GIS contractor was moved to full time GIS Project Leader to implement the GIS system, and subsequently further the use of GIS at the County and ensure all benefits of GIS would be realized throughout all County departments.
- Conestoga-Rovers was contracted to create a report to help plan the development and rollout of the GIS which furthered the recommendations made by the MGP Information Systems. It identified the key data sets and applications to be developed following interviews with every major organization within the County and several departments within the County's constituent municipalities.

- Because of GIS's reliance on technology as well as its use in all Divisions within the Corporation, an administrative decision was made to situate GIS within the IT Department. (In most municipalities in Ontario, GIS is situated in IT)
- In 2004 a GIS Technical Specialist was hired on contract utilizing Geosmart funding to provide the technical expertise to implement the GIS system.
- The technician was eventually hired full time to maintain and support the GIS software and hardware and provide data layers for all County departments.
- The GIS system went live in 2004 and has been used in many areas of the County to improve data accuracy, process, and presentation quality. Plans exist to continue rolling out GIS in other areas of the County with help of the GIS Steering Committee.
- By 2002 it was clear that there was a move to utilize web technology both as a tool to improve communication with the public but also to utilize the technology to develop programs that could provide access to corporate information.
- The Intranet and Internet had been developed utilizing external consultants since late 2002. As more functionality was added and security threats increased the need for these skills became vital to the continued success of the Internet's use at the County. It became necessary to acquire a Web Developer to support the new initiatives.
- In 2004, a vacant Systems Analyst position was converted to a Web Developer position and the position was then filled.

IT 2005, Current configuration of the IT Department ¹⁵

- Currently, the IT Department has a staff compliment of 11, with an additional 2 in GIS.
- The IT FTE count has been at 11 since 2000, however, some positions have been reconfigured as technology changes have occurred and departmental needs change.
- The department currently consists of the following positions:

1- IT Manager	1- IT Supervisor	1-Admin Assistant/Helpdesk
2- Systems Analysts	2- PC Specialists	2- Network Specialists
1- Web Analyst	1- Database Analyst	2- GIS

CORPORATE SERVICES DIVISION INFORMATION TECHNOLOGY DEPARTMENT

HISTORICAL IMPACTS

Over the past 10 years, the County of Lambton's IT service delivery model has undergone significant change. A number of reports over the years have driven the transformation from a decentralized non-standard IT support environment to that of a centralized model. These external and internal IT studies have been the roadmap by which the IT Department has become a true Corporate function delivering consistent responsive technical services to every division and department within the Corporation.

Although the reports and studies were instrumental in initiating many of the changes, there are other factors that have necessitated IT service delivery change as well. Major Corporate changes such as downloading, new Provincial programs, and other service delivery and business process enhancements have occurred over time and have also contributed to further impacts on IT. Many of the significant Corporate changes and additional services have increased the complexity of the technology and increased the volume of hardware and software systems required to efficiently operate those services across the County, thus the requirement to change IT service delivery. Creation of an IT Department has eliminated the problem of "haves" and "have nots" which had existed amongst the various departments of the County prior to 2002.

The accompanying *Historical Impact Timeline* provides an overview of the major events that have transformed the delivery of IT Services at the County. Additional details regarding each event may be found in the *Historical Impacts/Reports Background* document.

Business Process Reviews

The November 1998 KPMG Report entitled *Information Technology Report • Financial System Acquisition • Strategic Technology Plan* made a number of recommendations that affected the configuration of the Information Technology Department. It detailed the need for a new Financial Information System and detailed the type of software to look at purchasing. It also recommended the hiring of an IT Manager and the creation of a centralized IT department.

Based on the KPMG recommendations Turning Point Solutions presented the *Corporate Information Technology (IT) Management and Recommendation* report to Council which reiterated KPMG's findings. Council approved the recommendations.

The Corporate Manager of IT was hired in May of 2000 with a mandate to establish a Corporate IT Department that would provide all departmental IT support. The manager was also to determine the level and the type of technical staffing that was required to provide adequate support for all County departments.

The Information Technology Department is a relatively new department that was created in 2001 separating out IT from the Finance department. IT Staff and budgets from several other divisions and departments were merged into the new IT department centralizing IT Support as well as the technology budget.

Frequent and continuous Provincial policy changes have resulted in additional systems mandated by the Province. These contribute to increased workload for IT support staff and often necessitate additional hardware, software, and network connectivity or capacity. These also all contribute to the need to reconfigure service delivery methods and departmental structure.

The implementation of Way Forward in April of 2002 resulted in another major change for the IT department; the moving of the contractors to employees. The structure of the IT department was also reorganized to reflect the current technology needs of all the County departments.

The following illustrates the growth in hardware, software, and the network which all affects the number of staff required to support the technology at the County.

Table 1 IT Resource Summary Comparison

Date	Hardware Systems	Software Systems	Networked Sites
1995	106	3	5
1997	153	4	10
2000	436	14	35
2001	518	19	42
2004	564	21	47
2005	570	25	47

Corporate IT, Downloading and the Way Forward 2000- 2002

2000-2002 was a period of great change in the delivery of IT services in the County of Lambton. These changes were driven by three important events. The recommendations in the *KPMG* report and the *Corporate IT Management* report were accepted by County Council and were implemented during this period of time. Also, during this time, the POA programme, Land Ambulance and Social Housing was downloaded to the County by the Province. Lastly the *Way Forward* report had a significant impact on Corporate IT.

As a result of the *KPMG* report and the *Corporate IT Management* report, Information Technology was spun off as a separate department falling under Corporate Services in the January 2001. The previous summer the County had ended its contract relationship with Turning Point Associates and had hired its first Director of Information Technology and Telecommunications. The Director of Information Technology was charged with evaluating the technology requirements of the County and implementing a new financial system and new Wide Area Network (WAN). In the fall of 2000 a recommendation was made to enter into a new staffing agreement with Intrasy and transfer existing contract staff from Turning Point Associates to the new staffing provider. This also accounted for an increase of 2.5 FTEs during this period to support the new Financial System. The WAN acquired 5.5 additional contract staff, The Director also assumed responsibility for a .5 FTE from the Library Department who had been supporting the Community Access Program.

In 2002 Social Housing and Land Ambulance was downloaded from the Province. Previous to becoming part of the County, Social Housing had a .5 FTE on staff to provide local support and also relied on the Province for network, application, and email support. Responsibility for all these services was transferred to the County Information Technology Department at that time and support was provided under existing contract staff for both Land Ambulance and Social Housing.

Early in 2002 the *Way Forward* report started to have an impact on Corporate IT. First the Director of Information Technology became the Corporate Manager of Information Technology reporting to the new General Manager of Corporate Services and a Technical Administrative Assistant was hired. In the summer of 2002 the main recommendations of the *Way Forward* committee were implemented. This saw the end of the staffing contract with Intrasy and the move towards in house staffing. By the end of 2002 only one contractor to continue development of a telecommunication plan for the CKLAG wide area network project. This individual also became involved in the Connect Ontario and Geosmart funding application for the GIS.

Delivery of IT Services 2003-2005

A renewed focus on delivery of service highlighted this period along with the culmination of the Geosmart application. The year 2003 and saw the arrival of a new Corporate Manager of Information Technology and a reassessment of internal staffing requirements was done. As a result of the assessment, the departments focus shifted to a customer centric model to improved service delivery. Staffing levels remained constant, but there were numerous responsibility changes. First in 2003 one position was converted to a Web developer's position and in 2005 a decision was made to not fill a vacant PC Specialist position, but to replace that vacant position with a Database Analyst instead to address the growing need for this type of service. Also the Geosmart application received Provincial approval.

This approval saw the implementation of the GIS in January 2004. Due to the complexities of this project the previous contract employee was retained to oversee the functioning of the implementation and development of the GIS. In February 2004 a GIS Technician was employed to provide day to day support of the system and to provide GIS support to the other County departments which use the GIS service.

Benchmarking and Performance Measures

There are no formal benchmarks or performance measures that pertain to Information Technology in the municipal space. Associations such as MISA (Municipal Information Systems Association) have identified the need for best practices and will undoubtedly be looking at such benchmarks in the near future.

A review of both the Provincial and Federal Information Technology web sites reveals that best practices and benchmarks do exist; however, they pertain to their respective internal processes and do not directly address the municipal level. Many of their best practices can be and are being utilized at the County today. Groups such as CKLAG (Chatham-Kent Lambton ss against other municipalities and public sector entities.

Administrators Group) also provide an opportunity to compare best practices among other public sector entities within our geographical boundaries.

Service level standards are reviewed periodically against similar municipalities to benchmark the County's service delivery. Also, best practices can be utilized from the private sector as technology used in the private sector is generally the same as those used in the municipal space.

Technology research organizations such as Ontario's InfoTech Advisor or The Gartner Group also conduct and analyze surveys of like organizations and publish statistics and benchmarks that can be utilized by the County to compare service delivery efficiency and effectiveness.
