REPORT

Oakville Public Library Board

Meeting Date: July 28, 2022

FROM:	Oakville Public Library
DATE:	July 19, 2022
SUBJECT:	Information Technology Solutions Mandate Change

RECOMMENDATION:
That the Information Technology Solutions Mandate Change report be received for information.

KEY FACTS:
The following are key points for consideration with respect to this report:
- The current Oakville Public Library (OPL)/Information Technology Solutions (ITS) service level agreement (SLA) is dated 2013 and is out of date.
- OPL's adoption and use of technology has increased significantly since 2013.
- Changes to ITS focus and workforce has impacted OPL's ability to maintain current service levels.
- OPL requires additional staffing resources to maintain current service levels and future proof upcoming technologies/projects (e.g. North Park development).
- OPL/ITS are working on creating a new service level agreement to clearly outline roles and responsibilities.

BACKGROUND:
The current OPL and ITS SLA was approved in 2013. An updated SLA was in the process of being updated in Q4 2019 when the director of ITS retired. Work on a new SLA restarted in June 2022.

The pace of change brought about by new information technologies has a key effect on the way people live, work, and play. The increasing role played by information technology in the development of library services has had a tremendous impact on all aspects of the library from planning to delivery. Technology is now deeply integrated in just about every process performed and this is expected to continue as new services, programs and spaces are introduced to meet customer needs and expectations.

_____

Since 2013, OPL has introduced a wide variety of technology such as Radio Frequency Identification (RFID) technologies (security gates, checkout stations, automated materials handling sorters etc.), creation zones (3D Printers, laser cutters, memory stations), OPL Express locations (hold lockers and browse and borrow kiosks), loanable technology (laptops and WiFi hotspots) etc.

Additionally, OPL's new website amalgamates multiple systems together to create a seamless user experience as well as being the primary spot to access OPLs numerous digital products.

The support needed to maintain these services as well as plan and implement new services has outpaced OPL's and ITS's ability to meet and support these needs.

Information Technology Solutions Focus and Re-Alignment

The past 5 years have been challenging for many organizations including the Town of Oakville. In particular, the Town's ITS has been challenged with many initiatives due to the changes required as a result of the global pandemic and the heighten risks associated cyber security.

The global pandemic drove a shift to on-line services, remote and hybrid work which created the need for rapid implementation of new technologies and services. This resulted in new operational burdens on taxed resources. The portfolio of products and services managed by ITS has grown significantly over the past 5 years. Some examples include E-Scribe, Zoom, Parking Management System, People Counter Technologies and Public WiFi services while managing a hybrid work environment.

Over the years, cyber attacks have become increasingly sophisticated and evolved to represent a tremendous risk to Town's sensitive data and operations, as attackers employ new methods powered by social engineering and artificial intelligence to circumvent traditional security controls. In fact, successful cyber attacks are a daily occurrence as observed in the media. The world is increasingly reliant on technology and this reliance will continue as we introduce the next generation of smart Internet-enabled devices that have access to our networks via Bluetooth and Wi-Fi. It is of critical importance for the Town to secure it's assets and intellectual property. A lack of focus on cyber security could damage the Town's business in a very broad manner. This includes:
- Reputational costs: Loss of consumer/community trust, loss of current and future funds and negative media coverage
- Economic costs: Theft of intellectual property, corporate information, disruption in trading and the cost of repairing damaged systems including but not limited to ransom payments

_____

- Regulatory costs: GDPR and other data breach laws mean that our organization could suffer from regulatory fines or sanctions as a result of cyber attacks

Due to this increased risk, the Town's ITS department must prioritize it resources and areas of focus. This shift has resulted in a comprehensive asset management plan, including but not limited to the re-alignment of resources to focus on hardware lifecycle management and software patching/currency. This along with other items, such as a dedicated Security Team, should mitigate cyber risk and improve operational management of IT assets and services.

The changes in ITS shifts focus to 'core' information technology and moves support for 'operational' technologies to their corresponding business units (e.g. OPL). This has required OPL's Manager, Technology and Projects and Technology Specialist to take on more operational level work. As a result a number of strategic initiatives are currently on hold until a long-term resourcing solution is identified and implemented.

Directly following the 2013 SLA, OPL was directly supported via ITS by 1.5 FTEs Application Support Technicians and 1 Web Developer for OPL specific needs as well as ITS support staff for non-library specific technology items (phones, server, computers, new staff software, etc.). However, over the past few years direct support has shifted to team support and resulted in a loss of in-depth knowledge of library specific technologies and a higher reliance on vendor and OPL staff support. The incorporation of the new FTE's into OPL's Technology and Projects department will allow for stronger knowledge sharing and management as well continuity of service.

The current state is not sustainable and a long-term technology support model for OPL needs to be identified and implemented as soon as possible.

COMMENT/OPTIONS:
To identify the best path forward, OPL and ITS staff have begun work to create a completely new SLA that will provide clear roles and responsibilities and a model to address future technology needs for the library. This SLA will be used as a guide to validate the corresponding staffing resources that will be needed for OPL to maintain both current and future service levels.

As the initial shift in work happened through the first part of 2022, OPL and ITS are working to determine what changes are needed to meet ITS's new focus and service model. An initial document was created that highlights past practice vs

_____

future state to determine impacts and time estimates related to the shift of work as well as to set expectations.

Impacted areas identified to date:
- Automated Materials handling (sorters)
- Security Gates
- Hold Lockers
- Checkout Stations
- Browse and Borrow Kiosks
- Public Access laptops
- Creation Zone technology
- OPL.ca
- Application support / coordination
- Project management
- Lifecycle management of Operational Technologies

Areas that the service level is expected to remain the same:
- Business Process applications
- Network Infrastructure and Security
- Telephone services
- Onboarding staff (cards, computers etc.)
- Enterprise desktop applications (MS Office etc.)
- Staff computers

The work done to date has identified that OPL would need at minimum an additional 2.3 FTE to maintain current service levels. There are a number of areas still under discussion as well as a review of future needs as a result of upcoming projects such as the North Park development and the further expansion of OPL Express locations and services. For the purpose of the 2023 Budget Driver report, the total FTE has been estimated at 3. A final FTE count will come to the OPL Board as part of the 2023 budget report in September.

Prepared by:
Tara Wong, CEO and Sam Zurzolo, Director, ITS

Submitted by:
Tara Wong, CEO