Municipality of Kincardine - IT Service Delivery

Q2/Q3 2024

Introduction

During the second and third quarter of 2024, County of Bruce Staff continued our IT Service Management partnership with the Municipality of Kincardine. In addition to these services, County staff also committed time and consultation on several IT projects at the Municipality as part of our commitment to building a strong relationship and understanding of the Municipality of Kincardine's projects, initiatives and priorities. Ultimately through the increase of this understanding we aim to provide IT Service Management that is aligned with the organization's goals and values.

This report aims to provide a snapshot of the IT Service Management activities in Q2, and the current state of Q3 in 2024. Included in this report will be IT Service Request Statistics and Analysis for both quarters, as well as a summary of other activities performed by County Staff during the timeframe. This report will conclude with our next planned steps for the remainder of Q3 and into Q4.

IT Service Request Statistics and Analysis – Q2

Legend		
MOK Software	89	31.1%
MOK E-mail	83	29.0%
Hardware	36	12.6%
MOK Network	35	12.2%
MOK - HR	17	5.9%
MOK Printing	12	4.2%
MOK Passwords	10	3.5%
Network	2	0.7%
User Account / Login Access	1	0.3%
Microsoft Office 365	1	0.3%
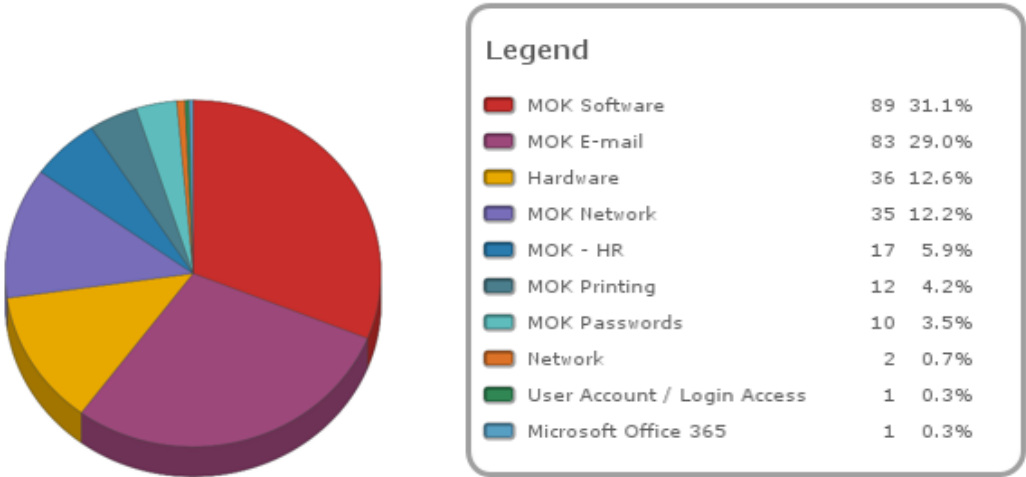
Fig 1: Requests by Category – Q2 2024

During the second quarter of 2024 there were 286 requests ingested through the IT Service Management Platform, which equates to an average of 22 requests per week. This is down slightly against our first quarter request intake wherein 169 requests came in over a 6-week period, which averaged out to 28.16 requests per week. Potential explanations for this slight decrease may be found in that a number of "catch up" requests were submitted at the beginning of the first quarter - requests that were already in progress but not recorded within a ticketing platform – but the overall reduction in submissions for Q2 will be best analyzed on a year over year measure to determine other factors that may be at play, such as business processes and activities that may generate additional demand, and how that may fluctuate over the calendar year.

ITSM Submissions by Department

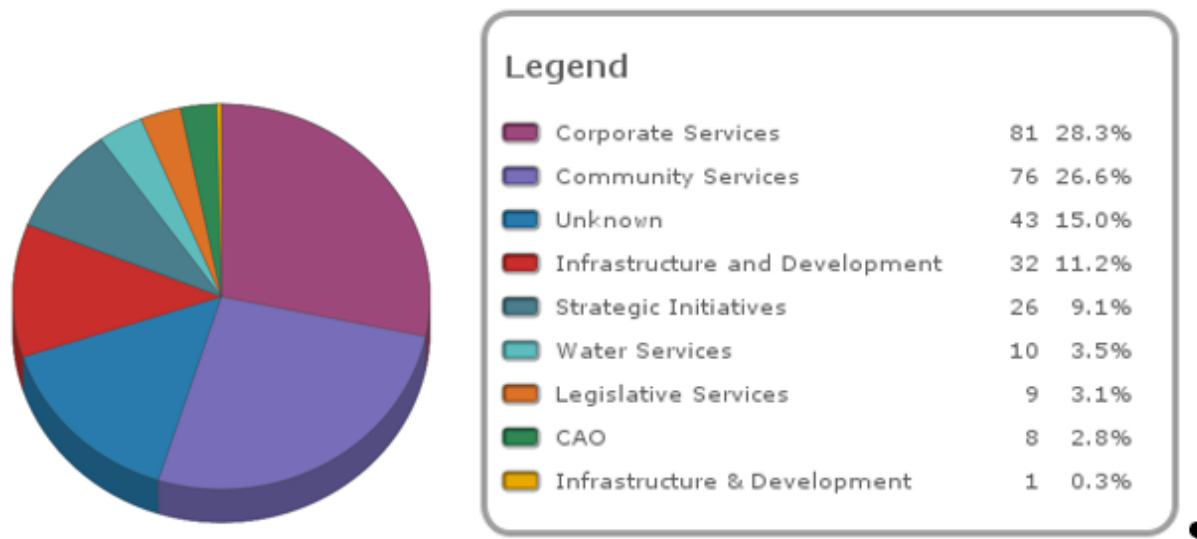| Legend		
Corporate Services	81	28.3%
Community Services	76	26.6%
Unknown	43	15.0%
Infrastructure and Development	32	11.2%
Strategic Initiatives	26	9.1%
Water Services	10	3.5%
Legislative Services	9	3.1%
CAO	8	2.8%
Infrastructure & Development	1	0.3%

Fig. 2: Requests by Department – Q2 2024

Request distribution by department during Q2 remained largely consistent with the trends in our Q1 report – Corporate Services and Community Services maintained their positions as the top two sources for submissions to the IT Service Management platform.

Primary request drivers for Corporate Services in Q2 were the Software category, with 36 requests over the quarter, followed by Email and Human Resources requests at 17 submissions each during Q2. While there will be further analysis of these in a later section – however most requests from Corporate Services centered around Keystone and Laserfiche. In the case of Laserfiche, there were several submissions centered around access issues during the move of Workflow/Forms into production, which was ultimately resolved with vendor assistance.

Submissions from the Community Services division were centered around Software, E-mail and Network requests. Through our analysis we did not identify any trends that were specific to the department – these categories are in line with the broader trends for the organization.

 This is followed up with the "Unknown" entry which, as identified in our Q1 report, is a result of incomplete staff information in the company directory – those with no department listed in their employee profile will show as "Unknown". We identified this as something that could be addressed through increased maintenance and review of staff profiles in the directory. After some efforts were expended in that direction, there was a reduction from 20% of submissions in Q1 to 15% in Q2. Since this work is important for reporting purposes, it will remain an ongoing process, but not at the expense of higher priority work of the Municipality.

ITSM Submissions by Category

As illustrated in Figure 1 (page 3), the top three service categories for submissions in Q2 were:

- Software – 31%
- Email – 29%
- Hardware – 12.6%

This is a slight change from the first quarter of 2024, wherein the "Network" service category was the second highest driver of submissions. Despite this, this report will note that the network category remains one of the highest drivers of request submissions to the IT Service Management Portal, contributing 12.2% of the overall ticket count in Q2.

IT Service Management Submissions Q2 - Software
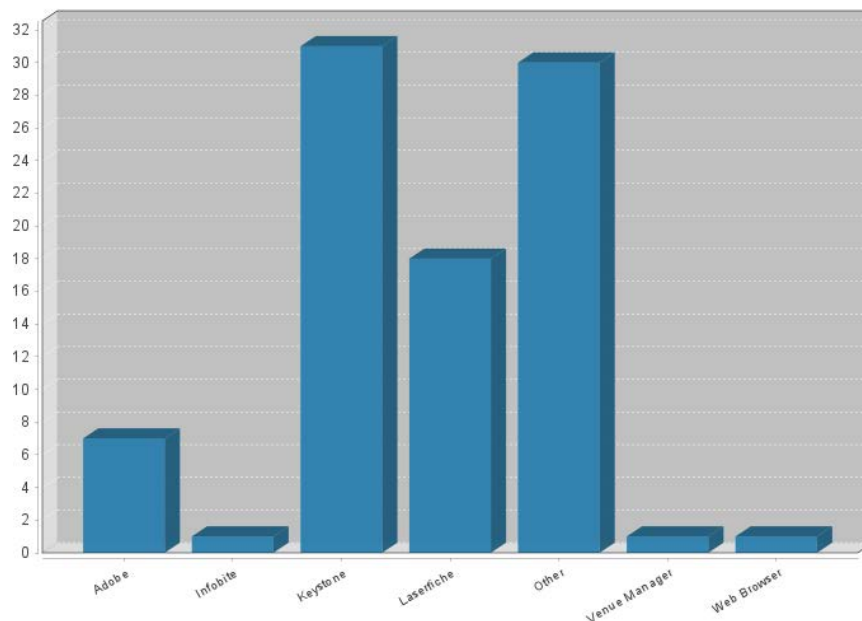
Fig 3: Requests by Category Q2 - Software

Within the software category, the top 3 subcategories generating requests in Q2 were:

- Keystone – 31 Requests
- Other – 30 Requests
- Laserfiche – 18 Requests

Based on the business impact data provided in the Q1 report, efforts were made in Q2 with Municipal IT Staff to identify possible mitigations to the frequency of application crashes that were occurring within the Keystone platform. Resultant from those efforts, our data now shows that while Keystone remains a primary driver of requests, the number of incidents where all staff could not access Keystone due to instability were lowered considerably – we received a total of 8 reports of organization wide outages on

this critical platform in Q2. To contrast this, in Q1 there were 11 such incidents over a span of 30 working days.

Based on the submission data in Q2, we have identified that connectivity/access to the platform at the Waste Management site remains problematic. This is primarily due to the network connection quality available at this site – County staff have ensured that we have fully documented recovery processes to address these issues for Waste Management staff in a timely manner.

The "Other" Subcategory remained a high contributor to submissions in Q2. As discussed in previous reports, regular analysis of the "Other" category remains crucial to building out a comprehensive IT Service Management Platform, as this category captures submissions that do not have a dedicated subcategory. Through this review, software that are frequently generating submissions can have their own subcategory created. Resultant from the submissions in Q2, we have added additional subcategories to the Software category:

- FMW
- City Works
- Signal
- Consigno
- Windows Operating System

Finally, the Laserfiche subcategory was primarily driven by the workflow/form changes and some resulting access issues staff were reporting. This was ultimately addressed with assistance from the vendor, as already noted in the ITSM Submissions by Department section.

IT Service Management Submissions Q2 - Email

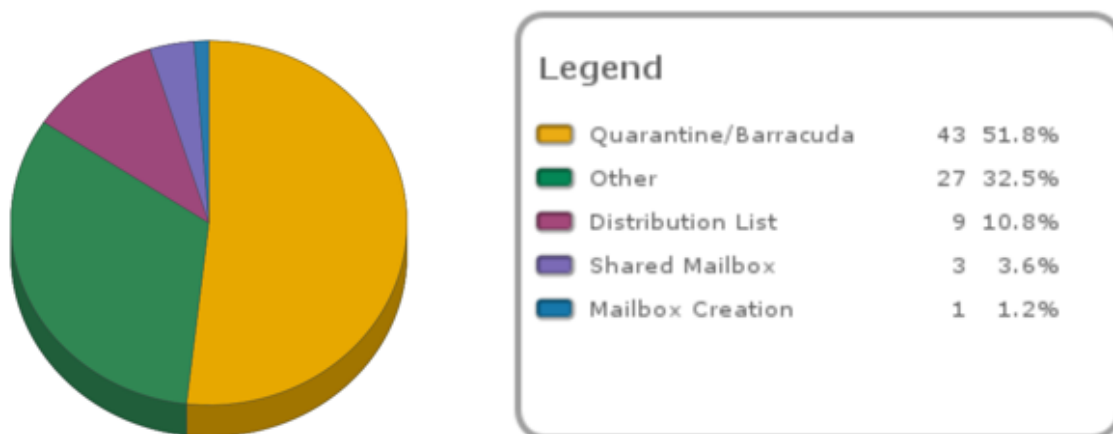| Legend		
Quarantine/Barracuda	43	51.8%
Other	27	32.5%
Distribution List	9	10.8%
Shared Mailbox	3	3.6%
Mailbox Creation	1	1.2%

Fig. 4: Requests by Category Q2 – Email¶

Our data from Q1 demonstrated a need to include a "Quarantine" subcategory for Email, as the bulk of the submissions in Q1 were centered around it. The use of the subcategory allows the Q2 data to demonstrate that far and away, the biggest contributor to Email submissions remains requests for emails to be released from Quarantine. This was expected based on previous quarter activities to simplify mail flow for the organization through the utilization of a single robust quarantine platform. This will require some tuning, and the increase in submissions reflects that. With that in mind, this will remain a regularly monitored subcategory.

The "Other" subcategory in Q2 did not contain any trends at a large scale for Q2 but did contain a few submissions centered around suspicious emails that had been received. Reporting suspicious emails is an excellent practice that Municipal staff engage in, and we will be providing a dedicated form for staff. Our intention is to provide a quick avenue to report these emails, while ensuring that IT Staff can easily identify when such a submission comes in. Through this, the Municipalities IT Service Management System can supplement and work alongside your Email security training efforts and platform.

IT Service Management Submissions Q2 - Hardware
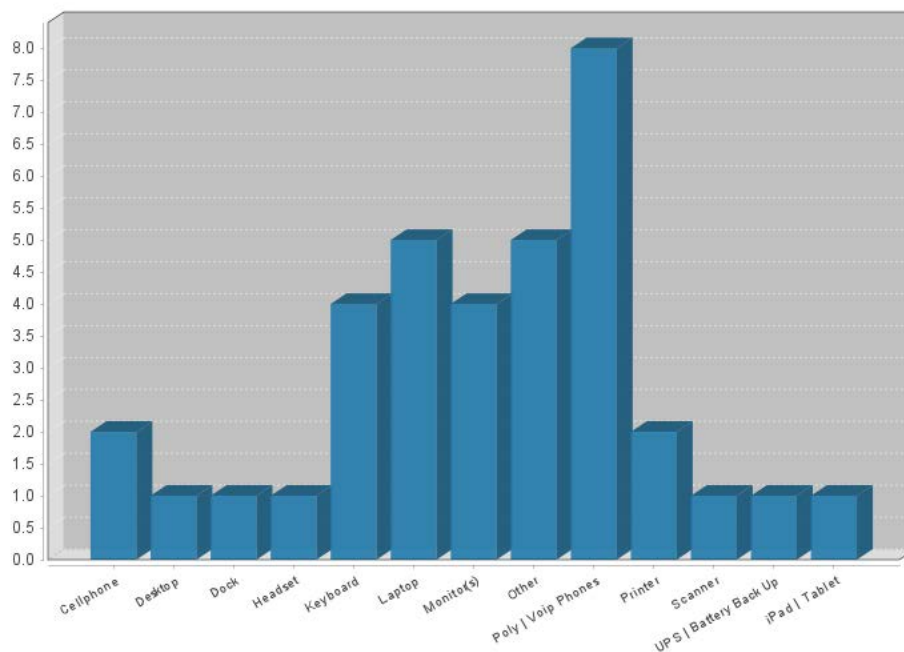
Fig. 5: Requests by Category Q2 – Hardware

The "Hardware" category, while contributing a large percentage of submission intake in Q2 is, as indicated in Fig. 5 above, a broad category. When broken out into the different subcategories, the number of submissions in any given subcategory is not indicative of any widespread issues or trends.

However, review of the top subcategory – "VoIP Phones" – did demonstrate an issue with a particular phone sets voicemail configuration at the Welcome Center. Ultimately

the issue was resolved through collaboration between Municipal staff and the provider, but this issue accounted for half of the VoIP submissions.

Review of the "Other" category found no new subcategory requirements or trends; rather these were submissions related to specific hardware orders or could be allocated to existing subcategories during the submission intake process.

IT Service Management Response and Resolution Times – Q2

A critical faction in the adoption of a IT Service Management platform has been, and will remain, that when staff report a problem they receive prompt acknowledgement of their request – including updates on when a request has been assigned to a technician. As demonstrated in Fig. 6, during the second quarter of 2024 98% of incidents submitted to the IT Service Management Portal were responded to within our target windows.

	Total			
	Responded in period and Response target date achieved		Responded in period and Response target date breached	
Total	148	98.01%	3	1.99%

Fig. 6: Request Response Time Achieved and Breached, Q2

County of Bruce is also happy to report that we maintained resolution times within our service level objectives during Q2 of 2024. We have also reviewed submissions for the quarter and can confirm that we did not receive any submissions in Priority Category 2 – High. This is illustrated in Fig. 7 below.

Priority	Total
	Average adjusted duration (hh:mm)
1 - Urgent	0:11
3 - Medium	12:54
4 - Low	12:20
Total	12:37

Fig. 7: Request Duration By Priority Q2

IT Service Management Statistics and Analysis Q3:

Legend

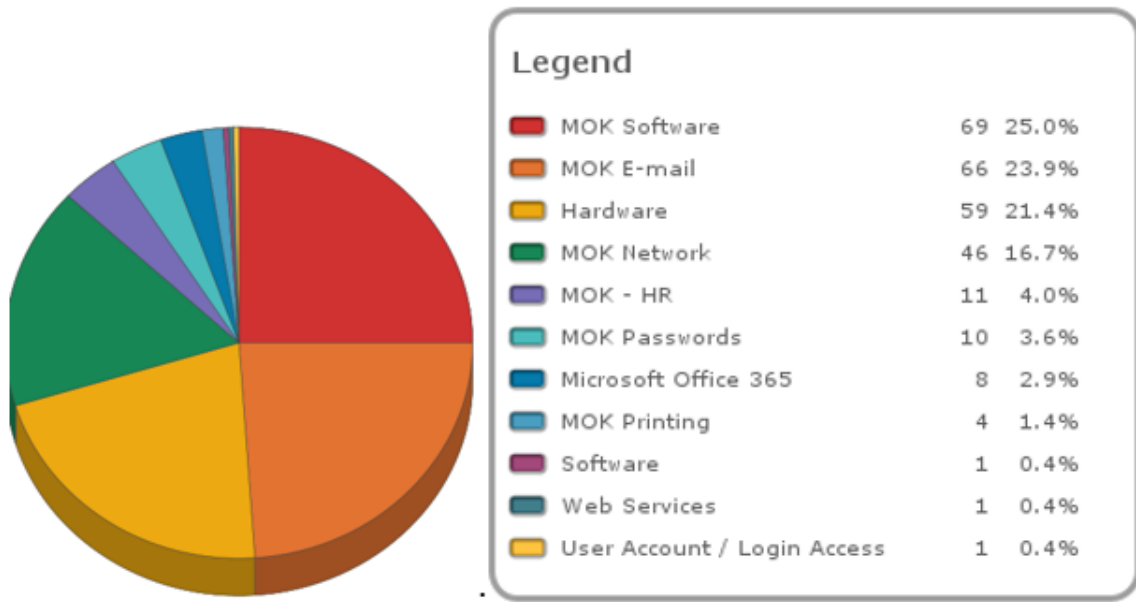|	Category	Count	Percent
🟥	MOK Software	69	25.0%
🟧	MOK E-mail	66	23.9%
🟨	Hardware	59	21.4%
🟩	MOK Network	46	16.7%
🟪	MOK - HR	11	4.0%
🟦	MOK Passwords	10	3.6%
🟦	Microsoft Office 365	8	2.9%
🟦	MOK Printing	4	1.4%
🟪	Software	1	0.4%
🟦	Web Services	1	0.4%
🟨	User Account / Login Access	1	0.4%

Fig. 8: Requests by Category Q3

Third Quarter IT Service Management submissions finished at 276 entries for the quarter. This averages out to 23 requests per week, which is in line with the submission rate in Q2. At the outset of this partnership, we anticipated approximately 15 requests per week, which was exceeded by the Q1 rate of 28 tickets per week. Q2 and Q3 may indicate the baseline submission rates for the organization, but this will require a larger timeframe of data to draw from. Establishing this rate is important for resource planning, so this will be a source for continued analysis.

IT Service Management Submissions by Department – Q3

Legend

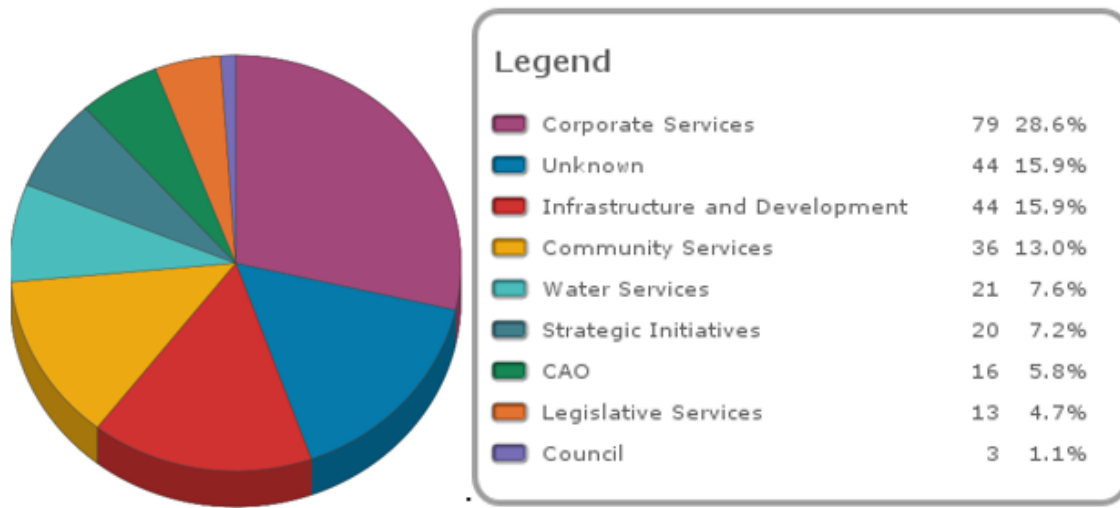|	Department	Count	Percent
🟪	Corporate Services	79	28.6%
🟦	Unknown	44	15.9%
🟥	Infrastructure and Development	44	15.9%
🟨	Community Services	36	13.0%
🟦	Water Services	21	7.6%
🟦	Strategic Initiatives	20	7.2%
🟩	CAO	16	5.8%
🟧	Legislative Services	13	4.7%
🟪	Council	3	1.1%

Fig. 9: Requests by Department Q3

Corporate Services remains the top submitter of requests in Q3 at the time of reporting, accounting for 28.6% of all submissions through the IT Service Management platform. This is slightly increased from Q2, but their total submission number of 79 is slightly less than the Q2 result of 81.

Infrastructure and Development submissions surpassed their Q2 levels. Review of the submissions for the quarter show an increase in the number of Hardware driven submissions, going from 2 submissions in Q2 to 20 in Q3. Review of these submissions found that this increase can be attributed to requests for replacement of existing, and addition of new hardware. This was spread across laptops, cellphones, monitors, webcams and other mobile devices. No patterns, trends or pain points are apparent from their overall submissions in this category, but this will continue to be monitored to help understand if this is an aspect of the regular flow of operations at the Municipality. A goal of our partnership is to continue to plan and develop an IT Asset Management system to reference in these cases so that we can understand if this is a part of regular hardware life cycling and replacements and anticipate the demand.

Community Services finished Q2 with over 70 submissions – in Q3 that submission rate is halved. The largest driver of this has been the decrease in Software based submissions for this department – 21 submissions in Q2 and only 6 submissions in Q3. Comparison between the two quarters find that this discrepancy can be at least partially tied to the FMW Workflow/Forms related submissions that were generated in Q2. Absent that driver, the submission rate for FMW related requests in Q3 from this department decreased to a single request.

The "Unknown" department numbers are slightly higher than Q2. Efforts in Q4 will continue to correct and build out the company directory to include this information. Through these efforts this department should continue to decrease, allowing for enhanced visibility and reporting on trends. This will be a continued process of improvement, as time allows.

IT Service Management Submissions by Category – Q3

As illustrated in Figure 8 (page 9), the top three service categories for submissions in Q3 were:

- Software – 25%
- Email – 23.9%
- Hardware – 21.4%

This mirrors Q2 results in the top categories with some changes to their relative distribution. The percentage increase in the hardware category for Q3 increased while it retained its overall ranking as the third largest driver of submissions. This was accompanied by percentage level decreases in the software and email categories respectively, which will be discussed further in their dedicated sections. The Hardware category remains a broad category - capturing submissions for 14 different subcategories – but currently we do not anticipate it growing further. Further discussion on the trends observed in these categories follows.

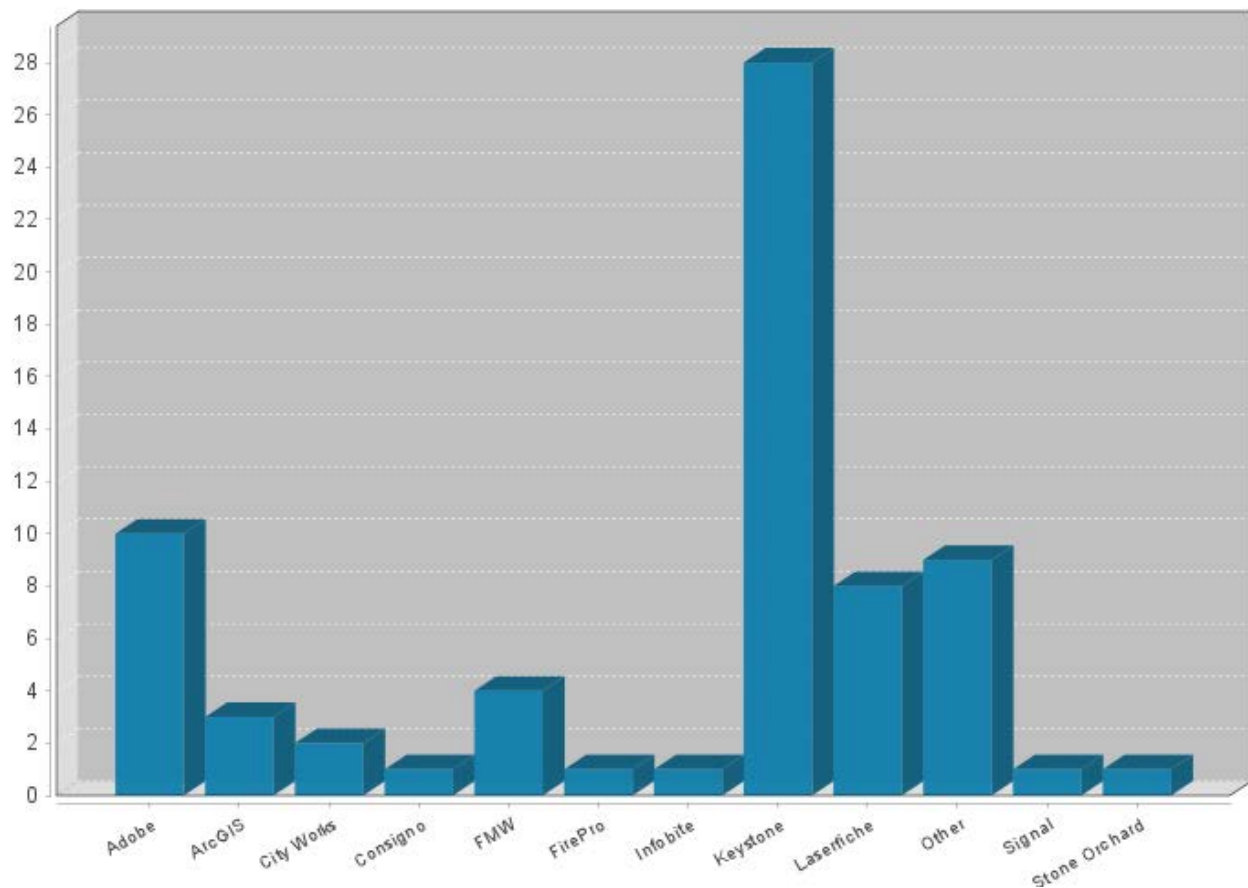## IT Service Management Submissions Q3 - Software

Fig. 10: Requests by Category Q3 – Software

The Software category accounts for 25% of submissions in Q3 and remains the top contributor of requests for the organization. Keystone remains the primary subcategory within the software category, which is reflective of its impact and importance to the organization. Of note is that Q3 currently represents the first quarter since we began this partnership to feature no organization wide Keystone outages due to known issues. The landfill does continue to have issues with the stability of their connection to the system – representing an intake of 5 of the 28 Keystone related submissions this quarter – but with our documented recovery process these continue to be resolved quickly.

On August 29th Keystone was affected by a server outage which temporarily limited access – however this was not related to the existing (known) issue that was identified and mitigated in earlier quarters.

The "Other" subcategory remains a contributor to this category, but analysis does not conclude that there are additional subcategories that merit creation from the Q3 data.

No other trends or patterns were apparent in this category, with Adobe submissions being largely comprised of requests for installation.

We would like to note that there were some issues reported around Laserfiche which are reflected in the request count for that subcategory that – while impactful – do not indicate a general trend with the platform. Specifically, there were two incidents that impacted service performance and availability for the Online Directory. In one case, the root cause was identified to be a firewall issue and was resolved. An additional reported issue around performance was attempted to be remediated through increasing memory resources for the platform – this has met with mixed results and has driven discussions around alternate, cloud-based solutions for the platform.

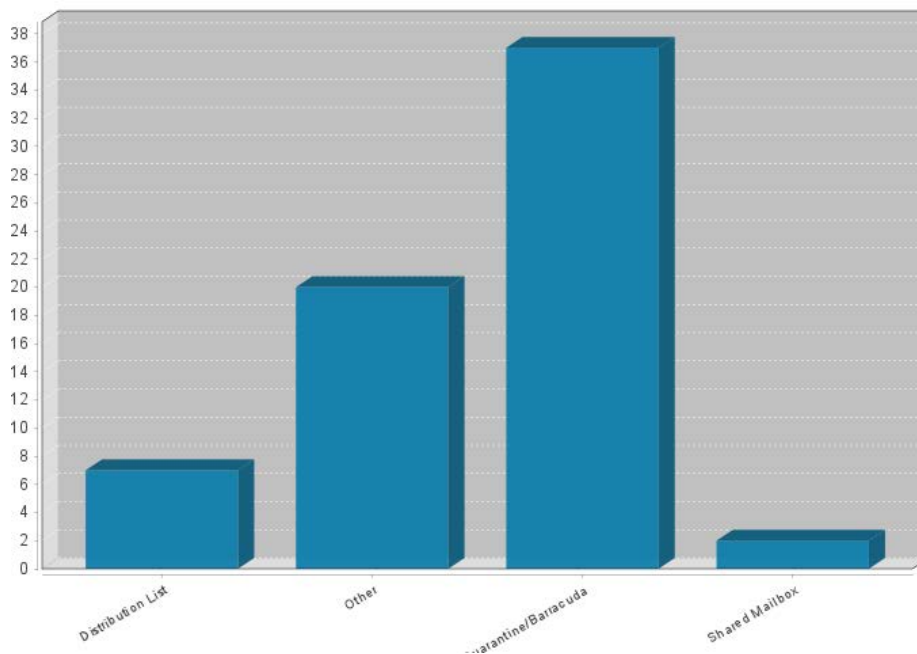## IT Service Management Platform Submissions Q3 - Email

Fig. 11: Requests by Category Q3 – Email

The Quarantine remains the leading subcategory within the Email category, representing 71% of the total submission volume this quarter currently. This is still within expectations, but we will be monitoring this during Q4 to ensure that the quarantine is providing both security and minimal impact to business flow. To contextualize its current contributions, slightly more than 35 requests have been generated in Q3 to release or review mail in the quarantine. Compared to the overall mail flow for the organization in this same time frame, this represents a very small portion of mail requiring intervention.

We have noted that in both Q2 and Q3 there have been submissions seeking guidance on whether a suspicious email is legitimate. As noted in an earlier section, this is a great practice by Municipal staff – but its presence in both quarters indicates that some efforts to providing reference material from the organizations email security training

program as a readily available resource within the IT Service Management Portal should occur.

Review of the "Other" category found that it was capturing requests around shared calendars and bookings, as well as setting up services like accessing another mailbox or forwarding. These will be added as subcategories to allow for tracking going forward.

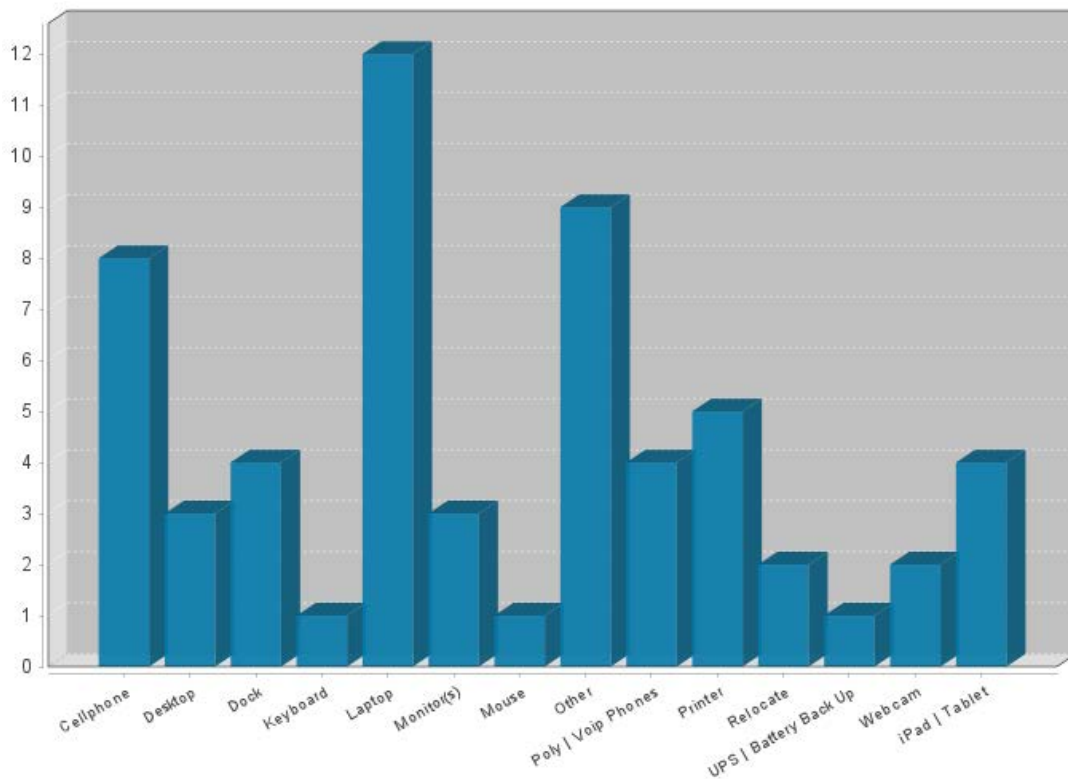## IT Service Management Platform Submissions By Category Q3 - Hardware

Fig. 12: Requests by Category Q3 – Hardware

Similarly to Q2, the Hardware category captures submissions related to a diverse range of subcategories. While we reviewed the top subcategories for trends and patterns, this category did not present any significant cause for concern. The presence of VoIP Phones as another relatively high contributor to this category, and subsequent analysis finding that these submissions were all based around feature activations or configuration. Similarly to the Email category, this is good justification to add and make available documentation in the IT Service Management platform to potentially provide self-resolution options to staff.

The number of laptop and cell phone requests, while top contributors, did not indicate issues or pain points – instead this was a diverse set of requests around new phone and number requests, and other equipment replacements due to age. Areas of concern that we continue to monitor for are devices that are underperforming within their typical lifespan, or patterns of issues related to specific models or type of equipment that may

indicate a need for reassessment. We do not note any in the submissions thus far but will have a better understanding of this as this partnership continues.

IT Service Management Response and Resolution Times – Q3

BRUCE
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	Total			
	Responded in period and Response target date achieved		Responded in period and Response target date breached	
Total	110	91.67%	10	8.33%

Fig. 13: Request Response Time Achieved and Breached – Q3

As indicated in the figure above, in Q3 we achieved a 91.67% response rate for incidents submitted to the IT Service Management Platform. Review of the submissions that did not achieve our response time goals is underway to ensure that all submissions receive acknowledgement and updates on status promptly.

BRUCE
county

Priority	Total
	Average adjusted duration (hh:mm)
1 - Urgent	9:24
2 - High	8:37
3 - Medium	10:56
4 - Low	9:11
Total	10:16

Fig. 14: Request Duration by Priority – Q3

In Q3 we met our service level objectives for Low and Medium priority submissions but did not meet our objectives for both High and Urgent priority submissions resolution times.

Review of the Urgent and High priority submissions found that there were two submissions in the quarter that were submitted as Urgent. One of those submissions from September 16th was resolved well within the objective time. However, the second submission, dated September 25th, was not properly handled. Issues around communication to the assigned technician of the urgency of the request resulted in this not being handled appropriately. We have used this opportunity to identify gaps in the communication around Urgent and High priority submissions and will be shoring up our alerts and communications through the following ways:

- Ensuring that receipt of an Urgent priority submission alerts all IT staff
- Improving communication requirements for when a technician has been assigned an Urgent priority request.

14

- Better visibility and alerts when an Urgent request have not been resolved prior to the service level objective

In the case of this request, it was submitted to the service management system after hours. The timer for submissions does not run outside of business hours, as after-hours requests are intended to route through the After-Hours phone line set up in Q1. However, we will be reviewing and ensuring that the availability of the after-hours line is well known to staff that work outside regular business hours.

This is and will continue to be a crucial aspect for the continued use of the IT Service Management platform by Municipal staff, and we thank all staff and leadership at the Municipality of Kincardine for their eagerness and commitment to this new method of requesting IT Services.

Other Initiatives and Activities – Q2/Q3

Continuing Documentation Efforts

In addition to our service management activities during Q2/Q3, County staff expended efforts in continuing documentation and understanding of the Municipalities IT Infrastructure, Networks and sites. To that end, County staff performed tours and documentation of several sites over this time, with a focus not only on the technology at these sites, but also the staff. Primarily these visits took place in May, and we are planning additional site visits to take place in the latter half of September, focusing on Municipal facilities in Tiverton, as well as the Waste Management Center and Underwood Satellite offices, amongst others.

In pursuit of a robust understanding of the aforementioned areas, County of Bruce ITS Staff and Leadership collaborated with Municipal staff and leadership to ensure that the condition and configuration of IT infrastructure and assets.

We also continued efforts towards understanding and developing a standard hardware refresh cycle, but this will require further work.

Process Inventory Completed in Q2

Over the course of Q2, County Staff worked with Municipal staff to identify, document and inventory standard business processes that engage IT Services at the Municipality of Kincardine. The completion of this tool is intended to provide County staff with reference material for use during Service Management activities in addition to building out internal documentation for use at the Municipality of Kincardine.

Through these efforts, which demanded 14 hours of combined staff time, we have created an inventory tool that documents 15 business flows that engage the IT Department. This documentation includes:

- Service Process
- Process Owner
- Process Triggers
- Required Inputs
- Who can request

- Communication Requirements
- Risks and Mitigations
- Duration Estimates

- Required Outputs
- Process steps

Over time, we plan to continue to maintain this tool alongside Municipal staff and can provide consultation on process refinements.

County of Bruce Staff Providing On Site Support

In Q1, we identified providing on-site support as a logical next step to assist County staff in learning and becoming familiar with the Municipality of Kincardine's staff and locations. In pursuit of this, we sought to send a System Support Analyst to Kincardine sites on a regular basis. During the subsequent weeks, County staff were present and on site, providing direct support for staff and systems for a total of 41 hours.

While we encountered challenges reaching a regular schedule, this is still something we wish to pursue. Scheduling and consistency will be a focus in Q4.

Consultation Activities

County Staff have continued to be available for consultation and input on various projects and initiatives at the Municipality of Kincardine. To that end we have dedicated time and resources to advisory activities on initiatives such as:

- Payroll Migration (Q2-Q3)
- Vendor and System review for different divisions of the organization (Q2/Q3)
- Change Management Practices (Q2)
- Server Performance and Alternatives (Q3)
- Multi Factor Authentication Implementation (Q3)
- End User Computer Patch Management (Q3)

We believe these activities provide value to both organizations as we continue our partnership.

Next Steps

Looking ahead to the next quarter, we have identified the following goals and recommendations:

Hardware Replacement Cycle

By replacing IT assets regularly, we can ensure they are good enough and consistent for staff to do their work. It also helps us manage, plan, and budget the financial costs of updating workstations and infrastructure over time.

This also simplifies support and process, as the equipment used during a replacement cycle can be the same. We would expect fewer different processes and support needs.

This was identified as part of our Q1 reporting, and we will continue efforts towards identifying and developing a standard hardware replacement cycle.

County of Bruce Staff Providing On Site Support

As noted in the previous section, we aim to develop a more consistent schedule for this activity. This represents a fantastic opportunity to contribute to the visibility, collaboration and familiarity between County Staff and Municipal staff – as well as bolstering our familiarity with systems.

Increasing Knowledge Base Availability for Municipal Staff on the IT Service Management Platform

As noted in earlier sections of this report, we are now at a stage where we can identify and develop knowledge base articles and resources targeted towards common submissions to the IT Service Management platform. This will be a goal for Q4 to begin to build out, communicate and monitor these resources.

Multi Factor Authentication Design and Implementation

Multi Factor Authentication was in the process of being implemented at the Municipality of Kincardine at the beginning of our partnership. In the latter portion of the third quarter, we have designed a communication strategy, reviewed requirements for physical hardware tokens, and created our implementation schedule to complete the implementation of Multi Factor authentication for Microsoft 365 Accounts.   The use of Multi Factor Authentication has become industry standard and is part of best practices around identity protection policies for organizations. We aim to complete this implementation in Q4, and potentially into Q1 2025 if required.

End User Workstation Patch Management Solutions

IT efforts will be devoted to reviewing current patch management solutions to ensure any solution utilized is meeting the requirements of the organization. During Q3 we began this process and are planning to continue these efforts in Q4.

Concluding Remarks

The County Staff once again thank all the staff and leadership at the Municipality for their friendly reception and willingness to collaborate in this partnership. We look forward to continued Service Management efforts in the upcoming quarter and beyond. We are committed to continual improvement and refining of our processes and the services we provide in this partnership.