Information Technology

MISSISSAUGA

2021–2024 Business Plan
& 2021 Budget

Foreword

Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved Our Future Mississauga; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper**, and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City delivers over 300 services which are consolidated into 16 Service Areas (including the Stormwater Program) that are outlined in this Plan. The 2021-2024 Business Plan and 2021 Budget document details how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocations and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.

our**future**mississauga.ca

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Executive Summary of Information Technology

Mission: We are committed to providing our clients with innovative, reliable, responsive and secure solutions that align business, process and technology.

Services we provide:

- The Information Technology (IT) Service Area has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies

Interesting facts about this service:

- IT operates seven days a week, 365 days a year providing support to over 5,000 staff in over 100 facilities
- The City's website provides online services, information and transactions with 15.9 million unique visits in 2019
- "Wireless Mississauga" is free public access to high-speed Wi-Fi available at many City facilities (libraries, community centres, marinas, and arenas). In 2019, the total number of hours of free City Wi-Fi used by the public translated to 435 years of service
- The Public Sector Network is a state-of-the-art fibre network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. Over 828 kilometres of high-speed fibre connect 968 partner and 17 subscriber facilities
- For the period June, 2019 to March, 2020, the City received an average of 898,000 malicious emails per month. At the beginning of the pandemic lockdown, the City received the following number of malicious emails: May, 1.22 million; June, 1.7 million; July, 1.28 million

Highlights of the Business Plan include:

- Reprioritization of work to ensure business continuity and vigilance about disaster preparedness
- Further expansion of the external client base of the in-house-developed municipal tax system (TXM Tax Manager)
- Supporting the mobile workforce, enabling people to work from anywhere; continuing to support virtual meetings
- Maintaining IT Security and cybersecurity response to protect data, privacy and City assets
- Continuing the phased roll-out of the new City website (mississauga.ca)
- Enhancing the financial and human resources systems to automate and streamline processes while leveraging the latest technologies
- Continuing to maintain IT infrastructure in a state of good repair while sustaining City services

Net Investment ($000s)	2021	2022	2023	2024
Operating	31,658	31,189	32,020	32,558
Capital	19,673	16,119	15,073	17,686
Full Time Equivalents	254.3	254.3	253.3	253.3

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To support the City's strategic pillars of move, connect, prosper, belong and green through the strategies and action items defined in the IT Master Plan to create a connected and engaged City.

Mission

We are committed to providing our clients with innovative, reliable, responsive, and secure solutions that align business, process and technology.

Goals of Service

- Foster open and accessible government
- Enable decisions through research and analytics
- Create a connected and engaged workplace
- Improve services through innovation and partnerships
- Build a connected and engaged City; a Smart City for everyone

Service Delivery Model

Information Technology

- Strategy and Innovation
- City Services
- Infrastructure Planning & Operations
- Digital Services & Mobility
- Enterprise Business Solutions
- Service Management
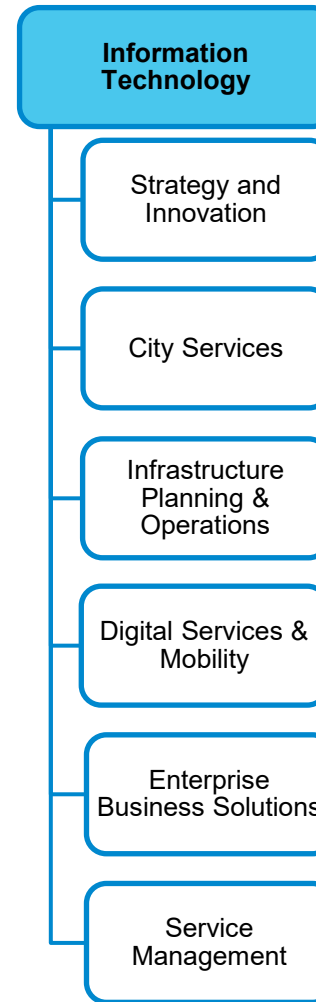
Response to COVID-19

Information Technology, like most other Service Areas in the City, has been impacted by COVID-19.

Technology is essential to City operations and as the pandemic began to emerge IT quickly set about reprioritizing work and responsibilities. IT mobilized 20 per cent of its workforce to shore up infrastructure and support staff as they transitioned to working from home.

Service Management used existing vendor relationships to source, purchase and configure 500 laptops for deployment to staff. Call Centre staff (3-1-1, Recreation) received the specialized hardware and necessary applications to continue their duties.

Network Services provided a virtual private network (VPN) to concurrently allow 2,800 City staff to access the City network. In order to ensure the network had sufficient capacity to deal with peak usage, the team leveraged the strategic City relationship with Sheridan College to double Internet bandwidth. A total of 1,950 Webex hosted accounts and 1,350 Jabber soft phone accounts were created to facilitate online conferencing and communication. Since the requirement for social distancing began, Mississauga and Regional Council meetings, Mayor's press briefings, town halls and staff meetings have been held virtually.

Some further examples of IT's response to COVID-19:

- IT City Services and the municipal property tax software (TXM) team developed, tested and deployed new functionalities in order to support six municipal Councils and their decisions to defer the collection of property taxes and/or waive penalties
- "FrontDesk" (contactless visitor check-in app) was deployed as part of an online appointment management system for item pick-ups and to ensure physical distancing

- DocuSign – allows staff, the public and vendors to sign documents electronically, avoiding the exchange of physical documents
- eScribe – a solution enabling staff to collaborate on corporate reports and manage agendas for Council Committees
- Geospatial Solutions worked with the firm ESRI to create a "Coronavirus Response Dashboard" which provided statistics and maps of COVID-19 in Mississauga
- Enforcement used a dashboard to track and monitor social/physical distancing infractions

Screenshot of the Coronavirus Response Dashboard
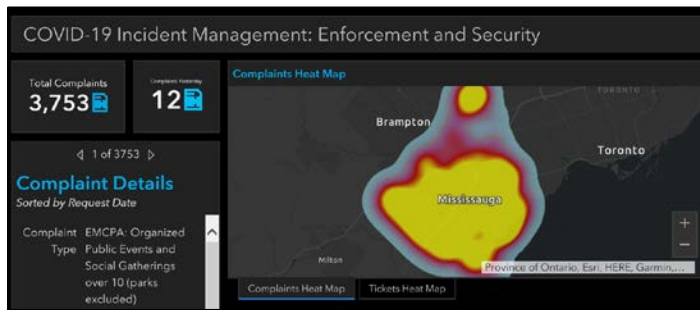
Screenshot of the Enforcement Dashboard

IT also had a significant increase in COVID-19 procurements with 10 completed and five either submitted or in progress (as of September 2, 2020).

COVID-19 Related IT Procurements (Contract Value)

Completed	$9,513,322
In Progress	
Submitted	
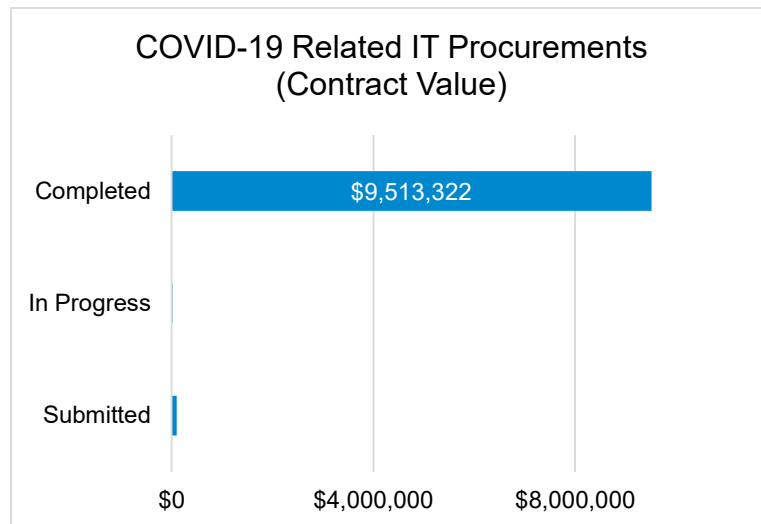
Financial Impact

In May, IT conducted a thorough, in-depth review of the project portfolio, categorizing projects as: 1) proceeding as planned; 2) progress slowed or delayed; 3) on hold; or 4) cancelled/reprioritized. The results of this review showed:

- 47 projects proceeding as planned
- 36 projects slowed or delayed
- 12 projects put on hold, and
- Two projects cancelled/reprioritized

As a result, a total of $7.7 million of the 2020 IT capital budget was deferred to 2021, and $0.5 million was returned to reserve funds as a result of cancelled/reprioritized projects.

The 2020 IT operating budget was also reviewed for potential savings and $0.47 million in "other operating expenditures" has been deferred to 2021.

IT continues to be called upon to be forward-thinking while delivering innovative services, especially to public-facing Service Areas such as Recreation, Library, Culture and MiWay.

Service Levels and Trends

The IT Service Area is responsible for the planning, development, maintenance and overall management of the City of Mississauga's technology infrastructure, business solutions and digital public services.

IT provides and supports the systems, applications, computers, networks, data, Internet access, security and policies critical to the delivery of City services seven days a week, 365 days a year.

Partnerships have been established to improve service, efficiency and cost-effectiveness in areas such as Wireless Mississauga for Sheridan, the Public Sector Network, and Voice Communication (VCOM) Radio.

Smart City digital infrastructure and services and Internet of Things (IoT) are in demand through public transit initiatives. Wi-Fi and other direct public services are available through Open Data and other sensor technology. There is demand to deliver service using augmented reality and artificial intelligence (AI) in public spaces where citizens, visitors, and businesses are likely to access our services and interact with the City.

IT services are provided 24/7/365 and support the following:

- mississauga.ca for information
- Increased demand for online services
- Business solutions for public-facing Service Areas (e.g., Transit, Library, Recreation, Culture and Economic Development)
- Financial, Human Resource and City asset systems
- Primary and secondary data centres

- Fibre network for all Voice and Data Communications
- Business continuity and disaster recovery services
- Intranet and staff productivity tools and software
- Secure "Connect Anywhere" Virtual Private Network (VPN) services
- Public, staff and Call Centre Voice Communications
- Secure staff wireless Internet access
- Free public Wi-Fi through the "Wireless Mississauga" and Virtual Campus (Eduroam) initiatives
- COVID-19 "Work from Home" protocols with the ability to be agile while quickly reacting to different pandemic developments

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard table that follows shows trends since 2017 and expected outcomes up to 2024.

Financial Measures

Capital Spend Rate (Spending Efficiency) shows the rate at which IT is spending its capital funding. IT is increasing this rate by utilizing project management best practices and agile resource models.

Operating Maintenance Budget Growth measures the rate of growth of the IT software and licensing budget.

Optimization of Voice and Data Communications measures the percentage of employees that use a software phone versus a traditional phone. The City expects to increase this percentage as more office staff adopt mobile workforce strategies.

Customer Measures

Wi-Fi Service Hours per Access Point measures the usage of The City's public Wi-Fi services.

Number of Open Data Sets provides the number of publicly available data sets that can be used by anyone, anywhere for application development or reports.

Number of Self-Serve Web Applications counts the number of self-serve City applications. The City targets adding two self-serve applications per year.

Employee Measures

Percentage of Mobile Workers shows how the City's modernization strategy is working and is an indicator of City workforce mobility. Mobile work is cost-effective, contemporary and enticing to potential IT talent.

Number of Connected Things exhibits growing infrastructure requirements and how progressively Mississauga is becoming a Smart City.

Number of Real-Time Dashboard Measures demonstrates how IT is increasingly using automation for building reports and monitoring City services.

Business Process Measures

City Website Unique Visits measures the number of unique visits to the City's website.

IT Help Desk First Call Resolution is the percentage of calls that are resolved in one phone call. Strategies to improve include enhancing the IT management knowledge base (KB) process, expanding the IT Service Desk training and continuous learning program, and live-transferring calls.

Balanced Scorecard

Measures for Information Technology	2017 (Actual)	2018 (Actual)	2019 (Actual)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)	2024 (Plan)
Financial:								
Capital Spend Rate (Spending Efficiency)	38.1%	44.5%	54.3%	40%	45%	45%	45%	45%
Operating Maintenance Budget Growth	17.4%	16.3%	25.2%	6%	2.3%	10%	10%	10%
Optimization of Voice & Data Communications	6%	10%	12%	62%	75%	87%	97%	97%
Customer:								
Wi-Fi Service Hours per Access Point	8,935	9,775	8,180	5,300	6,000	7,500	8,500	9,500
# of Open Datasets	101	200	182	185	190	195	200	205
# of Self-Serve Web Applications	70	72	75	78	80	82	84	86
Employee:								
Percentage of Mobile Workers	33%	39%	41%	55%	60%	65%	70%	75%
# of Connected Things	11,723	13,228	14,478	14,900	15,300	15,800	16,200	16,700
# of Real-Time Dashboard Measures	99	129	150	169	203	214	224	234
Business Process:								
City Website Unique Visits (millions)	18.5	18.5	15.9	9.5	11.5	13.0	14.5	16.0
IT Help Desk First Call Resolution Rate	84.3%	91.6%	94.2%	95%	95%	95%	95%	95%

Awards and Achievements

ISO 37120 Platinum Certification from the World Council on City Data (WCCD) – Mississauga was awarded Platinum Certification and has been registered in the *WCCD Global Cities Registry™* for ISO 37120 for 2019. GeoSpatial Solutions provided the supporting documentation. International Organization for Standardization (ISO) 37120 is a demand-led standard, driven and created by cities, for cities. Its purpose is to measure the performance of cities and quality of life. It is a set of 100 indicators (46 are core indicators) measuring a city's social, economic, and environmental performance.

ISO 37120
PLATINUM CERTIFIED
WCCD
2019
WORLD COUNCIL ON CITY DATA

2019 Project Lead Award – SILVER was received from the Project Management Support Office for project management on the successful implementation of the SAP Concur Invoice Project. The old vendor invoice payment process was decentralized, paper-based and labour-intensive. The SAP Concur Invoice Solution has centralized, automated and streamlined the vendor invoice payment process. This has resulted in more prompt payment (especially of construction invoices via the *Construction Act*), and has provided efficiencies, as well as greater control over accounts payable. The new process is paperless, scalable to any device, matches automatically to purchase orders in the system, keeps an audit trail for all changes, and is set up to enforce corporate policy compliance. The project was completed on time and as scoped.

2019 Corporate Award – Janice M. Baker Award for Innovative Solutions was awarded to the Public Utilities Co-ordination Committee (PUCC) Process Review Team for their work on the PUCC new online review and permit application system.

The new system serves both internal City of Mississauga staff and the external PUCC committee members (e.g., Bell, Telus, Rogers). The core of this project was to fundamentally shift current business processes and technical solutions online and by doing so, effectively gain resources (labour hours, material, funding) that could then be put to use elsewhere. IT was part of the larger team.

2019 Corporate Award – City Manager's Award of Excellence - Team was awarded to the Tactical Urbanism Pilot team. IT was part of a larger team from other departments. As part of a pilot project, the City began testing new temporary urban features on the sidewalks and roadway. The project's goal was to see how simple, low-cost enhancements can improve safety and the enjoyment of public space. The project ran from June 7–17, 2019 and included enhancements such as:

- Protected bike lanes
- Shorter intersection crossings
- Decorative transit shelter
- Food trucks
- Mural paintings and street banners
- A new busking location (south-east corner of Living Arts Drive and Princess Royal Drive)

The Smart City Open Data Challenge was hosted by the City of Mississauga's Smart City Team during October, 2020. The online event encouraged Mississauga high-school and post-secondary students to develop innovative ideas and solutions that use data and technology to assist the City. This year's challenge was to contribute to the City's ongoing COVID-19 response and digital transformation.

The 2021-2024 Business Plan Outlook

Planning for the Future

As a result of COVID-19 and strategic, operational decisions made in 2020, IT is ready to continue and/or expand many programs in the future including:

- Supporting the mobile workforce/work from anywhere/virtual meetings enhancements in post-pandemic recovery

- Reprioritization of work, where necessary, for business continuity and disaster preparedness

- Continuing to meet customer service expectations via the IT Help Desk, IT Tech Hub and remote assistance

- Supporting the expanding external client base of the in-house-developed municipal tax system (TXM Tax Manager)

- Modernizing technologies, platforms and infrastructure that support mississauga.ca

- Enhancing online service delivery on items such as tax self-service, pet registration, licence renewals and Recreation program registration

- Continuing to implement online services, introducing innovative uses of augmented reality and AI to provide City services in public spaces

- Continuing provision of IT service as a 24/7 utility; always on, always available

- Continuing to provide and expand public Wi-Fi

- Keeping pace with rapid developments in emerging technology (e.g., 5G, digitization)

- Supporting the continued enhancement of cybersecurity awareness and protecting and securing data – one of the "crown jewels" of the Corporation

- Executing a large number of digital transformation projects

- Engaging youth and post-secondary students to drive innovative and community-developed apps

- Mandatory upgrading or replacement of the Voice Communication (VCOM) radio system of 1,300 radios, in partnership with Peel Region, Peel Police and Mississauga, Brampton and Caledon Fire

- Continuing to implement iParks, introducing sensor-based technology to measure environmental indicators and participation in parks

- Maintaining IT infrastructure in a state of good repair

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis. Since becoming permanent in 2016, the Lean program has produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Highlights of the many projects and improvements completed include:

- Established a Standard Operating Procedure (SOP) to conduct an Employee COVID-19 screening protocol, creating a safety improvement and saving $12,856
- Saved Legal staff time by streamlining the storage of Legal files into one easily accessible file, a time savings of 73 per cent and cost avoidance of $56,700
- Developed a detailed process pinpointing issues during streaming of Council sessions, allowing for seamless viewing for all users and cost avoidance of $5,800
- Automated the process of data-gathering for S/4 HANA project, reducing administration time – the old process took 2.5 hours; new process is two minutes

Completed Initiatives					Total Benefits	
Improvement Type	**2014 – 2018**	**2019**	**Up to Sep 2020**	**Total**	**Type**	**Total**
Small Improvements	135	231	112	478	Cost Savings and Avoidance	$1,782,259
Rapid Improvements	0	1	1	2	Customer Service Improvements	265
Projects	2	1	0	3	Safety Improvements	62
Total	137	233	113	483	Environmental Improvements	55
In-progress Initiative	**Goals of the Initiative**					
Role Based IT User Access Process	Standardize IT user access requests to reduce errors and rework and improve productivity.					
Intake Process for Work Requests and Projects	Standardize the intake process for IT work requests to avoid inaccurate reporting and improve the management of IT resources.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business Plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Information Technology relate to the Strategic Plan pillars.

move – developing a transit oriented city

- IT is providing the technology services for Light Rail Transit (LRT) and Advanced Traffic Management Services (ATMS)

- IT supports transit with MiWay technology, real-time bus tracking and advanced analytics

belong – ensuring youth, older adults and new immigrants thrive

- Virtual Campus allows locally registered students and students registered in institutions in over 70 countries around the world to access their post-secondary school's resources from City Hall, Celebration Square, libraries, community centres, transit terminals and parks. Mississauga was the first city in Canada to have a virtual campus

- Ensuring free access to broadband for those that may not have reliable access elsewhere

connect – completing our neighbourhoods

- IT continues to work to modernize mississauga.ca to meet the needs of users by redesigning existing services to meet people-centred digital standards, starting with mississauga.ca informational and transactional services

prosper – cultivating creative and innovative businesses

Smart City Wi-Fi provides:

- Free access to Wi-Fi and Smart City sensor technology tailored to meet the needs of each local community

- Opportunities for innovation and learning for individuals and local businesses

green – living green

- IT's data centres continue to reduce energy consumption and expense by leveraging modern technology, environmental sensors, and using Cloud-based services to grow our data and computing requirements in a smart way

ourfuturemississauga.ca

Transforming our Business with Technology

The IT Master Plan, dated October 2015, established a three- to five-year outlook with strategies and actions for investment in technologies that are innovative and improve how City services are provided. The IT Master Plan was refreshed in 2019 and it continues to align with corporate priorities and the objectives of the City's Strategic Plan. IT works directly with all departments to update their technology roadmaps. The second iteration of the IT Master Plan is expected to be ready for the 2022-2025 business planning cycle.

Five key strategies have been developed as part of the IT Master Plan. These inspire the City to be innovative in using technology to enhance and deliver City services, while at the same time transforming the City of Mississauga into an engaged and connected city. They are:

- Foster Open and Accessible Government
- Enable Decisions through Research and Analytics
- Create a Connected and Engaged Workplace
- Improve Services through Innovation and Partnerships
- Build a Connected and Engaged City

There are 21 key actions within the IT Master Plan which provide specific direction on technologies and innovations that support the overall objectives and transformation of the City through the adoption of technology.

As the technology landscape has continued to rapidly change, the City has developed and grown significantly. Therefore, it is prudent to continually renew the City's IT strategy, ensuring alignment with changing City, business and technology trends.

- Mobile workforce, work from home, work from anywhere
- Virtual meetings, virtual reality

- Broadband, free Wi-Fi are expected
- Services driven by consumers (mobile apps and sites)
- Everything/everyone is connected
  - Traffic signals, streetlights, sensors
  - City fleet and mobile workforce
- Fibre, Wi-Fi, cellular
- Open data, big data, hackathons
- Cloud computing, software as a service
- Social media, online engagement, digital inclusion
- Innovative technology partnerships
- Disruptive technologies, cybersecurity, threat intelligence
- Technology driving the economy
- Smart City
- Digital transformation in libraries, streaming content for eBooks, music, video

Maintaining our Infrastructure

One of the most critical components of the IT capital budget is ensuring technology is renewed in line with both industry and operational standards. IT cybersecurity is also extremely important as reports of IT hacking, phishing, breaches and scams continue to be in the news. In 2020, the City hired the third of three Security Analysts to detect, analyze, respond to, and prevent cybersecurity incidents. This aligns with the implementation of the National Institute of Standards and Technology (NIST) IT Security standard and the three-year IT Security workplan.

The technology required to provide City services is supported by a primary data centre and a back-up data centre. All supporting technology including network devices, servers and databases are updated based on the following lifecycle program:

- Server and storage area network – five years
- Desktop computers, laptops – five years commencing in 2021, four years previously
- Minor software upgrades for all City business systems and software – three years; major – seven to 10 years
- IT Standards for standard software and hardware are reviewed annually and reported to Council

Federal and provincial government funding programs are leveraged when possible to assist in funding IT programs.

A fundamental piece of the City's infrastructure is the Public Sector Network. Some key facts:

- The Public Sector Network is a partnership between Mississauga, Peel, Brampton, and Caledon (Mississauga owns about 22 per cent)
- The Public Sector Network includes 800 kilometres of high-speed fibre connecting 291 City sites and nodes (distribution points to connect things like intersections or extend Wi-Fi) and is the largest publicly owned fibre network in Canada
- This network paid for its own total capital costs over a two-year period via cost avoidance of leased telecommunication lines. Operating costs are fully funded through subscriber fees generated by the City leasing fibre to partner agencies

As of December 31, 2019 the estimated replacement value of the City's hardware and software assets was $174 million and annual replacement was $21.5 million.

Managing our Human Resources

Workforce Analytics

Forty-five employees are enrolled in the leadership succession program and 14 leaders are eligible for retirement in the next four years. IT provides development experiences to those that can move into these key roles.

Our Structure

IT has six sections that support the City: Strategy & Innovation, City Services, Infrastructure Planning & Operations, Digital Services & Mobility, Enterprise Business Solutions and Service Management.

Partnerships have been established to improve service, efficiency and cost effectiveness. The Public Sector Network (PSN), VCOM radio and Wireless Mississauga for Sheridan College are examples.

Our Talent

The Information Technology Service Area is comprised of:

- Section and Program Managers
- Business Analysts
- Project Managers
- IT Technicians and Specialists
- Database Administrators
- Application Specialists (e.g., SAP, GIS, SharePoint)
- Help Desk Specialists
- Application Developers
- Communication Specialists
- IT Security Specialists
- Systems and Network Architects
- Students, Sheridan College co-op program

Critical Roles/Functions to Achieve Business Goals

Current staffing issues are focused around Information Technology's ability to assign the right resources to priority initiatives while maintaining a level of capacity to deliver projects and maintain day-to-day operations. A combination of permanent, contract and part-time staff is utilized so that resources to deliver on key projects can grow with demand and be directly funded by the initiatives.
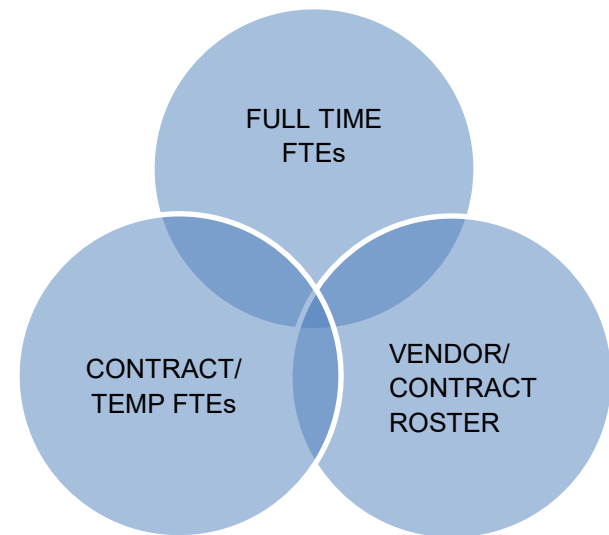
IT Resource Model

Talent Needs

To keep up with today's continually changing Information Technology needs, HR and IT created a pre-qualified roster for professional IT services so that unique skill sets could be acquired on an "as needed" basis. IT and HR have also created a roster of staffing agencies to provide staff augmentation for both project and operational activities. This provides more agility to respond to increasing workloads.

IT has one Budget Request (BR #7250) going forward in 2021 with four staff requested, as follows:

- Two permanent positions starting April 2021, whose costs are offset by revenue increases (no tax impact):
    o One Application Developer
    o One Business Analyst

- Two contract positions to be funded by capital:
    o One Help Desk Specialist – April 2021 to April 2023
    o One Product Owner – April 2021 to December 2022

Services previously provided by Bell Canada for the City's website have been moved in-house using existing budget. There were five new FTEs approved by Budget Committee in October 2020 to assume this work.

A capital-funded contract position is also required for 2021 (ending in 2022) to implement a real property administrative solution to manage the City's real estate portfolio.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2020	2021	2022	2023	2024
IT Admin, Strategy & Innovation	29.8	17.8	17.8	13.8	13.8
IT City Services	58.0	63.5	61.5	59.5	58.5
IT Digital Services & Mobility	62.4	66.4	66.4	66.4	66.4
IT Enterprise Business Solutions	26.4	24.4	26.4	31.4	33.4
IT Infrastructure Planning & Operations	42.0	57.0	57.0	57.0	56.0
IT Service Management	25.3	25.3	25.3	25.3	25.3
Total Service Distribution	243.8	254.3	254.3	253.3	253.3

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2021-2024 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2020 was $31.7 million and the proposed budget for 2021 is $31.7 million.

Total Changes to Maintain Current Service Levels

The total amount required to maintain current service levels is $432,000. This amount is the net of various plus-side and minus-side factors. Highlights include:

- Labour and benefits: Contract expiry labour conversions and the annualization of the prior year's new positions of $605,000 are wholly offset by a decrease in labour and fringe benefits of $682,000 (due to chargebacks to the capital plan), resulting in a net decrease to the operating budget in this category of $77,000
- Maintenance and licensing costs: increasing by $660,695 (due to inflationary/contractual obligations)
- Solutions revenue: decreasing by $91,000 as a number of Geospatial Solutions products/services that generated revenue are moving to the Open Data platform, where they will not generate revenue
- IT Support Cost Allocations: decreasing by $276,000, but still continuing to assist in reducing total IT cost pressures
- Bell contract expiry savings: $548,000

Efficiencies and Cost Savings

Total amount of IT cost savings is $505,600.

IT Maintenance and Licensing costs are reduced by $180,600 due to rationalization; additional cost savings totaling $280,000 were found in redundant maintenance costs. There is also a reduction of $45,000 in the copier contract (year three of three).

New Initiatives

IT has one new initiative for the 2021 operating budget – BR #7250, TXM Sustainment & Onboarding of New Clients. This request will have no operating budget impact as expenditures are fully offset by an increase in revenues/recoveries as a result of more municipalities using the City in-house developed TXM property tax system.

Proposed Changes for 2021 Net Operating Budget by Category
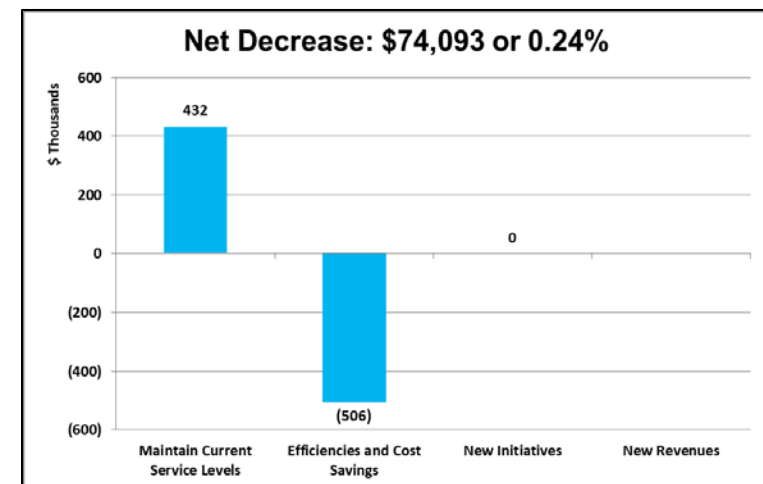
Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2021-2024, as well as the 2020 Budget and the 2019 Actuals by major program within the Service Area.

Proposed Budget by Program

Description	2019 Actuals ($000s)	2020 Budget ($000s)	2021 Proposed Budget ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2024 Forecast ($000s)
Expenditures to Deliver Current Services						
IT Admin, Strategy & Innovation	1,117	571	(425)	(939)	(1,223)	(1,190)
IT City Services	7,096	7,917	7,995	7,566	7,691	7,848
IT Digital Services & Mobility	7,356	8,615	8,869	8,890	9,005	9,122
IT Enterprise Business Solutions	4,044	4,264	4,396	4,451	4,508	4,565
IT Infrastructure Planning & Operations	8,771	8,726	9,098	9,226	9,322	9,031
IT Service Management	2,422	2,749	2,744	2,780	2,816	2,853
Total Expenditures	**30,806**	**32,841**	**32,676**	**31,973**	**32,119**	**32,230**
Revenues	**(1,073)**	**(1,109)**	**(1,018)**	**(1,018)**	**(1,018)**	**(1,018)**
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	235	919	1,347
Proposed Net Budget Including New Initiatives & New Revenues	**29,733**	**31,732**	**31,658**	**31,189**	**32,020**	**32,558**

Expenditures Budget - Changes by Year			(1%)	(2%)	0%	0%
Proposed Net Budget - Changes by Year			(0%)	(1%)	3%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support costs) and revenues are shown by category with the approved 2020 budget for comparison. The three columns to the far right of the table show the totals proposed for 2021 and their dollar and percentage changes over 2020. The second table summarizes the proposed 2021 budget and 2022-2024 forecasts.

Summary of Proposed 2021 Budget ($000s)

Description	2020 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives and New Revenues	Special Purpose Levies	Proposed 2021 Budget	$ Change Over 2020	% Change Over 2020
Labour and Benefits	24,434	(682)	0	605	0	184	0	24,540	106	0%
Operational Costs	10,210	551	(506)	(408)	0	1	0	9,848	(362)	-4%
Facility, IT and Support Costs	(1,802)	276	0	0	0	0	0	(1,527)	276	-15%
Transfer To Reserves & Reserve Funds	0	0	0	0	0	348	0	348	348	0%
Total Gross Expenditures	**32,841**	**144**	**(506)**	**197**	**0**	**533**	**0**	**33,209**	**368**	**1%**
Total Revenues	(1,109)	91	0	0	0	(533)	0	(1,551)	(442)	40%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0	0%
Total Net Expenditures	**31,732**	**235**	**(506)**	**197**	**0**	**0**	**0**	**31,658**	**(74)**	**0%**

Summary of Proposed 2021 Budget and 2022-2024 Forecasts ($000s)

Description	2019 Actuals	2020 Approved Budget	2021 Proposed Budget	2022 Forecast	2023 Forecast	2024 Forecast
Labour & Benefits	22,981	24,434	24,540	24,152	24,869	25,407
Operational Costs	9,608	10,210	9,848	9,824	9,941	9,945
Facility, IT and Support Costs	(1,783)	(1,802)	(1,527)	(1,527)	(1,527)	(1,527)
Transfer To Reserves & Reserve Funds	0	0	348	716	1,370	1,428
Total Gross Expenditures	**30,806**	**32,841**	**33,209**	**33,164**	**34,653**	**35,254**
Total Revenues	(1,073)	(1,109)	(1,551)	(1,975)	(2,633)	(2,696)
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0
Total Net Expenditures	**29,733**	**31,732**	**31,658**	**31,189**	**32,020**	**32,558**

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing current service levels, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2020 Budget ($000s)	2021 Proposed Budget ($000s)	Change ($000s)	Details (all values in thousands)
Labour and Benefits	**24,434**	**23,918**	**(78)**	**Decrease reflects Labour Recoveries offset by Labour Adjustments and Other Fringe Benefit changes**
Administration and Support Costs	(1,802)	(1,527)	276	$276 Allocation Adjustments based on Department Exclusive Software- no net City impact
Advertising & Promotion	0	0	0	
Communication Costs	455	455	0	
Contractor & Professional Services	230	230	0	
Equipment Costs & Maintenance Agreements	8,924	8,992	(366)	($506) Cost efficiencies, software rationalization and contract expiry; includes ($45) in contracted copier reduction (Year 3 of 3) ($548) Bell contract expiry $688 Increase in license fees/maintenance due to contract increases and inflationary pressures
Finance Other	171	171	0	
Materials, Supplies & Other Services	96	96	0	
Occupancy & City Costs	222	226	3	
Staff Development	71	71	0	
Transfers To Reserves and Reserve Funds	0	0	0	
Transportation Costs	41	41	0	
Subtotal - Other Operating Costs	**8,407**	**8,754**	**(87)**	
Total Revenues	(1,109)	(1,018)	91	$91 Decreased in Geospatial Digital Data Products and Services fees due to move to Open Data Platform
Transfers From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	**(1,109)**	**(1,014)**	**91**	
Total	**31,732**	**31,640**	**(74)**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of any year one and year two BRs can be found in the pages following the table.

Description	BR #	2021 FTE Impact	2021 Proposed Budget ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2024 Forecast ($000s)	2021 to 2024 FTE Impact	2021 to 2024 Capital ($000s)
New Initiative								
Enterprise Performance Measures and Decision Support	5984	0.0	0	0	102	135	1.0	0
TXM Sustainment & Onboarding New Clients	7250	4.0	0	0	0	(0)	2.0	432
SAP Roadmap Implementation and Sustainment	8499	0.0	0	185	642	1,027	8.0	0
IT Customer Service Enhancement and Self-Service Portal	8503	0.0	0	50	170	180	0.0	330
Total New Initiatives		**4.0**	**0**	**235**	**915**	**1,342**	**11.0**	**762**

Note: Numbers may not balance due to rounding.

Proposed Initiative	**Department**	**Service Area**
TXM Sustainment & Onboarding New Clients	Corporate Services Department	Information Technology

Description of Budget Request

IT TXM requests the following resources to support the future onboarding of municipalities (in 2021, potentially Windsor, Brantford, Oshawa) from operating: one Application Developer and one Business Analyst. These positions are offset by significant revenue increases as more municipalities use the City's in-house-developed TXM Tax Manager system. In addition, there are two capital-funded contract staff being requested: one Product Owner and one Help Desk Specialist.

Required Annual Operating Investment

Impacts ($000s)	2021	2022	2023	2024
Gross Expenditures	533.1	956.9	1,615.2	1,677.4
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	533.1	956.9	1,615.2	1,677.4
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in $		0.0	0.0	0.0
FTEs	4.0	4.0	3.0	2.0

In each year, all values are cumulative, not incremental.

Required Capital Investment

Total Capital ($000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	185.4	223.2	23.1	0.0

Why Staff Recommend this Initiative

The TXM application is used successfully by a number of municipalities and is a source of revenue for Mississauga. There is potential for three simultaneous implementations in 2021, plus discoveries. The complexity of implementations will significantly increase, requiring additional resources. Without the technical expertise and capacity to upgrade the application, make modifications and use the latest technology, the application will not remain competitive, leading to potential revenue loss.

Details of Service Change

Tax funding is not needed for the operating expenses associated with these resources as there will be an increase in TXM recovery revenues to offset costs. The 2021 IT capital budget will require an additional $185,406 (2022 - $223,192; 2023 - $23,105) to cover the capital-funded staffing request and hardware/software. In addition, it is expected that agile skill sets will stay in the team, the risk of losing knowledgeable resources will decrease, and the resources will support TXM in future.

Service Impact

It is expected that clients will receive more functionality. A number of municipalities have expressed an interest in using the TXM application to manage their tax bases. This initiative will manage client base expansion and increase efficiencies to TXM product development. It will also support client updates.

Proposed Initiative	Department	Service Area
IT Customer Service Enhancement and Self-Service Portal	Corporate Services Department	Information Technology

Description of Budget Request

In 2021, IT is requesting capital funding ($330,000, two years-professional services, licensing) for a commercial off the shelf (COTS) purchase to implement a full-featured turnkey IT Service Management (ITSM) solution. Commencing in 2022, the maintenance/licensing is expected to be $160,000 (new operating impact). The demand for IT Service Management continues to increase as the complexity and size of the organization continue to grow.

Required Annual Operating Investment

Impacts ($000s)	2021	2022	2023	2024
Gross Expenditures	0.0	50.0	170.0	180.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	50.0	170.0	180.0
* Net Change in $		50.0	120.0	10.0
FTEs	0.0	0.0	0.0	0.0

In each year, all values are cumulative, not incremental.

Required Capital Investment

Total Capital ($000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	280.0	50.0	0.0	0.0

Why Staff Recommend this Initiative

The need to modernize the City's ITSM for greater self-service has been reinforced by a Lean review and audit advice. A 2019 analysis of Help Desk ticket types identified 5,410 as candidates for self-service. Deploying this COTS will enable more self-service, improve service user ease, speed and efficiency, and reduce costs. This deployment will also act as a demonstration for potential use in other City Service Areas.

Details of Service Change

An integrated end-user portal of the modernized ITSM solution will create significant cost savings via self-service. An analysis of 2019 Help Desk ticket type shows that 11 per cent, or 5,410 tickets, are strong candidates for client self-service. Based on a $20-per-ticket cost savings between Level 0 (Self Help) and Level 1 (Service Desk), there is an opportunity to lower the cost of support by $20 x 5,410 = $108,200 per year. Other benefits include:

- Provides the best return on investment (ROI) over the long term
- COTS solution vendor is responsible for implementing, testing, correcting issues and maintaining the solution
- COTS solution vendor is responsible for adapting the product to advances in technology and maintaining qualified resources
- A significant portion of the functionality provided by a COTS solution is expected to be used within the next three years
- Solution is already developed to support the future business demand

Service Impact

Once this COTS solution is implemented, the following service benefits can be expected:

- Solution can significantly improve customer service via self-service and knowledge base features
- Solution can significantly improve the Asset Management process
- Time saved per employee will result in more time available per employee for higher-value-added work

Proposed Capital Budget

This section summarizes the forecast 10-year capital requirements for this service. The following table presents the forecast by major program.

Proposed 2021-2030 Capital Budget by Program

Program Expenditures	2021 Proposed Budget ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2024 Forecast ($000s)	2025-2030 Forecast ($000s)	Total 2021-2030 ($000s)
Applications	7,623	4,714	5,364	4,429	29,508	51,637
Geospatial Solutions	553	423	440	530	2,660	4,606
Infrastructure	10,588	9,039	7,691	10,256	57,423	94,997
PC Replacement & Peripherals	910	1,943	1,578	2,471	10,873	17,775
Total	**19,673**	**16,119**	**15,073**	**17,686**	**100,464**	**169,015**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2021-2030 Capital Forecast Highlights:

- $33.1 million – Server Storage Expansion/Replacement, Server Applications (2021-2030)
- $15.9 million – Switches and Routers (2021-2030)
- $14.6 million – PC/Notebook/Tablet Replacement Lifecycle (includes Library), (2021-2030)
- $9.7 million – Network Security Infrastructure (2021-2030)
- $9.7 million – Network Fiber (2021-2030)
- $9.5 million – Network Wireless Infrastructure (2021-2030)
- $9.2 million – VoIP Systems and Phones (2021-2030)
- $7.8 million – TXM Platform Maintenance/Work Plan (2021-2030)
- $5.6 million – SAP and Related Processes (2021-2030)
- $5.7 million – Voice Communications (VCOM) Radio System (2021-2030)
- $4.3 million – MAX Online Services, Platform (2022-2027)
- $3.9 million – Topographical Updating, (2021-2030)
- $3.5 million – CPS/CMO IT Upgrade Program (2021-2030)
- $3.1 million – Desktop Operating System Upgrade/Desktop Software Licenses (2021-2030)

The 2021-2030 IT capital budget is $169 million, an approximate $11.4 million decrease from the 2020-2029 capital plan. While there are increased capital requests in Digital and Infrastructure Services totalling $11.6 million, the following capital budget reductions are highlighted:

- ($6.1 million) in MAX/Oracle Refresh Cycle
- ($5.7 million) in SAP and SAP-related submissions
- ($5.2 million) in Budget Request capital
- ($3.0 million) mainly in PC and laptop replacement scheduling
- ($2.8 million) mainly related to the FASTER upgrade

In addition, IT unfunded capital projects increased from $23.8 million (2020-2029) to $31.7 million for this budget cycle. The most significant 10-year unfunded capital items include:

- $18 million in enterprise and SAP items
- $5.8 million in development related items requiring IT capital
- $3.8 million in various application improvements
- $1.1 million in space and meeting room modernization

Proposed 2021-2030 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2021-2024 Business Plan and 2021 Budget and the consolidated forecast for 2025-2030.

Funding	2021 Proposed Budget ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2024 Forecast ($000s)	2025-2030 Forecast ($000s)	2021-2030 Total ($000s)
Tax Capital	19,673.4	16,118.6	15,073.0	17,686.1	100,463.8	169,014.9
Total	**19,673.4**	**16,118.6**	**15,073.0**	**17,686.1**	**100,463.8**	**169,014.9**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2021 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2021.

 Program: Applications

Project Number	Project Name	Gross Cost ($000s)	Recovery ($000s)	Net Cost ($000s)	Funding Source
CPIT006404	Desktop Operating System Upgrade	50	0	50	Tax Capital
CPIT006408	CLASS Replacement Project	750	0	750	Tax Capital
CPIT007116	SAP S4 HANA Upgrade (part of the SAP Roadmap)	800	0	800	Tax Capital
CPIT007410	eCity Hosting and Online Services Hosting and Services	300	0	300	Tax Capital
CPIT007432	TXM Platform Maintenance	400	0	400	Tax Capital
CPIT007447	Desktop Software Licenses	450	0	450	Tax Capital
CPIT007461	Professional Services for Amanda 7	10	0	10	Tax Capital
CPIT007488	Library Integrated Library System (ILS Sirsi Dynix)	300	0	300	Tax Capital
CPIT007627	Telematics-AVL/GPS Project	450	0	450	Tax Capital
CPIT008041	eCity Web and Mobile	200	0	200	Tax Capital
CPIT008042	Geospatial Software Licenses and Hardware	150	0	150	Tax Capital
CPIT008049	TXM Workplan 2021	400	0	400	Tax Capital
CPIT008053	CPS-CMO IT Upgrade Program - Replacement 2021	150	0	150	Tax Capital
CPIT008057	SAP Legislative Changes and Enhancements	200	0	200	Tax Capital
CPIT008059	SuccessFactors Sustainment Services	75	0	75	Tax Capital

Program: Applications Continued

Project Number	Project Name	Gross Cost ($000s)	Recovery ($000s)	Net Cost ($000s)	Funding Source
CPIT008061	SAP Enhancements - benefit changes	250	0	250	Tax Capital
CPIT008075	Server Applications	775	0	775	Tax Capital
CPIT008381	New Hire IT Costs - City Wide 2021	160	0	160	Tax Capital
CPIT008407	TXM Support to Onboard Clients	169	0	169	Tax Capital
CPIT008745	Infor Application Upgrade	60	0	60	Tax Capital
CPIT008748	Infor Mobile	320	0	320	Tax Capital
CPIT008749	Oracle Upgrade for Infor	160	0	160	Tax Capital
CPIT008774	S4 HANA Security Assessment and Implementation	200	0	200	Tax Capital
CPIT008775	Questica Sustainment Support	50	0	50	Tax Capital
CPIT008917	Automated Staff Scheduling Solution	700	0	700	Tax Capital
TWRG06619	Parking Enforcement Systems	93	0	93	Tax Capital
Total		7,623	0	7,623	

Note: Numbers may not balance due to rounding.

Program: Geospatial Solutions

Project Number	Project Name	Gross Cost ($000s)	Recovery ($000s)	Net Cost ($000s)	Funding Source
TWOE00195	Survey Control Network and Road By-Laws	50	0	50	Tax Capital
TWOE00196	Topographical Updating	423	0	423	Tax Capital
TWOE06608	Replacement of OCE 600 Plotter	80	0	80	Tax Capital
Total		553	0	553	

Note: Numbers may not balance due to rounding.

Program: Infrastructure

Project Number	Project Name	Gross Cost ($000s)	Recovery ($000s)	Net Cost ($000s)	Funding Source
CPIT005907	Microsoft SQL Database refresh cycle	200	0	200	Tax Capital
CPIT007413	VCOM Mobile Radio 2021	590	0	590	Tax Capital
CPIT007425	Network Fibre	1,195	0	1,195	Tax Capital
CPIT007430	Switches and Routers	2,830	0	2,830	Tax Capital
CPIT007441	VoIP Systems & Phones	900	0	900	Tax Capital
CPIT007588	IT Resources for Enterprise Performance Measures	83	0	83	Tax Capital
CPIT007590	Project Portfolio Management/Project Management Automation: Phase 2	145	0	145	Tax Capital
CPIT007625	Tech Hub Expansion (2020)	50	0	50	Tax Capital
CPIT008066	Special IT Equip - Includes Public	270	0	270	Tax Capital
CPIT008073	Server and Storage Replacement & Expansion	1,622	0	1,622	Tax Capital
CPIT008078	Network Wireless Infrastructure	938	0	938	Tax Capital
CPIT008080	Network Security Infrastructure	1,390	0	1,390	Tax Capital
CPIT008753	EMME / TES Server Upgrade	100	0	100	Tax Capital
CPIT008998	Cisco Webex Licensing	275	0	275	Tax Capital
Total		**10,588**	**0**	**10,588**	

Note: Numbers may not balance due to rounding.

Program: PC Replacement & Peripherals

Project Number	Project Name	Gross Cost ($000s)	Recovery ($000s)	Net Cost ($000s)	Funding Source
CPIT007436	Network Services UPS Business Continuity	100	0	100	Tax Capital
CPIT007452	AV Meeting Room Upgrades and Replacements 2021	160	0	160	Tax Capital
CPIT007466	Meeting Room & Space Modernization - OFC	100	0	100	Tax Capital
CPIT008064	PC/Notebook/Tablet Lifecycle Replacement	550	0	550	Tax Capital
Total		910	0	910	

Note: Numbers may not balance due to rounding.

Proposed 2021-2030 Capital Budget by Sub-Program

The following table provides a listing of capital forecast by sub-program for 2021-2030.

Sub-Program	2021 Proposed Budget ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2024 Forecast ($000s)	2025 Forecast ($000s)	2026 Forecast ($000s)	2027 Forecast ($000s)	2028 Forecast ($000s)	2029 Forecast ($000s)	2030 Forecast ($000s)	Total Forecast ($000s)
Applications											
IT Applications-New	1,060	977	848	938	485	445	645	445	445	625	6,913
IT Applications-Replacement/Enhancements	6,063	3,537	4,366	2,921	3,900	5,464	6,632	4,476	1,983	2,403	41,744
IT Portal	500	200	150	570	570	410	290	290	0	0	2,980
Subtotal	**7,623**	**4,714**	**5,364**	**4,429**	**4,955**	**6,319**	**7,567**	**5,211**	**2,428**	**3,028**	**51,637**
Geospatial Solutions											
IT Survey Ctrl/Equip, Rd Bylaw Svcs	50	50	50	60	60	60	60	60	60	60	570
IT Topographical Updating	503	373	390	470	390	390	390	370	380	380	4,036
Subtotal	**553**	**423**	**440**	**530**	**450**	**450**	**450**	**430**	**440**	**440**	**4,606**
Infrastructure											
IT Network Infrastructure	8,318	6,204	5,222	5,433	6,303	7,357	5,280	5,172	6,578	6,038	61,905
IT Server Expansion	0	0	0	0	0	0	0	0	0	0	0
IT Server Replacement/Maintenance	1,722	1,818	1,974	4,093	3,877	1,404	1,314	2,000	4,392	4,392	26,987
IT Service Management	548	1,017	495	730	1,395	390	390	285	605	250	6,105
Subtotal	**10,588**	**9,039**	**7,691**	**10,256**	**11,575**	**9,151**	**6,984**	**7,457**	**11,575**	**10,680**	**94,997**
PC Replacement & Peripherals											
IT PC/Notebook-Replacement/Maintenance	550	1,475	1,379	2,029	1,801	1,795	1,586	1,329	1,330	1,330	14,604
IT Peripherals	160	10	10	152	95	95	152	0	0	0	674
IT Specialized Equipment	200	458	189	290	290	290	160	160	165	295	2,497
Subtotal	**910**	**1,943**	**1,578**	**2,471**	**2,186**	**2,180**	**1,898**	**1,489**	**1,495**	**1,625**	**17,775**
Total Expenditures	**19,673**	**16,119**	**15,073**	**17,686**	**19,166**	**18,101**	**16,899**	**14,587**	**15,938**	**15,773**	**169,015**

Note: Numbers may not balance due to rounding. Numbers are net.