Where and Who is Glenview, IL?

- 22 miles to downtown Chicago
- 11 miles to O’Hare International Airport
- Home Rule Municipality
- Aaa-rated
- 44,597 Residents
- 13.5 Square Miles
The Illinois Context

Consortium - Webster's:

"an agreement, combination, or group (as of companies) formed to undertake an enterprise beyond the resources of any one member"

A consortium or shared service model is not necessarily about "contracting out" a service or function. It is about coming together under a shared vision to achieve an end, either formally or informally.
Why IT?

- Technology continues to change rapidly
- Difficult to keep employees up-to-date on new software functions and technological innovations
- IT delivery is not our core service
- Increasing dependence upon technology
- Area is strong for shared services potential
Initial huddle

Collaboration existed from previous partnerships

Discussion: How could we improve and work together, instead of working independently?

One problem…. Current condition of IT environments needed to be documented to assess partnership opportunities
So what was the call?

Joint IT Assessment
- 13 municipalities participated

Conducted by an independent consultant to assess and identify opportunities for improvement and collaboration
Our score card...

Strengths:
- IT staff cross trained
- Begin to embrace server virtualization
- Financial benchmarks below industry standard

Concerns & Risks:
- Financial benchmarks below standard
- Lacking structure, governance, and policies to reduce costs & risks
- Behind on refresh cycles
- Lacking process for data back-up and testing of back-ups
- Lacking redundancy and security in the network
- Disaster recovery
Playbook

Recommendation: Form a shared service model
- Centralized service desk
- Consolidation and centralization
- Development of standard IT policies and processes
- Implementation of standard service levels

Potential benefits:
- Lower cost and improved efficiencies
- Improved service
- Enhanced resource management
- Innovation and best practices

Challenges Risks:
- Governance and control; change management
The current average annual cost per PC is $957, when the average should be $400 - $700.
Second down

- RFI/RFP process
- Leveraged efficiencies through a shared staffing model
- Plan to establish a consortium
Halftime Show

1. How would the consortium be structured? Is there a governing body? If so what are their powers and duties? What matters require approval?

2. What challenges do you see mixing large and small communities? How big should you grow?

3. How do you budget and allocate costs for joint projects or purchases? How is this structured for repair and replacement?

4. How do new members join? What is the criteria? Is there a fee and if so what does it cover?

5. What responsibilities does the service provider have? Do they contribute to the consortium management?
Next play...

- Establish consortium
- Draft by-laws and agreements
- Develop plan for shared purchases and budget
- Create a short-term and long-term strategic plan for each municipality and for the consortium
- Implement common standards and policies
Game recap

Lessons Learned

- Initial joint assessment was critical to move forward
- Find committed partners where collaboration and trust exist
- Focus on phased transition, stabilization, and new helpdesk procedures and staffing
- Dual focus on an improvement within each community and common IT shared opportunities for the consortium

Challenges Ahead

- Moving from "Best Effort IT" service to a service provider model
- Phased transition, stabilization, and new helpdesk procedures and staffing
- Vendor Service Level Agreement
- Define approach for projects and other non-standard services
- Consortium management
GovITC Moving Forward

1. Continued management support is critical
2. Working together collaboratively is the new normal.
3. The concept has been proven, but the initiative is still a work in progress
4. Compromise
5. Sharing the work load
6. Emphasis on Transparency of Information
Discussion