

# Corporate Systems and Organizational Transformation

May 23, 2017

# Why are we here today?

- Strathcona County is committed to service excellence and becoming “Canada’s Most Livable Community”!
- Council has provided a strategic vision and priorities to guide Administration.
- The #1 goal is to “Strategically manage, invest and plan for sustainable municipal infrastructure”.
- As part of moving towards this goal, a number of internal functions have been identified that could benefit from greater use of technology.
- By improving the systems that support these critical functions, the County can become more efficient and effective and provide better information for evidence-based decision-making.

# Integrated Core Systems

- New Systems to be implemented
  - Procurement
  - Contract Management
  - Asset Management
- Replacement of aged and at risk systems
  - Utility Billing
  - Property Tax

# System Additions

- Procurement
  - Currently constrained by manual processes and minimal technology. Implementing technology will make staff and processes more efficient and consistent and help to moderate staff growth.
- Contract Management
  - Currently reliant on manual processes and minimal technology. Implementing technology will improve the efficiency of managing contracts, reduce time to process contracts and reduce contract risk.
- Asset Management
  - Although well supported operationally within departments, the ability to support corporate decision-making is not in place. Acquiring a solution is a step towards enabling that corporate view.

# System Replacements

- Utility Billing
  - Current, very old technology is impeding the provision of more and better services to the community. Risks of failure are increasing.
- Property Tax
  - Same technology issues as Utility Billing.

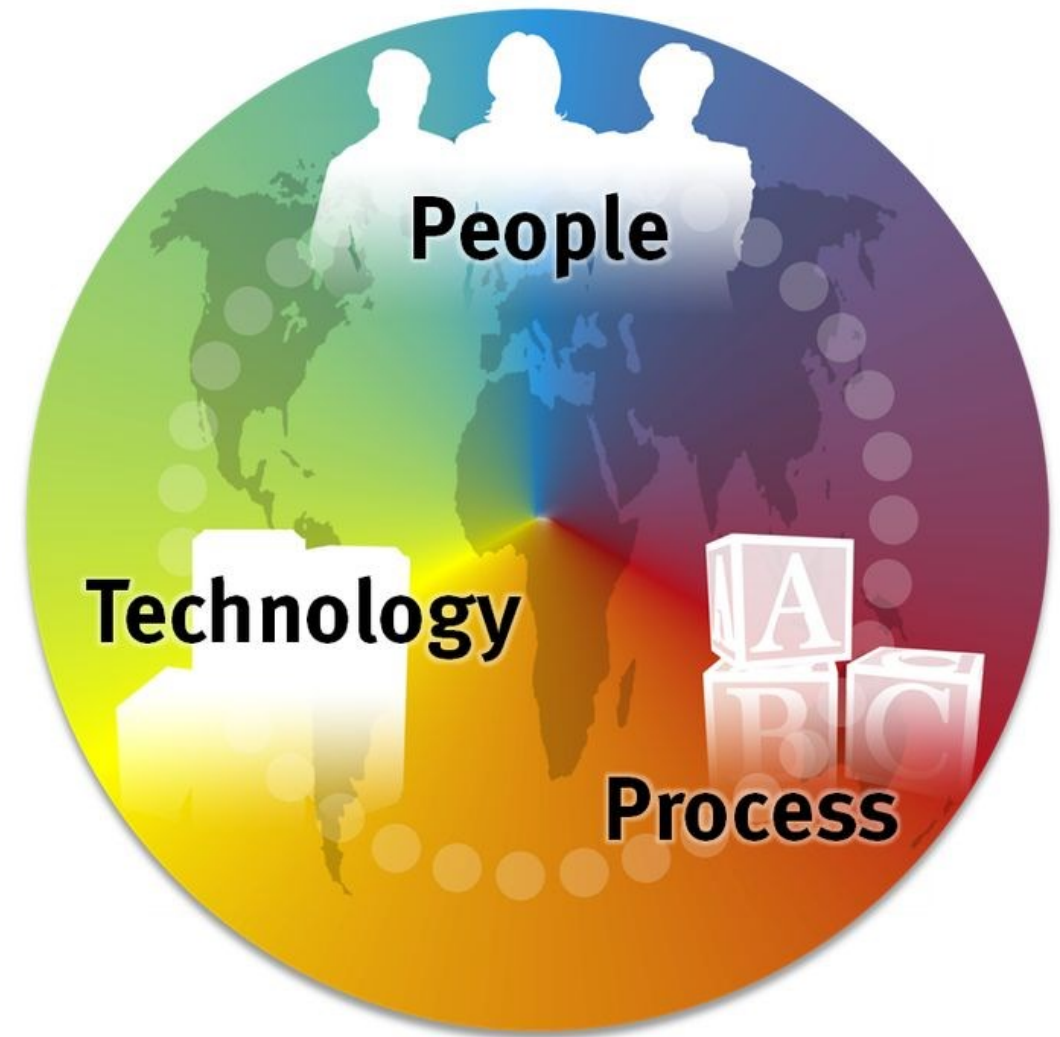
# Costs – Integrated Core System Improvements

Resourcing	\$3,069,100
Software	\$550,000
Data Management	\$901,380
<b>Total Estimated Costs</b>	<b>\$4,520,480</b>

# Organizational Transformation

# What do we mean by Organizational Transformation?

Organizational Transformation is the opportunity for an organization to look at how it delivers service, and ultimately, if done properly, ensures that the right People, Processes, and Technology are in place to deliver on the approved Vision, Strategy and Goals!



# Organizational Transformation

- Finance, Human Resources, and Procurement Services are critical internal functions.
- There is a significant financial component of these functions which carries with it inherent risk.
- Based on this inherent risk and externally identified opportunities for improvement, Administration is recommending a review of these services with the goal of aligning and optimizing them across our organization.

# Costs – Organizational Transformation

Resourcing	\$2,392,320
Software	\$0
Data Management	\$0
<b>Total Estimated Costs</b>	<b>\$2,392,320</b>

# Why Do These Projects Now?

- Current systems are at risk and failure could impact critical processes.
- Immediate value through efficiencies and better decision-making introduced by new processes and technology.
- Linkages with other current and approved projects – lowers costs and improves outcomes.

# Cost Savings

- By executing concurrently with ERP Replacement – estimated savings - \$2,000,000
- Through early retirement of mainframe servers – estimated savings - \$750,000

# Other Benefits

- Lower risks
- Stable systems
- Evidence-based decision-making
- Reduced reliance on manual spreadsheets and other workarounds
- Improved training
- Enhanced customer service
- Moves County closer to achieving its corporate and strategic goals

# Outcomes of Organizational Transformation



# Summary of Project Costs and Funding

## Recommended Projects

Integrated Core Processes and Systems Project	\$ 4,521,000
Organizational Transformation Project	2,393,000
<b>Total cost</b>	<b>\$ 6,914,000</b>

## Recommended Funding

Municipal Projects Reserve	\$ 6,676,858
Carry-forward Reserve	237,142
<b>Total Funding</b>	<b>\$ 6,914,000</b>

# Key Messages

- Strathcona County needs to invest in our software and core processes to become more efficient and effective and support service excellence.
- These projects align with the #1 Council priority goal.
- Funding can come from existing project reserves – no additional costs to taxpayers.
- Executing now will save costs through concurrent project management, alignment of changes, and quicker realization of efficiencies.

# Thank You!