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CONSULTING

A Higher Standard

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# Service Level Review

Council Presentation

**The Corporation of the Township of Oro-Medonte**

27 January 2021

# Agenda

<b>The Current Situation</b>	<b>Recommendations to Consider</b>	<b>The Road Ahead</b>
		
<p>Our observations of the current state</p>	<p>The opportunities available to the Township and the top priorities - recommendations to improve services and achieve efficiencies</p>	<p>Next steps and managing the implementation of change</p>

# THE CURRENT SITUATION



To manage growth efficiently the Township will need a concentrated effort on process re-engineering and adoption of technology



**Organizational structure in-line with common practices**

Few cases of low spans, the Township has appropriate layers.



**Opportunities exist to enhance service delivery**

Centralizing or standardizing services – implementing KPIs for managing standards.



**The majority of process activities are manual**

Low reliance on technology, high reliance on individuals – both customers and staff.



**There are little self-service capabilities for customers**

The website offers little self-service and information is not easily accessible.

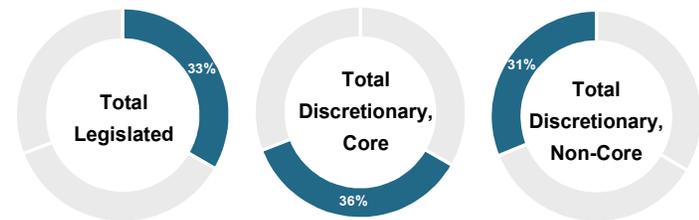
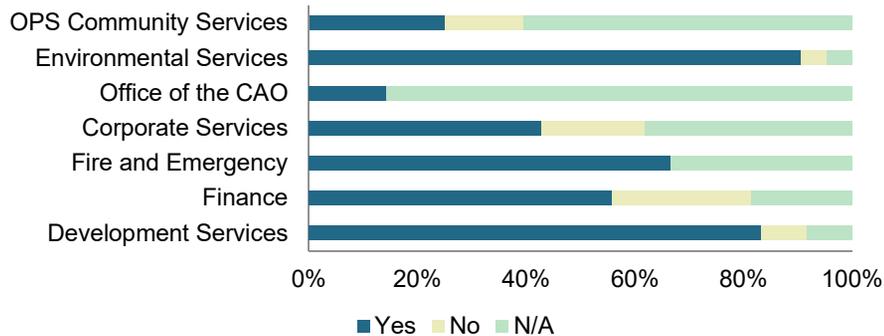


**Township has lower reserves and a higher reliance on property tax than its peers**

This may cause financial constraints given the impact of COVID-19.

# Opportunities exist to strengthen the Townships ability to manage services using data and analytics

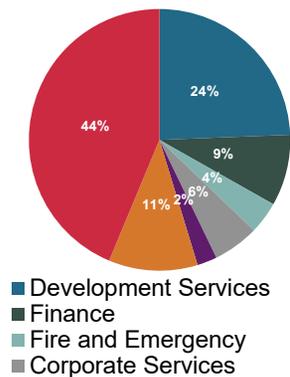
## Service Standards



## Observations

- ▶ Most departments are meeting their service standards.
- ▶ Overall, the Township’s tracking of known work drivers is limited. This is potentially due to insufficient technology e.g. having the appropriate systems to track the data.
- ▶ There are a few services that are decentralized – procurement, fleet management and revenue collection. Opportunities may exist to centralize and increases efficiencies.
- ▶ The Township has few systems – heavy reliance on Baker. Reliance on one key system can create a concentration risk.

## Total FTEs / Department



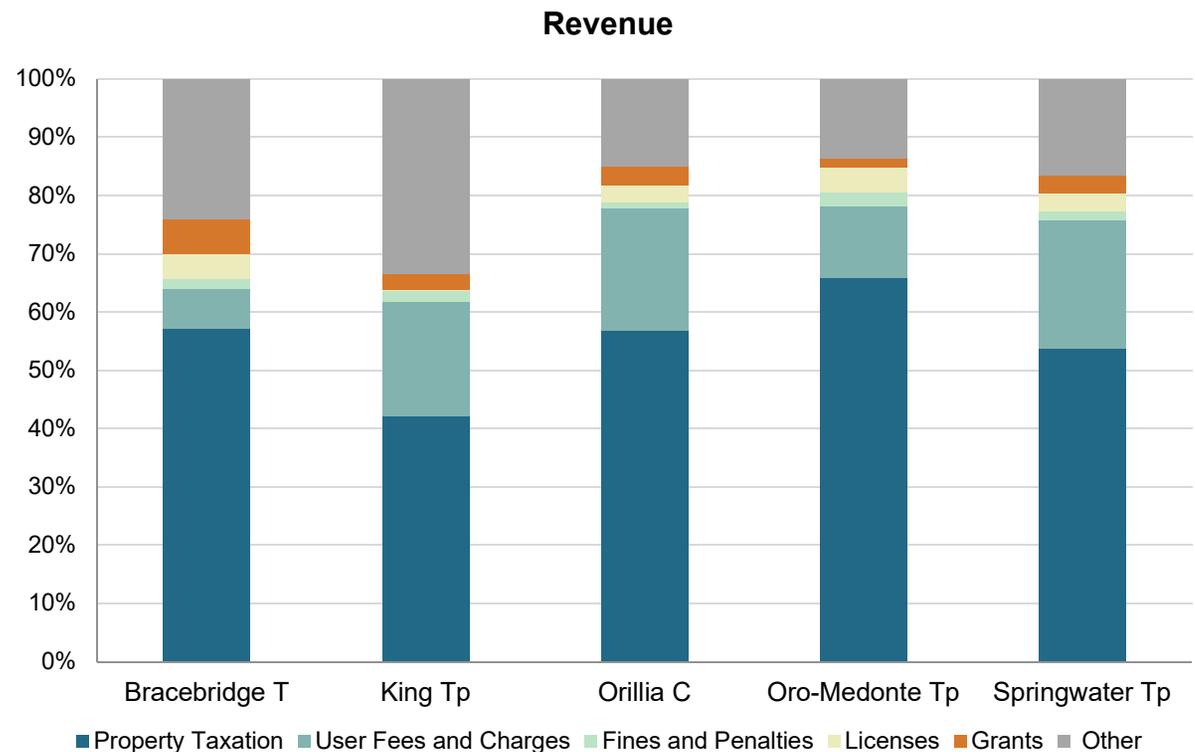
There are 105 total listed work drivers, **65%** of sub-services have **known work drivers**



# The geographical size of the Township may cause constraints on its ability to achieve greater revenue from recreation services

## Observations:

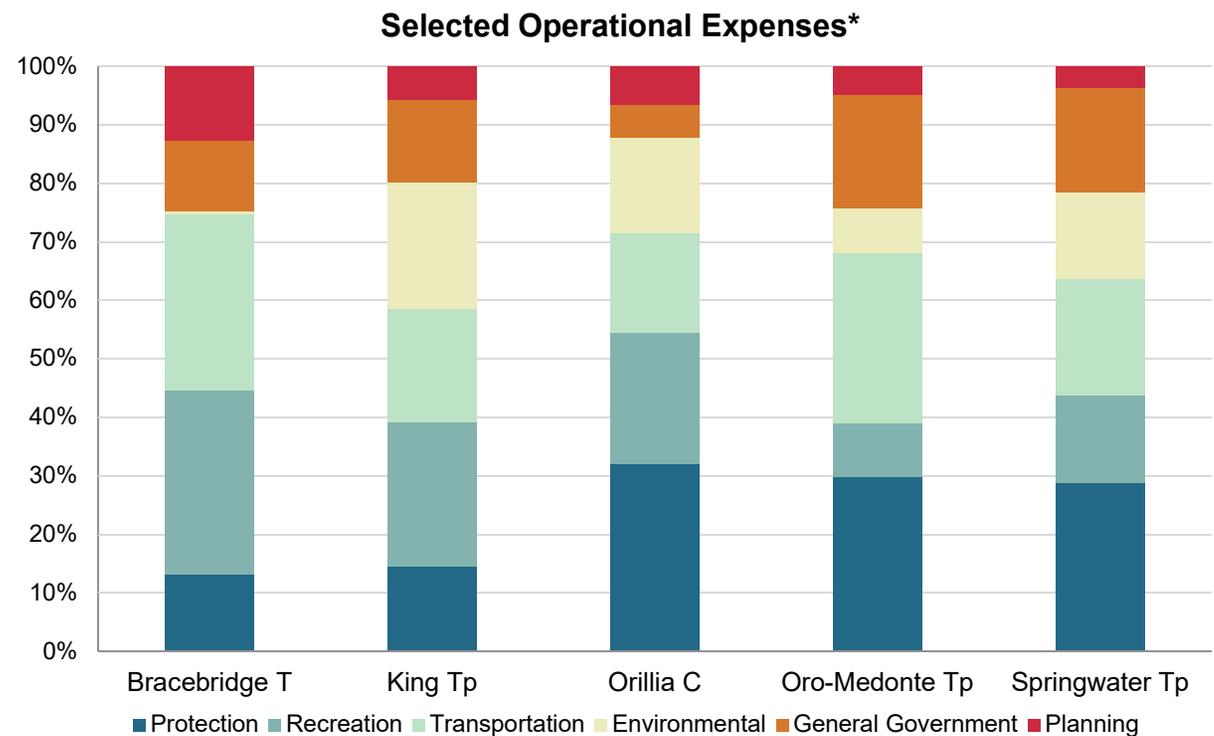
- ▶ In all cases, property tax is the largest revenue category. Oro-Medonte receives more revenue from taxation than its peers.
- ▶ As well, Bracebridge, and to a lesser extent Oro-Medonte, receives less revenue per-household from user fees and service charges than do the other peers.



# The Township's road network contribute to a higher operating expense

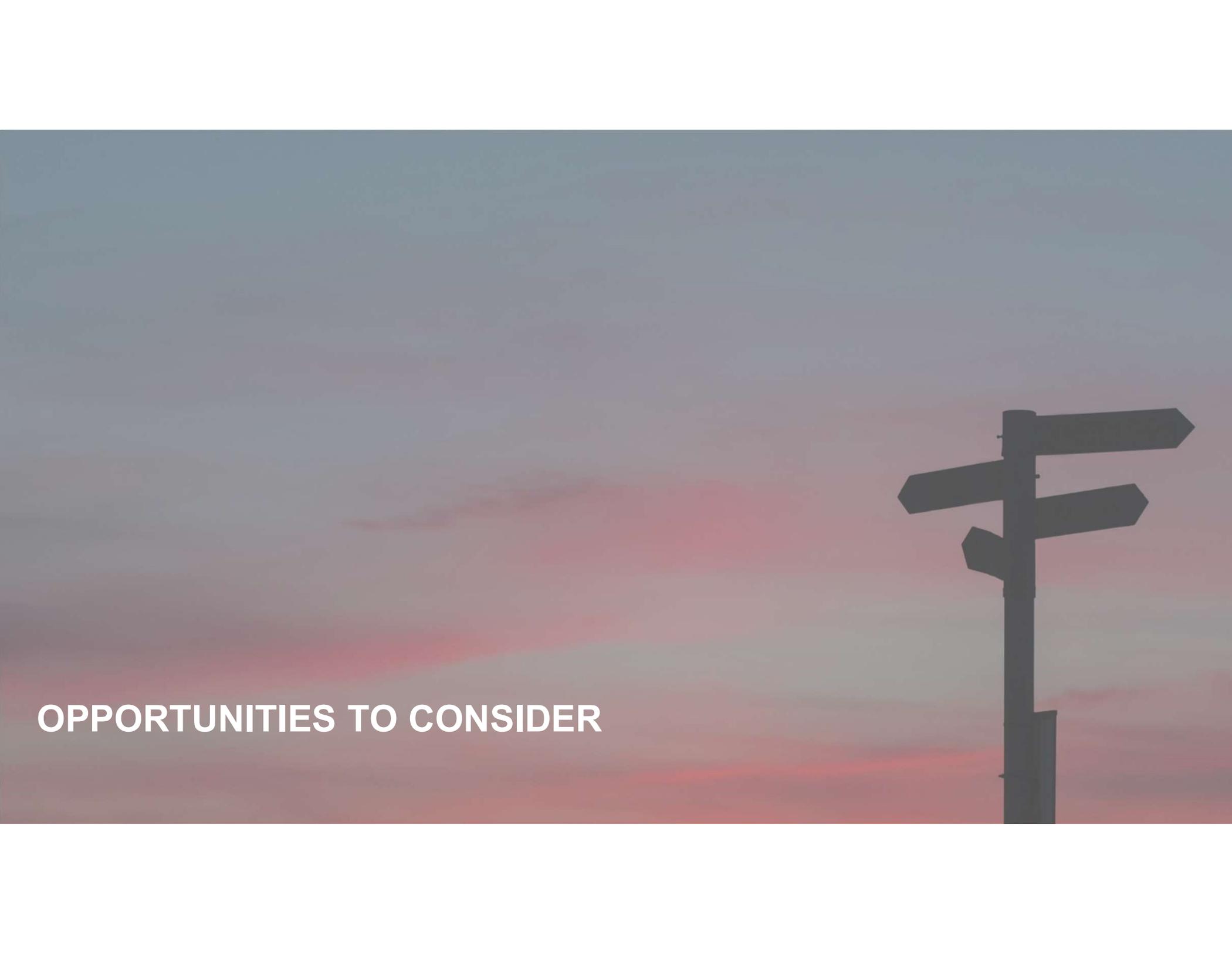
## Observations:

- ▶ Bracebridge and King spend proportionately much less than the other peers on protection services.
- ▶ Expenses on recreation services are lower than peers
- ▶ Transportation (roads). expenses are proportionately higher than most peers, while having a more extensive road network.



Source: FIR 2019, exception – Oro-Medonte and Springwater from 2018

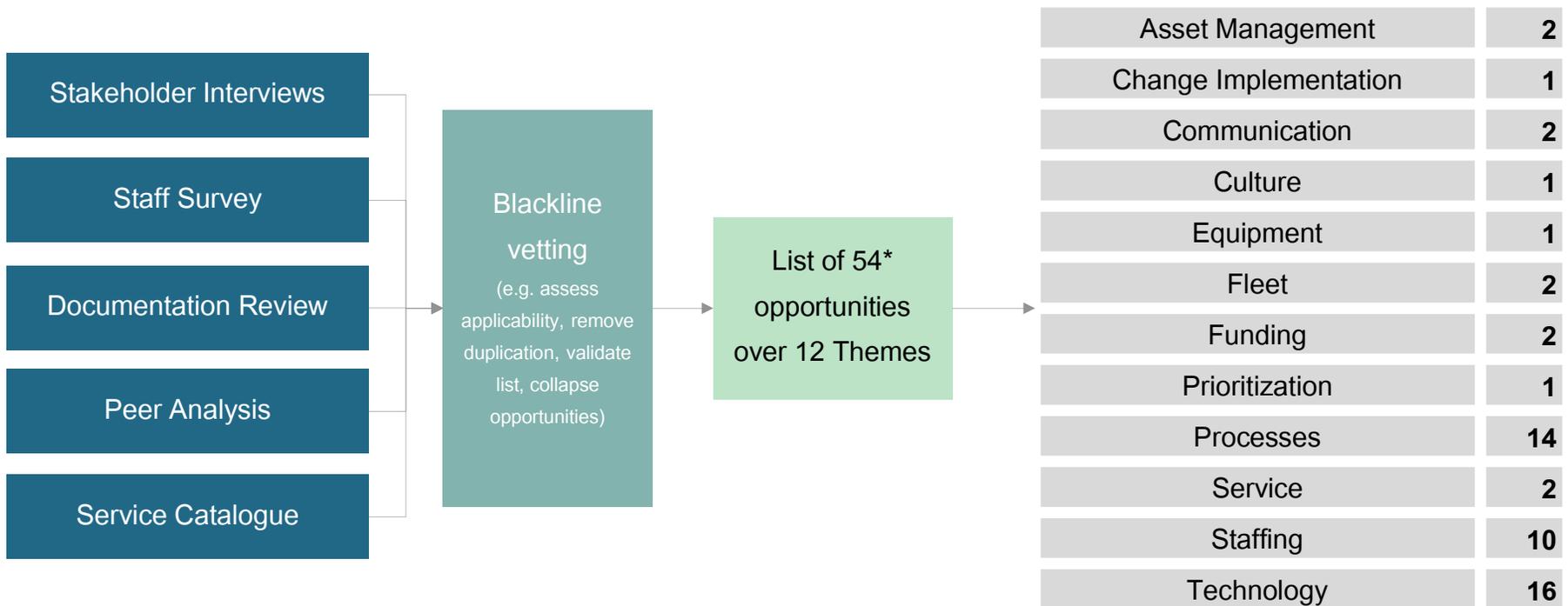
\* Service expenses for peers (excluding amortization), were compared across common major service areas.

A silhouette of a signpost with multiple directional arrows against a sunset sky. The signpost is on the right side of the image, with several arrows pointing in different directions. The sky is a mix of blue, purple, and red, suggesting a sunset or sunrise. The text "OPPORTUNITIES TO CONSIDER" is written in white, bold, uppercase letters in the lower-left quadrant of the image.

**OPPORTUNITIES TO CONSIDER**

# The vast majority of opportunities relate to changes to technology and processes

From a benefits perspective, most (50%) will deliver service improvements



\*Includes 21 opportunities specific to Planning and Development from the detailed process review.

# We believe technology should be a focal point for the Township

The following are the top nine priority opportunities we recommend the Township implement

Recommendation	Rationale	Benefits
<b>1. Develop a new IT Strategic Plan</b>	<p>The Township's existing strategy has run its course. There are many systems and technology changes the Township needs to make over the coming years. A strategy will help focus those efforts and draw a clear plan.</p>	<ul style="list-style-type: none"> <li>▶ Improve alignment (technology needs and expectation of when it will occur)</li> <li>▶ More predictable planning can help reduce unexpected costs</li> </ul>
<b>2. Replace the Township's Baker system (underway)</b>	<p>The Baker system is outdated and concerns exist regarding ongoing support by the vendor.</p>	<ul style="list-style-type: none"> <li>▶ Reduce risk</li> <li>▶ Increase efficiency via automation</li> </ul>
<b>3a. Update the Township's website</b>	<p>With the arrival of COVID-19 there is a growing need to provide residents with online services (including payments) and a more robust website to find information.</p>	<ul style="list-style-type: none"> <li>▶ Reduce reliance on staff</li> <li>▶ Reduce wait time for completing activities</li> <li>▶ Enable residents to do more</li> </ul>
<b>3b. Revise the Township's building permit process</b>	<p>The current building permit, licensing &amp; zoning certificate review process is perceived to be not user-friendly and inefficient.</p>	

## The Township is starting on some of these recommendations in 2021

Recommendation	Rationale	Benefits
<b>4. Improve the Township's Delivery of Customer Service</b>	The Township does not have standard practices for managing resident complaints / inquiries. This can lead to inconsistent customer service experience.	<ul style="list-style-type: none"> <li>▶ Consistent delivery of service and customer (resident) interaction</li> <li>▶ Better customer service</li> </ul>
<b>5. Revising the Township's approach to prioritizing initiatives, resources and communication of priorities</b>	Given COVID-19 and the amount of technology change to occur over the next three years the Township will need structure for prioritizing initiatives, understanding the resource requirements and communicating them efficiently.	<ul style="list-style-type: none"> <li>▶ Unbiased approach to priority setting</li> <li>▶ Better alignment between demand and supply</li> <li>▶ Transparency of decision-making</li> </ul>
<b>6. Digitize and enhance the Township's record management</b>	The Township's adherence to records management is inconsistent. Partly due to a lack of technology and process automation.	<ul style="list-style-type: none"> <li>▶ Reduce risk – ensure compliance with records schedule</li> <li>▶ Increase efficiency of staff time e.g. FOI requests</li> </ul>

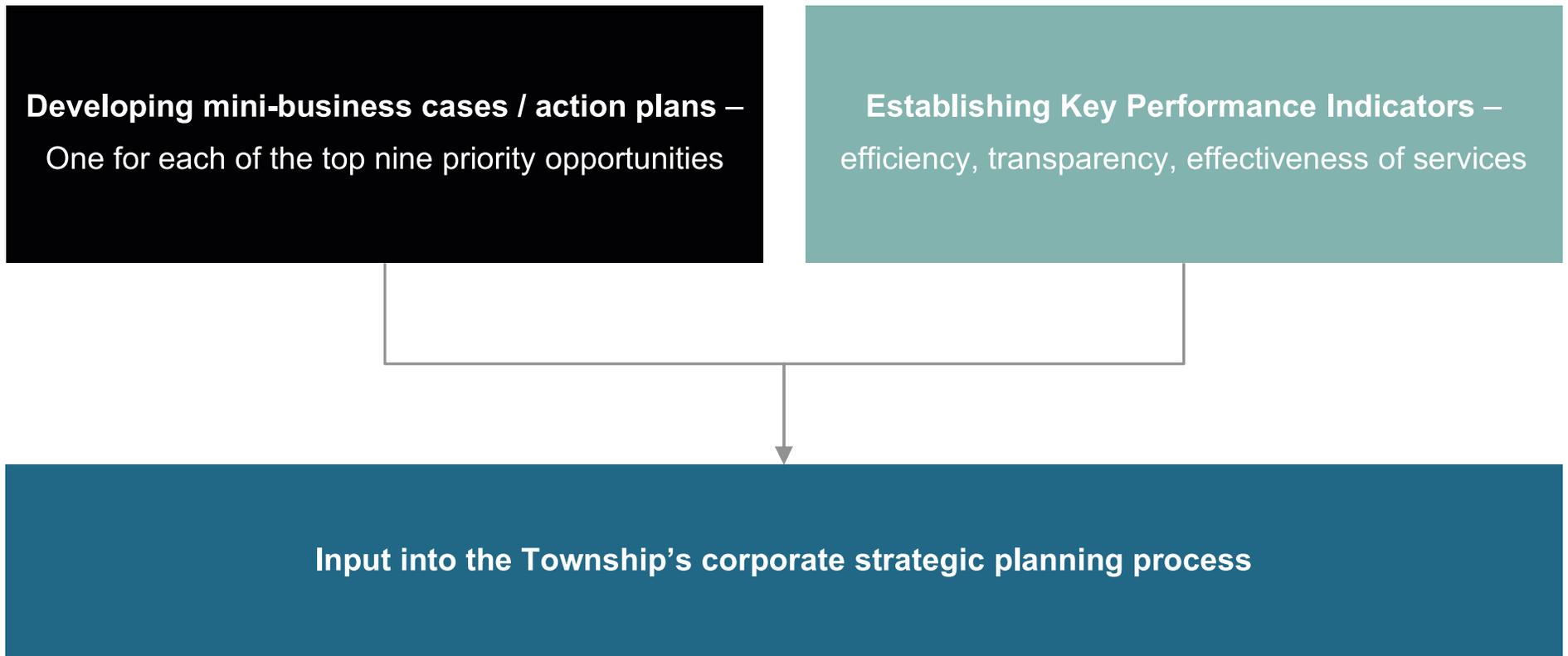
## The recommendations will help improve service delivery, efficiency and risk management

Recommendation	Rationale	Benefits
<b>7. Implement a Human Resource Information System (HRIS)</b>	HR does not have appropriate technology to support the services they deliver (highly manual / paper based).	<ul style="list-style-type: none"> <li>▶ Improve staff time by reducing manual activities</li> <li>▶ Improve the effectiveness of HR processes e.g. performance management</li> </ul>
<b>8. Implement standard practices for IT</b>	With the increase use of technology, IT will need to implement more rigorous standards to manage change.	<ul style="list-style-type: none"> <li>▶ Consistent delivery of service and staff interaction</li> <li>▶ Improve the effectiveness of IT services</li> </ul>



**THE ROAD AHEAD**

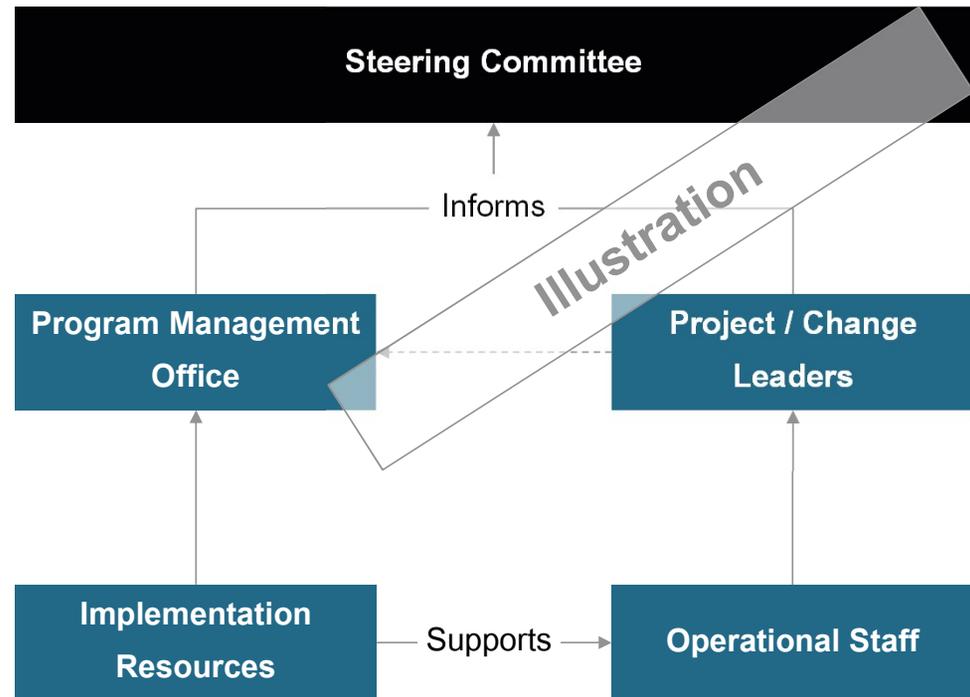
## Blackline is working with the Township to develop a realistic implementation plan



## The Township should establish a governing program to oversee the implementation of the changes

**There is a significant amount of change the Township will face over the next three years**

- ▶ Our review contains a large number of changes for the Township to consider.
- ▶ All too often, success is declared when an initiative is implemented and no one confirms achieving the anticipated benefits.
- ▶ Implementing this scale of change requires greater capacity and change capabilities.



# When implementing changes, consider progressing the organization through three phases



Change implementation is the processes, tools and techniques that manage, prepare and support staff in making, realizing, adopting and acknowledging change

**While project management focuses on the tasks to achieve project requirements, change implementation focuses on the people and how to achieve outcomes**

- ▶ Each stakeholder should progress through the five outcomes:
  - A** Awareness of the need for change
  - D** Desire to support the change
  - K** Knowledge of how to change
  - A** Ability to demonstrate new skills / behaviours
  - R** Reinforcement to make the change stick

**The following is an approach the Township can use to manage change:**

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## **Step One: Preparing for Change**

Identify change leaders who will promote change and guide all stakeholders through the ADKAR stages.

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## **Step Two: Managing Change**

Create the change management plan with steps that will enable the organization to support each of the impacted stakeholders.

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## **Step Three: Reinforcing Change**

Develop action plans so that once the change has been implemented, it is sustained.



Questions

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