SARNIA CITY COUNCIL

November 18, 2019
3:00pm
COUNCIL CHAMBERS, CITY HALL
SARNIA, ONTARIO

SPECIAL MEETING
AGENDA

PRESENTATION

3 - 70

1. Service Delivery Review
   Presentation by David Lynch, Optimus SBR
City of Sarnia
Service Delivery
Efficiency Review

Final Draft Report:
Presentation to Council

Contents

1. Project Overview
2. Organization-Wide Findings and Recommendations Overview
3. Implementation Approach
4. Appendix
1. Project Overview

1.1 Project Mission & Success
1.2 Project Scope
1.3 Project Approach
1.4 Project Timeline
1.1 Project Mission & Success

Project Mission

- To conduct a Service Delivery Efficiency Review of eight in-scope service areas (specific areas for discussion on following slides).

Project Success

- A clear understanding of the City of Sarnia’s current delivery of services and opportunities for operational efficiencies, including cost savings, labour savings/capacity, technological improvements, and streamlining of processes.
- Actionable recommendations for efficient, effective, and sustainable delivery of municipal services.
- Buy-in among City stakeholders that recommendations are aligned to the community needs and will reduce operational costs and improve service delivery.
1.2 Project Scope

The Service Delivery Efficiency Review project originally included the review of 24 services across 8 of the City’s departments including:

- Engineering, Public Works, and Transit
- Finance
- Other Corporate Functions
- Clerks
- Legal
- Community Development Services and Standards (CDSS)
- Parks and Recreation
- Fire Rescue

Following discovery interviews and consultations with stakeholders in the various departments, Optimus SBR has modified the scope of the review where appropriate in conjunction with the City of Sarnia Project Sponsor, such that the scope is tailored appropriately to those services and processed deemed important. The changes to the original scope, including justification for those changes, were submitted to the Project Sponsor in the Scope Clarification Summary submitted on October 10th and subsequently validated.

The revised scope includes 22 work streams for the 8 departments, listed on the subsequent slides.

The scope for each is outlined at the beginning of each relevant section in the report.
# Revised Scope Sections

<table>
<thead>
<tr>
<th>Department</th>
<th>Section</th>
<th>Work Stream</th>
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<tbody>
<tr>
<td><strong>1. Engineering, Public Works and Transit</strong></td>
<td>1.1</td>
<td>Maintenance Management System</td>
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<td>1.2</td>
<td>Fleet Management</td>
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<td>Solid Waste Management Diversion</td>
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<td>1.4</td>
<td>Sale of Recycling Bins and Wheel Carts to Industrial and Commercial Customers</td>
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<td>1.5</td>
<td>Care-A-Van Booking Procedure</td>
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<tr>
<td><strong>2. Finance</strong></td>
<td>2.1</td>
<td>Procurement to Payment</td>
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<td>2.2</td>
<td>Payroll Process</td>
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<td>2.3</td>
<td>Customer Service</td>
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<td>2.4</td>
<td>Energy Efficiency Reporting/Tracking</td>
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<td>2.5</td>
<td>Capital Asset Management</td>
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<td><strong>3. Other Corporate Functions</strong></td>
<td>3.1</td>
<td>Project Management</td>
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<td></td>
<td>3.2</td>
<td>Staffing Levels vs. Workload</td>
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<td><strong>4. Clerks</strong></td>
<td>4.1</td>
<td>Knowledge Management Systems</td>
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<td>4.2</td>
<td>Agenda Development</td>
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## 1.2 Project Scope

### Revised Scope Sections

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<thead>
<tr>
<th>Department</th>
<th>Section</th>
<th>Work Stream</th>
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<tbody>
<tr>
<td>5. Legal</td>
<td>5.1</td>
<td>Tax Sale Document Issuance</td>
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<td></td>
<td>5.2</td>
<td>Property Management/ Technology</td>
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<td>6. Community Development Services and Standards (CDSS)</td>
<td>6.1</td>
<td>CityView Analysis</td>
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<tr>
<td>7. Parks and Recreation</td>
<td>7.1</td>
<td>Resource Allocation</td>
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<td></td>
<td>7.2</td>
<td>Grass Cutting Efficiency</td>
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<td>8. Fire Rescue Services</td>
<td>8.1</td>
<td>Technology</td>
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<td></td>
<td>8.2</td>
<td>Management Structure and Staffing Level</td>
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1.3 Project Approach

1. Project Launch and Discovery
   - Set-up and Planning
   - Kickoff Meeting
   - Discovery

2. Evaluation Framework and Stakeholder Engagement
   - Development of Evaluation Framework
   - Stakeholder Engagement Planning

3. Current State Assessment of Service Profiles
   - Data and Document Review
   - Stakeholder Interviews
   - Focus Groups
   - Survey Development and Execution
   - Assessment of Service Profiles
   - Current State Summary
   - Presentation of Preliminary Findings

4. Report and Recommendations
   - Recommendation Development
   - Draft Report and Recommendations
   - Final Report and Recommendations
   - Final Presentation

5. Closeout and Knowledge Transfer
   - Project Closeout and Knowledge Transfer

Deliverables
- Project Plan
- Stakeholder Engagement Plan
- Current State Summary
- Presentation of Preliminary Findings
- Final Report and Recommendations
- Final Presentation
- Knowledge Transfer
1.4 Project Timeline

**AUGUST**
- Planning
- Project Launch
- Evaluation Framework

**SEPTEMBER**
- Project Management, Monitoring, and Control
- Current State Assessment

**OCTOBER**
- Final Report and Recommendations

**NOVEMBER**
- Closeout

Indicates Today’s Deliverable

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2. Organization-Wide Findings and Recommendations

2.1. Context
While the population of Sarnia has had limited growth over the past 15 years, expectations to deliver and enhance services to residents continue to increase. At the same time, resources are limited:

- With a decrease in staffing levels over the past 10 years, staff has become increasingly stretched across the board.
- Asset maintenance activity and costs have also decreased over time in response to fiscal pressures.
- With limited investment in infrastructure and technology, existing processes and technologies are becoming inadequate to meet current requirements and workload.

This review funded through the provincial government’s Audit & Accountability Fund (A&AF) focuses on how to improve *service delivery effectiveness and efficiency* – in other words, how to do things better. This review is therefore:

- consistent with the City Council’s motion to initiate a “Red Tape reduction assessment project”; and
- not a “line-by-line” review of costs or primarily focused on cost reduction (the other type of review that could be undertaken through the A&AF process).

The review looked at 22 independent areas of focus across the organization. Given a variety of common themes across many of these areas of focus, we have framed our findings and recommendations in terms of 5 organization-wide dimensions:

- Asset and Property Management
- Process and KPIs
- Technology
- Resource Allocation
- Project Management
2.1. Context

Given the pressures and above and the focus of this review, these five dimensions provide a lens for thinking about how the City can improve its understanding of organizational performance, build systems and processes, and address the other strategic priorities and challenges with which Council and staff are charged.

- **Asset/Property Management**: Pressures on maintenance and the absence of integrated systems has led to assets and properties that are inadequately maintained, not maximizing their value or that of staff time, and are, in many cases, deemed “failing assets”.

- **Process/KPIs**: Processes and workflows are largely undocumented, with a corresponding lack of KPIs, which makes it difficult to understand organizational performance locally in a department of across the organization. Efficiencies are in turn difficult to identify in the absence of data.

- **Technology**: While the City has an interest in and has procured technology solutions over time, they are accumulating in the absence of a centralized structure, while feedback from departments has been that they are sometimes inadequate or difficult to use.

- **Resource Allocation**: In the absence of clear processes and KPIs (and technology to track them), departments do not have the data required to properly assess resource levels and allocations; unclear roles and responsibilities also result.

- **Project Management**: The City will soon be embarking on some large-scale infrastructure projects, and staff are acutely aware of limitations in their project management structures, skillsets and capabilities as they look forward to these larger projects.
While much of this review necessarily focuses on challenges and areas for improvement (by design through the terms of reference for the review), we think it is worth noting the following strengths of the staff with whom we interacted over the course of the review.

<table>
<thead>
<tr>
<th>Knowledgeable and Dedicated Staff</th>
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<tbody>
<tr>
<td>o Staff are dedicated to providing services to residents and strive to deliver quality of programs and services.</td>
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<tr>
<td>o Where resources are limited or systems limit the degree of automation possible, staff work to find solutions and workarounds to serve citizens.</td>
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<table>
<thead>
<tr>
<th>Strategic Intent</th>
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<tbody>
<tr>
<td>o There is a clear emphasis on ensuring strategic and long-term planning for the City in order to achieve economy and social sustainability.</td>
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<tr>
<td>o This review and discussions with staff demonstrated a concern for focusing resources on what the City can do best and for the long term</td>
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<tr>
<th>Commitment to Change</th>
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<tr>
<td>o There is a strong alignment within the leadership team on the organization-wide challenges and clear commitment to make changes.</td>
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<tr>
<td>o A management team with several new (i.e., tenure under one year) members is bringing a fresh perspective while collaborating with and drawing on the organizational memory of existing staff to challenge the status quo.</td>
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<thead>
<tr>
<th>Inter-Departmental Collaboration</th>
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<tbody>
<tr>
<td>o The management team acknowledges the need for collaboration and its importance to successful operations of all kinds.</td>
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<tr>
<td>o Real strides have been made to increase collaboration across departments.</td>
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</tbody>
</table>
2.1 Context

Recommendations for the 5 organization-wide dimensions are summarized below for purposes of outlining an implementation approach (focus area-specific recommendations are not included as they are often either relatively simple to implement or dependent on the implementation of the recommendations below).

| Asset/ Property Management | 1.1 Develop Maintenance KPIs and Targets.  
|                           | 1.2 Formalize Preventative Maintenance Schedules.  
|                           | 1.3 Invest in Capital and Improvement Planning for all City Assets.  
|                           | 1.4 Create a Centralized Asset and Property Management Department.  
|                           | 1.5 Refresh the Property Management Department structure.  
| Process/KPIs               | 1.6 Develop Key Performance Indicators (KPIs) and Collect Relevant Data.  
|                           | 1.7 Document Processes.  
|                           | 1.8 Establish Benchmarks.  
|                           | 1.9 Create and Document Policy.  
| Technology                | 1.10 Establish an IT Steering Committee.  
|                           | 1.11 Standardize IT Training.  
|                           | 1.12 Implement the ArcGIS enterprise system across the organization.  
|                           | 1.13 Set up a Centralized IT Governance.  
|                           | 1.14 Develop a Cloud Readiness Strategy.  
| Resource Allocation       | 1.15 Conduct a Skills Assessment and Staffing Workload Distribution Review.  
|                           | 1.16 Establish a Utility Pool for Immediate Contracting Needs.  
| Project Management        | 1.17 Establish a Project Prioritization Criteria and Plan.  
|                           | 1.18 Conduct Project Management Training.  
|                           | 1.19 Implement a Tool for Talent Tracking.  
|                           | 1.20 Implement a Project Management Office (PMO).  
|                           | 1.21 Develop a PMO Toolbox of Methodologies and Best Practices.  |
2. Organization-Wide Findings and Recommendations

2.2. Current State Challenges & Recommendations
2.2. Current State Challenges & Recommendations

Asset/Property Management
2.2. Challenges & Recommendations

Why Asset and Property Management are Important

Improving the asset and property management practices currently in place is critical to:

- Ensuring that assets are maximizing the quality of infrastructure and effectiveness and efficiency of services;
- Focusing labour where it can be most productive given high functioning assets;
- Positioning the City to increase its return on investments made; and
- Bolstering the accuracy of year-end reporting for better reporting and future planning.

Current State Challenges

Currently, there is no centralized approach to asset or property management.

With respect to asset management, for example:

- Public Works uses a CMMS, Caretegraph, to track assets for Transit, Fleet, Engineering and Waste Water. Water and Sewer Services assets are tracked through a separate system, HIRMS.
- Both these systems lack integration and HIRMS has an outdated coding system which results in the fracturing of data, increasing the likelihood of inaccurate information.
- While Public Works manages all Fleet, the equipment is distributed across various departments as needed and those departments are required to manage and source the maintenance on an as needed basis.

With respect to property management, there is no centralized or consistent approach to how the City keeps track of its 49 properties. While the Legal Department is ultimately in charge of overseeing property management, the various departments are responsible for the maintenance and administrative oversight of those properties that fall under their respective departments. This decentralized approach results in difficulty keeping up with preventative maintenance and capital improvement as there is ultimately no oversight of the City’s properties as a whole.
2.2. Challenges & Recommendations

Because there is no coordinated oversight, reporting suffers. For example, the City’s Tangible Capital Asset (TCA) inventory is maintained in an Excel spreadsheet by select members of the accounting department who make judgement calls on the status and categorization of those assets for their year-end reporting based on Council Reports and word of mouth information. This decentralized approach across both asset and property management means there is significant question about the accuracy of the reports on which the City relies to budget and plan to meet its strategic needs.

Furthermore, investment assets such as Harbour, Marina, Airport and Business Parks are not centrally governed, resulting in missed financial opportunity for the City.

**Implications**
- With no unified tracking system, significant manual work is required to get up-to-date information, which is still subject to human error in its production.
- Difficulty keeping up with maintenance schedules and the risk of incurring unnecessary costs (e.g., repair costs that would be covered under warranty if maintenance schedules were adhered to).
- Difficulty understanding and keeping up with capital development projects.
- Poor interdepartmental communication regarding maintenance and development of assets and properties.
- Presence of failing, unproductive, or low-value assets as noted earlier in the Context section.
- Potentially inaccurate information for maintenance, financial and other record-keeping purposes that is relied upon for reporting, budgeting, and strategic planning purposes.

**Areas of Focus Impacted**
Areas of focus where we learned of asset and property management challenges or that were impacted directly by asset and property management challenges included:

3.5.2 Legal: Property Management;
3.2.5 Finance: Capital Asset Management; and
3.7.2 Parks and Recreation: Grass Cutting (specifically equipment maintenance).
2.2. Challenges & Recommendations

**Short-term**

1.1 Develop Maintenance KPIs and Targets
- Define clear metrics and KPIs for preventative maintenance based on leading practices
- Once relevant systems are in place, track the breakdown and maintenance of all City assets (in addition to the WalterFedy reports used for City properties and facilities).
- Document equipment break downs and work orders for maintenance to improve overall asset management and improve the database within the CMMS application.

1.2 Formalize Preventative Maintenance Schedules
- Ensure maintenance schedules for all properties are embedded into the current CMMS to ensure appropriate preventative maintenance work is being scheduled and conducted on a timely basis.

**Long-term**

1.3 Invest in Capital and Improvement Planning for all City Assets
- Develop a capital investment and improvement plan for all of the City’s assets, including properties and facilities in order to improve management of the City’s budget and enable better planning practices.
- Perform a systematic evaluation of all projects and required investments to maximize the allocation of resources.

1.4 Create a Centralized Asset and Property Management Governance Committee to:
- Govern Property Revenue Optimization – this includes Harbour, Marina, Airport and Business Parks; set the fiscal role of all properties, operating model, subsidy amount and revenue/cost parameters.
- This could also include undeveloped land owned by the City and related strategy.
- Oversee property maintenance of all properties and facilities across various department.
- Reinforce the legal departments role in managing all contracts for all properties.
- Ensure that one team oversees and manages capital improvement planning for all facilities to ensure that properties are serviced and maintained efficiently and in a standardized fashion.
2.2. Challenges & Recommendations

1.5 Refresh the Property Management Department structure.
   o Move the Property Management department from reporting into the Legal Department to reporting into Corporate Services Department for a broader oversight of facilities.
   o The City should also explore the possibility of consolidating property management and maintenance (including grass cutting, etc.) resources from other departments into the centralized Asset and Property Management Department.
2.2. Current State Challenges & Recommendations

Process/KPIs
2.2. Challenges & Recommendations

Organization-Wide Findings and Recommendations

Why Clear Processes and Key Performance Indicators (KPIs) are Important
- Provide consistency, effectiveness, and efficiency to all corporate and citizen-facing processes.
- Establish clear measures and targets against which to monitor, benchmark, and improve organization-wide performance.
- Streamline workflows and reduce red tape, waste and duplication of effort in all processes.
- Permit better planning and strategic improvement with clear measures of success.

Current State Challenges
In some areas there is red tape and multiple layers of oversight and process which hinder efficiency.

With respect to the **Procurement to Payment** process, for example:
- Four sign-offs are required for employee expenses and purchase requisitions are currently required for purchases greater than $5,000. With such a low limit, the approver, who receives an email to approve the request, needs to constantly respond in a timely fashion, which sometimes takes only an hour, but can often take up to several days.

Similarly for **Agenda Development**:
- The reports for Council are reviewed and approved by the CAO, with inputs from Directors. When edits are required, the reports are once again emailed back and forth between the responsible parties even though iCompass, the software used for agenda development, could be utilized to make these edits in real-time, reducing the time spent emailing back and forth.

There is a general inability to target or measure service levels due to a lack of accurate and complete data. For example:
- With respect to **Grass Cutting**, employees attempt to provide a “gold” level of service for residents with respect to the maintenance of green space without the development and measurement of KPIs that document what a “gold” level of service looks like and how that level of service can be achieved.
2.2. Challenges & Recommendations

**Process/KPIs**

KPIs require consistent data collection.
- KPIs will enable the City to better understand where the challenges are in providing this service at a high level of quality.
- To have effective KPIs, more complete and accurate data will be necessary.

**Implications:**
- Lack of clear goals and roles and responsibilities, duplication of effort, inefficient procedures and inefficient tracking which leads to an increased risk of error or incomplete information.
- Departments and the organization as a whole have difficulty understanding performance, where there are opportunities to improve it, and whether such efforts have been successful once undertaken.

**Areas of Focus Impacted**
Areas of focus where we learned of process/KPI challenges or that were impacted directly by process/KPI challenges included:

- 3.2.1 Finance: Procurement to Payment;
- 3.2.5 Finance: Capital Asset management;
- 3.2.4 Energy Efficient Reporting/Tracking, Customer Services, Payroll Process;
- 4.4.2 Clerks: Agenda Development; and
- 3.7.2 Parks and Recreation: Grass Cutting Efficiency.
2.2. Challenges & Recommendations

Organization-Wide Findings and Recommendations

Process/KPIs

Short-term

1.6 Develop Key Performance Indicators (KPIs) and Collect the Required Data
- Define and develop appropriate KPIs for each department aligned with their budgetary constraints and unique strategic objectives.
- The City can leverage these metrics to regularly evaluate its staffing, capital improvements, and budgetary needs.

1.7 Document Processes
- Determine, define, and document processes as appropriate across different departments of the City of Sarnia.
- Process documentation tools like process maps, and SIPOC (suppliers, inputs, process, outputs, and customers) can be used to drive operational consistency.
- Documented processes will facilitate training, allow for improvement opportunity identification, identify controls, define staff responsibilities, and showcase process flaws where applicable.

1.8 Establish Benchmarks
- Establish appropriate benchmarks in various key municipal services in order to better track performance against peer municipalities. Prioritize which areas would benefit the most from benchmarking as a starting point.

Long-term

1.9 Create and Document Policy
- Scan the City department’s current policies and identify gaps.
- Design and develop missing policies across different departments. Policies are required to establish guidelines, and City best practices for acceptable behaviour from residents and City visitors.
Technology

2.2. Current State Challenges & Recommendations

City of Sarnia Service Delivery Efficiency Review
2.2. Challenges & Recommendations

**Why Technology is Important**
- The right systems minimize the amount of manual data entry by employees which reduces the level of human error as a result and therefore improves effectiveness.
- Technology improves knowledge sharing and transparency both within departments and across the organization.
- In automating time consuming processes, technology can reduce employee workload and ensure they are spending their time as effectively as possible.

**Current State Challenges**
The City currently has 13+ separate software applications leveraged across its 8 departments (please refer to Appendix A). They are not integrated or linked properly with the City’s ArcGIS Enterprise and financial reporting systems, resulting in fragment data, reporting and information on which to make decisions.

Where **Maintenance Management Systems** are concerned:
- Cartegraph, the CMMS system currently used for Transit, Fleet, Engineering and Waste Water has limited communication for asset tracking with HIRMS, used separately for Water and Sewage Services. This results in an inability to manage and maintain the assets appropriately.

When it comes to **Customer Service**:
- Lack of adequate ability to track numbers of calls, referrals, response times, or resolution times. This leads to frustrating interactions for citizens and decreased satisfaction with City services.

Concerning **CityView**:
- Lack of integration with the corporate ArcGIS system makes it difficult to effectively adopt useful CityView features that users across the corporation could benefit from.
- A lack of ArcGIS enterprise implementation across the corporation poses the risk of duplication of effort and additional manual data entry. This limits information sharing across divisions and hinders the ability to most efficiently deliver services within the CDSS department.
2.2. Challenges & Recommendations

With regards to **Knowledge Management Systems**, 
- A lack of an inventory list hinders staff’s ability to locate and access files efficiently.
- The current knowledge and records management system does not allow for collaboration and version control when document edits are required.
- Absence of a comprehensive policy management process results in outdated policies, lack of quality assurance, structure, and consistency across the City’s various departments.

With regards to **Fire Rescue Services technologies**, 
- An absence of interface, linkage, and communication between different Fire Rescue Services platforms challenges inter- and intra-departmental communication.
- Reporting needs are often met through extensive manual data processing, which may still yield incomplete data or information.

**Implications**
- Inefficient data tracking, duplication of effort, and manual data entry leads to an increased risk of error, incomplete information, and misaligned data.
- Inefficient communication between the City’s various departments leads to duplication of effort, unclear messaging, lost revenue, and inefficient use of staff time and resources.
- Inefficiencies in budget spending on multiple technology solutions when a single platform can be leveraged.

**Areas of Focus Impacted**
Areas of focus where we learned of technology challenges or that were impacted directly by technology challenges included:
- 3.1.1 Engineering, Public Works and Transit: Maintenance Management System;
- 3.2.3 Finance: Customer Service;
- 3.4.1 Clerks: Knowledge Management Systems;
- 3.5.2 Legal: Property Management / Technology;
- 3.6.1 Community Development Services and Standards (CDSS): CityView Analysis; and
- 3.8.1 Fire Rescue Services: Technology.
## 2.2. Challenges & Recommendations

### Technology

#### Short-term

1.10 Establish an IT Steering Committee.
- Establish an IT Steering Committee that will be well versed in the various department's IT challenges, and will be informative of each of the department’s needs to assure that the IT investments made generate value, and integrate for maximum efficiency.

1.11 Standardize IT Training.
- Develop training programs and educational guides for City of Sarnia staff who leverage various City platforms across different departments to ensure systems are used to their highest potential.

1.12 Implement the ArcGIS enterprise system across the organization.
- Enhance the current integration of ArcGIS with the City’s software platforms to improve the overall use and efficiency of the City’s software platforms.
- To enhance the GIS system, the City’s IT Steering Committee will need to perform an assessment of the system's current capabilities and develop an implementation plan that outlines proper system upgrades and training protocols.
2.2. Challenges & Recommendations

**Long-term**

1.13 Set up a Centralized IT Governance Committee.
- Set up an IT governance structure and committee to oversee key IT decision making, operations and to develop and standardize training.
- Proper IT governance will enable the high-level oversight necessary to eliminate decision making done at the departmental level for point IT solutions and begin to enable cross departmental linkages across platforms used within different departments.

1.14 Develop a Cloud Readiness Strategy.
- Explore the possibility of the transition to a cloud based IT model to ensure readiness and alignment with technological advancements and improvements that will enable the City of Sarnia to leverage best in class IT solutions. If openness to a new system is determined, develop a Cloud Readiness Strategy.
- Adopt an IT skills assessment framework to support the growing technology demands of the business. In parallel the City should embrace and prepare for the migration of workloads to the cloud.
2.2. Current State Challenges & Recommendations
Why Resource Allocation is Important

Proper resource allocation and role clarification enable organizations to:

- Prioritize the work and delivery the service level stands to residents;
- Maximize the human resource capability and plan for long-term strategic initiatives; and
- Provide work/life balance to employees.

Current State Challenges:

- Insufficient data tracking the number of projects and hours makes it challenging to assess if work is prioritized properly and if resources are utilized efficiently.
- The absence of performance KPIs and service levels standards limits the capability to get a clear picture of the size and impact of the perceived staff shortage across the organization.
- Roles and responsibilities overlapping across various departments leads to duplication of work and insufficient usage of resources time.
- In the absence of more integrated systems, it is difficult to assess what the “right” amount of work is when significant manual work is required to carry out day-to-day and periodic processes.

In short, there is no hard data to gauge whether the City is adequately resourced as a whole or within and across departments. Challenges driven by other efficiency enablers make it difficult to assess whether more staff are needed generally or whether better systems might free up that time and more. At the same time, it is clear that roles and responsibilities do overlap in specific areas, suggesting efficiencies could be gained.

With respect to Property Management, it is currently under Legal Department. While it operates independently to certain degree, it is a suboptimal use of resources time at times with regards to using legal experts in the property management function. Work overlaps and duplications are also observed between Engineering, Public Works and Transit and the Parks and Recreation department.
2.2. Challenges & Recommendations

Parks and Recreation maintains the parks including grass and concrete and Public Works work maintain other concrete surface. Curb cutting is divided across two different departments, depending on the location. On the equipment maintenance front, some are maintained by each department while some are maintained by the Engineering department alone.

Challenged with stretched resources, departments are reactively shifting and reallocating resources *ad hoc* rather than planning and responding proactively.

**Implications:**
- The organization and departments have difficulty finding the most productive roles for people in the absence of good data and information.
- Duplication of work exists across departments causing inefficiencies.
- Reactive efforts to shift and share resources at department’s own discretion.
- Quality of service suffers as a result of strain on resources and lack of focused skills or subject matter expertise.
- Inability to provide a holistic view to the City the actual resources required short term and long term.
- Extensive work required to properly plan for long term strategic initiatives.

**Areas of Focus Impacted**
Areas of focus where we learned of resource allocation challenges or that were impacted directly by resource allocation challenges included:

- 3.1.3 Engineering, Public Works and Transit: Solid Waste Diversion
- 3.3.2 Other Corporate Functions: Staffing Level vs. Workload;
- 3.7.1 Parks & Recreation: Resource Allocation;
- 3.7.2 Parks & Recreation: Grass Cutting; and
- 3.8.2 Fire Rescue Services: Management Staffing.
2.2. Challenges & Recommendations

Organization-Wide Findings and Recommendations

Resource Allocation

**Short-term**

1.15 Conduct a Skills Assessment and Staffing Workload Distribution Review.
   - Once KPIs are developed and adequate data can be gathered for workload and staffing conduct a skills assessment and review of staffing workload distribution to determine the appropriate resourcing needs in relation to the number of tasks and responsibilities relevant to the skills and expertise required for each department.

1.16 Establish a Utility Pool for Immediate Contracting Needs.
   - Determine the most frequently utilized contractors across the various departments to determine an appropriate “Utility Pool.”
   - Establish a contract with the Utility Pool contractors such that their services are readily accessible in order reduce sourcing costs and ensure availability of third party suppliers when required.
Project Management

2.2. Current State Challenges & Recommendations
2.2. Challenges & Recommendations

Why Project Management is Important:
- Defines clear focus and objectives for the projects.
- Ensures strategic alignment across departments.
- Ensures proper planning, timeline, accountabilities and track progress.
- Provides internal controls for quality, budget and risks.

Current State Challenges
The absence of official PMO/PM functions and related PM methodology leads to inconsistent project delivery, inability to measure success, challenges for having a holistic view of projects throughout the departments and the inability to manage risks and interdependencies.

In general, the PM role is loosely defined and PMs (though not designated as such) operate independently of large structure. No criteria currently exist for selecting PMs for projects across various departments. They enter those roles either voluntarily or are assigned to manage the project as a subject matter expert. As such, no written PM selection criteria exist and the skillsets vary by individual.

More generally, the health of projects in flight and completed is not measured and tracked in terms of timeline, budget, and alignment perspective. Consequently, resources cannot be reallocated to the highest priority City projects, or projects suspended or cancelled if they are not performing.

The Engineering department is currently working on an organization-wide strategy to implement standardized project management monitoring.
2.2. Challenges & Recommendations

Implications:
- A shortage of qualified Project Managers across the organization to lead the projects.
- Inconsistency in delivery of projects.
- Inability to institute internal controls, risking project scope, timelines, budgets and overall success.
- Potential risks on delivery and control of large capital infrastructure investment projects in the pipeline (in Public Works).

Areas of Focus Impacted
While specific areas of focus were not necessarily impacted directly, departments across the organization appeared directly or indirectly impacted.
## 2.2. Challenges & Recommendations

### Short-term

1. **1.17 Establish Project Prioritization Criteria and a Project Prioritization Plan**
   - Establish a set of project prioritization criteria and a short and long term plan for projects to be undertaken by the City’s different teams.

2. **1.18 Conduct Project Management Training**
   - Provide Project Management training to assigned project managers, and ensure that staff are supported such that projects are delivered in an effective and efficient manner abiding by best practices set out by the PMO.

3. **1.19 Implement a Tool for Talent Tracking**
   - Explore the possibility of leveraging a talent tracking tool (such as HR software like BambooHR). A talent tracking tool will help the City’s PMO in staffing its projects with required skillsets, and trained Project Managers ensuring seamless execution and effective service delivery.

### Long-term

1. **1.20 Implement a Project Management Office (PMO)**
   - Establish a PMO structure to support the City of Sarnia’s large infrastructure projects with governance, project and portfolio management best practices, mentoring and project manager support, standardization of tools, templates, and processes, and consolidated reporting and organizational intelligence.

2. **1.21 Develop a PMO Toolbox of Methodologies and Best Practices**
   - Develop a PMO toolbox of best practices, templates, KPIs, and methodologies that can be leveraged across different City projects and team members.
3. Implementation Approach

3.1 Summary
3.2. Prioritization
3.3. Timelines
3.4. Guidelines

City of Sarnia Service Delivery Efficiency Review
3.1 Summary of Future State Recommendations

Recommendations for the 5 organization-wide dimensions are summarized below for purposes of outlining an implementation approach (focus area-specific recommendations are not included as they are often either relatively simple to implement or dependent on the implementation of the recommendations below).

| Asset/Property Management | 1.1 Develop Maintenance KPIs and Targets.  
1.2 Formalize Preventative Maintenance Schedules.  
1.3 Invest in Capital and Improvement Planning for all City Assets.  
1.4 Create a Centralized Asset and Property Management Department.  
1.5 Refresh the Property Management Department structure. |
|----------------------------|----------------------------------------------------------|
| Process/KPIs               | 1.6 Develop Key Performance Indicators (KPIs) and Collect Relevant Data.  
1.7 Document Processes.  
1.8 Establish Benchmarks.  
1.9 Create and Document Policy. |
| Technology                 | 1.10 Establish an IT Steering Committee.  
1.11 Standardize IT Training.  
1.12 Implement the ArcGIS enterprise system across the organization.  
1.13 Set up a Centralized IT Governance.  
1.14 Develop a Cloud Readiness Strategy. |
| Resource Allocation        | 1.15 Conduct a Skills Assessment and Staffing Workload Distribution Review.  
1.16 Establish a Utility Pool for Immediate Contracting Needs. |
| Project Management         | 1.17 Establish a Project Prioritization Criteria and Plan.  
1.18 Conduct Project Management Training.  
1.19 Implement a Tool for Talent Tracking.  
1.20 Implement a Project Management Office (PMO).  
1.21 Develop a PMO Toolbox of Methodologies and Best Practices. |
3.2 Prioritization: Methodology

Prioritization of recommendations and implementation planning were based on a preliminary scoring incorporating criteria of Expected Benefits and Ease of Implementation. The methodology also facilitates determination of recommendations considered Quick Wins versus Longer-Term/Strategic recommendations.

Prioritization Criteria

A. Expected Benefit
   1. Risk Mitigation
   2. Expected Individual/Vendor Impact
   3. Operational Impact
   4. Likelihood of Success / Adoption

B. Ease of Implementation
   4. Complexity
   5. Directional Cost
   6. Work Effort (Implementation)
3.2 Prioritization: Recommendations

Given the strategic nature of these organization-wide recommendations, the benefits tend to be high across the board; ease of implementation, however, tends to vary.

**Recommendations**

1. Develop Maintenance KPI and Targets.
3. Invest in Capital and Improvement Planning for all City Assets.
4. Create a Centralized Asset and Property Management Governance System.
5. Relocate the Property Management Department and Resource Consolidation.
6. Develop Key Performance Indicators (KPIs) and Better Data.
8. Establish Benchmarks.
10. Establish an IT Steering Committee.
11. Standardize IT Training.
12. Implement the ArcGIS enterprise system across the Organization.
13. Set up a Centralized IT Governance.
15. Conduct a Skills Assessment and Staffing Workload Distribution Review.
17. Establish a Project Prioritization Criteria and Plan.
19. Implement a Tool for Talent Tracking.
20. Implement a Project Management Office (PMO).
### 3.3. Proposed Implementation Timeline

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<tr>
<th>Short –term</th>
<th>F2019</th>
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<th>F2021</th>
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**Long-term**

- F2019
- F2020
- F2021

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**Presentation #1 - November 18, 2019**
3.4 Implementing Change Guidelines

Implementation of the recommendations will need to be supported by a comprehensive change management plan. The following diagram outlines the overarching steps involved in the implementation of any organizational change.

- **Set up Change Management Team and Governance**: The change management team for each department would be responsible for supporting and championing change for implementing the recommendations. Consider an overall change lead/champion.

- **Create Change Management Action Plan**: Develop a change management plan to go with the implementation plan that may include:
  - Case for change (why);
  - What’s in it for staff (motivation);
  - How/when to communicate and measure change;
  - Specific tactics.

- **Implement Change Management Action Plan**: Carry out the components of the implementation plan including:
  - the delivery of training; and
  - piloting of new processes and systems.
  - Use a project management approach to implement change.

- **Monitor Change**: Monitor, evaluate and report on the change to ensure that change is “sticking” and that results are being achieved.

  - Celebrate successes and adjust the approached based on identified gaps.

Get the right team in Place
Include people in all considerations
Integrate change management and project management
Measure, communicate, repeat
Appendix

3. Recommendations for Detailed Review of Focus Areas

City of Sarnia Service Delivery Efficiency Review

Presentation #1 - November 18, 2019
### Recommendations

1. **Review System Capabilities** – Review all features and capabilities that are available in the current maintenance management system, Cartegraph to ensure that the tool is being used to its fullest potential. Features identified that are not currently being used should be leveraged to increase the effectiveness of the tool.

2. **Create an IT Steering Committee** – Technology recommendation 1.10 is applicable here. Specific to maintenance management systems, the IT Steering Committee should initiate a review of:
   
   a. **System Integration** – Identify all systems that need to communicate with the CMMS and ensure integration is feasible.
   
   b. **Department Access** – Identify all departments requiring access or information from the CMMS and ensure the new system can provide the required features.

### Benefits

- Effective utilization of CMMS
- Effective IT Governance
- Improved efficiency of maintenance management
- All the available system features are utilized to their fullest potential
- The City’s IT needs across various departments are well defined

### Key Success Factors

1. Steering Committee members need to have the right level of expertise to evaluate system features.
2. Communication with impacted individuals and execution are carefully timed and tactfully delivered.
3.1 Engineering, Public Works, and Transit

3.1.2 Fleet Management

### Recommendations

1. **Address Summer Vehicle Demand** – The increased demand for vehicles during summer months may be addressed by:
   - Implementing a personal vehicle use policy to encourage staff to use their own vehicles where appropriate.
   - Assigning the appropriate vehicle to the job at hand (i.e. If a letter is being delivered, assign a car, not a pickup) to ensure larger vehicles are available when they are required.
   - Leasing cars rather than trucks during summer months to temporarily increase the size of the fleet. Compared to trucks, cars are less expensive to lease and due to the nature of work they are typically engaged in, they are less likely to be damaged than trucks.
   - Keeping old vehicles as long as they are in safe working condition to use in the summer.

### Benefits

- Increased efficiency of the Fleet
- Increased flexibility
- Reduced uncertainty regarding vehicle availability
- Sufficient vehicles in the fleet to address increased demand during summer months

### Key Success Factors

1. An open and collaborative approach to developing an action plan and policies that support the increased demand for vehicles in summer months.
3.1.3 Solid Waste Management Diversion

### Recommendations

1. **Set Targets and Clear Objectives** – Set targets and clear objectives based on the prioritized list of recommendations from the 2010 City’s Waste Recycling Strategy to drive solid waste management diversion initiatives forward and hold the waste management team accountable for tasks to be implemented.

2. **Develop a New Waste Management Strategy and Plan** – Engage CIF to fund the City of Sarnia’s new Waste Management Strategy that will set clear objectives for the City’s current solid waste management needs and goals. Developing a new waste management strategy will formalize target and objective setting. If the focus is solely on public education, develop a Public Engagement and Education Plan.

### Benefits

- Team accountability
- Clear and well defined objectives and targets
- Updated Waste Management Strategy and Plan

### Key Success Factors

1. Buy-in and engagement from leadership and key staff who will be responsible for operationalizing the strategic plan.
2. A recognition of what realistic goals and processes can be set given limited resources in this area.
3. **Focus on Public Education** – Focus on public education, and awareness initiatives, enhance the City of Sarnia’s existing solid waste communications program, beginning with the preparation of a communication strategy. Refer to public education best practices outlined in the Benchmarking / Analysis section for further recommendations to implement.

4. **Develop policies and By-Laws** – Develop policies and by-laws that impose fines on public waste disposal offenders (e.g., By-Law for Littering and Dumping / Solid Waste Management By-Law). Explore the possibility to transfer one general Municipal Law Enforcement Officer to the Public Works Department and the Waste Management Team to provide enhanced enforcement of current and future waste disposal by-laws, and address illegal dumping activities on public property. Refer to by-law enforcement best practices outlined in the Benchmarking / Analysis section for further recommendations to implement.

### Key Success Factors

1. Regular review and updates to waste disposal by-laws as required.
2. Lead by example to ensure the residents of Sarnia adhere to waste disposal and recycling best practices.
3. Structured and comprehensive training materials.
## Recommendations

5. **Implement Productivity Measures** – *Process/KPIs recommendations 1.6 and 1.7 are applicable here.* Specific to solid waste management diversion, develop and implement a set of measures that track waste management team staff productivity, and track data over a period of 6 to 12 months to identify inefficiencies. This data will help determine staff shortages, and quantify staffing needs. Other roles within the Operation Services group will have to be reviewed for possibilities to collaborate on waste management diversion priorities and initiatives.

6. **Implement a Resource Re-Allocation Process** – *Resource Allocation recommendation 1.16 is applicable here.* Specifically, build a pool of employees with a skillset in waste management who can be leveraged to lead and implement various waste management initiatives, and act as substitutes to unplanned employee absences across waste disposal sites, and waste management worksites.

### Benefits

- Adequate staffing
- Resource availability
- Optimal operations

## Key Success Factors

1. Structured methodology and tools for process management and improvement.
2. Individuals selected for key leadership positions must have the right skillset, experience and culture fit.
3.1 Engineering, Public Works, and Transit

3.1.4 Sale of Recycling Bins and Wheel Carts to Industrial and Commercial Customers

**Recommendations**

1. **Leave the Market of Wheel Cart Sales** – Leave wheel cart sales market to a third party retailer to reduce the cost of labor and storage that the City incurs, and allow the Administrative Clerk to focus on his/ her daily tasks. This being said, the City of Sarnia should sell the remainder of its wheel cart inventory to Industrial and Commercial Customers prior to leaving the market. Remaining sales should be conducted from the City Hall’s Customer Service Division.

**Benefits**

- Efficient recycling bin and wheel cart sales’ operations
- Reduced cost
- Increased benefits
- Optimized Public Works operations

**Key Success Factors**

1. Communicate with industrial and commercial stakeholders and retailers periodically to ensure there is no significant shortage of wheel cart supply.
### Recommendations

1. **Monitor effectiveness of new $3 charge** – Monitor new policy given that, while it may be effective initially, it creates process issues (e.g., collecting, tracking payment) and may be an annoyance, particularly for people (e.g., elderly, disabled) who might have difficulty paying it easily online, by phone or getting cash to pay it. This may not be best if the core issue if a small number of people are responsible for most of the no-shows.

2. **Implement new progressively escalating policy on penalties that ensue from last-minute cancellation and “no-shows”** – Develop a progressively escalating policy leveraging policy examples and programs outlined in the benchmarking/analysis section of the report. The policy should strengthen compliance with Care-A-Van cancellation rules via a balance of flexible, compassionate, yet stringent clauses that will ensure only true “offenders” are punished.

3. **Collect Data on Offenders** – Collect data to build a repository of Care-A-Van’s late cancellations and “no-shows” along with reasons for missing the scheduled trip. Data collection will help future policy decisions.

### Benefits

- Reduction of “no-shows”
- Reduction of last minute cancellations
- Saved driver’s time
- Improved compliance
- Balanced, flexible, and compassionate rule enforcement approach
- Reduction in capacity denial numbers

### Key Success Factors

1. Structured methodology and metrics for data collection.
2. Communication for public buy-in and adherence to the late cancellation and “no-show” policy.
### 3.2.1 Procurement to Payment

#### Recommendations

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<tr>
<td>1.</td>
<td><strong>Develop a Communication Plan</strong> – Develop a communication plan to ensure changes to policies are effectively communicated to all City staff. Once Council approves changes to the Procurement Policy, use the opportunity to implement the communication plan. An email containing a high level summary of changes and an attached policy should be distributed to all relevant employees.</td>
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<td>2.</td>
<td><strong>Ensure any new System can Track Approvals</strong> – <em>Technology recommendation 1.10 is applicable here.</em> Specifically, collaborate with the IT Steering Committee to ensure that if a new system is sourced, that the system can track approvals such that the Procurement Team can efficiently provide payment to vendors in a timely manner.</td>
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<td>3.</td>
<td><strong>Document how to identify the PO Reference Number and the Approval Process</strong> – <em>Process/KPIs recommendation 1.7 is applicable here.</em> Specific to Procurement to Payment, clearly document and communicate how to identify and utilize the correct PO Reference Number and how the approval process should work.</td>
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#### Benefits

- Increased accountability
- Improved communication between departments
- Reduction in duplication of work effort
- Reduction in manual work
- Clear understanding of roles and responsibilities

#### Key Success Factors

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<tr>
<td>1.</td>
<td>Regular review and updates to communication plan as required.</td>
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<td>2.</td>
<td>Clear communication of process updates that may affect staff.</td>
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3.2.2 Payroll Processes

**Recommendations**

1. **Document a Quality Assurance Process** — *Process/KPIs recommendation 1.7 is applicable here.* Specific to payroll, implement, document and communicate to all relevant staff a quality assurance process to ensure that the values entered into the payroll system by the Payroll Clerks have been accurately entered.

2. **Keep the Payroll System Up to Date** — *Technology recommendation 1.11 is applicable here.* Specifically, ensure that the payroll system remains up to date as outlined in internal policy.

**Benefits**

- Increased accuracy of data
- Operational efficiency
- Risk mitigation
- Reduced errors in payroll
- Increased efficiency
- Access to all the latest system features

**Key Success Factors**

1. Buy-in and engagement from leadership and key staff who will be responsible for operationalizing the quality assurance process.

2. Assign specific actions to leaders and review progress regularly to ensure accountability.
### Recommendations

1. **Track Customer Requests** — *Technology recommendation 1.10 is applicable here.* Specific to customer service, implement a tracking system for customer requests to ensure that the customer receives a resolution within the agreed upon time.

2. **Reduce the Number of Transferred Calls** — Reduce the number of calls that need to be transferred to other departments by:
   a. Providing customer service representatives with access to other departments’ systems such that they are able to access the information required to provide a solution to the customer’s request.
   b. Reviewing existing authority levels by customer service representatives to ensure that whoever the customer contacts is able to help them. Many organizations give their customer-facing employees with the ability to solve problems below a certain threshold. For example, reviewing if escalations and or approvals can be moved down a level to streamline the process.

### Benefits

- Increased first call resolution
- Streamlined process
- Increased customer satisfaction
- Strengthened customer relations
- Reduced amount of calls requiring transfer to another department
- Ability to track customer requests

### Key Success Factors

1. Communication with impacted individuals and execution are carefully timed and tactfully delivered.
3.2.4 Energy Efficiency Reporting/Tracking

### Recommendations

1. **Measure and Track Greenhouse Gas Emissions** – Leverage Energy Star Portfolio Manager to measure and track greenhouse gas emissions.

2. **Increase Energy Awareness** – Leverage the energy data in Energy Star Portfolio Manager to educate building operators about the importance of reducing energy usage. This data could also be used to:
   - Set goals in regards to reducing energy usage; and
   - Train employees.

3. **Develop KPIs** – *Process/KPIs recommendation 1.6 is applicable here.* Specific to energy efficiency reporting/tracking, develop KPIs regarding energy usage.

### Benefits

- Reduced carbon footprint
- Improved energy awareness
- Increased accountability
- Energy Star Portfolio Manager is utilized to its fullest potential.
- Increased awareness amongst building operators in regards to energy usage.

### Key Success Factors

1. Structured methodology and tools for tracking emissions.
2. Clearly articulate why reducing energy usage is important to get buy-in from stakeholders.
3.2 Finance

3.2.5 Capital Asset Management

**Recommendations**

1. **Implement Governance Structure for Capital Asset Management** - *Asset Management recommendation 1.4 is applicable here.* Establish a consolidated capital asset governance steering committee to regularly evaluate and strategize ways to increase value of investment assets and large City owned properties and land.

2. **Centralize Asset Tracking** – *Asset Management recommendation 1.4 is applicable here.* Specifically, communicate with other departments to accurately record the acquisition and/or disposal of all assets rather than relying on the Accounting Department to make estimations.

3. **Identify technology solution** – *Technology recommendation 1.10 is applicable here.* Specific to Capital Asset Management, collaborate with the IT Steering Committee to ensure that if a new system is sourced, that the system can provide accurate and usable asset data for the Accounting Department. The new system should also be able to reduce the manual workload of the year end procedures and be able to capture the Tangible Capital Asset Inventory accurately and efficiently.

**Benefits**

- Increased accuracy of Tangible Capital Asset Inventory
- Reduced reliance on off-line Tangible Capital Asset Inventory Excel document.
- Increased efficiency in year end procedures
- Improved communication between departments
- Reduced manual workload of year-end processes.

**Key Success Factors**

1. TCAs are appropriately documented, valued and amortized based on real data, not the Accounting Department’s best guess.
### Recommendations

*Project Management Office recommendations 1.17-1.21 are applicable here.*

1. **Establish Project Prioritization Criteria and Plan** – Establish project prioritization criteria and plan for projects to be undertaken by the City.
2. **Establish Project Management Training** – Establish project management training for assigned project managers.
3. **Implement a Tool for Talent Tracking** – Explore the possibility of leveraging a talent tracking tool.
4. **Implement a Project Management Office (PMO)** – Implement a PMO to support the City of Sarnia’s PMO with governance, project and portfolio management best practices, mentoring and project manager support, standardization of tools, templates, and processes, and consolidated reporting and organizational intelligence.
5. **Develop a PMO Toolbox** – Develop a PMO Toolbox of Methodologies and Best Practices that can be leveraged across different City projects.

### Benefits

- Improved efficiency in delivering services
- Projects stay on schedule
- Costs and resources are kept to budget
- Increased effectiveness in delivering services

### Key Success Factors

1. Structured methodology and tools for project management and improvement.
2. Assign specific actions to leaders and review progress regularly to ensure accountability.
3.3 Other Corporate Functions

3.3.2 Staffing Levels vs. Workload

**Recommendations**

1. **Conduct a Skills Assessment and Staffing Workload Distribution Review** - Resource Allocation recommendation 1.15 is applicable here.
   - Once KPIs are developed and adequate data can be gathered for workload and staffing conduct a skills assessment and review of staffing workload distribution to determine the appropriate resourcing needs in relation to the number of tasks and responsibilities relevant to the skills and expertise required for each department.

2. **Consider an organizational restructuring for select roles and responsibilities to create more cohesive departments that cluster skills and expertise**
   - Specifically, we recommend that certain responsibilities such as grass cutting, currently shared by Parks and Recreation, Public Works, and Property Management, be shared across multiple departments, should be consolidated under one department.

**Benefits**

- Increased efficiency with same staff levels
- Heightened employee morale
- Better ability to leverage skills and expertise

**Key Success Factors**

1. Reliable data about resource utilization.
2. Structured assessment that takes into account not just volume of work but type of tasks.
3.4.1 Knowledge Management Systems

**Recommendations**

1. **Implement a Centralized Knowledge Management System –**
   *Technology recommendation 1.10 is applicable here.*
   - Specifically to Knowledge Management Systems, implement a centralized knowledge management repository to improve the quality of decision making.
   - Ensuring that accurate, reliable and trustworthy information is available to the organization.
   - The repository should be accessible to all parties who need to obtain information.

**Benefits**

- Increased efficiency
- Improved decision making
- Improved document collaboration
- Reduced duplication of work effort

**Key Success Factors**

1. Buy-in and engagement from leadership and key staff who will be responsible for sourcing and implementing a knowledge management system.
Recommendations

1. Prioritize Agenda Items – Prioritize agenda items based on urgency. Identify each agenda item as one of the following:
   a. Urgent item that must be discussed
   b. Important but not urgent item that should be discussed.
   c. Not critical item that would be nice to discuss.
2. Implement a Late Policy – Implement a late policy that states that when a report is submitted late, the item will be moved to the next meeting. Trial with low priority items to begin changing culture among staff.
3. Project the Agenda – Project the agenda during Council meetings on a large screen at the front of the room such that all meeting members can easily follow along throughout the meeting. Projecting the agenda may reduce the number of paper copies of agendas that are required, resulting in a more efficient use of resources such as Clerks’ time and paper.

Benefits

- Increased meeting efficiency
- Increased accountability
- Increased clarity
- Urgent agenda items are discussed at the beginning of meetings to ensure sufficient time is devoted to the agenda item
- Timely reports

Key Success Factors

1. Buy-in to the importance of prioritization for effective Council meetings.
2. Commitment from senior staff in enforcing deadlines.
## Recommendations

| 1. **Explore Tax Sale Document Issuance Practice Outsourcing** – Explore the possibility of outsourcing the tax sale document issuance process to Realtax to make the tax sale document issuance process more efficient, improve deliverable quality, and save staff time for other priorities that will better address the department’s needs. |
| 2. **Revise Legal Clerk’s Responsibilities as Required** – Resource Allocation recommendation 1.15 is applicable here. Specific to tax sale document issuance, revise legal clerk’s responsibilities and re-allocate them to support other priorities in the event that the City outsources its tax sale document issuance practice. |

## Benefits

- Promoted operations efficiency
- Access to skilled expertise
- In-house efficiency
- Improved focus on core activities
- Long term cost advantages

## Key Success Factors

1. Legal Clerk training on additional responsibilities.
2. Quick response time to third party tax sale service provider’s requests.
## Recommendations

1. **Formalize Property Repair and Maintenance Schedules** – Asset/Property Management recommendation 1.2 is applicable here. Specifically, ensure property repair and maintenance schedules for all City of Sarnia that are embedded in to the CMMS to ensure appropriate prevention work is being conducted on a timely basis.

2. **Develop a Capital Investment and Improvement Plan** – Asset/Property Management recommendation 1.3 is applicable here. Specifically, develop a Capital Investment and Improvement Plan for all City facilities and properties.

3. **Centralize Asset & Property Management Governance** – Asset/Property Management recommendation 1.4 is applicable here. Specifically, provide oversight on revenue optimization for the Marina, Harbour, Airport and Business Parks. Further, centralize all Asset & Property maintenance activities and the property legal contract management across all City properties and facilities under the asset and property management department.

## Benefits

- Centralized operations
- Revenue optimization
- Efficiently maintained properties
- Capital improvements
- Shared resources
- Scheduled preventative maintenance

## Key Success Factors

1. Clear roles and responsibilities for the centralized property management staff and management.
2. Individuals selected for the review must have the right skillset, experience, and culture fit.
### 3.5.2 Property Management/Technology

#### Recommendations

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<td><strong>4.</strong> Define Property Maintenance KPIs, Metrics, and Targets – Define clear metrics and KPIs for planning information, and actual performance tracking that will be leveraged in the buildout of the CMMS.</td>
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<td><strong>5.</strong> Optimize the Computerized Maintenance Management System – Technology recommendation 1.10 is applicable here. Analyze current CMMS, along with potential upgrades to the system, and explore new ArcGIS enabled CMMS adoption options to identify the most cost efficient solution.</td>
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<td>o The analysis should include an assessment by a skilled expert in the current system to determine if it’s being optimized throughout the organization.</td>
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<td>o Correct any issues.</td>
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<td>o Determine what investments in staff training and time are required so that it meets most or all of the organization’s needs.</td>
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<tr>
<td>o Ensure the system interconnects with other City platforms, and ArcGIS.</td>
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#### Key Success Factors

- Structured methodology and tools for KPI, metrics, and targets identification.
- Subject matter expertise for maximizing CMMS systems.

#### Benefits

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<tr>
<td>o Robust maintenance management system</td>
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<td>o Integrated asset maintenance management</td>
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<td>o Reliable data</td>
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<td>o Effective training</td>
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<td>o Increased collaboration</td>
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## Key Success Factors

1. Structured methodology and tools for KPIs, metrics, and current/new system functionality targets identification.
2. Communication with impacted departments and staff, and execution are comprehensively delivered.
3. Fair and transparent City wide technology objectives, open and collaborative approach, and buy-in from leadership and staff.
### 3.7.1 Resource Allocation

#### Recommendations

1. **Conduct a Skills Assessment and Staffing Workload Distribution Review** – *Resource allocation recommendation 1.15 is applicable here.* Specifically, Once KPIs are developed and adequate data can be gathered for workload and staffing conduct a skills assessment and review of staffing workload distribution to determine the appropriate resourcing needs in relation to the number of tasks and responsibilities relevant to the skills and expertise required for each department.

#### Benefits

- Improve efficiency with current staffing levels
- Better future planning
- Ability to leverage staff expertise and skillsets

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#### Key Success Factors

1. Complete and accurate data related to grass cutting including volume of green space, equipment used to maintain those areas as well as employee allocations and hours either in Excel or a more sophisticated tracking software platform.
3.7 Parks and Recreation

3.7.2 Grass Cutting Efficiency

**Recommendations**

1. **Focus on Prevention** – Ensure that the grass cutting function is well planned and supervised to avoid preventative issues in terms of hazardous conditions for employees mowing grass areas.

2. **Monitor Maintenance Plan Adherence** – Ensure that the maintenance plan for the equipment is followed rigorously during the mowing season and that equipment is inspected daily.

3. **Develop Grass Cutting KPIs** – Process/KPIs recommendation 1.6 is applicable here. Specific to grass cutting efficiency, develop grass cutting KPIs such as how long it should take to cut each field in order to maximize the efficiency of the operation.

**Benefits**

- Better tracking of performance
- Ability to share resources more effectively
- Greater customer satisfaction with the level of service

**Key Success Factors**

1. Complete and accurate data related to grass cutting including volume of green space, equipment used to maintain those areas as well as employee allocations and hours documented either in Excel or a more sophisticated tracking software platform.
3.8 Fire Rescue Services

3.8.1 Technology

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Benefits</th>
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</table>
| 1. **Explore Technology Integration Opportunities** – *Technology recommendation 1.10 is applicable here.* Specific to technology, explore the possibility of integrating Fire Rescue Services technology solutions amongst each other as well as with the City’s GIS system, and Record Data Management System. | o Integrated and linked software platforms  
 o Integrated and robust GIS  
 o Maximum return on investment  
 o Innovative and optimal technology solutions  
 o Improved efficiencies  
 o Smarter infrastructure |
| 2. **Improve Statistical Data and Reporting Processes** – *Process/KPIs recommendation 1.9 is applicable here.* Specifically, improve statistical data with improved reporting processes through meaningful review and development of KPIs, training guidelines establishment, and process documentation. | |

**Key Success Factors**

1. Open and collaborative process to ensure seamless systemic integration and buy-in from leadership and staff.  
2. Structured methodology and tools for reporting and statistical data analysis.
### 3.8.2 Management Structure and Staffing Levels

#### Recommendations

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<td><strong>1. Consider Recruiting for an Additional Position</strong></td>
<td>– Consider the possibility of recruiting a Deputy Fire Chief, Chief Training Officer, and/or Chief Fire Prevention Officer to allow the Fire Chief to focus on his responsibilities as per fire department standards and best practices.</td>
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<td><strong>2. Conduct a Staffing Needs Assessment</strong></td>
<td>– Resource allocation recommendation 1.15 is applicable here. Specifically, conduct a workforce analysis to obtain data pertaining to the current Fire Rescue Services’ management workload, and time spent on each task for a set period of time and identify constraints (e.g. technology, etc.).</td>
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#### Benefits

- Good governance
- Fiscal sustainability
- Commitment to serving the City of Sarnia residents
- Fire prevention
- Fire education and training

#### Key Success Factors

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<tr>
<td><strong>1.</strong> Staffing buy-in and support to provide required data for workforce analysis.</td>
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<td><strong>2.</strong> Responsibilities re-distribution to ensure alignment with the roles.</td>
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<td><strong>3.</strong> Fair and transparent recruitment process for Deputy Fire Chief, Chief Training Officer, and/or Chief Fire Prevention Officer positions.</td>
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