

# BMA

Management Consulting Inc.



Information Technology

City of Timmins

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## **Executive Summary**

The Information Technology Department has gross operating expenditures of approximately \$735,000, however, IT costs are also included in departmental budgets. Assuming an additional \$250,000, it still places Timmins in the lowest quartile amongst the government sector for IT spending.

In reviewing the IT department a number of issues were identified mainly as a result of not having a corporate IT strategic plan. As a result of not having a corporate IT Strategy, individual departments are purchasing what they consider “best of breed” applications for their application with no regard for the rest of the Corporation. Also, because departments are paying for the new software out of their own budget, the highest corporate IT priorities may not be met. All IT costs should be consolidated in one corporate budget. IT should be playing a greater role in evaluating software needs, selecting software and project managing the implementation of new systems.

There are no corporate IT standards. As a result, the Corporation has a large number of different applications to maintain. This results in additional IT costs and also, without a coordinating body, there are risks that the software is not effectively utilized across the Corporation.

Staff training was raised by all users in review as the largest single issue. An assessment of training needs should be conducted across the Corporation and appropriate budget funds provided to meet the training needs across the Corporation.

An immediate priority of the IT manager is to develop a 3 year IT Corporate Strategy which should include:

- Prioritization of system needs
- Timing of new applications
- Identification of corporate standards and policies
- Financial and human resources necessary to carry out the plan

An IT Management Committee should also be established to review implementation plans, ensure consensus and monitor the progress of the IT Strategy.

## **Summary of Recommendations**

***That all IT related expenditures and responsibilities be transferred from each of the departments into the corporate IT budget.***

***That the IT Manager develop an IT Strategic Plan for the whole Corporation, identifying needs, priorities and timing.***

***That the IT Department provide systems direction and leadership by assisting departments in the definition of their requirements, the selection of software applications and project managing the implementation of new systems.***

***That given the expanding role that IT should be playing in the future with respect to evaluating software needs and increasing centralization of the IT function on an interim basis, additional staff resources be met through contracting the service. A long term solution to address staffing should be developed upon completion of the IT strategy.***

***That a corporate IT training needs policy be established. To begin the process it is further recommended that a staff self-assessment questionnaire be developed to determine training needs based on the requirements of their position.***

***That the role of IT in training staff across the Corporation be clearly defined and a budget be established to meet the training needs across the Corporation.***

***That a clear cut corporate direction and policy be established to utilize integrated modules of the corporate system Vadim, unless they are found to be completely inadequate.***

***That the evaluation criteria for assessing new software applications consider the best fit for the Corporation.***

***That a formalized discipline in the selection of any system involving IS Technology be implemented which would include:***

- ***Formal specification of the user needs for each module of the desired system***
- ***A formal RFP process***
- ***Adherence to corporate IT standards on servers, operating systems, and database management systems (DBMS)***
- ***Involvement by IT in the process of defining and specifying needs, and in the selection process***
- ***IT responsibility for Project Management of the application implementation***
- ***Adequate training allocated for all users***
- ***IT responsibility for assisting in business process re-engineering of manual processes during the implement of the system.***
- ***IT responsibility to receive adequate user training on the system to be able to provide coordination with the Supplier in specifying problems, and in assisting with user mentoring.***

***That the City establish an IT Management Committee to act as a Steering Committee to the Corporate IT Department.***

***That a Systems Audit Review be undertaken of the Vadim system to:***

- ***Ensure the implemented modules are being used effectively***
  - ***Present the new functionality to all departments***
  - ***Assess the functionality of specific Vadim modules like maintenance management, human resources, building permits, licensing, etc. to the specific needs of these areas, and determine what needs to be done to satisfy those needs***
  - ***Identify and implement any customized reporting needs***
  - ***Determine what additional software utility options would make the data in the system more accessible to management***
  - ***Determine how laser fiche document storage might interface with Vadim, or how scanning might be used to minimize manual filing***
  - ***Determine how the new GIS system can work with Vadim***
-

**Staffing**

The Information Technology Department reports to the CAO.  
Staff includes:

- Director of Information Technology
  - Database Administrator
  - Web Architect & Project Analyst
  - Network Analyst
  - Technical Installation & End User Support

**Budget**

The following summarizes the 2003 and 2004 IT operating budget. Capital expenditures which vary each year have been excluded for comparative purposes.

*2004 was the first year that the IT budget was presented separately*

Information Systems				
Budget Report By Function				
Account Name	2003 Budget Values	2003 Actuals	2004 Budget Values	% change 2003-2004
<b>Revenues</b>				
Rental Equipment	\$ -	\$ (360)	\$ (700)	
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ (360)</b>	<b>\$ (700)</b>	
<b>Expenditures</b>				
Salaries	\$ 318,700	\$ 281,649	\$ 366,100	14.9%
Network Operations	\$ 22,400	\$ 17,380	\$ 28,700	28.1%
Office Expenses	\$ 85,000	\$ 92,546	\$ 87,100	2.5%
Equipment Maintenance	\$ 101,700	\$ 79,587	\$ 102,000	0.3%
Software (Palm/Desktop)	\$ 67,100	\$ 13,706	\$ 15,700	-76.6%
Equipment Reserve	\$ 45,300	\$ 25,361	\$ 39,600	-12.6%
Training	\$ 57,300	\$ 47,371	\$ 85,100	48.5%
Travel	\$ 11,200	\$ 7,261	\$ 10,400	-7.1%
Sub & Memberships	\$ 1,000	\$ 465	\$ 800	-20.0%
<b>Total Expenditures</b>	<b>\$ 709,700</b>	<b>\$ 565,326</b>	<b>\$ 735,500</b>	<b>3.6%</b>
<b>Net Expenditures</b>	<b>\$ 709,700</b>	<b>\$ 564,966</b>	<b>\$ 734,800</b>	<b>3.5%</b>

Up until 2004, the IT budget was included in the CAO's budget, and many of the systems projects were included in User Department budgets. In 2004, an IT budget was set up independently, and totals \$735,500 in gross expenditures excluding capital.

***Because the City does not centralize the IT costs across the Corporation, it is difficult to identify the full cost of the service...however based on a preliminary analysis and benchmarking, the IT spending in Timmins is low***

All IT costs are still not known because this does not reflect software acquisition costs which might be charged to individual departments, e.g. GIS, InfoHR, etc. As such, the City does not know what IT is spending on computer technology.

Putting aside any capital costs, and how they might be depreciated, the projected IT annual operating costs are estimated to be approximately \$1 million.

As a benchmark on spending, we accessed a definitive Survey of IT Expenditures from the Gartner Group. This indicates that, in the lowest spending quartile, Governments spend 1 - 2% of revenue. The median for Government IT budgets is 3%, with the highest quartile being 7%.

Based on Timmins's 2004 Total Operating Budget, the assessed IT budget is at 1.4%, or in the lowest spending quartile.

Because the establishment of a corporate IT function will take some effort to get momentum, Timmins should consider: Moving towards an eventual IT Budget of 2% of the overall City Budget.

However, to get a true picture of IT expenditures and ensure that they are expended on corporate priorities, all IT related expenditures, and responsibilities, should be transferred from each of the departments into the corporate IT Budget.

#### ***Recommendations***

***That all IT related expenditures and responsibilities be transferred from each of the departments into the corporate IT budget.***



*IT provides a number of corporate wide services related to hardware, email and office suite services, however, departments independently select their own software*

### **Mandate**

The following summarizes the key mandate of Information Services:

- Control over the purchase and installation of personal computers in all departments.
- Maintaining a detailed inventory of all computer assets, for valuation, warranty and replacement purposes.
- Provision of e-mail and office suite services on a corporate basis, together with corporate internet access and e-mail policies. Helpdesk support service. Telephone and cellular communications administration.
- Provision of corporate wide area network to all departments and locations, and internet access where required.
- IT consulting and planning.

### **The Corporation's IT Infrastructure**

The IT infrastructure required to support the work requirements of the various departments and facilities involves computer workstations, servers, network connections, and the technical expertise to support the infrastructure.

### **Computers**

- There are in excess of 300 computer workstations and users in all departments of Timmins
- All these computer workstations have been leased for a 3 year period as part of an evergreen replacement plan. Approximately one third were installed each year beginning 2001 to 2003. The first set of computers installed were due to be replaced in Fall 2004.
- All of the computer assets are controlled through an asset management software package called Track-IT
- Support and service problem call tracking is also done using Track-IT



**There are 18 servers to manage various system platforms**

### **Servers**

There are an additional 18 servers for various systems platforms, from the NT 2000 Network Server, an e-mail Exchange Server, to servers for each major system with ITs individual database, such as:

- Vadim (Magic)
- Laserfiche
- Library Dynix
- Info2000 Arena system
- Stantec MMS (Oracle)

The server support involves maintaining operating system platforms for NT Server, Server 2000, Sco Unix, Linux, IBM RS6000 AIX, etc, and a variety of DBMS including Access, SQL, Magic, Oracle, etc.

There is no standardized IT infrastructure policy in place. As such, departments select the systems that they wish. The lack of adherence to some standards, adds an additional hidden cost component to IT to maintain this variety of systems, and further imposes an unreasonable support load on any IT department.

### **Network**

The Timmins Wide Area Network (WAN) is based on the City Hall local area campus T1 high speed network (LAN) with various types of services connecting the various City facilities. These include a combination of services such as fibre, cable, modem, and leased telephone lines.

This existing network is very slow to some off-site departments like Fire, with response and stability problems, and there are problems running the Vadim applications across the network to remote locations.

Based on user comments on computer response on the current corporate applications, the current network infrastructure is assessed as not being adequate for the future on a city-wide basis.

As the current Vadim system is rolled out further, and other corporate applications are implemented which require a higher network bandwidth, such as document management, GIS and MMS, they will not be useable outside of City Hall because of the current network technical capacity limitations.

A proposal for a "Network Infrastructure Project" was presented to Council in July 2004. This involved a fibre network supplied by Northern Telephone to the City of Timmins on an annual cost basis of about \$200,000 per year over 10 years, including maintenance. At the time of writing this report, it is not known whether the City will proceed with this project, but without having seen the business case and cost reduction offset (potentially \$50,000 per year), it seems reasonable, and will be necessary sooner rather than later.

### **Software Applications**

There are some specific corporate computer application systems in place, the main ones being:

#### **Vadim Enterprise Financial System**

The main corporate application is the Vadim financial system, with about 75-80 users with the modules currently implemented. The number of users will grow as further applications such as licensing and permits are implemented.

The current version of Vadim uses a Terminal Services server to manage the users. This becomes congested and adds to the network response problems. The next version is web-based and should provide faster response by eliminating the need for Terminal Services. However at the time of this review, the specifications for the new functionality for the next version, i-City, were not available so the implications could not be assessed.

***There are numerous software applications that are used across the Corporation***

***Additional co-ordination and communication corporately is needed to ensure that the software is used effectively***

#### Electronic Document Management System (EDMS)

The start to an EDMS system has been made with the implementation of Laserfiche in the Clerk's Department. However, being a user initiative to scanning and imaging storage, there does not appear to be a corporate approach to how this will evolve into a full City-wide EDMS with a corporate documents management and retention policy.

#### Geographic Information System (GIS)

There is currently a GIS application (provided by an Application Service Provider (ASP)) being used by Community Development for planning purposes. This includes a parcel map and other mapping functions.

However, the scope of GIS usage needs to grow, and a GIS RFP has been issued, and there appears to be a corporate GIS Committee to provide direction for usage.

#### Maintenance Management System (MMS)

The current system by Stantech needs to be replaced after six years, never having been properly completely installed, because of lack of vendor support. Because of the involvement with time and materials, it needs to be completely integrated with the Vadim system. Another system involved with the MMS which might need replacement is the MaintStar fleet maintenance system which tracks Police, Transit, and Public Works equipment.

#### Other Additional Systems

There are a number of other computer system initiatives in progress including a health and safety system (Parklane), a Workwell Audit, potentially a new HR system (Info HR), a library IP telephony project, a facilities scheduling system for the arenas (CLASS), and others.

The user departments have had the responsibility for selecting and implementing various application system software packages. The IT Department does not have the responsibility, or the expertise to do either the system design guidance or the IT project management responsibility to implement these systems. The user departments, in all cases, also do not have the technology expertise or the project management experience. Looking at the recent computer systems projects, and the Vadim project as an example, they have not been well implemented, and the City has not yet received the full benefit from these systems.

***There is a need to develop a Corporate IT Strategy***

### ***Summary of Key Findings and Recommendations***

#### **Proceed with the Development of an Information Technology Strategic Plan**

There is no IT Corporate Strategic Plan to provide guidance and direction in the use of technology to improve effectiveness and contain costs. Given the increased reliance on technology to achieve efficiencies within the operations and the lack of centralized control over which systems will be ultimately purchased, implemented and supported, there is a need to better co-ordinate the activities across the corporation to fully benefit from system solutions.

One of the first tasks for the Corporate IT Manager should be to develop an IT Strategic Plan for the whole corporation not only, identifying needs and opportunities, but also the strategy for providing services more cost effectively through e-Government solutions.

It might be timely to survey and determine what other Ontario municipalities are doing with technology in their approach to services, and put this into perspective for Timmins's specific location and demographic.

A preliminary plan should be developed for the next 3 years, incorporating all departmental systems priorities and timing. A comprehensive IT strategic plan will provide a means to communicate the needs and urgency to management, and to Council.

#### ***Recommendations***

***That the IT Manager develop an IT Strategic Plan for the whole Corporation, identifying needs, priorities and timing.***

*IT needs to be more involved in the software decision making*

**Redefining IT Roles and Staffing Needs**

The Corporate Information Technology Function needs to be re-established to implement systems which improve business processes, rather than a department which now just focuses strictly on the technology infrastructure.

The responsibility for computer software and hardware, and their associated budgets and capital expenditures, should be transferred from the Departments and consolidated in the corporate IT function, reporting to the CAO.

Regardless of where the funding comes from, IT should be responsible for providing the systems **direction and leadership** to implement technology that will make Timmins both more efficient and cost effective. This includes assisting departments in the definition of their requirements, the selection of software applications, integrated where required to the corporate financial system, and professionally project managing the implementation of these systems, and providing the technical support required to sustain departmental applications.

Referring to a Gartner Group IT Benchmarking study of technical support based on the type of network, the following figures provide some guidelines as a basis for IT staffing levels.

Type	Network Complexity	Users/FTE Support Person
A	High	50-25
B	Medium	100-50
C	Low	150-100

The City network is rated a high-medium, moving towards a high complexity network with a probable benchmark standard of 75 users per FTE.

***The staffing at the City would need to be increased, (either contract or internal positions) to address the needs of the Corporation***

Currently there is only the Computer Technical Support and Network Analyst to do this work and provide end user support. Additionally, while given much advance notice of new staff, the requested computer equipment is hardly ever delivered on time. This is indicative of one of the following:

- Organizational problems
- Indifference
- Lack of IT resources

The time to resolve problems is too long, and the process of submitting a problem to IT is too cumbersome. While the support problem is attributed euphemistically to the support staff being “technical geeks”, based on feedback received across the organization, there may be an issue with respect to IT’s approach to customer service.

The technical staffing level for user equipment and help desk support is too low to support 300 scattered users and this may be part of the problem. Based on the City count of 300 users, plus servers, the IT function should have additional support staff resources to support the PC user population, plus some additional help for the annual hardware replacement program. This can be achieved either through contracting out services, establishing contract positions to provide future flexibility or by adding additional full-time resources.

In addition, there is a need for additional business system analyst support to help implement the various systems being planned, and also to assist departments with the project management of their systems and to ensure that the best operational use is made of the new systems.

IT takes systems guidance and change management to support departmental staff in implementing effective systems. Some of the deficiencies in this area have been noted in this report and could be addressed by the addition of a business system analyst.

It is recommended that the additional IT staffing resource needs for the City of Timmins be met on an interim basis from contracting the service. A long term solution should be developed based on the needs identified in the IT corporate strategy.

***There is a lack of staff training on new technology across the Corporation***

### ***Recommendations***

***That the IT department provide systems direction and leadership by assisting departments in the definition of their requirements, the selection of software applications and project managing the implementation of new systems.***

***That given the expanding role that IT should be playing in the future with respect to evaluating software needs and increasing centralization of the IT function on an interim basis, additional staff resources be met through contracting the service. A long term solution to address staffing should be developed upon completion of the IT strategy.***

### **Address Computer and Software Training Needs**

IT has been shown that the single most important reason for system implementation failure is lack of user training, either through ignorance or false economy. The largest single issue raised by all users interviewed during the operational review was lack of training. As indicated in the departmental reports, many departments do not use or have a formal system application, and often meet their work requirements by the use of their own systems involving Excel or Word.

Training in the Microsoft Office Suite (Word, Excel, Outlook E-mail, PowerPoint), Access database usage, and effective internet usage, is a dire need to make staff more productive. The same applies to the Vadim corporate system, and to Laserfiche, and other applications where there are only a few scattered trained individuals, who know how to make use of the functionality or to generate a custom report. Overall most users do not know what other application modules or functionality is available to them in these corporate systems.

The existing IT staff complement is insufficient to provide significant application support to the users. In addition, the IT staff has not received application training in most cases, and at present, the application training is part of the user department's responsibility, not IT. There is a need for application support, and continued training, mentoring and assistance for their users to make them more productive. If the IT Department is to provide this, then a budget is required.



***A Corporate  
computer policy  
needs to be  
established***

The IT budget showed a plan to spend \$25,000 on Computer Based Training Courses (CBT) for training in the core Microsoft Office Suite Applications. However a corporate strategy needs to be established to address IT training needs. A first step would be to have a staff self-assessment questionnaire developed and sent to each employee. This feedback will provide an indication of the type of training needs required for each position.

There are now many technological ways of providing courses without being on-site. Web-based seminars can be offered in a training room with only a projector and voice speakerphone conference call capability and these should be investigated further by IT.

***Recommendations***

***That a corporate IT training needs policy be established. To begin the process it is further recommended that a staff self-assessment questionnaire be developed to determine training needs based on the requirements of their position.***

***That the role of IT in training staff across the Corporation be clearly defined and a budget be established to meet the training needs across the Corporation.***

***There is a need for additional IT involvement in decision making with respect to the purchase of software***

### **Develop A Corporate Policy of Acquiring Departmental Systems**

User departments can acquire specialized systems to meet their departmental needs. The prevailing attitude is one of getting the “Best of Breed” with the best functionality, without consideration as to integration to other corporate systems such as the financial system. This results in duplicate data entry and additional costs of IT support for different systems and platforms.

Experience has shown that integrated corporate application suites for any industry, with built in best practices, are more effective and result in much lower total costs than the “Best of Breed” approach, even if some modules do not have the very best functionality. The criteria for selection becomes whether the needs can be met.

The current practice is to allow departments to select their own software. Although this is sometimes done involving other departments, it is essentially the prime department’s software initiative. Other departments that could potentially benefit from the new application are not involved until after implementation and training have been completed by the prime department.

This was the case with Vadim and Laserfiche, where other departments that potentially could benefit were not involved in the implementation or training of the new applications. For example, Police indicated that they will be using the Laserfiche document management system, but did not know too much about it, how it would be used, or who would be assisting them with the implementation. Planning did not know how Laserfiche would integrate with their plans, especially GIS.

A clear cut corporate direction and policy should be to utilize integrated modules of the corporate system Vadim, unless they are found to be completely inadequate. At present, the Vadim application module is not being considered for implementation by Public Works for maintenance management system, a major system that must integrate with the financial system for adequate reporting. Also cemetery or licensing needs have not been evaluated, nor are building permits being considered to replace the current totally manual system.

***Project  
management  
training is needed***

Even more fundamental is the need for a formalized discipline in the selection of any system involving IT technology. This should include the following activities:

- Formal specification of the user needs for each module of the desired system ( so that they can understand their needs as well as being able to communicate them to potential suppliers)
- A formal RFP process
- Adherence to corporate IT standards on servers, operating systems, and database management systems (DBMS)
- Involvement by IT in the process of defining and specifying needs, and in the selection process.
- IT responsibility for Project Management of the application implementation
- Adequate training allocated for all users
- IT responsibility for assisting in business process re-engineering of manual processes during the implement of the system.
- IT responsibility to receive adequate user training on the system to be able to provide coordination with the Supplier in specifying problems, and in assisting with user mentoring.

This corporate responsibility for IT technology and IT related projects, regardless of user department, is basic to ensuring that the technology is properly and effectively utilized in the corporation, and integrated to other systems. The IT Analyst, and even key users should take a formal project management course, and a simplified project management reporting process adopted and implemented to ensure management get updates of problems and progress.

The user department has the responsibility for understanding and using the system effectively, for configuring the system to its requirements and for modifying its business processes. Research has shown that systems must have at least a 90% fit to the required needs to be successfully used. Otherwise expensive, and eventually debilitating, customization is required.

To achieve successful systems, the formal specification of needs is mandatory, and this cannot normally be done by the users. They usually do not have the necessary background and experience. Needs specification requires IT guidance and responsibility.

### **Recommendations**

***That corporate direction and policy be established to utilize integrated modules of the corporate system Vadim, unless they are found to be completely inadequate.***

***That a formalized discipline in the selection of any system involving IT Technology be implemented which would include:***

- ***Formal specification of the user needs for each module of the desired system***
- ***A formal RFP process***
- ***Adherence to corporate IT standards on servers, operating systems, and database management systems (DBMS)***
- ***Involvement by IT in the process of defining and specifying needs, and in the selection process***
- ***IT responsibility for Project Management of the application implementation***
- ***Adequate training allocated for all users***
- ***IT responsibility for assisting in business process re-engineering of manual processes during the implement of the system.***
- ***IT responsibility to receive adequate user training on the system to be able to provide coordination with the Supplier in specifying problems, and in assisting with user mentoring.***

***A Systems Management Committee is needed***

### **Establish a Systems Management Committee**

An IT Management Committee is necessary not only to guide the Corporation in the prioritization of applications and their implementation, but also to communicate priorities and decisions to the management team. At the present time Department Heads are not fully informed with regards to corporate systems.

The Corporate IT department should bring all systems strategy directions and implementation plans, including the IT Strategic Plan, to this Committee on a regular basis, in the initial stages at least monthly, to ensure consensus and monitor progress.

### ***Recommendations***

***That the City establish an IT Management Committee to act as a Steering Committee to the Corporate IT Department.***

### **Re-evaluate the Vadim System Implementation**

***It is now time to undertake an audit of the Vadim implementation***

The Vadim corporate financial information system is the backbone of all of the City's information system. It took a while, and some implementation problems to get the basic system implemented. It appears that Vadim implementation was not well planned beyond the initial financial applications, and that there did not appear to be any good project management disciplines.

Three years have passed since the initial implementation was done, and now it is to be upgraded with a new version with new functionality.

It is probably worthwhile to have Vadim do a Systems Audit Review to:

- Ensure the implemented modules are being used effectively
- Present the new functionality to all departments
- Assess the functionality of specific Vadim modules like maintenance management, human resources, building permits, licensing, etc. to the specific needs of these areas, and determine what needs to be done to satisfy those needs
- Identify and implement any customized reporting needs
- Determine what additional software utility options would make the data in the system more accessible to management
- Determine how laser fiche document storage might interface with Vadim, or how scanning might be used to minimize manual filing
- Determine how the new GIS system can work with Vadim

The corporate “enterprise” system is too fundamental and costly not to be assessed and fine-tuned to make sure that Timmins gets the value possible out of the system.

**Recommendations**

**That a Systems Audit Review be undertaken of the Vadim system to:**

- **Ensure the implemented modules are being used effectively**
- **Present the new functionality to all departments**
- **Assess the functionality of specific Vadim modules like maintenance management, human resources, building permits, licensing, etc. to the specific needs of these areas, and determine what needs to be done to satisfy those needs**
- **Identify and implement any customized reporting needs**
- **Determine what additional software utility options would make the data in the system more accessible to management**
- **Determine how laser fiche document storage might interface with Vadim, or how scanning might be used to minimize manual filing**
- **Determine how the new GIS system can work with Vadim**



*There are implementation needs across the Corporation for software purchased by individual departments. Some of the software purchased could be used by other departments but needs a co-ordinating body to provide this service*

### **Key Departmental Systems Requiring Special Attention**

There are a number of Vadim application modules that require special implementation attention because they go beyond the current experience of the user department in the implementation of management process change.

As well, there are other major corporate system needs. Specific departmental needs are noted in the department reviews.

#### **HR System**

It is possible that Vadim may be able to meet the HR needs if reporting problems can be resolved. The recommended Vadim review may be able to resolve whether Timmins' needs can be met and not be clouded with the previously identified implementation problems. Otherwise a HR system called InfoHR, which integrates to Vadim may be required at additional cost.

#### **Maintenance Management for Public Works**

As previously stated, the current maintenance management legacy system needs replacement. The user department does not have the systems experience to define their needs concisely, and requires assistance in seeking a replacement system.

Again, the Vadim module may have the required functionality, along with full payroll integration, inventory, AP and purchasing functionality, however a proper evaluation of the functionality needs should be conducted to avoid substantial additional costs.

#### **Electronic Document Management System**

The Electronic Document Management System needs to be re-evaluated to determine how it will be used as a corporate system beyond the needs of the Clerk's Department. Document management systems do not normally replace business processes, but augment the financial processes that need to be in place. While other Vadim user municipalities have also implemented Laserfiche, it is not known what processes are integrated.

A document management strategy needs to be developed and take into consideration the systems and databases that require integration, records retention policies and mandated legislation compliance.

**Arena Facilities Booking**

The current facility booking system needs replacing. The system being considered is CLASS which integrates with Vadim Accounts Receivables and cash receipts. It also has capabilities for internet access and credit card payment for facilities booking.

CLASS offers an entry into e-Government, but again needs to be properly evaluated, and carefully implemented.

**Fire Department**

The Timmins Fire Department does not appear to be as advanced in computer utilization as other municipalities.

There is an opportunity for a custom database to meet their needs and provide timely management reports.

***Recommendations***

***That the evaluation criteria for assessing new software applications consider the best fit for the Corporation.***