



SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, March 28, 2013
SCRD Boardroom, 1975 Field Road

AGENDA

CALL TO ORDER - 9:00 a.m.

AGENDA

1. Adoption of Agenda

DELEGATIONS

2. OJ Jonasson, Metafore Technologies – Computer Software Review Annex A
Pages 1-19

REPORTS

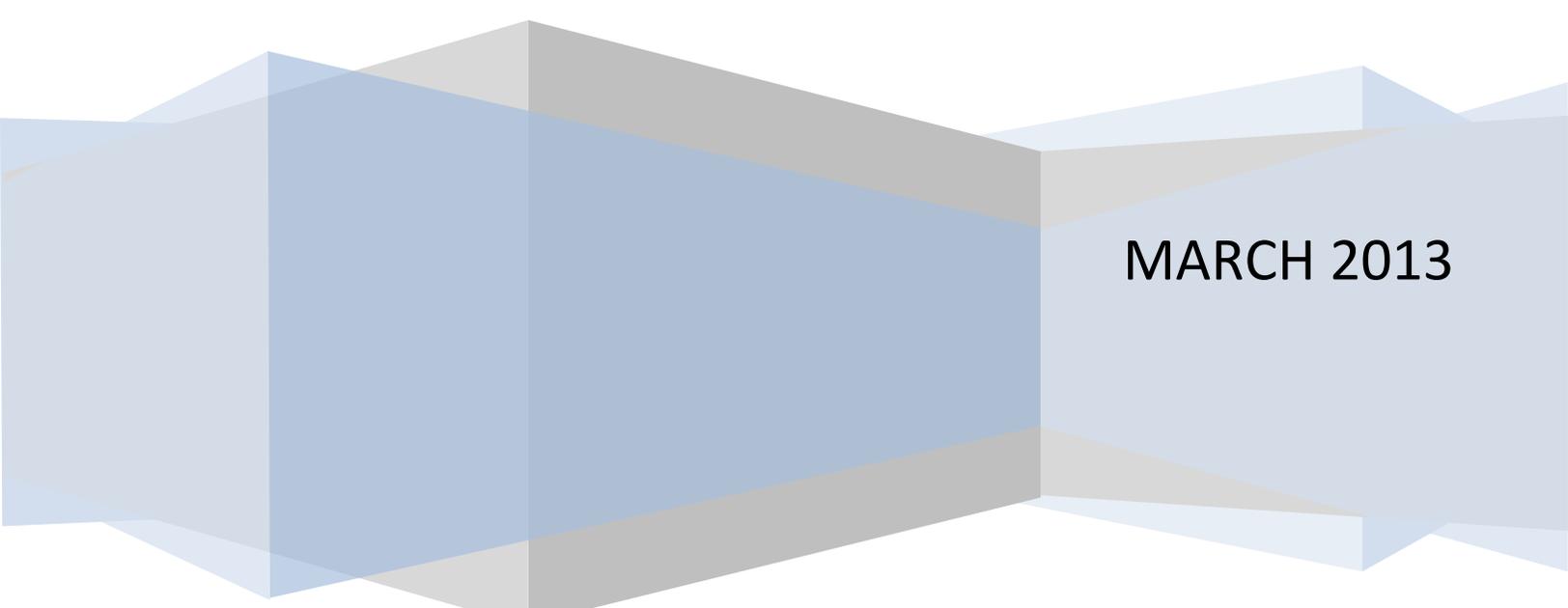
3. Manager, IT / GIS and Treasurer –Corporate Software Review Annex B
pp. 20-22

NEW BUSINESS

ADJOURNMENT

Metafore Technologies Inc

Corporate Computer Software Review For the Sunshine Coast Regional District Final Version



MARCH 2013

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EXECUTIVE SUMMARY

The Sunshine Coast Regional District has grown and matured into a larger and more complex organization. The market and technology have evolved considerably in the last decade with more of an expectation on citizen services (self-serve on the web) and more towards reducing paper where possible. Accordingly, the need has arisen to review the corporate software applications with a view to position the organization with better tools to support both the public and staff.

Recreation applications have not been considered in depth at this time, as there is no other viable alternative in the current market. The primary concern with the Recreation applications is limitations in accounting and financial reporting. Additional processes have been implemented by accounting staff for reconciliation and to ensure financial controls are in place.

Additionally, several gaps in the corporate software need to be addressed including new systems for Property/Land Management, an Electronic Document Management System (EDMS), a Cemetery System, a Staff Scheduling System, a Risk Management/ Registry System and a Project Management System.

This report recommends the SCRD proceed with a plan to replace the current suite of software applications with a more functional and integrated suite of accounting and financial reporting applications as well as maintenance management. The estimated cost for a suite of replacement applications is \$550K for the Core Financials and \$150K for a new Maintenance Management/Fixed Asset System.

It also recommended that over the same planning period, the SCRD acquire and implement the following new applications:

- Electronic Document Management System - estimated cost \$150K;
- Property/Land Management System – estimated cost \$100K,
- Staff Scheduling System – estimated cost \$15K;
- Project Management System – estimated cost \$15K;
- Risk Management Registry – estimated cost \$10K;
- Cemetery System – estimated cost \$10K.

The plan offers numerous benefits to the SCRD, our residents, and the Sunshine Coast communities we serve. Additionally, the introduction of online services to replace the current paper-based methods will contribute to the SCRD's Zero Waste Management Plan (ZWMP).

1.0 BACKGROUND

The SCRD acquired and implemented the current suite of accounting and financial reporting applications in 2001. While the core financial modules have sustained the organization and provide basic functionality, inefficiencies have been identified within all modules and there are opportunities for improvement.

In 2002 the Maintenance Management, Inventory and Fixed Assets modules were purchased as additional components. Staff worked with the vendor to develop the system, however there were ongoing issues. In addition, when legislation was introduced through the Public Sector Accounting Board to report and account for tangible capital assets, it was recognized that these modules could not meet the needs of the organization. Therefore, in 2007 the vendor recommended a third party replacement product (software provided at no cost) that would meet the requirements for the new legislation and could be integrated into the core financials. The SCRD also obtained a grant to transition to the new software.

The SCRD was lead to believe that the proposed system was fully functional, however, this has not been the case. The combination of a proprietary financial system, a third party integration utility and new maintenance management software has led to continued problems. This has required SCRD staff to put in additional work around processes that are inefficient. Staff have been working with the vendor as they developed upgrades to the integration utility to try and find solutions, with no results to date.

The Fixed Asset portion of this project had to be abandoned when it was determined that the product was not functional. (A refund has been obtained).

Responsibility for the integration and maintenance management component was transferred by the vendor to a third party, a subsidiary of the parent company of said vendor. Because of the difficulty integrating with the financial system, other systems often need to be customized which leads to additional costs and breaks in integration every time the connected systems undergo software updates.

Accordingly, there have been an increasing number of conflicts and concerns with:

- i.) the suitability and performance of the integrated suite of applications;
- ii.) the quality of technical support received;
- iii.) the additional cost for customization and technical support.

Additionally, there are a number of gaps in the suite of corporate software that should also be addressed. These include a Financial Analysis & Reporting System, Maintenance Management /Tangible Asset System, Electronic Document Management System, Land/Property System, Cemetery System, a Risk Management Register and a Project Management System.

As a result of these collective issues and challenges, a study was commissioned to conduct a review of the existing and future needs for Corporate Software and to create a plan that will guide the Regional District over the next several years in planning, implementing and managing current and future software systems.

An RFP was issued on BC Bid in September 2012 for qualified consultants to conduct the review. Following the evaluation of responses, the firm of Metafore Technologies Inc was appointed to conduct the review. The study commenced in November, 2012.

2.0 APPROACH TO THE CORPORATE SOFTWARE REVIEW

Our approach to the Corporate Software Review consisted of the following 7 major work steps:

2.1 An initial meeting with SCRD Information Technology staff – to acquire an overview and understanding of the current suite of Corporate Software including applications and business systems, productivity tools, specialized systems such as Mapping, SCADA, Web Site, Intranet and any other computer-based applications in production and supported by IT. In addition, a review of the current software systems architecture and support structure was conducted in order to identify any known/perceived gaps, deficiencies, cost inefficiencies and support challenges from a business, financial and technical perspective.

2.2 Interviews with various levels of SCRD business staff as deemed appropriate– this included end users, department heads, and other interested stakeholders. Prior to the interviews, we prepared and issued an ‘Interview Outline’ setting out the agenda and questions to be addressed concerning their views of the SCRD’s Corporate Software. The focus was on deficiencies, gaps, any and all challenges, issues and concerns from each business department’s perspective, including the software, vendor technical support, education and training, and costs associated with their respective modules or software components.

2.3 Analysis and summarization of overall findings and conclusions– in this work step, we collated all of the findings collected from the interviews and other background field research conducted. The results were then used to;

- i.) resolve all of the software gaps deficiencies and challenges identified;
- ii.) capitalize on the new opportunities identified throughout the information fact finding and analysis process;
- iii.) deliver a comprehensive and complete set of recommendations in the Plan for future Corporate Software Systems for the SCRD.

2.4 Prepare the SCRD Corporate Software Review Plan– In this work step, we began by describing the “Background” to the Software Review followed by a section discussing

the “Current Conditions” of the overall suite of Corporate Software Systems – commenting on each of the individual application systems. The final section of the Plan includes a set of work packages that define the process for adding, updating, replacing and/ or eliminating components of the current suite of Corporate Software. The Plan was distributed to the Management Team prior to a formal presentation.

2.5 Present the Plan to the SCRD Management Team – In this work step, we prepared and presented the Review Report containing the findings, conclusions and recommendations for information, discussion and feedback from the management team. The presentation included:

- A short overview of the process followed in preparing the Corporate Software Review Plan;
- An overview of the current conditions;
- Highlights of the major findings, issues & challenges;
- Review and discussion of the findings and recommendations; and
- A discussion of the recommended work packages / initiatives in the Plan.

The comments and feedback from the management team were subsequently incorporated into the Plan.

2.6 Present the Review Report/Plan to the Regional District’s Board of Directors – We will be presenting the Plan to the Board of Directors for information, discussion and feedback. The presentation will follow the same format as that for the management team. The final and overarching request to the Board will be for approval to proceed with the Plan.

2.7 Formally Wrap-up the Project – In this final work step, we will deliver updated copies of the Final Plan in electronic format if required.

3.0 CURRENT CONDITIONS

A synopsis of the current conditions of each of the major corporate software components is described below. The assessment is based primarily on the results of the interviews and fact finding with relevant staff.

3.1 Financials & Maintenance Management and Related Applications

3.1.1 Core Financials - General Ledger, Bank Reconciliation, Accounts Payable, Purchasing, Accounts Receivable, Cash Receipting and Payroll.

Overall, the core financial systems provide the basic functions, but inefficiencies have been identified within all modules and they lack in features. The deficiencies identified and opportunities include:

- Manual processes that could be replaced with automated system processes to improve efficiencies, including year-end accruals, electronic time sheet capture, bank reconciliation downloads and other areas of electronic transactions/customer service;
- Improved drill down features needed to alleviate manual process to retrieve information;
- Inability to customize reports - current vendor considers this request to be an enhancement that incur additional fees. Otherwise, it is put in as an 'idea' that may be considered in the future if enough other customers would find it useful;
- Inconsistency between modules; examples include date inconsistencies, inability to adjust/modify entries and inability to summarize data in reports;
- Cumbersome processes/duplication within the application programs result in extra time and effort;
- Lack of analysis, reporting and query capabilities - improvements are required to efficiently retrieve data for information such as variance reporting. Recently, a third party software module "F9" was recommended for variance reporting and analysis. At implementation it was discovered there were issues with supporting Cost Centres, a fundamental requirement for the SCRD. Additionally, even though the vendor was provided with the technical specifications of the SCRD network, the suggested product was not at the technical level required to work within the existing systems. The result is additional cost and currently the project is being abandoned with a request for refund.

Finance staff agree that the core financials need to be replaced with a more automated and up-to-date suite of accounting and financial systems. This same response was articulated by staff in other departments.

3.1.2 Fixed Assets

Capital assets are currently recorded using a series of Excel spreadsheets. Significant effort was made to utilize the AssetPlus module, however, this was abandoned as the software did not function as expected. Not surprisingly, in 2012 the vendor announced it would no longer support AssetPlus. Another replacement, the Fixed Asset module was suggested however it was not able to handle the PSAB requirements and, therefore, declined. A refund has been received from the vendor.

3.1.3 Human Resources

There is a need for a Human Resource (HR) system that maintains all employee demographic data, tracks absenteeism, training & certifications, leave banks, health & safety data, casual and part time employee time, support for applicant tracking and numerous other employee related statistics. All of this data is currently being recorded, tracked and reported manually.

The current vendor's HR system was evaluated and rejected since it was found to be inadequate for the Regional District's needs. In addition, the software license cost for the HR add-on module was \$50K which was considered to be high in light of its lack of features and functionality.

Accordingly, a need remains for an HR system that is integrated with Payroll and other software modules as required.

3.1.5 Maintenance Management

Maintenance management is a combination of two different software systems. The vendor's original maintenance management (MM) module was first implemented for Fleet to track costs relating to bus maintenance including preventative maintenance, odometer readings and fuel consumption – information that is compiled and sent to BC Transit. It was also used for tracking Water and Fleet work orders.

Support for the original MM module was discontinued in 2007 and at the vendor's suggestion, the SCRD transitioned to the new system in 2007/2008. A considerable amount of difficulty emerged with the integration of the two systems using a 3rd party application. The SCRD had stated to the vendor that a seamless integration was not only necessary but mandatory and the SCRD believed that the suggested systems were both already in production and operational.

Technical support for the products was initially contracted with the financial systems vendor, but later transferred to another company which was acquired by the parent company. This has added confusion and complexity in terms of who is supporting what components of the product. Additionally, this February, the SCRD was advised that support is yet again being

transferred by the vendor. As well, they have announced plans to develop another integration option. Whether this will improve the current situation or result in yet another round of testing, troubleshooting and ongoing problems is not clear.

The litany of problems is many pages in length and remains unresolved to date with no clear resolution in the immediate future.

The Recreation Division currently utilizes a paper-based Maintenance Management system for their facilities. This is due in part to the problems with the existing software and there are no plans to change from the current paper-based system. Recreation staff are awaiting a new and more suitable Maintenance Management system which will better suit their needs.

A system is required that meets the needs of the organization to manage the maintenance of all SCRD assets.

3.1.6 Inventory

Inventory is a hybrid split between the old module and the newer system. Both remain in use for different functions such as performing lookup, inquiries, data entry and issuance. Utilizing two systems is frustrating and inefficient. The new system inventory reports are minimal, become corrupted when exported to Excel and inventory inquiry is poor. Additional processes are required to set up inventory analysis for year end. Program stalling and data instability exist because of the integration issues and often adds to the time it takes to perform routine processes.

3.1.7 Building Permits

Building Department has been using the Building Permits (BP) module since 2003 with limited success. The staff in Building have low confidence in the BP module based on the difficulty of using it for routine purposes such as utilizing the search function, an essential feature that was assumed to be a very basic one.

There have been ongoing problems since 2008 with the accounting treatment of application fees which remains unresolved to this date. Delays on the part of the vendor to make improvements to the system or resolve existing issues have been frustrating.

Building reports to the Board need to be prepared manually as the system reports lack information that is required.

The Building staff support replacing the system with another system that meets and expands the department's needs and is better able to serve the public.

3.1.8 Pet Licensing

The Pet Licensing (PL) module provides basic record keeping functions as needed by the SCRD. It does however, lack many features and offers little flexibility. As an example, the module does not support permanent dog tag license numbers which is a frequent public request and would allow for more detailed record keeping.

Reporting out of the PL module also has limitations. As an example, staff would like to automatically send reminders to pet owners by e-mail using an interface between the PL module and the email system. The PL module cannot even generate a simple list for this purpose.

3.1.9 Property Tax

The Property Tax (PT) module is required for referencing property and assessment data. Although no transactions run through this module, it is used to assign parcel tax codes to properties. Assistance from IT is often required to use the data in the PT module since the query and reporting capabilities are lacking. Better controls between the PT system and BCAA are required to ensure uploads from BCAA are complete. A ticket has been submitted to the vendor however they have considered this an enhancement and it remains an outstanding issue.

3.1.10 Utility Billing

Infrastructure uses the Utility Billing module for the annual billing of properties serviced with water, sewer or garbage collection supplied by the SCRD. There were no specific concerns expressed surrounding the use of this module.

3.2 Other Concerns

3.2.1 Customer Service and Technical Support

The vendor's customer service has been described by SCRD staff as unsatisfactory. Initially, the vendor provided adequate customer service and technical support. However, over the past few years the level of service has declined. As problems are reported, a 'case number' is opened to track the issue. Once the problem is resolved the case is closed. However, when problems (cases) do not get resolved in a timely manner, the vendor has often closed the case without resolution or notification to the SCRD. As a result, the SCRD has been internally logging vendor case numbers and tracking them in order to prevent losing the case. This process, requiring SCRD staff time and effort, to have the vendor reopen the case and maintain it until the issue is resolved, is time consuming, however, necessary. For the past two years, the SCRD

has withheld payment of the annual maintenance fees in order to force the vendor to respond to requests for technical support.

From the outset, SCRD staff have diligently reported software errors and deficiencies to the vendor's technical support staff and have persistently sought their assistance to resolve problems.

Reported software errors and deficiencies often linger for extended periods of time with no resolution or proactive feedback, explanation or communication. This necessitates repeated follow up by SCRD staff.

In cases where the vendor has responded to software errors and deficiencies with recommendations, the SCRD has responded positively. As an example, when the Maintenance Management (MM) module was dropped in 2007, the proposed solution presented to the SCRD to acquire and implement another system was accepted. The SCRD proceeded with implementation, only to encounter concerns and deficiencies in this new solution.

Despite consistent efforts on the part of the SCRD, many problems remain unresolved today.

Given that the last several attempts of acquisition of additional software based on the vendor's recommendation have not been successful, staff are hesitant to proceed further with this vendor. It should also be noted that prepayment of services is often required resulting in the only option being to withhold payment of maintenance if the work is not successful.

3.2.2 Integration with the SCRD GIS System

Due to lack of standard integration, the SCRD's GIS applications are not connected to the existing financial and maintenance management software. During implementation of the new maintenance module, an unsuccessful effort was made at joining the data.

Property based modules such as Bylaw, Permits and Building Inspections, Pet Licensing, Asset Management are examples where integration with GIS could produce meaningful information in a map format resulting in better decision making and improved staff efficiency.

As an example, looking for parcel-related information such as outstanding bylaw infractions, current and historical building permits, pet licenses, election data, zoning information, and water/sewer line locations could all be provided visually using GIS web based applications.

Presently, the SCRD GIS system maintains a separate land/property database that is not integrated with any corporate systems.

3.2.3 Programs Lack Proper Integrity Testing

SCRD cannot enter certain words into the “labor notes” in the MM work order system that are also SQL commands. These include the words “Set, Where, From, Update, and Delete” all of which are SQL commands. This is referred to as SQL injection errors – essentially, basic integrity checks that a program that accesses a SQL data base would perform. SQL injection errors are a leading cause of information security failures.

3.2.4 Staff Turnover

The vendor has a high rate of staff turnover which further contributes to poor customer service and technical support. New support staff have a limited understanding of the various modules and how they work. This adds to the time necessary to explain a problem. It also necessitates sending the vendor screen shots and a ‘step-by-step’ explanation to assist in understanding the problem.

3.2.5 Transitioning to HST

The vendor was advised well in advance of the HST transition date that changes would be required to the Reports to accommodate HST. The changes were not made in a timely manner and resulted in delays in billing BC Transit¹.

There is still an outstanding problem with HST transitioning which will likely never get resolved given the transition back to PST this year. The problem will continue to be managed with a workaround.

In summary, we received 47 pages of detailed documentation from SCR D staff describing:

- i.) the number of problems and challenges with the current software;***
- ii.) the lack of technical support from the vendor;***
- iii.) a reluctance to respond to requests for help in resolving the outstanding issues;***
and
- iv.) unjustified charges for resolutions that should be corrected under the annual maintenance and support agreement.***

3.3 Other Existing Computer Applications

3.3.1 IntelliVIEW

IntelliVIEW is a third party report generator (from Synaptris Inc) that is used for report generation in place of the financial systems report generator. While necessary for financial reporting and good performance, it represents an additional cost to the SCR D albeit minor.

The vendor indicated SCR D would be billed for the changes but recanted when SCR D refused to agree.

3.3.2 PacWeigh Scale Software

PacWeigh software functions as required for the purpose intended – to collect and report payments received at the landfill weigh scales - and is well supported by Pacific Industrial Scale. Financial transactions from PacWeigh are entered into the current financial system by journal entry. The export of data from PacWeigh could be improved.

3.3.3 Recreation Software

Recreation facilities currently utilize the ActiveNet suite of Canadian cloud-based applications for program enrollment, facility booking and Point-of-Sale. The software works reasonably well and is customer focused both online and in person or over the phone.

Online components include registration and membership sales as well as marketing thru emails (collection is undertaken in accordance with legislation and a waiver of consent is signed by clients). Payments can be made by either cheque, cash, credit, debit or electronic funds transfer and receipts are emailed not printed in keeping with corporate sustainability. Support for the product is available 16/7 and updates are done on a quarterly basis with advance notification.

The software costs work on a percentage of gross with no annual license or maintenance fees. The current rate is approximately 3% of gross.

While the product strives to facilitate customer service, it lacks in accounting controls and financial reporting. Currently there is no viable alternative and, therefore, the SCRD will continue to work with the vendor to improve these deficiencies.

3.4 New Computer System Applications

3.4.1 Land/Property Management System

At present, the Property Tax (PT) module serves as the land/property system. It lacks too many features to be useable as a fully functional Land/Property management system.

It is recommended that the SCRD consider a fully featured Land/Property Management system which will provide better service to both staff and public. This would include automation and potentially allow for access not only in the office but in the field and on the Web. Integration with both GIS and a new financial system would also expand the options. Other advantages include automated workflow, optimized data capture, support for varied fee structures as well as centralized access, search, sorting and intuitive navigation along with mapping integration, better reporting and flexibility.

Such a system can track and manage land use, zoning and community development. Development permits, building and engineering/public works permits, code enforcement violations and development applications, both current and historical, for land, parcels or subdivisions as well as parcel splits and subdivisions, address and ownership changes can all be managed centrally.

Improved customer services with real-time reporting, automated assignment and scheduling of inspections, tracking permit details, streamlined business processes with tailored workflows allow for more timely completion. Project record histories can be created to retain a permanent record of all related documents.

3.4.2 Electronic Document Management System

At present, there is no Electronic Document Management system (EDMS) in place however, Administration and Legislative Services have been systematically working towards the introduction of an Electronic Document Management System since 1997.

In order to manage paper records, the SCRD originally utilized a software product called “DMS”. This product became obsolete and the SCRD reverted to Excel Spreadsheets which was a manual and time consuming process. In November of 2008, SCRD purchased SmeadSoft to manage paper records in Central Files and the Inactive Records Centre. This software creates labels with bar coding for storage boxes, manages retention schedules, assists with searches for documents and supports destruction schedules. In 2010, SmeadSoft was purchased by TAB Corporation. Although paper records continue to be managed using the re-branded “TABfusionRMS”, the product has some limitations and lacks some of the functionality required for an organization of this size. While it was originally believed that the product would extend modestly to ‘electronic documents’ this did not transpire. The plan is to acquire a new product that can manage both electronic and paper records in order to replace TABfusionRMS.

An EDMS provides a single interface for access to electronic records. It is difficult to quantify savings from an EDMS; however there are a range of other factors to consider, such as:

- making searching for information fast, easy and complete, regardless of medium;
- facilitating document sharing among colleagues;
- protecting documents that require confidentiality;
- decreasing costs of storing and managing electronic documents;
- decreasing the likelihood of legal exposure/mitigating risk;
- producing audit trails;
- complying with recordkeeping standards; and
- improving customer service.

Over the past several years, an initiative was undertaken to restructure the shared drive (for electronic documents) to the LGMA system for document classification.

Duplicate and obsolete documents were purged and the project was completed in 2012. This system for classification restricts the creation of folders and subfolders to a maximum of 4 levels and provides a good foundation for the implementation of an EDMS.

3.4.3 Cemetery System

The current Cemetery system is a custom application developed internally with Microsoft Access and has manual processes. The Parks Division is in the process of obtaining funding approval through the 2013 budget process and hope to select a new commercial-off-the-shelf application. If approved, implementation would begin in 2013.

3.4.4 Staff Scheduling System

There is no system or application in place at SCRD for staff scheduling. A Staff Scheduling application would benefit nearly all departments by saving staff time currently spent on a manual process that is primarily paper-based and thus prone to error.

3.4.5 Risk Management Registry

Purchasing are responsible for tracking insurance claims and legal cases against the Regional District. A Registry for tracking claims, potential claims, litigations and the associated financial liabilities is needed to reduce the time and cost for tracking and reporting manually.

3.4.6 Project Management System

A project management system is desired by numerous departments to help plan, track and manage a wide range of projects across the entire organization.

4.0 BENEFITS OF THE PLAN

Replacing the current suite of accounting and financial reporting, work/fixed asset management, land/ property management with a more functional, compatible and state-of-the-art suite of applications will bring numerous benefits to the SCRD and to the entire Sunshine Coast community it serves.

The reduction in paper through the elimination of manual paper-based processes, e-mail, web and EFT supports the Zero Waste Management Plan (ZWMP). The move to e-commerce and e-mail allows for a more efficient and cleaner service delivery model, once again, reducing paper, postage for customer mail, gasoline consumption and greenhouse emissions for customers by eliminating the need to drive to the Administration Office to conduct routine business.

Plainly, these benefits support the SCRD's strategy for both 'financial and environmental sustainability'.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Given the number of challenges with the current software, there is a compelling case for abandoning the entire suite of applications for standardized and more inclusive software.

Moreover, the unwillingness of the vendor to address the various deficiencies in a timely fashion strengthens this position. Accordingly, this leaves the SCRD with little prospect for any immediate resolution to the litany of issues currently faced. Based on past experience, investing more time and money in the current application suite, will not produce any meaningful, positive results. This sentiment is shared by the majority of SCRD staff and there is lost confidence that the current situation will improve in the near future.

It is therefore recommended the SCRD proceed with a Plan to replace the current corporate software suite of applications with more functionally compatible software. The estimated costs of replacement and new software are as follows:

Software	Estimated Cost
Financial Management & Reporting System	\$550,000
Maintenance/Asset Management System	\$ 150,000
Property/Land Management System	\$ 100,000
Electronic Document Management System	\$ 150,000
Cemetery Management System	\$ 10,000
Staff Scheduling System	\$ 15,000
Risk Management Registry	\$ 10,000
Project Management System	\$ 15,000
TOTAL	\$1M

In summary, the total estimated cost would be \$1M over a 3 to 5 year implementation period.

*This does not include estimates of staff resources as that would be dependent on the project and desired time frame to implement. Based on industry standards, ongoing maintenance fees are usually 20%.

APPENDIX 1.WORK PACKAGES AND RECOMMENDED RESOLUTION

This section captures the issues and challenges identified together with their recommended resolution which, in turn, map into a series of initiatives/projects. These are represented by work packages to be executed over the subsequent time period to form the basis for a Plan that will guide the Regional District over the next several years in planning, implementing and managing current and future software systems.

The issues come from two different sources, namely:

- i.) information collection and interviews with SCRD staff; and
- ii.) miscellaneous issues emerging from subsequent analysis and discussions.

1. **ISSUE/WORK PACKAGE:**

The current accounting and financial reporting system no longer meets the needs of the SCRD and needs to be replaced with a more functionally compatible suite of accounting and financial reporting applications. Vendor support has been unsatisfactory.

RESOLUTION: Prepare and issue an RFP for a replacement suite of Accounting and Financial Reporting applications. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$550K

2. **ISSUE/WORK PACKAGE:**

The current Maintenance Management/ Asset Management system is not meeting the expectations promised by the vendor. Too many challenges have arisen with deficiencies in the application and the lack of integration with the current accounting and financial reporting system.

RESOLUTION: Prepare and issue an RFP for a replacement suite for Maintenance Management/Asset Management application. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$150K.

3. **ISSUE/WORK PACKAGE:**

The current Land/Property (Tax) system does not meet the needs of the SCRD. There are problems with the upload of Property Assessment data from BCAA and a lack of integration with the SCRD's GIS system.

RESOLUTION: Prepare and issue an RFP for a replacement solution suite for Land/Property applications including a Property Master that can be referenced by all property-based applications. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$100K.

4. ISSUE/WORK PACKAGE:

The SCRD requires an Electronic Document Management System to digitize and manage all internal paper documents, external correspondence, microfiche, e-mail and all other vital records across the Regional District.

RESOLUTION: Prepare and issue an RFP for an EDMS. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$150K

5. ISSUE/WORK PACKAGE:

Cemetery Management is currently performed manually using an out dated Access database.

RESOLUTION: The Parks Division is in the process of obtaining funding approval through the 2013 budget process and hope to select a new commercial-off-the-shelf application. If approved, implementation would begin in 2013.

Capital Cost (approximate): \$10K.

6. ISSUE/WORK PACKAGE:

A system for staff scheduling is desired by most departments to reduce the time currently being spent performing this function manually. An automated system would save staff time throughout the year, on planning staff schedules, notifying staff of schedule changes, distributing staff schedules manually and handling last minute cancellations.

RESOLUTION: Prepare and issue an RFP for a Staff Scheduling system. Application. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$15K

7. ISSUE/WORK PACKAGE:

Tracking insurance claims and legal cases against the Regional District is currently performed manually. A Registry for tracking claims, potential claims, litigations and the associated financial liabilities is needed to reduce the time and cost for tracking and reporting these liabilities manually.

RESOLUTION: Prepare and issue an RFP for a Risk Tracking (Management) system. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$10K

8. ISSUE/WORK PACKAGE:

A number of departments could benefit from a Project Management application that can share and balance resources across multiple internal projects.

RESOLUTION: Prepare and issue an RFP for a Project Management system. Evaluate submissions and select the optimum solution.

Capital Cost (approximate): \$15K

SCRD STAFF REPORT

DATE: March 13th, 2013
TO: Corporate & Administrative Services – Thursday, March 28th, 2013
FROM: Sharon Heppner, Manager IT/GIS & Tina Perreault, Treasurer
RE: Corporate Software Review

RECOMMENDATION(S)

THAT the Board approve the proposal to proceed with replacement of the existing suite of corporate software beginning in 2013 as budget and resources allow.

BACKGROUND

During the 2012 budget process, the Board passed the following resolution:

079/12 **Recommendation No. 22** *Information Technology*

THAT the Manager of Information Technology's report regarding Information Technology 2012 R2 budget Decision Package be received;

AND THAT Package 1 in the amount of \$25,000, funded from 2011 surplus, for the Consultant's fees to review the corporate software systems be approved and incorporated into the Round 3 budget;

AND FURTHER THAT the remaining 2011 surplus be transferred to reserves.

DISCUSSION

Facts

The SCRD has evolved into a larger and more complex organization. As of 2012, the SCRD provided 41 distinct types of services through 95 active functions to the residents of the Sunshine Coast.

Additionally, technology has changed considerably over the last decade and the expectation by both public and staff has increased tremendously. The public has a greater expectation for access to online services and staff require more efficient systems to handle the day to day workflow.

Several gaps have been identified in our existing software and the need exists for additional systems. It is more effective long term, to review our current and future needs and acquire a more functional and integrated suite of software than continue on with our current systems.

Accordingly, a review of corporate software systems was undertaken by Metafore Technologies to assist with guiding the SCRD's software needs into the future. While the Metafore report will

provide the background of our systems as they are today, this report will provide information with respect to financing.

Fiscal Implications

The software identified in the report will undoubtedly improve staff's ability to respond to current and future service needs. The costs outlined in the table below are reasonable estimates given the changes that are needed in our systems.

Software maintenance is typically set at 20% of capital cost on a per annum basis and while our yearly maintenance fees would increase, this would reflect the additional software programs acquired. The exact amount would be determined at the time of a contract being awarded.

A reasonable time frame to fully implement assuming we began the process in 2013 would be three to five years.

Funding for a new system can be achieved by using a combination of reserves and leasing where and as appropriate.

Software/System	Departmental Users	Cost	Available Funding from Reserves/Other	Portion to be Leased over 5yrs	Est. Lease Cost per Year*
<i>Core Financials</i>	<i>All</i>	<i>\$550,000</i>	<i>300,000</i>	<i>\$250,000</i>	<i>\$60,000</i>
<i>Maintenance Management/Fixed Asset</i>		<i>\$150,000</i>	<i>\$150,000</i>		
<i>Property/Land Management</i>	<i>Planning, Building, & Bylaw</i>	<i>\$100,000</i>	<i>\$50,000</i>	<i>\$50,000</i>	<i>\$11,500</i>
<i>Electronic Document Management</i>		<i>\$150,000</i>	<i>\$150,000</i>		
<i>Cemetery System</i>		<i>\$10,000</i>	<i>\$10,000</i>		
<i>Staff Scheduling</i>		<i>\$15,000</i>	<i>\$15,000</i>		
<i>Risk Management Registry</i>		<i>\$10,000</i>	<i>\$10,000</i>		
<i>Project Management</i>		<i>15,000</i>	<i>\$15,000</i>		
Total		\$1,000,000	\$700,000	\$300,000	\$71,500

**Lease calculated at 3% per annum principle & interest; subject to vendor financing (if available) for software*

It is possible that surplus from future years may become available to provide additional funding as we progress with implementation over several years. Some additional resources may be required to assist with implementation based on the project. Required IT infrastructure upgrades would be rolled in with the regular upgrade cycle. For 2014, we would be looking at replacing some key equipment regardless so the timing coincides. As each component is addressed, purchasing policy would be followed for the RFP process and reports would be brought back to the Board for the required approvals. Project priority would also need to be determined and would be guided by a logical progression. For example, the cemetery system has already received funding thru the 2013 budget process and is a first step.

Interdepartmental Implications

Some components of the software will have a corporate impact and other parts will be specific to only a certain department. Ideally, a fully integrated electronic system would be the best choice however there is no vendor that can meet all our needs. The process would allow us to ensure that we choose a vendor who satisfies the majority of our requirements and then give consideration to industry standards with respect to other vendors.

Sustainability

The current financial/work management system has been limping along since 2007 and it is not anticipated that there will be better options with the current product in the foreseeable future. If we are to proceed with more emphasis on online capabilities rather than paper based systems, then, as the Metafore Report suggests, it is more sustainable financially to proceed with a replacement product. This is especially so if we are to add additional software.

SUMMARY

The SCRD has been using a scope of corporate software for specific utility. Up until recently, there has been little consideration given to a holistic approach in which software is acquired in an integrated fashion. While there is no software for local government that is entirely integrated, there are methods that can be followed that ensure a more cohesive approach. A more detailed analysis is provided in the Metafore report.