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Township Of King KING

Process Analysis & Design Phase
Develop a High-level Roadmap to Improve
Municipal Service Delivery and Efficiency

Recommendations Report
February 2021

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Project Context

Township Of King

Township Of King Context

As part of an Ontario government program "**New Municipal Modernization Funding Program"** Township of King initiated a review of their key business processes and technologies.

Following the *Business Discovery Phase* completed in July 2020, Township of King as selected the following processes to scope of the *Process Analysis and Design Phase*:

- Procure to Pay (P2P)

- Manage Revenues and Cost Recovery

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Township Of King Context

Township Of King is currently using Microsoft Dynamics GP 2016.

- Microsoft Dynamics GP 2016 R2 Mainstream Support will end on July 13, 2021
  - Payroll and year-end updates will no longer be available from Microsoft
  - Requests to change product design and features will no longer be accepted by Microsoft

- Microsoft Dynamics GP 2016 will then move into Extended Support until July 14, 2026
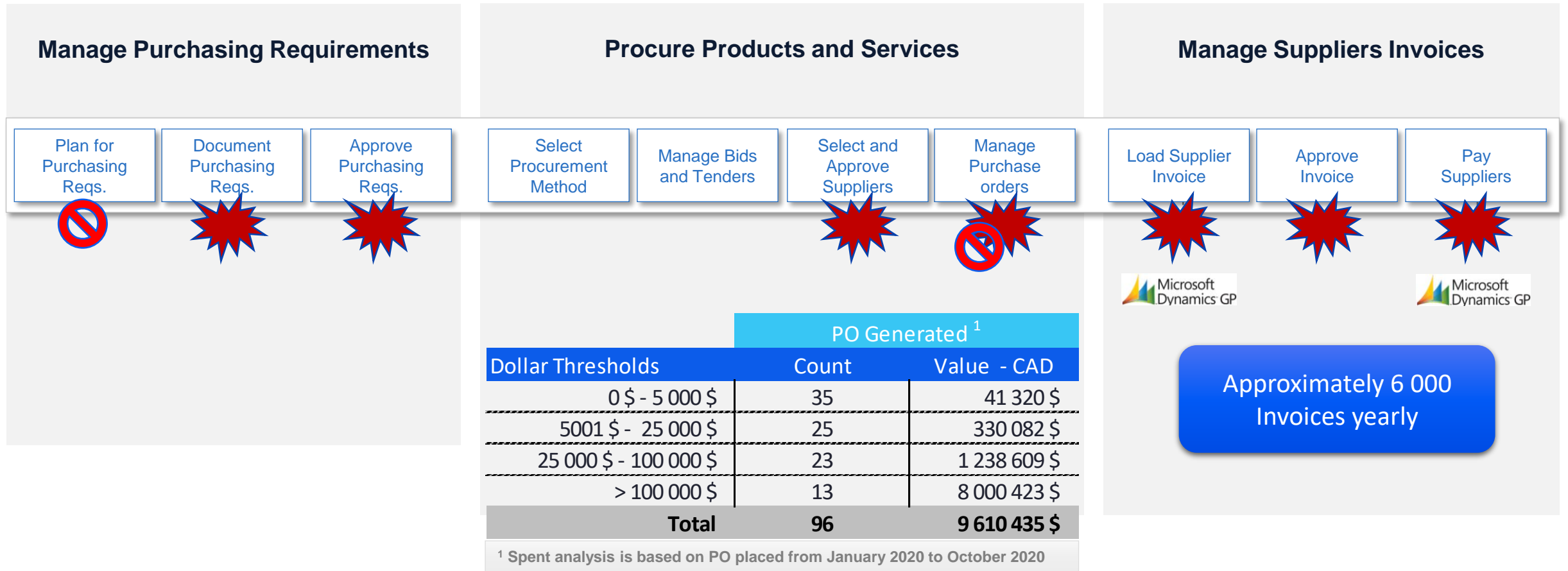 - Security updates will remain available from Microsoft

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Current Processes Analysis

Township Of King

Procure to Pay
Current process analysis

Manage Purchasing Requirements	Procure Products and Services	Manage Suppliers Invoices

Manage Purchasing Requirements

- Plan for Purchasing Reqs.
- Document Purchasing Reqs.
- Approve Purchasing Reqs.

Procure Products and Services

- Select Procurement Method
- Manage Bids and Tenders
- Select and Approve Suppliers
- Manage Purchase orders

Manage Suppliers Invoices

- Load Supplier Invoice
- Approve Invoice
- Pay Suppliers

Microsoft Dynamics GP

Microsoft Dynamics GP

Approximately 6 000 Invoices yearly

| Dollar Thresholds | PO Generated [1] | |
	Count	Value - CAD
0 $ - 5 000 $	35	41 320 $
5001 $ - 25 000 $	25	330 082 $
25 000 $ - 100 000 $	23	1 238 609 $
> 100 000 $	13	8 000 423 $
Total	**96**	**9 610 435 $**

[1] **Spent analysis is based on PO placed from January 2020 to October 2020**

Process inefficiencies   **Sub process missing**

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Procure to Pay
Current process analysis

	SITUATION	IMPACT	OPPORTUNITIES

Manage Purch. Requirements	• Purchasing requisitions are decentralized to requesters departments
	• Phone or e-mails communication and transmission to Procurement services
	• No or little visibility for Procurement Services on expected requirements from departments
		• Non-valued added time to convert purchasing requirements into purchase orders
		   o Time spent to manually copy information from received e-mails
		   o Back and forth with requesters to complete the missing information
		• Very difficulty for Procurement to work proactively
		   o Volume contract negotiation
		   o Purchase order consolidation
			• Standardize and automate purchasing requisitions management process
			• Introduce formal requirements planning activities to allow purchasing consolidation

Purchase Products and Services	• P.O. & Contracts are generated manually from Excel / Word. • Contracts could already be awarded once the requisition is communicated to Procurement • New vendors are created in the ERP after the contracts is awarded (for payment purposes) • Vendor performance is not currently evaluated • No visibility on P. Cards purchasing	• Risk of awarding business to underperforming or inappropriate vendors • Committed spend from purchasing is not visible to Finance within ERP • Purchasing data analysis is cumbersome and time consuming • Lost opportunity to drive supplier performance improvements.	• Configure and use ERP to generate Purchase orders • Review process flow to approve and create vendors prior purchase orders generation • Introduce supplier evaluation process
Manage Suppliers Invoices	• The invoice entry process in ERP is manual • Majority of suppliers are paid by check • Double entry required for EFT • Invoices are received in Finance and sent back to requesters for approbation (signature)	• The manual invoices entry represents high risk of errors and is labour intensive • The invoices signature requirement (approbation) is adding delay to the process • The 3-way match is incomplete. The PO validation is missing • Checks payments are not cost effective and are adding delays	• Automate the 3-way match with PO generated in the ERP • Implement an OCR solution to automate invoice data entry • Integrate the ERP and the EFT platform

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By-law Cost Recovery

Current process analysis

Resident experience				By-law Operations						Finance / Revenue	
Deviation to a by-law regulation	Notification letter	Fix or not the deviation	Respect timeline to comply	Follow-up inspection	Deviation not fixed	Send contractor to fix deviation	Information letter sent to owner	Contractor invoice sent to finance	Pay contractor	Process payment from owner	If not paid, apply on tax account

Recorded in LandManager

MS-Word

Planned in LandManager

MS-Word

Microsoft Dynamics GP

Microsoft Dynamics GP

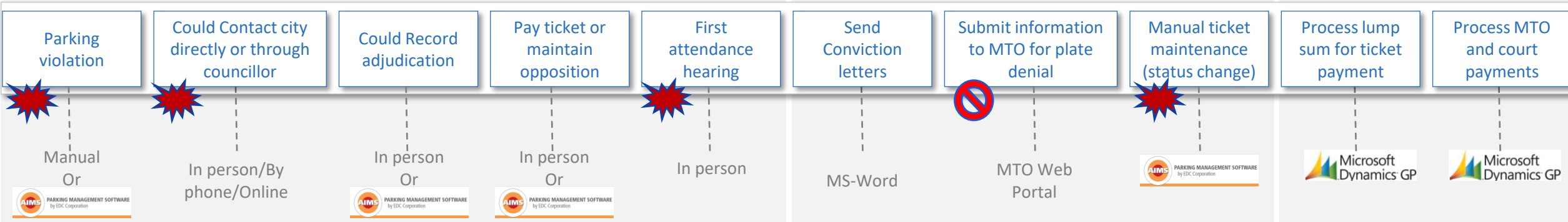| Situation	Impact	Opportunities
• Manual follow-up of deficiencies • Multi-system updates • Limited visibility on spending and revenue • Mainly manual process • Manual/email communication between By-law and Finance (AR) • Decentralize process flow (by-law, finance)	• Multiple entries in multiple systems • Need access to multiple system to get all information • Inadequate financial reporting (incorrect financial picture) • Time consuming • No formal hand-off process	• Automate flow • Centralize information in one system • Better follow-up, use sales order and PO tracking • Use CRM to document recovery case

Process inefficiencies   **Sub process missing**

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By-law Parking Revenues

Current process analysis

Resident experience					By-law Operations			Finance / Revenue	
Parking violation	Could Contact city directly or through councillor	Could Record adjudication	Pay ticket or maintain opposition	First attendance hearing	Send Conviction letters	Submit information to MTO for plate denial	Manual ticket maintenance (status change)	Process lump sum for ticket payment	Process MTO and court payments
Manual Or AIMS PARKING MANAGEMENT SOFTWARE by EDC Corporation	In person/By phone/Online	In person Or AIMS PARKING MANAGEMENT SOFTWARE by EDC Corporation	In person Or AIMS PARKING MANAGEMENT SOFTWARE by EDC Corporation	In person	MS-Word	MTO Web Portal	AIMS PARKING MANAGEMENT SOFTWARE by EDC Corporation	Microsoft Dynamics GP	Microsoft Dynamics GP

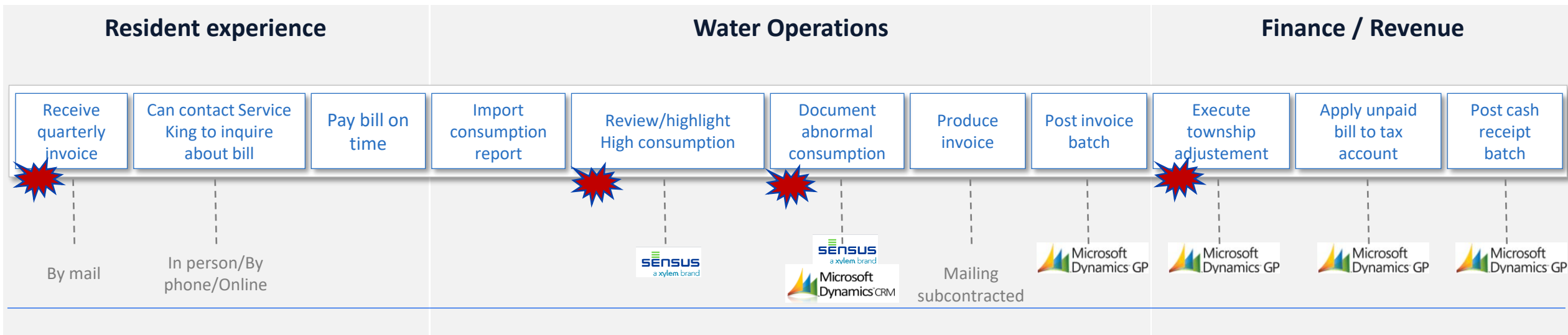| Situation	Impact	Opportunities
• Not all officers can write electronic tickets • Multiple payment entry point • No escalation process in place for unpaid ticket • Limited staff resources to follow up on ticket • Limited usage/knowledge of AIM Parking capabilities • Finance has no visibility on outstanding unpaid ticket • In-person Adjudication process is time consuming • Reduced regular cash-flow due to MTO quarterly payment • Ticket complaint through city councillor • Request for trial must be done in person	• Double entry (manual plus in system) • Tracking of revenue not done • Longer revenue recovery through MTO • Underutilized system capacity (reports) • Inadequate financial reporting (incorrect financial picture) • Increase of differed revenue • Time consuming for ServiceKING employees • ServiceKING employee's time not optimized	• Provide electronic devices to all parking agents • Review and limit parking payment entry points • Do first/second attempt to recover payment of ticket • Use system capability to put in place/follow up Parking metrics/KPI/forecasting • Limit adjudication to online process • Regulate cash flow input from ticket payments • City councilor to request adjudication number when receiving complaint from a resident. • Allow trial request directly in AIM portal (upload signed ticket in AIM) or by mail back ticket. • Automate first offense adjudication resolution

Process inefficiencies   **Sub process missing**

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Water Revenues

Current process analysis

Resident experience			Water Operations					Finance / Revenue		
Receive quarterly invoice	Can contact Service King to inquire about bill	Pay bill on time	Import consumption report	Review/highlight High consumption	Document abnormal consumption	Produce invoice	Post invoice batch	Execute township adjustement	Apply unpaid bill to tax account	Post cash receipt batch
By mail	In person/By phone/Online			sensus a xylem brand	sensus a xylem brand / Microsoft Dynamics CRM	Mailing subcontracted	Microsoft Dynamics GP	Microsoft Dynamics GP	Microsoft Dynamics GP	Microsoft Dynamics GP

Situation
- Quarterly process
- A lot of archiving (multiple reports saved in multiple format)
- A lot of manual verification routine
- Document every account that has abnormal consumption
- Service King personnel not trained on Sensus
- Resident call to inquire about water bill
- Multiple reports need to be extracted/downloaded to do the water billing. Verification of rates/due date done in GP.

Impact
- Manual verification of 400 accounts is time consuming and inefficient
- Documentation of abnormal consumption in CRM in case citizen calls to inquire
- Service King personnel answer based on what's in CRM
- Depending on size of report (seasonal) not always revised, could lead to missing some leaks
- Risk of error, lot of verification/validation done before posting in GP

Opportunities
- Verification and parameters of billing cycle could be done directly in Sensus before exporting data to GP (as one file)
- Rationalize / eliminate need to archive (Information available in Sensus for consultation and extraction if required
- Automate the revision to identify what need to be verified
- Document only when needed / give access and train Service King personnel on Sensus so they can answer basic question.
- Open CRM case to document properly
- Offer the acces to Sensus customer portal
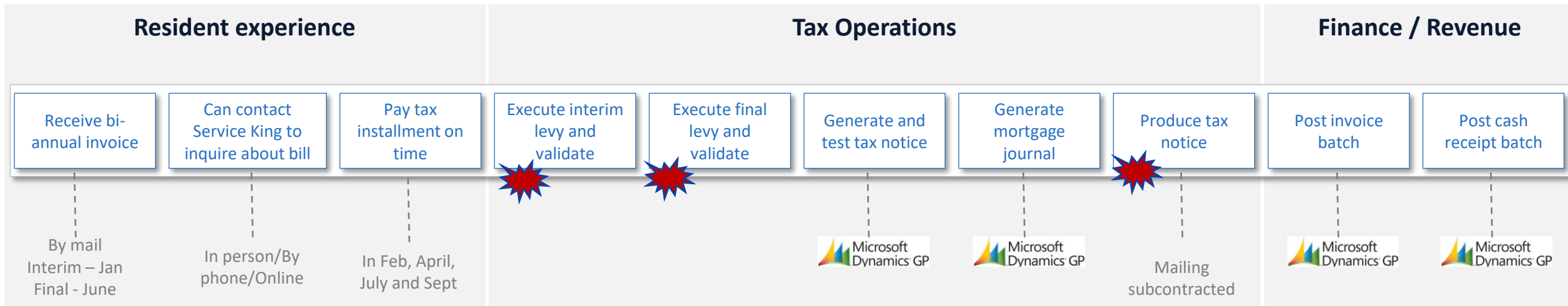- Suscribe to leak management report on Sensus

Process inefficiencies   **Sub process missing**

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Tax Revenues
Current process analysis

Resident experience	Tax Operations	Finance / Revenue

Receive bi-annual invoice	Can contact Service King to inquire about bill	Pay tax installment on time	Execute interim levy and validate	Execute final levy and validate	Generate and test tax notice	Generate mortgage journal	Produce tax notice	Post invoice batch	Post cash receipt batch

- By mail Interim – Jan Final - June
- In person/By phone/Online
- In Feb, April, July and Sept
- Microsoft Dynamics GP (Generate and test tax notice)
- Microsoft Dynamics GP (Generate mortgage journal)
- Mailing subcontracted (Produce tax notice)
- Microsoft Dynamics GP (Post invoice batch)
- Microsoft Dynamics GP (Post cash receipt batch)

Situation

- 2 taxation invoice cycle (interim and final)
- Current process workbook includes redundant testing and validation of raw data and imported data .
- More than 10000 invoices to print, fold, insert, stamp and mail twice a year
- Since the arrival of Dan Elliot, a process review has been started to streamline from Alice workbook

Impact

- Each tax cycle process can take up to 15 days
- Multiple and redundant testing and validation steps are time consuming
- 2 taxation cycle results in double work
- About 3 days of work for mailing

Opportunities

- Calculate interim Levy while producing June tax invoice.
- Propose 4 installments
  - 2 based on current year tax rate july and sept current year
  - 2 based on 50 % of current year feb and april following year
- Automate required testing and trust the system
- Outsource mailing (or invest in proper equipment)
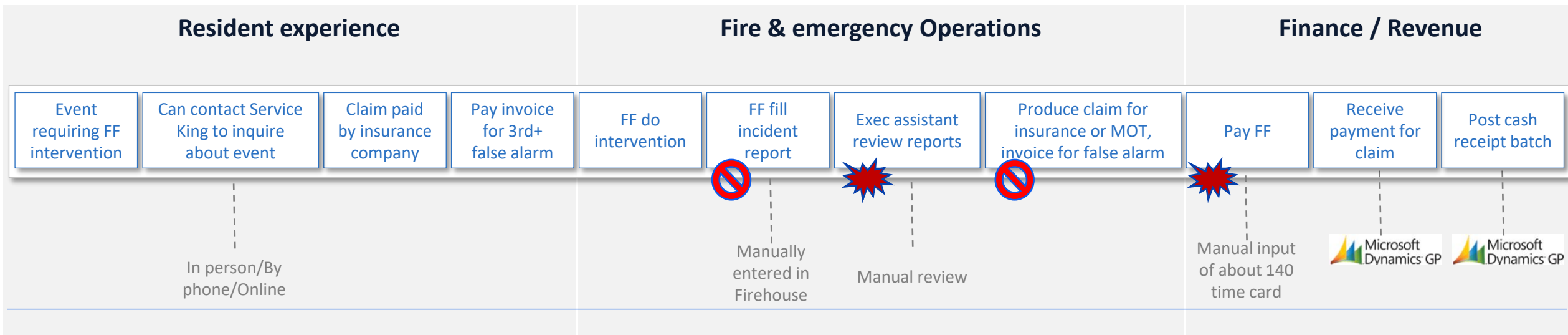- Produce electronic tax invoice and enroll citizen in electronic invoicing

Process inefficiencies   **Sub process missing**

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Fire & Emergency Cost Recovery

Current process analysis

Resident experience				Fire & emergency Operations				Finance / Revenue		
Event requiring FF intervention	Can contact Service King to inquire about event	Claim paid by insurance company	Pay invoice for 3rd+ false alarm	FF do intervention	FF fill incident report	Exec assistant review reports	Produce claim for insurance or MOT, invoice for false alarm	Pay FF	Receive payment for claim	Post cash receipt batch

In person/By phone/Online

Manually entered in Firehouse

Manual review

Manual input of about 140 time card

Microsoft Dynamics GP

Microsoft Dynamics GP

Situation
• Firefights er produce manual reports for incident
• Reports manually reviewed and sorted by executive assistant to Fire chief
• Manual input (140 FF) of payroll information into GP by payroll clerk
• Firehouse is not up to date
• Invoicing 2 other municipalities quarterly
• Manual process to recover and track outstanding amounts in Excel
• Some F&E services are invoiceable directly to business and resident

Impact
• Delays in production and inaccuracy in incident report
• Manual entry of incidents in Firehouse (clerical, no added value, risk of error)
• Not leveraging all available functionalities
• Replacement cost, new system to learn and deploy
• Inadequate financial reporting (incorrect financial picture)
• Delay in possible cost recovery, inaccurate report could be difficult to correct (or confirm)
• Inadequate financial reporting (incorrect financial picture)
• Manual process, not integrated with GP

Opportunities
• Deploy electronic incident report form to Improve accuracy of report to minimize cost recovery delay
• Follow through each incident report quicker. Automate part of validation (only revise non-compliant report)
• Automate transfer of payroll info from Firehouse to GP payroll, minimize data entry error
• Benchmark functionality of current FH vs potential replacement software (ICO tech)
• Provide Monthly reports of invoiceable incidents to finance (record accrual monthly)
• Use Sales orders to reflect outstanding claims (cost to recover)
• Create sales order to record demand and properly invoice through GP when services is rendered, or product is delivered

Process inefficiencies   **Sub process missing**

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Fire & Emergency Permit Revenues

Current process analysis

Resident experience				Fire & emergency Operations			Finance / Revenue	
Resident requires Fire permit	Can contact Service King to inquire about permit	Pay permit fees	Resident requires Fire authorisation	Produce fire permit	Produce authorisation number on request	Fire chief decide of fire ban if needed	Do Cash receipt	Post cash receipt batch
In person/By phone/Online	In person/By phone/Online	In person/By phone/Online		Permit nb recorded in Excel	Authorisation nb recorded in Excel		Microsoft Dynamics GP	Microsoft Dynamics GP

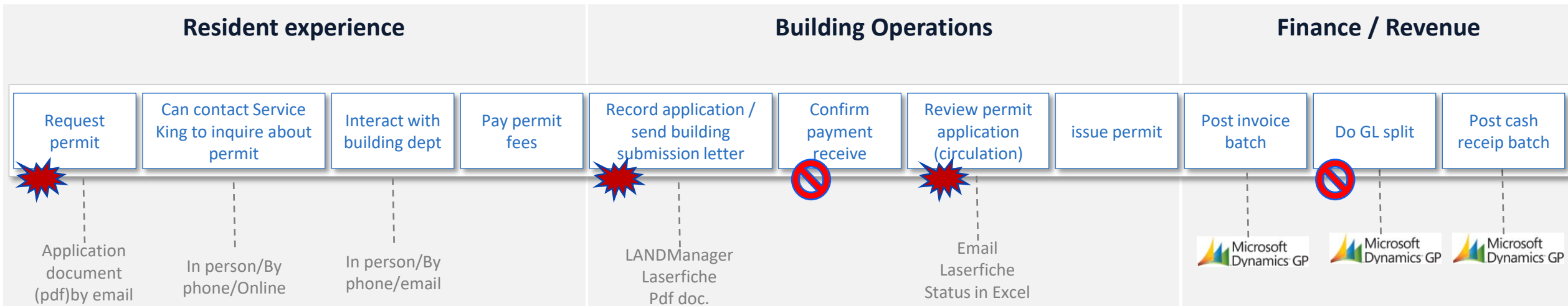| Situation	Impact	Opportunities
• In person time consuming process • Authorization to burn provided over the phone • Reenforcing fire ban situation	• Manual / simple / in-person • Time consuming, fire burn right is almost never refused • Multiple phone calls to answer, not an added value since just communicating if a fire ban is in effect numerous time	• Promote a full online request process • Automate burn confirmation authorisation (online form) • Publish fire ban situation on web site and by email

✸ **Process inefficiencies**   🚫 **Sub process missing**

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Building Permit Revenues

Current process analysis

Resident experience				Building Operations				Finance / Revenue		
Request permit	Can contact Service King to inquire about permit	Interact with building dept	Pay permit fees	Record application / send building submission letter	Confirm payment receive	Review permit application (circulation)	issue permit	Post invoice batch	Do GL split	Post cash receip batch
Application document (pdf)by email	In person/By phone/Online	In person/By phone/email		LANDManager Laserfiche Pdf doc.		Email Laserfiche Status in Excel		Microsoft Dynamics GP	Microsoft Dynamics GP	Microsoft Dynamics GP

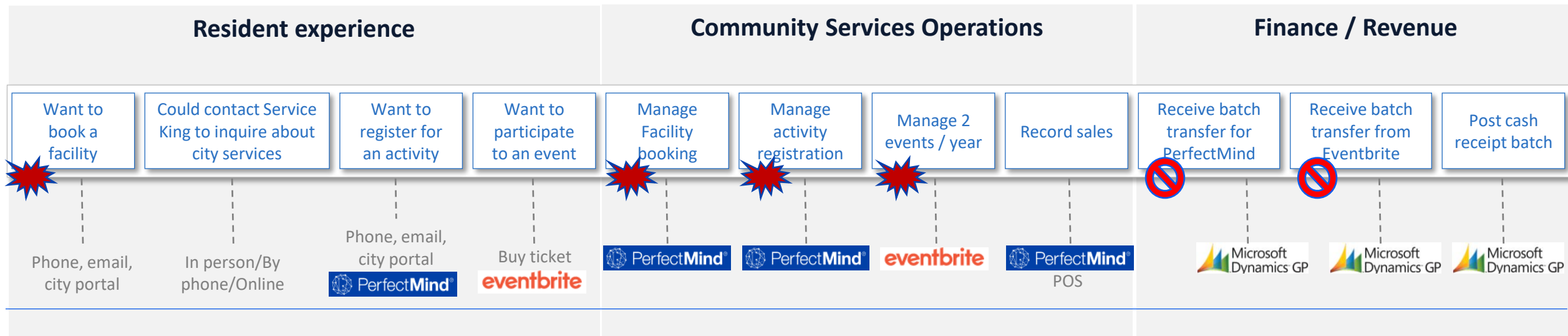| Situation	Impact	Opportunities
• Permit request not fully done online • Permit status followed up in an excel worksheet • Circulation of application by email with link to document on LaserFish • LANDmanager used for planning • LANDManager is outdated	• Use of a fillable pdf sent by email • No visibility for permit applicant (must call to do follow-up) • Performance issues, limited functionality, support not readily available	• Use an online forms • Define proper workflow • Deploy e-permitting platform to centralize communication with applicant • Benchmark functionality of current LandManager vs potential replacement software (Cityview)

Process inefficiencies   Sub process missing

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Community Services Revenues
Current process analysis

Resident experience				Community Services Operations				Finance / Revenue		
Want to book a facility	Could contact Service King to inquire about city services	Want to register for an activity	Want to participate to an event	Manage Facility booking	Manage activity registration	Manage 2 events / year	Record sales	Receive batch transfer for PerfectMind	Receive batch transfer from Eventbrite	Post cash receipt batch
Phone, email, city portal	In person/By phone/Online	Phone, email, city portal PerfectMind	Buy ticket eventbrite	PerfectMind	PerfectMind	eventbrite	PerfectMind POS	Microsoft Dynamics GP	Microsoft Dynamics GP	Microsoft Dynamics GP

Situation	Impact	Opportunities
•PerfectMind not integrated with GP •Information transferred monthly from PM to GP •A lot of transaction are not properly confirmed or are duplicated in PM •Simple vs complex facility booking •Complex facility booking by email •Facility booking can be accessed through king.ca/facilities or through online services which goes to townshipofking.perfectmind.com	•Manual process, require validation of data •Inadequate financial reporting (incorrect financial picture) •Time consuming, reporting, data fix by PM •85 % of coordinator times used for complex booking (phone / emails) •Request must be sent by email, no instruction on web site… •Email will not arrive with all the information through PerfectMind	•Integration of financial part from PM to GP is possible (Accounting module) •Integrate a financial part from PM to GP •Fully automate simple booking •Put in place a form that capture the requested info needed to book the facility •Put proper forms and workflow to manage complex booking. Get all the info before revising the booking by the coordinator. •Do all the bookings online (Simple and complex)

Process inefficiencies   **Sub process missing**

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Community Services Revenues
Current process analysis - Eventbrite specificities

Resident experience	Community Services Operations	Finance / Revenue

Resident experience

- Want to book a facility — Phone, email, city portal
- Could contact Service King to inquire about city services — In person/By phone/Online
- Want to register for an activity — Phone, email, city portal — PerfectMind
- Want to participate to an event — Buy ticket — eventbrite

Community Services Operations

- Manage Facility booking — PerfectMind
- Manage activity registration — PerfectMind
- Manage 2 events / year — eventbrite
- Record sales — PerfectMind POS

Finance / Revenue

- Receive batch transfer for PerfectMind — Microsoft Dynamics GP
- Receive batch transfer from Eventbrite — Microsoft Dynamics GP
- Post cash receipt batch — Microsoft Dynamics GP

Situation
- EventBrite is only used for 2 annual events (PerfectMind has no ticketing module currently)
- Inadequate Ticket control at the door
- Manual, cash only, selling of ticket at the door
- No integration with GP

Impact
- Managing another system for 2 events per year
- Manual ticketing control
- Higher risks and no visibility on cash revenue form ticket sale
- Inadequate financial reporting (incorrect financial picture)

Opportunities
- PerfectMind is advertising that the platform can be used to sell ticket,
- Investigate Ticket sales possibilities on PerfectMind
- Use of QR reader to record ticket at the door
- Use of POS at the door on the day of events (sell ticket then control ticket at the door)
- Automate batch transfer from EB to GP

Legend: Process inefficiencies — Sub process missing

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Technology key findings

Payments

Situation	Impact	Opportunities
• Numerous processes in place depending on department • Multiple online payment platforms based on services used or requested	• Lack of visibility for Finance, lot of verification/validation required to properly apply received money to proper GL • Lack of integration, lot manual input in Great Plains	• Streamline and harmonize the payments processes through the different city department • Use only 1 online payment platform (Paymentus)

IT Architecture and City Website

Situation	Impact	Opportunities
• City departments uses different systems that are not integrated. • Multiple platforms to offer/manage all the city services • Multiple entry point from web site to King online services	• No integration, communication problem, difficult to have the full picture of a resident profile in one place • Duplicated information, need for resident to register on different platforms to access services • Multiple entry points from web site lead to different results	• Select and integrate all services with one provider • Explore solution such as : https://www.pgsolutions.com/fr/ https://www.municipalsoftware.com/en/solutions/ • LANDManager and AIM Parking replacement would help with By-law/Code enforcement and planning,

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Future State Recommendations

Township Of King

Recommendations Guiding Principles

1
- **Accessibility to Information**
  - Integrated visibility
  - Traceability of information
  - Information flow optimization

2
- **Operational Efficiency (↘ costs)**
  - Increased productivity
  - Substantial increase in efficiency
  - Reduction of manual operations

3
- **Business Processes Integration**
  - Inspired by best practices
  - Aligned with current / future IT applications
  - Integrity of information

4
- **Customer / Resident Services**
  - Quality of services and programs
  - Aim for a single point of service and payments
  - Modern Customer Web Portal

Procure to Pay Initiatives

Improve Purchasing Requirements visibility and control

- Standardize Purchasing Requirements documentation
  - Configure and use P. Reqs functionalities within ERP (preferred option)
  - Use electronic form with workflows (second option)

Improve Purchasing Process flow and control

- Use ERP to generate Purchase Orders
  - For all non P. Card purchases over 5 000$
  - Suppliers approbation and creation prior PO generation
  - Goods receipts registered in the ERP by the recipients

Improve Invoicing management process

- Use an OCR application to load supplier invoices in the ERP
- Automate 3-way match (PO / Receipt / Invoice)
- Integrate the EFT batch file to the bank platform

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Revenues and Cost Recovery Initiatives

Optimize current processes and eliminate non value added steps
- Review and look for validation and testing steps that are not required in the Tax and Water invoicing process
- Document abnormal water consumptions for residents that have been contacted by phone or by mail for issues with water consumption
- Automate partially incident reports validation
  - Only revise non-compliant report

Transition to electronic forms
- Deploy electronic incident report form for the first responders
- Create an electronic form for all facility booking (Including complex booking)
- Use electronic forms for building permit request

Increase the use of mobile devices
- Provide electronic devices to all parking agents
- Use QR reader to register events ticket at the door for Township paying events
- Use a POS at the door on the day of events (sell ticket then control ticket at the door)

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Revenues and Cost Recovery Initiatives

Enforce the use of online platforms for community services

- Deploy e-permitting platform (centralize communication with applicant)
- Look for options for online platforms for fire permits (ie. E-Solutions) with automated burn confirmation authorization capabilities
- Automate burn confirmation authorization
- Add more Web communications on fire bans
- Limit parking adjudication to online process
- Produce electronic tax invoice and enroll citizen in electronic invoicing

Optimize the use of current applications

- Use ERP functionalities such as sales orders to track and reflect outstanding amounts to be invoiced
- Use the CRM to document open cases with residents (By-law and water complaints)
- Use Aim's system capability to introduce reports, metrics KPI and forecasting

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Revenues and Cost Recovery Initiatives

Integrate data flow between current applications

- Automate batch transfer from Eventbrite to ERP
- Improve payroll data transfer flow from Firehouse to ERP payroll module
- Automate validation / categorization of incident reports
- Integrate financial information from PerfectMind with ERP

Explore different applications to replace current outdated IT applications

- Explore different applications to replace FireHouse functionalities, including time and attendance management
- Explore different applications to replace and improve LandManager functionalities
- Evaluate the possibility of using PerfectMind for event ticket sales
- Explore different options to replace Microsoft Dynamics GP and Diamond

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Future State Supporting IT Architecture

King Resident Experience

King website and portal

- Parking ticketing System
  AIMS PARKING MANAGEMENT SOFTWARE by EDC Corporation
- Community services and events management platform
  PerfectMind

Online payment platform
Paymentus

ERP

- Purchasing
- HR & Payroll
- Finance Account receivable
- Taxation Module
- Finance Account payable
- EFT
- Revenue Tracking

OCR

BANK

King Operations

- Fire & Emergency management platform
- Water management system (Sensus a xylem brand)
- Building management platform (Land Manager)
- OPTA
- CRM (Microsoft Dynamics CRM)

Document management platform
Laserfiche

Implementation Road Map

Township Of King

High Level View

Validate and prioritize recommendations

Focus on process optimization

Evaluate applications replacement or updates options

Focus on optimizing current applications functionalities and integration

Focus on outdated applications replacement

Initiate ERP replacement cycle

Today — March 2021 — **Q2 2021** — **Q3-Q4 2021** — **Q1-Q2 2022** — **Q3-Q4 2022** → 3 years
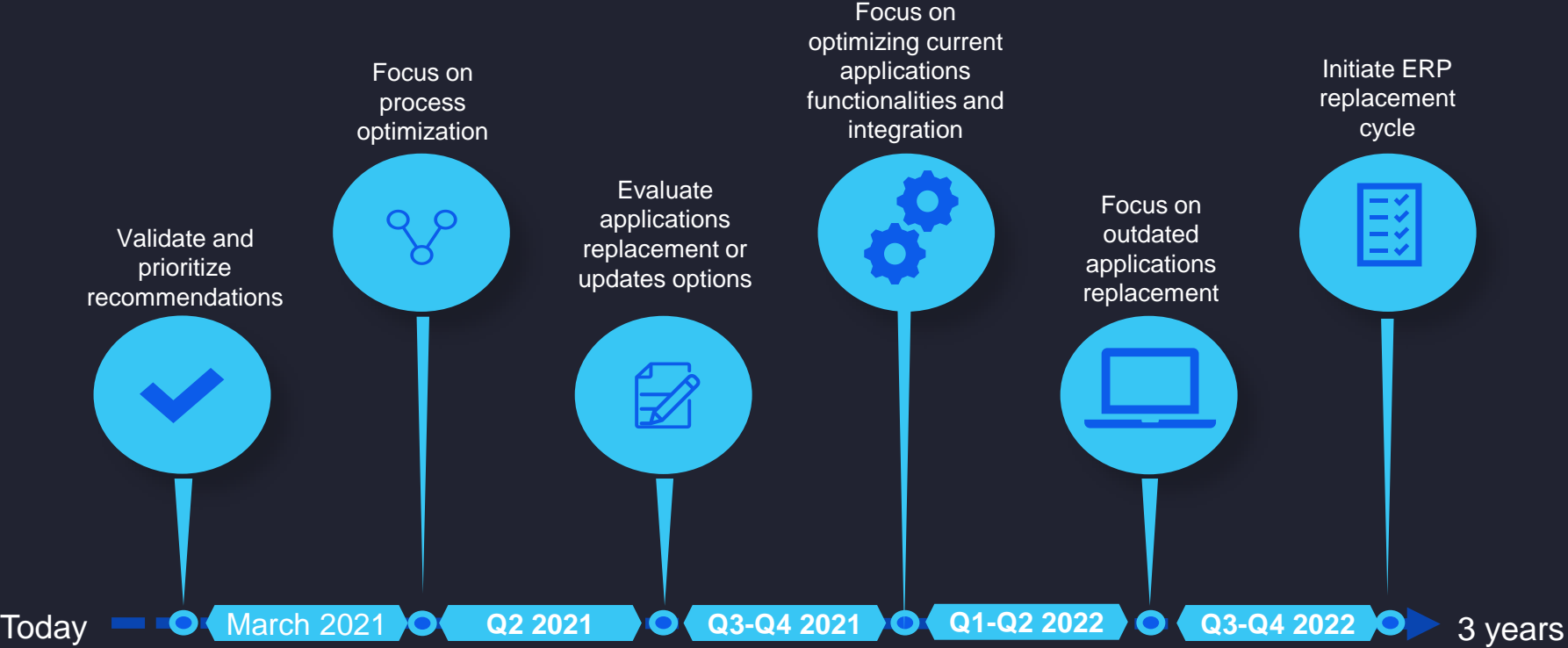
Pending review of staffing resources, budgets and timelines with King Senior Leadership Team and the Extended Leadership Team

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Proposed Roadmap
Departmental View

Modernization Streams

- Improve Processes Flow
- Enhance Technology usage
- Enhance Technology integration
- Replace or Upgrade Technology

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	2021			2022				2023			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**

Tax & Water

- Invoicing Process (Q2 2021)
- Water Consumption Documentation (Q3 2021)
- Electronic Tax Invoices (Q4 2021)

Fire and Emergency Services

- Fire ban Website Publication (Q2 2021)
- Incident Reports E-Form (Q3 2021)
- Incident Reports Validation process (Q4 2021)
- Replace FireHouse (Q2 2022)
- Online Fire Permits (Q3 2022)
- Payroll information integration to ERP (Q4 2022)
- Burn Confirmation automation (Q3 2022)
- Incident Reports Validation (Q4 2022)

Proposed Roadmap
Departmental View

Modernization Streams

- Improve Processes Flow
- Enhance Technology usage
- Enhance Technology integration
- Replace or Upgrade Technology

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	2021			2022				2023			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
By-law		Introduce KPI, forecasting & reporting with Aim's	Manage open cases with CRM / Online Parking Adjudication		Parking Electronic Devices						
Community	Facility booking E-Form / Confirm Transition from EB to PM	PerfectMind Financial info integration to ERP / Automate batch transfer from EB to ERP (as applicable)		Transition to PerfectMind to sell tickets	Mobile POS for ticket sales / Mobile QR readers for tickets control						

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Proposed Roadmap
Departmental View

Modernization Streams — Improve Processes Flow — Enhance Technology usage — Enhance Technology integration — Replace or Upgrade Technology — XING

	2021			2022				2023			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Building	Building Permits Requests E-Form		Replace LandManager	E-Permitting platform							
Finance	Deploy ERP Sales orders	Introduce an OCR software for AP		Integrate EFT batch file				Initiate ERP replacement cycle			
Procurement Services	Optimize suppliers creation process	Standardize P. reqs management									
	Configure purchasing functionalities in ERP		Integrate P. reqs to ERP								

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Raise Your
Potential

Appendix

Processes Flow

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Procure to pay

Township Of King – Future State Procure to Pay Process (All Purchases over 5000$ - Excluding P-Cards Purchasing)

By-law – Cost recovery

Revenu management – Cost recovery (By-law services) Future state

Phase

Owner

Interaction are logged in CRM

- Inspection result letter (mail or email)
- Delay expired ?
  - NO
  - NO → Correction done ?
    - YES
  - YES → Issue fixed ?
- Invoice to owner / Contractor fee / Inspection fee / Admin fee 15 % ?
- Cost paid (before 30 days) ?

By-law personnel

- Inspection lead to deficiency
- Record deficiency in system (case in CRM)
- Letter sent to offender (from CRM template)
- Inspection follow-up at the end of delay or on confirmation from offender that work is done
- Issue about confidentiality by using CRM (need to apply the proper security level)
- Select and send contractor to fix issue
- Create Sales order for owner
- Create PO for contractor
- Contrator execute work
- Close case in CRM
- Close case in CRM
- END

- Reporting ability (performance metrix, nb of inspection, document issued, etc.
- Actually using LandManager to file the deficiency
- Better organisation of documentation, tracking of all documents

YES / NO / YES / YES / NO

King Services

Finance (AR)

- Contractor invoice to city
- Generate invoice to owner (from sales order)
- Create payable invoice
- Pay contractor — Microsoft Dynamics GP
- Record payment reception — Microsoft Dynamics GP
- Apply invoice amount to tax account — Microsoft Dynamics GP

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By-law – Parking

Water

Revenu management – Water – Future state

Phase

Owner

Water bill/invoice → Pays without Inquiring ? —YES→ Pay bill / Payment sub-process → Water bill paid
NO → Contact service King to have info on water billing

Water and tax dept

Every quarters → Download reports → 1 report per routes, 6 routes, 1 format (xlsx)
Daily check leaks
CSV document → Saved to H drive xlsx → BI Analysis to identify Abnormal Consumption → Abnormal consumption (1%) → Open the account → Verify History → Leak confirmed → Yes → Reports leak to water dept (2-3)
Not a leak
Import in Diamond (2 to 5 min per route) Microsoft Dynamics GP
Confirm rates and due date Microsoft Dynamics GP → Post billing batches (>1 hr per route) Microsoft Dynamics GP → Apply changes Microsoft Dynamics GP → Prints to PDF Microsoft Dynamics GP
Print, fold, stamps, mail subcontracted
Billing batch report

They need to know what are the parameter of a high consumption account
Need also to identify water account with water consumption estimate

Open the account → Verify History → Write notes has needed (IN CRM) Microsoft Dynamics GP → Update CRM case status to inquiry completed Microsoft Dynamics GP

King Services

Explain billing period, compare to last year consumption, look at the notes (where are those notes) → Owner OK with answer ? —YES→ —NO→ Open case in CRM
Update case notes and Close case in CRM ← Follow up with owner based on added information

Finance (AR)

Receives confirmation of invoices mailed → Post invoices (takes 1 day) Microsoft Dynamics GP → Execute Township adjustment on internal invoice Microsoft Dynamics GP → End

Tax

Revenu management – Tax – future state

Phase

Owner

Tax bill → Payment process ? → Owner pay the tax bill → Payment sub-process – current state → Tax bill paid

Morgage cie pay the tax bill

Water and tax dept

Annual tax cycle → Interim billing

Interim levy (mail in Jan) 50 % from previous year tax account Due in Feb and April

Final levy (mail in June) Due in July and Sept

Upload Updated verified tax rate table in GP → Assesment value change → Validate uploaded value → VALID → Apply all surcharge to tax bill (marsh, bylaw, fire, capital) Manual input in GP (Microsoft Dynamics GP) → Input payment dates → Calculates (brings-up the role) → Create tax notice batch (levy screen) (Microsoft Dynamics GP)

NO

YES → Upload assesment value (XLS ?)

INVALID → Make correction

MAKE CORRECTION

Print PAD (pdf)(monthly or, installement)

Print non-PAD pdf

Generate morgage journal (Microsoft Dynamics GP)

Print bill paid through morgage (pdf)

Verify random sample printed (pdf) files → OK → Post batch (Microsoft Dynamics GP)

Print, put in enveloppe, stamp, mail (sub contracted)

AD Application w void check → Verify Form → OK → Update PAD information in Diamond (Microsoft Dynamics GP) → PAD Application completed

NOT OK → Direct contact (phone or email) to the owner

PAD : Pre authorized debit Limit for interim : dec 31th of previous year For final : may 31st

Morgage journal → Update morgage company information Diamond (Microsoft Dynamics GP) → Email to morgage companies contact → EFT from morgage cie to township bank → Money transfer by the bank to city (CIBC)

Ownership change → Receives notification from lawers → Do title change in Diamond (Microsoft Dynamics GP) → Send new owner package by mail 4 documents
• New home owner letter
• Service charge letter (32 $)
• Reprint of recent tax report
• PAD form → Title changed

What is the document ? Letter, electronic ?

King Services

Finance (AR)

Process cash payment (Microsoft Dynamics GP) → Post cash receipt batch (Microsoft Dynamics GP) → Validate posting in GL Accounts (Microsoft Dynamics GP)

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Fire & Emergency services – Cost recovery

Fire & Emergency services – Fire permit

Revenu management – Fire & Emergency – Fire Permits – Future State

Phase

Citizen
- Needs a fire permit for a property
- Existing City Portal account — Yes / No
- New or renewal ? — New / Renewal
- Laserfiche is used Online form on city website. Permit would go 100% online
- Create Fire permit account
- Fill permit application on city portal
- Paiment sub process
- Fire Permit (PDF)
- Log-in to record a fire
- Fire confirmation nb. (line in portal or pdf doc.)
- FIRE ALLOWED
- DISPLAY FIRE BAN MESSAGE
- FIRE NOT ALLOWED

Fire & Emergency
- Fire ban decision — Fire chief take this decision base on environmental and meteo info
- Fire ban status
- Fire ban in force ? — NO / YES
- Emission of fire permit (link to an adress)
- System produce confirmation nb.
- Report : Active fire permit listing
- Report : Authorized fire listing

King Services
- Fire BAN COMMUNICATION PLAN process
  Banner on City portal informing of fire ban (date of effect, for how long)
  Automated mass Email to inform permit owners when fire ban is in effect and when lifted.

Finance (AR)

Building services – permit

Community services – Facility/activity registration

Revenu management – Community service registration – Future State

Phase

Citizen

Want to book a service or register for a community service → In person or online ? → (Online) → Access Perfectmind Service portal (through King online services) → Select service → Register payment

Receip/ confirmation

Community services

Facility booking
Sometimes can have scheduling issues – this go throught a facility booking coordinator

Separation between simple and complex

Simple : 1 or 2 hours booking could be fully automated to free-up time for the coordinator

Complex : more people, alcool, etc. Seasonal booking
Amendment for rain day, extra day

All PDF form will be converted to web form on website

Complex booking : most of the coordinator time is spend there (85%)
Proposing a more complete web form to capture all required information
Communication actually by email and phone.

PerfectMind DB

In person

King Services

Select service in perfectMind → Process payment through PerfectMind POS

Finance (AR)

Automatic Generation of batch transfert to Diamond → Post batch → Reconcile w/ city bank account → END

Community services – Events ticket sale

Revenu management – Community service Events ticketing – Future State

Phase

Citizen

Buy tickets

Online (in advance)

Access Event page on Eventbrite webservice

Select Events

Register payment

Presents ticket on day of event

Attend event

Ticket / receipt

In person (On the day of event or in advance)

Community services

Put tickets on sale for an events

Use of POS terminal on day of event to sell ticket

Process payment through Eventbrite

Eventbrite DB

Read QR/Barcode to validate ticket

PerfectMind is working on a ticketing platform

King Services

Finance (AR)

Automatic Generation of batch transfert to Diamond

OR

Import Excel report into Diamond

Post batch

Reconcile w/ city bank account

END

CREATECH