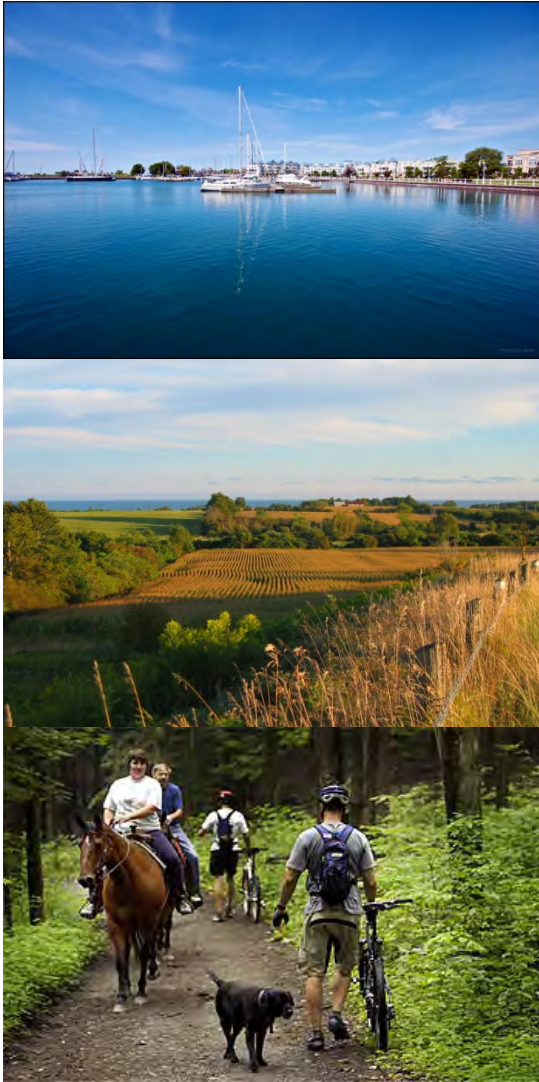




Our Experience with Shared Services

Presented by:
Jennifer Moore, CMA, Director of Finance/Treasurer

Presentation Outline



- ▶ Why we are partnering to increase shared services
- ▶ Some examples in Northumberland County:
 - ▶ Surface Treatment
 - ▶ Archives
 - ▶ Purchasing
 - ▶ EMS Laundry
 - ▶ IT Services
- ▶ Questions

Growth is never by mere chance; it is the result of forces working together.

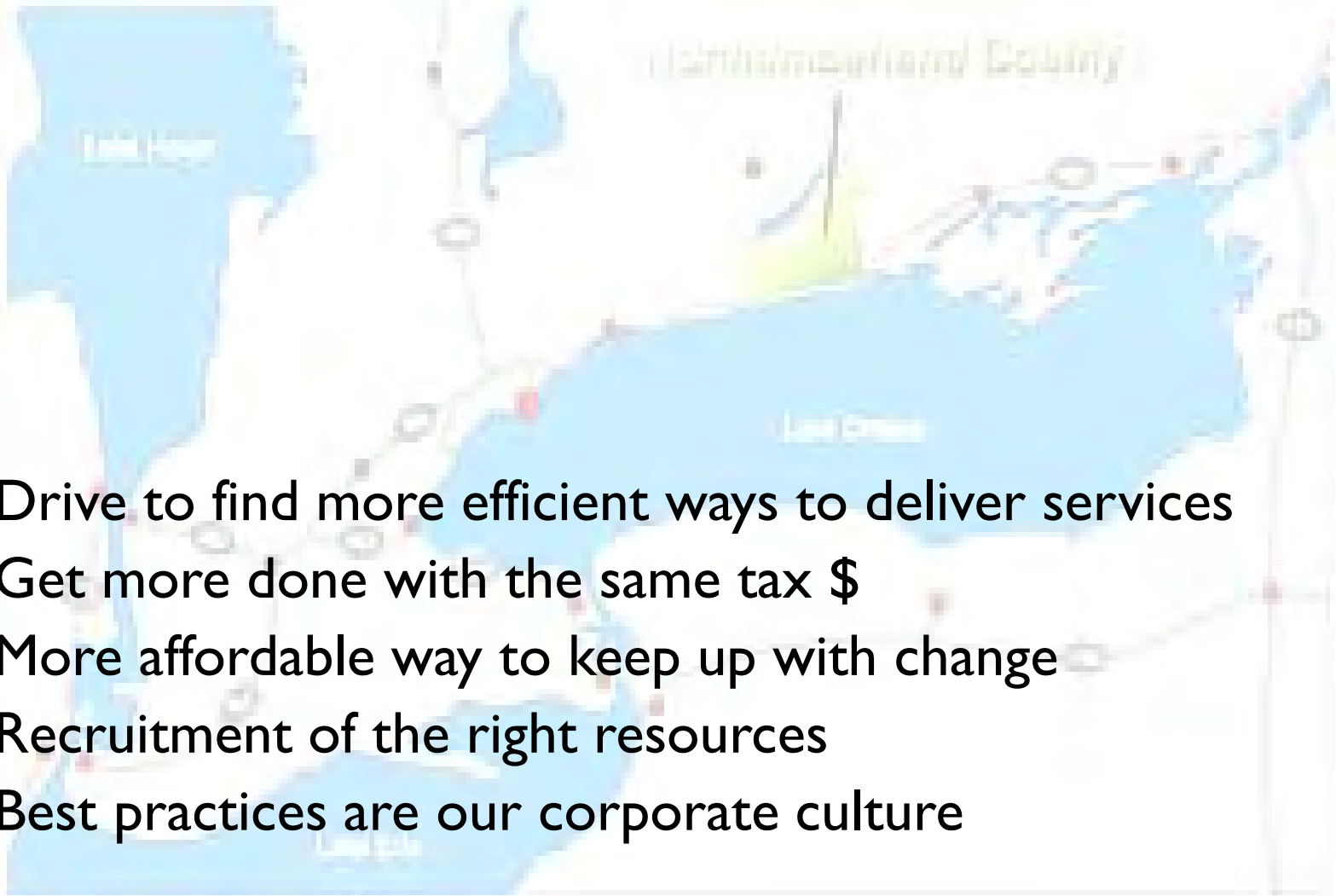
James Cash Penney

If you do not change direction, you may end up where you are heading.

Lao Tzu



Why we share services

- 
- ▶ Drive to find more efficient ways to deliver services
 - ▶ Get more done with the same tax \$
 - ▶ More affordable way to keep up with change
 - ▶ Recruitment of the right resources
 - ▶ Best practices are our corporate culture

Why we share services

It is Northumberland County's:

▶ **Mission**

- ▶ To be a **best practices leader** of County government and a **collaborative partner** with our member municipalities, and community partners.

▶ **Vision**

- ▶ To bring together **people, partnerships and possibilities** for a strong and vibrant Northumberland County.



Partnering with lower tiers.....



Surface Treatment



Surface Treatment

- ▶ How it works:
 - ▶ County owns the equipment and provides the staff
 - ▶ Municipalities submit annual request for work
 - ▶ County develops a schedule to incorporate both upper and lower tier needs
 - ▶ County recovers cost of labour and emulsions plus 10% admin fee
 - ▶ Monthly billing for budget tracking



Surface Treatment



	2012 km's	Emulsions	Invoiced
County	32.4km (road & shoulder)	449,000 L	n/a
Member Municipalities	103.2 km (road)	1,207,000 L	\$1.1M

Surface Treatment

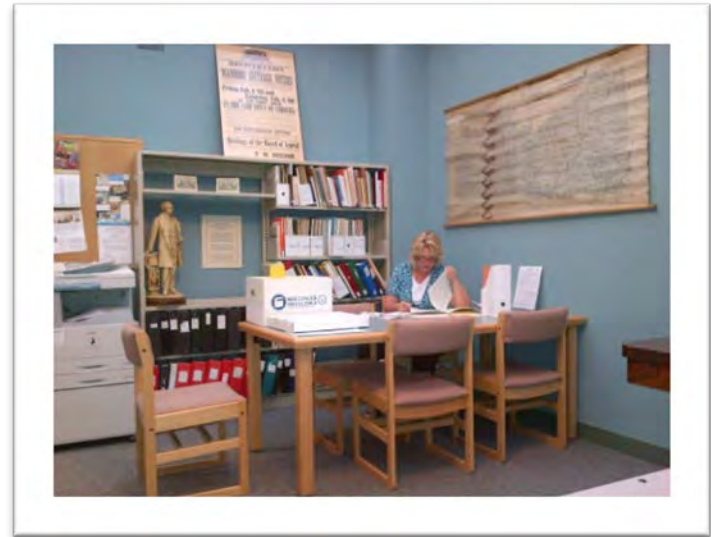
▶ Benefits:

- ▶ Lower tiers save approx. 30% or \$300k+ annually
- ▶ County retains experienced staff, less seasonal recruitment
- ▶ More flexibility in work scheduling
- ▶ Full utilization of capital equipment
- ▶ Strengthens working relationships for other initiatives



Archives

- ▶ Municipal Act requires all municipalities keep records & archives
- ▶ Costly & time consuming for small municipalities
- ▶ Shared service makes professional expertise more affordable
- ▶ One-stop shop for researchers



- Approx. 997 linear feet occupied
- 1400+ feet of space available
- Accessible to public about 115 days annually
- 150 research requests annually

Archives

- ▶ County currently provides archival services to 3 of 7 lower tiers
 - ▶ Preservation/conservation
 - ▶ Inventory management
 - ▶ Public access
 - ▶ Research
 - ▶ Promotion of local history
 - ▶ Educational programming
- ▶ Cobourg partnered to provide space in the town library
- ▶ Cost recovery based on shelving space occupied



Purchasing

- ▶ Collaboration
 - ▶ Joint purchasing
 - ▶ Piggyback contracts
- ▶ Information sharing
 - ▶ Purchasing groups
 - ▶ BPS opportunities
 - ▶ Current issues
- ▶ Resource / professional expertise
- ▶ Economies of scale / buying power
- ▶ Document sharing



Purchasing

- ▶ Examples of joint purchasing
 - ▶ Road safety devices/guidelines
 - ▶ Road projects
 - ▶ Some equipment

- ▶ Examples of piggyback contracts
 - ▶ Collections
 - ▶ Computer hardware
 - ▶ Office supplies
 - ▶ Cell phones
 - ▶ Copiers



Looking internally.....



EMS Laundry



EMS Laundry

- ▶ Linens previously cleaned by 3rd party
- ▶ Service now performed by County long term care facility
- ▶ Benefits
 - ▶ Already own equipment and facility
 - ▶ Minimizing downtime of equipment
 - ▶ Flexibility and better utilization of staff
 - ▶ Not paying for 3rd party profit
 - ▶ Minor cost savings
- ▶ Worked through some challenges
 - ▶ Sorting at the hospital

What we're working on.....



IT Services



- ▶ New initiative in 2013
- ▶ Spent 1 year + planning implementation
 - ▶ Understanding lower tier service needs
 - ▶ Understanding services County could offer
 - ▶ Developing service agreement
 - ▶ Costing the transition and ongoing service

IT Services

- ▶ Cramahe Township volunteered to pilot
 - ▶ Migration began summer 2013
 - ▶ Transition has been smooth
- ▶ Municipality of Brighton & Township of Hamilton in planning phases
- ▶ Working group established to look for more joint IT projects



IT Services

What did we learn?

- ▶ Senior leadership is required
- ▶ Get formal
- ▶ Expect differing opinions, one size doesn't fit all
- ▶ Get specific – what will it cost, services offered



Final Thoughts

- ▶ Be open to new partnerships: big/small, internal/external
- ▶ Encourage staff throughout the organization to bring forward ideas
- ▶ Develop an implementation plan
- ▶ Involve the right people
- ▶ Evaluate all benefits, not just the money
- ▶ Be patient and manage the change

Contact Info

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