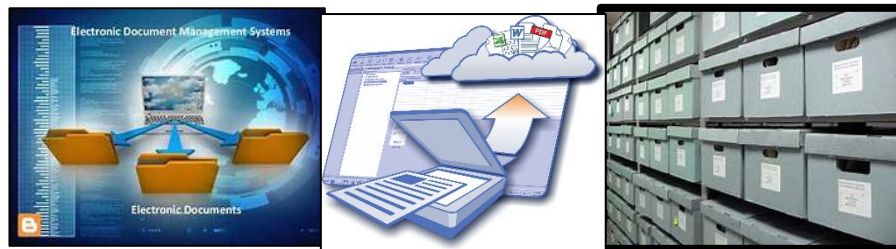


Corporate Records and Information Management Review Implementation Strategy



Imerge Consulting Inc.
February 28, 2023

Agenda

1. Current State
2. Document Repositories
3. Three Year Plan
4. Costs and Benefits

Scope of Information Governance Strategy

- Email
- SharePoint
- Backups
- Social Media
- Network Servers (Shared Drives)
- Laptops
- Structured Systems
- Cloud Based Storage (Future, Selected Applications)

Deliverables

1. Project Schedule
2. Current State Assessment (**complete**)
 - Internal policies, procedures, guidelines and practices (**complete**)
 - Industry best practices (**complete**)
 - SWOT analysis Benchmarking to municipal norms or comparative data (to do - identify and confirm participants) (**complete**)
3. Information Management and Governance Gaps and Actionable Recommendations (**Complete**)
4. Information Management and Governance Implementation Plan (**DRAFT for review**)
 - Components
 - Timing
 - Resources (Staffing, Services, Software)
 - Success Factors (Including Training and Audit)
 - Change Management

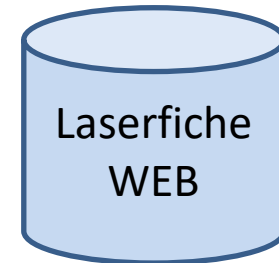
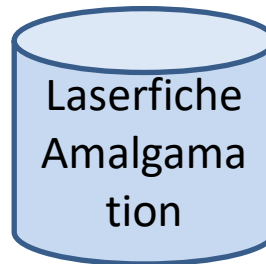
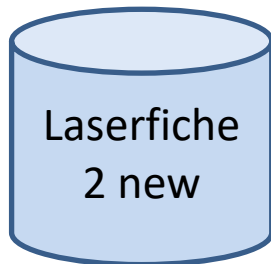
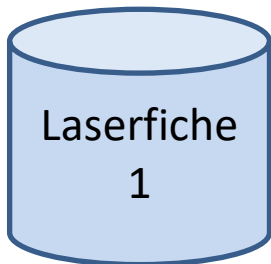
Document and Record Repositories (Approx. 100,000 records)

15 licenses
Original
implementation
Records and
Building and
Planning
52,868 records

50 licenses
Use limited to
Clerks at this
time;
Classification
integrated with
TOMRMS, no
retention
functions
23,195 records

15 licenses
Records from
amalgamation
17,241 records

Public facing
documents
Some
Duplication of
docs in
Laserfiche 1,2
Operates
through County
16,712 records



Other Repositories with Records (Approx. 6 million documents)

Other Repositories of Content/Records

- Escribe
- Network Drives (some use of TOMRMS classification), 1.4 million files
- Email 4.7 million emails
- Dept. Specific software (e.g.HR, Parks)
- Estimate of documents to be saved in repository (20% of 6 million)1.2 million to be managed as records

Strengths and Opportunities

- Some familiarity with TOMRMS
- Enthusiasm from staff to use managed repositories
- Good life cycle management of paper records
- Ability to tie into Digital strategy initiatives

Weaknesses and Threats

- Consolidation of Repositories
- Integration of Records Retention and Disposition for Electronic Records
- Staff Training
- Resources to Support Content Migration
- Public Facing Content and AODA Solutions
- Focus on EDRMS vendor alone will not address weaknesses

RECOMMENDATIONS AND PRIORITIES FOR IMPROVED INFORMATION MANAGEMENT

Information Management Roles

Review existing information management roles, to allow adequate time and skills for qualified staff to address information management weaknesses by:

- automating life cycle management of records in existing repository,
- planning migration of content into a managed repository,
- Reviewing options to enhance, replace or transfer to cloud records repository management functions

Role of Liaisons:

Need to become more involved in records management tasks in terms of hours, training, and presence in each department.

Role of Records Coordinator:

Recommendation for Level 2 Records Coordinator as full time position.

Role of Technical Analyst:

Recommendation of one half time role to support Records Coordinator and Interface with Software Vendor and system implementation tasks involving software and data.

Metrics:

Establish metrics to guide implementation and net change in annual records retention and disposals

Information Management Practices

- Update Information and records management policies to reflect roles of Records Coordinator, Technology, Liaisons
- Formalize stakeholders roles to review ongoing policies, implementation (Records, Technology)
- Update procedures for physical storage regarding labelling, numbering of boxes and listing of box contents
- Update policy to document legal hold procedures
- Review strategy to clean up and consolidate Laserfiche repositories into a single Laserfiche repository
- Develop and plan strategy to clean network drives (elimination of duplicates, transitory records) prior to migration and assignment of metadata related to Classification
- Plan migration of content from network drives and emails into controlled document repository
- Update software to automate retention and disposition management

Storage and Security

- Apply retention rules to boxed paper records
- Re-label boxes for remaining records and index through Excel spreadsheet.
- Improve security and access (tracking) to inactive storage areas
- Implement records retention rules for ongoing disposals of electronic records through automation of disposal process and application of TOMRMS rules within Laserfiche.
- Apply to stored records and authorize disposals.
- Plan for Digital Preservation procedures for electronic records held longer than ten years

Technology to Support Content Management Requirements

- Testing and implementation of life cycle management using TOMRMS and disposals within Laserfiche
- Assess Laserfiche software alternative options after cleanup and consolidation
- Develop content migration plan
- Review scanning initiatives and develop scanning plans and priorities

Communications and Training

Develop training plan targeted to:

- Management
- Liaisons
- Records Coordinator and Analyst
- All content creators and users

Develop communication plan. Communicate on a monthly basis to all staff regarding progress and implementation status

Initiate some change management strategies

Benefits of Improved Use of EDRMS

1. Staff Productivity
2. Opportunity for Work Flow Automation and Process Improvements
3. Reduced Administrative Day to Day Management of Records
4. Accountability for Information Management
5. Protection of Personal Information
6. Reduced Electronic Storage of Duplicate Records
7. Efficient Access and Retrieval of Correct Versions of Records
8. Preservation and Protection of Electronic Records
9. Timely Disposal of Records no Longer Required
10. Ability to Respond to Information Requests
11. Basis on Which to Improve Customer Service Delivery
12. Reduced Legal Risk
13. Reduced Onsite File Storage Cost
14. More effective and efficient back up procedures

Estimated Incremental Cost Summary by Year

Year	Cost
Year 1	\$77,000*
Year 2	\$182,200
Year 3	\$202,200
Total 3 Year Cost	\$461,400

*Estimate based on salary + 10% benefits

Costs of Implementation

Actions	Estimated Cost Range for External Consultants, Contractors, Vendors, SAAS **	Year 1	Year 2	Year 3	Total
IG Information Governance					
Planning and Oversight	\$	Internal	Internal		\$
Roles and Responsibilities	\$	Internal	Internal	Internal	\$
Monitoring and Auditing	Internal	Internal	Internal	Internal	\$
Subtotal	Internal	\$	\$	\$	\$
IM Corporate Practice					
IM Procedures	\$	Internal	Internal	Internal	\$
Classification	**\$10,000	Internal	\$10,000		\$10,000
Disposition	**\$20,000	\$	\$20,000	Internal	\$20,000
Metadata	**\$5,000		\$5,000	\$5,000	\$10,000
Subtotal		\$	\$35,000	\$5,000	\$40,000
Storage and Security					
Content Migration	**\$10,000	Internal	\$10,000	\$10,000	\$20,000
Security	\$	Internal	Internal		\$
Long Term Digital Preservation	**\$15,000	Internal	Internal	\$15,000	\$15,000
Subtotal		\$	\$10,000	\$25,000	\$35,000
Technology					
RM Software	**\$30,000	Internal	\$	\$35,000	\$35,000
Migration Software	**\$15,000		\$15,000		\$15,000
Scanning	**\$15,000			\$15,000	\$15,000
Subtotal		\$	\$15,000	\$50,000	\$65,000
Communication and Training					
Communications	\$		Internal	Internal	\$
Training	\$	\$	Internal	Internal	\$
Total Vendor Cost (**)	**\$130,000	\$	\$60,000	\$80,000	\$140,000
*One Additional FTE to coordinate and support implementation @ \$77,000/yr.		\$77,000	\$77,000	\$77,000	\$231,000
*One half FTE or contractor to provide technology support to coordinate and sustain IM Program and implementation @ \$45,200/yr			\$45,200	\$45,200	\$90,400
Sub Total:		\$77,000	\$122,200	\$122,200	\$321,400
All figures in current (C\$) dollars					
* One FTE Level 2 - Salary and Benefits (10%):	\$77,000				
* One half 0.5 FTE Technology Support (Contract or Staff +13% HST or Benefits):	\$45,200				
** Vendor or Contractor Services					
Total Cost Over 3 years for incremental Internal Staff and Vendor or Contractor Costs		\$77,000	\$182,200	\$202,200	\$461,400

Questions?



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