

DIGITAL TRANSFORMATION REPORT 2021

Submission Supporting Material for MMP Intake 3

Hilton

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Hilton Beach, ON

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DELIVERED ELECTRONICALLY

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October 17th, 2021

Township of Hilton
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As you are aware, the Province is moving rapidly toward a 'digital by default' standard for municipal data and, like many other rural municipalities, Hilton needs an action plan to transition. Implementing digital record management will improve staff efficiency, bring consistency to municipal processes, increase security and backup capabilities, make appropriate municipal data available to the public easily, and save significant space.

Enclosed please find our review of the municipal office's existing IT structures, provided as an initial step toward the implementation of a full digital record management system. The changes proposed in the following pages include – where possible – a conservative calculation of savings generated and include a rough budget figure for planning purposes along with a timeline that is typical for implementation projects of this nature.

We would anticipate that staff and/or Council may have questions regarding the enclosures or may wish assistance with preparing a funding application through the current Municipal Modernization Program. We would be pleased to participate in any discussion where our assistance is deemed appropriate.

The current MMP program provides for a review report that is fully funded by the Province. Implementation funding (provided separately from the report) is a shared cost, with Hilton being required to provide one quarter (25 %) of the total project funded. This presents an unusual opportunity to bring dramatic and effective change to the office's efficiency and ability to move into the future securely – at an affordable cost.

We appreciate the opportunity to work with Hilton on this important transition and look forward to speaking with you further at your convenience.

Regards,

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Executive Summary

Background

Rural and northern municipal governments in Ontario are increasingly challenged to meet the expectations of their citizens and the requirements of the upper tiers of government. The provincial government of Ontario has recognized the pressing need for additional resources by providing the *Municipal Modernization Program*. Under this program, rural and northern municipal governments can pursue funding to improve efficiencies and/or reduce costs; this report provides recommendations that, if adopted under the *MMP*, will do both.

The main body of this report is organized on a recommendation-by-recommendation basis – each section including rationale, anticipated budget needed, expected savings / productivity outcomes and additional related reference materials for those who wish a deeper understanding of the issues involved.

An executive summary is included to provide a brief non-technical overview of the municipality's current technology status and goals and to summarize the anticipated budget required to fully implement the recommendations listed. The intention of all proposed items is to position the municipal office to function securely at peak IT efficiency over the next five years. Costing and anticipated savings are structured over a five year window.

Also included are suggested technical requirements for any eventual RFP to be issued for services or products proposed in the following. Additional questions may be addressed to the study's authors; Council presentations are available as desired to further clarify the findings and recommendations presented.

General Recommendations

- Municipal office status – main office
- Add a new file server and convert to a “domain” based network
- Add new record management solution
- Replace and/or upgrade existing PCs
- Add an enterprise grade firewall
- Install desktop scanners for primary users
- Replace / identify / test all network cabling / rackmount
- Upgrade security software
- Automate standard processes to match bylaw / policy
- Create policy / structure for remote work
- Add digital tools for Council(s)
- Complete security and record management training

Costing Summary

This summary is predicated on a five year window of time (including subscription licensing) after which additional upgrades / licensing / other changes should be considered. All costs and savings shown are based on five years:

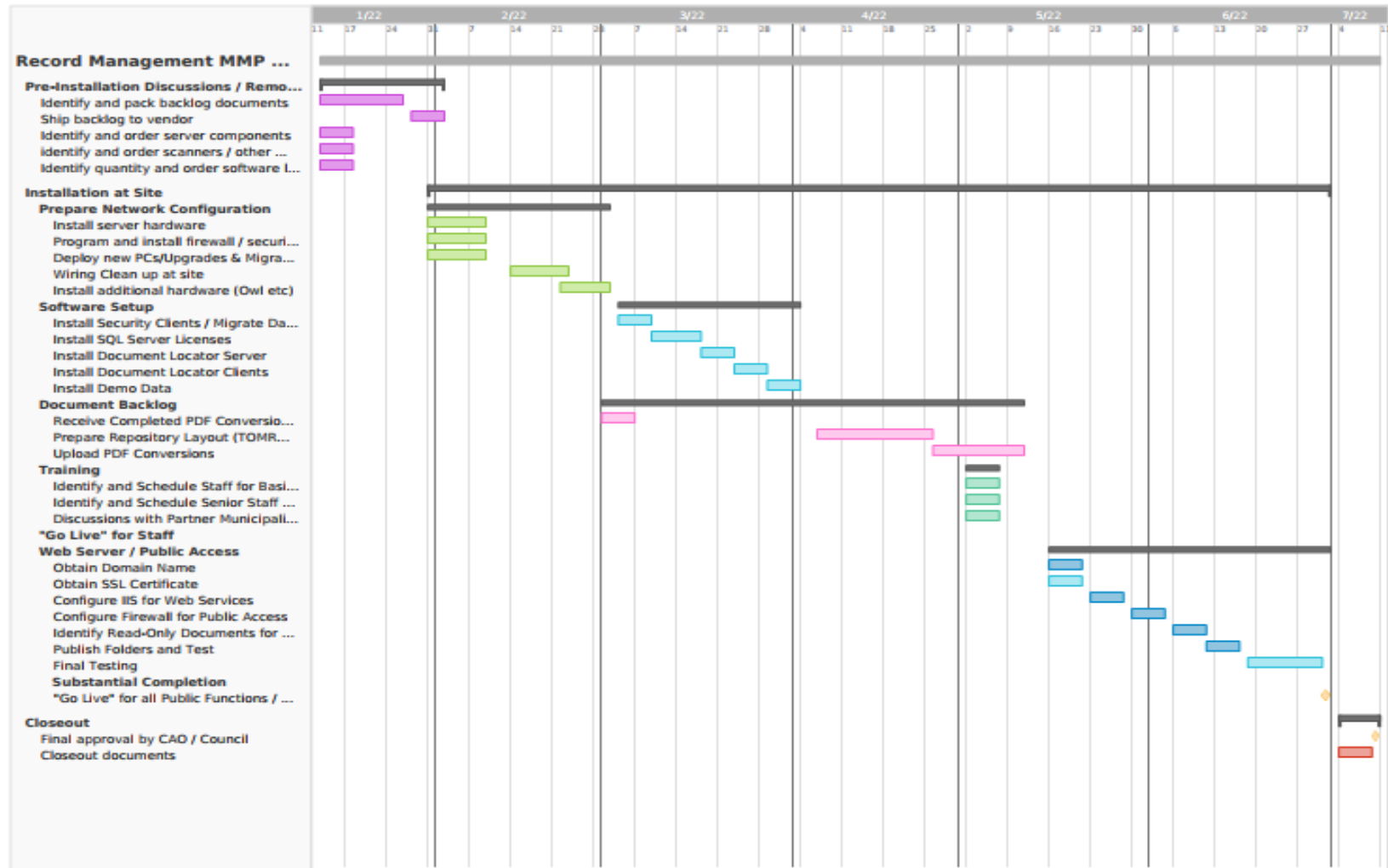
Description	Budget	Savings
Add new file server	\$ 17,260.00	
Record Management (use only 1 of the following 3 costs):		
Basic	(\$ 25,100.00)	
Including Backlog Scans	(\$ 74,600.00)	
Including Backlog & Custom Programming	\$ 80,600.00	\$ 202,562.60
PC Replacements (1 + notebook)	\$ 4,815.00	\$ 5,000.00
Desk Scanners	\$ 1,370.00	\$ 9,333.00
Cable Cleanup / Rackmount	\$ 3,600.00	
Add Enterprise Firewall	\$ 1,960.00	\$ 5,000.00
Security Software Suite (5 Years)	\$ 5,000.00	\$ 5,000.00
Standard Templating of All Provided Forms	\$ 6,000.00	\$ 17,500.00
Council Tools (Owl Pro / Screen / Projector)	\$ 3,600.00	
Council Tools (iPads)	\$ 4,674.00	\$ 9,900.00
Total Outlay (full record backlog w/customization)	\$ 128,879.00	\$ 254,295.60

We anticipate a net savings in time and material over the five year lifespan of the solutions proposed totalling \$ 125,416.60

Timeline

The timeline shown on the following page represents a typical record management installation cycle of six months. We have suggested the project to start in early January of 2022 – project timing based on approval to proceed no later than December 31st, 2021. Additional delays in funding approvals, vendor selection or other circumstances beyond our control will move the six month deployment window further into 2022.

In all cases, we understand that full project completion must be accomplished no later than February 2023 in order to comply with MMP funding outlined in Intake 3 and will work within those parameters.



Recommendations

Municipal Office Status

The network currently in place at the municipality's office is configured as a 'workgroup' network without a true file server. Moving to a digital record management solution requires a central 'server' computer that is responsible for security, backup and other core functions of the network.

The municipality's new network server needs to reliably provide:

- Centralized management of connected network endpoints – typically PCs and printers.
- Component redundancy allowing users to continue working through common hardware failures.
- Persistent and common drive 'mapping' across all connected PCs.
- 'Group policy' to ensure all PCs / devices comply with corporate policies and security rules.
- Granular security over files and folders to ensure users only see data to which they are entitled.
- Print queuing to enhance local PC performance and print speed.
- High performance access to common applications and data.
- Full-time availability of all data files – even if users power down their individual PCs/devices.
- A stable platform for deployment of advanced applications – records management etcetera.
- Reasonably large file storage capability – far beyond a single local PCs storage ability.
- Ability to host multiple "virtual" servers if the need arises for additional office functions.

RFP Proposed Hardware Specifications



Lenovo SR650 Rack Server with:
Intel Xeon Processor capable of 8 Cores / 16 Threads
64 Gigabytes of DDR4 Error Correcting Memory
4 x Hot Swappable "SAS" 10K RPM 1.2 Terabyte Hard Disk Drives
Hardware SAS RAID Controller with Intelligent 2Gb Cache
Dual Hot Swappable Power Supply Units
3 Year Lenovo Hardware Warranty Coverage
Windows Server Standard Edition (2019 / 2022) with 2 VM Licenses
10 User Client License Pack
Small floor rack enclosure with Rackmount UPS

All technical services listed in the report including but not limited to:
Domain migration, backup configuration, integration, data transfers

RFP Technical Services Needed

- Install server hardware
- Configure server software and create users and user shares
- Connect office PCs to the server and ensure reliable operation

RFP Estimated Budget Allocation

Expected new server cost.....	\$13,760.00
Expected new operating system cost.....	\$ 1,500.00
Expected services cost	\$2,000.00
Total server project anticipated budget	\$17,260.00



The municipal office is currently driven by paper-based processes. Even in cases where digital files have replaced paper, the lack of a central repository for data results in wasted time daily searching for the current version of documents. The existing distribution of municipal data and the reliance on paper files creates multiple challenges / vulnerabilities and will increasingly hamper growth and efficiency efforts if left unaddressed.

AMO reports that the Province of Ontario is pursuing a 'digital by default' as rapidly as possible¹. The expectation is that even smaller municipal governments will be able to provide virtually any detailed data in digital format responsively – absent record management, this is an unrealistic hope. Despite this, future funding opportunities for all municipalities will depend on the provision and availability of municipal data to both the public and the province with a flexibility and speed that are impossible with paper-based systems.

Moving to 'digital by default' where possible will reduce storage costs, improve efficiency, increase transparency, collaboration, and responsiveness for residents; a record management system also has the 'green' benefit of reducing waste along with paper and toner consumption and cost.

Identified document-related issues at the office include the following:

- Significant time lost searching for the location of current versions of documents.
- Significant space dedicated to archival file storage.
- No 'backup' copies exist of many physical documents – single copies are vulnerable to loss in multiple ways – fire, theft, accidental destruction, misfiling.
- Difficulty fully sharing public-access documentation – something that is increasingly desirable/demanded via website access.
- Inconsistency of processes with little or no audit-trail.
- Inability to rapidly respond to [MFIPPA](#) requests or subpoena/discovery demands – especially as regards email communication.
- Inability to work remotely with broad access to paper files stored at the municipal office – increasingly an issue in the Covid / remote-work era.
- Inability to quickly search both title and full-text content of broad document types.
- Inability to centrally secure confidential documentation with audit trail for all access, alterations and attempted deletions.
- Limited ability to collaborate effectively on project documentation across all municipal departments and sites.
- Inability to rapidly assemble, approve and distribute meeting packages for Council members – this is a significant consumer of staff time monthly given the need for regular and special meetings / agendas / reference documents.
- No enforced consistency in document naming, storage location or file type.

¹ <https://www.amo.on.ca/AMO-PDFs/Reports/2017/OnMuni-Online-Towards-Digital-Transformation-2017.aspx>

RFP Record Management Software Specifications

Given the limited speed of internet access at the municipal offices and no immediate prospect of upgraded speeds, we are recommending an on-site solution rather than a cloud-based solution. The ideal on-site solution for the municipal office would have the following minimum capabilities and features:

- Rapidly search document titles, full text contents and other metadata of common municipal document types including but not limited to: Word, Excel, PowerPoint, Adobe Acrobat / PDF, Rich Text, Plain Text.
- Store and search all inbound and outbound municipal email.
- Securely publish documents to a website including Agendas, Minutes, Council Packages, Bylaws and other common municipal data types.
- Conform fully with all existing and pending Canadian regulations for data storage and privacy.
- Support for the adoption of the “TOMRMS” (The Ontario Municipal Record Management System) filing structure
- Integrate with an existing ‘Active Directory’ network.
- Common controls accessible directly through existing Windows tools – Word, Excel, PowerPoint, Outlook and File Explorer.
- Support for customized automated workflows for common municipal functions – applications, complaints, permits, purchases etcetera, including approval steps and publication steps.
- Associate customized metadata with documents stored.
- Retention and destruction rules by folder or individual document.
- Versioning of common documents.
- Simply reported audit trail for all stored documents.
- Internet accessibility for public documents with anonymous login / no login.
- Optional internet accessibility for non-public documents with secured login by user.
- Store large backlog of searchable pdf documents (100,000 +).
- Bulk uploads of existing paper-based documents.
- Custom integration with other municipal software tools is desirable.

RFP Estimated Budget Allocation

There is a broad range of software tools exist that satisfy the above requirements, making highly precise budget allocation difficult. We have opted to cost out a solution satisfying the above feature and function requirements from a common record-management vendor, [Columbiasoft](#), who provide their products to a number of similarly sized municipal governments across Canada and the US. We believe most record management vendors who satisfy the above requirements will be similarly priced over a five year amortization period:

2 x Annual subscription cost per user @ \$ 440.00	\$ 880.00
2 x Annual subscription cost <i>per server</i> (main, email) @ \$ 440.00	\$ 880.00
1 x Annual Email archive licensing @ \$ 580.00	\$ 580.00
5 x Annual Webview licenses (for public access) @ \$ 140.00	\$ 700.00
2 x Annual WebTools licenses (External use) @ \$ 330.00	\$ 660.00
Annual cost for software licenses.....	\$ 3,700.00
Total licensing costs extended over 5 year amortization period	\$ 18,500.00²

Any solution implemented will require significant time to install and configure along with the ongoing need for employee training and long-term support:

On-site server configuration including client software install	\$ 3,500.00
Basic user training (1 day / 2 users).....	\$ 1,000.00
Advanced user training – delivered via Zoom / VPN	\$ 2,100.00
Total training and deployment cost	\$ 6,600.00

Optionally, there will also be – regardless of the solution implemented – a cost associated with scanning and uploading the existing backlog of documents. We have allocated budget to those anticipated costs as follows:

Document Backlog – Approximately 2,500 pages per box / filing drawer.

Cost per box for scan-to-pdf services³ – \$ 450.00

Box equivalents currently on site – 110 (total pages – 275,000)

Backlog scanning cost (prior to shipment charges)	\$ 49,500.00
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² Quoted total includes direct support from vendor for the full five year term for all user support, software upgrades and fixes / new versions.

³ Estimate provided by [Blue Pencil](#) assuming clean unstapled cost per standard banker's box of documents, not including shipment to scanning facility in Oakville, ON.

The training provided during the “advanced” session shown above is sufficient to enable a municipal employee to create customized workflows that will automate many of the existing municipal paper-based processes and, in so doing, to add additional ROI savings beyond those listed below. Optionally, the municipality may elect to have their workflows modeled for them by the vendor at a cost of \$ 150 per hour for developer time.

Record Management System Basic\$ 25,100.00

Includes all licenses, training and support for a 5 year term

Record Management System Enhanced.....\$ 74,600.00

Includes all licenses, training, support and backlog scanning for a 5 year term

Record Management System Complete.....\$ 80,600.00

Includes all licenses, training, support, backlog scanning and workflows⁴ for a 5 year term

ROI Savings

There are multiple ROI calculators available from a variety of sources. We have used the simplified calculator available [here](#) and the following estimates to calculate basic raw ROI for the municipal office:

- Number of staff who routinely file/retrieve documents: 2
- Average number of files retrieved or returned per employee each day: 25
- Number of file cabinets or equivalent spaces: 24
- Approximate cost per square foot for office space: \$ 10
- Average hourly salary⁵: \$ 35.00

Total estimated annual ROI: \$ 40,512.50

Total estimated ROI over the five (5) year projected period: \$ 202,562.50⁶

⁴ Workflows completed in this cost include all custom workflows for all documents provided by the municipality that are attached to this proposal as addenda.

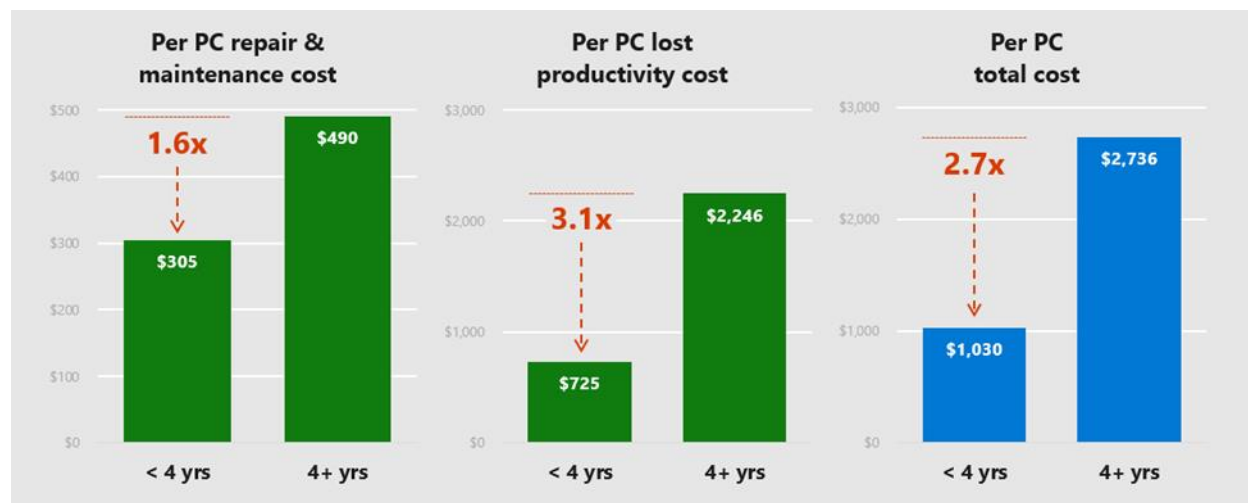
⁵ Listed hourly salary is based on conservatively-averaged public municipal wage data from a variety of sites including www.neuvoo.ca, www.indeed.ca and www.amcto.com. Salary is an approximation and does not necessarily reflect actual costs at your municipality.

⁶ Total listed does *not* include value derived from increased efficiency, reduced need for additional staff, paper/toner savings, workflow automation; it is solely the savings available from space and time reduction for existing staff.

Replace or upgrade existing PCs

Currently there are two systems in regular operation.⁷ We are proposing replacing one of those units and adding a notebook for emergency / remote use as needed:

- As systems age, components are increasingly prone to failure due to wear. On systems that are more than five years old, parts are unlikely to be readily available. So not only are system failures more likely and common on older computers, they will also take longer to repair given the likelihood that local technical support will not have parts in stock and may not be able to readily acquire parts on short notice.
- Older systems have often had multiple different software tools installed and then removed, many have experienced malware infestations, virus issues, failed patch installations and other unwanted events over the course of their daily use. Each of these events can leave unwanted digital residue that not only impedes a system's performance, but can also mean a system is less secure than a modern equivalent with a 'clean', modern and fully-patched operating system.
- System performance has improved dramatically over the last decade – processors have gained additional speed and the addition of reasonably-priced "SSD" drives has dramatically improved general computer operations. New computer systems with SSDs, modern processors and faster memory can start from an off condition and be fully operational for a user within fifteen seconds or so. The performance difference between a ten year old system and a modern computer yields an additional 12 hours of available productive time per year per employee in startup time alone.⁸



⁷ Hardware specifications for each computer are attached as addenda.

⁸ J.Gold Associates 2018 – <https://www.intel.com/content/dam/www/public/us/en/documents/reports/sme-pc-study-report.pdf>

RFP Hardware and Technical Services Specifications

RFP Estimated Budget Allocation

As of this writing, multiple vendors are offering Tier 1 systems meeting the above specifications at the following costs. We have opted to cost out a standard desktop Lenovo system with 3 year warranty that meets the above specifications fully. We have also provided a budget estimate for a notebook system including dock as described above. We do not expect costs to increase prior to RFP in 2021 / early 2022:

Desktop Systems Cost Estimate



1 x Lenovo ThinkCentre Standard i7-10th Generation = \$ 1,550.00

1 x Microsoft Office 2019/2021 Standard Edition = \$ 300.00

1 x 24" Widescreen ThinkCentre Monitor = \$ 270.00

1 x Delivery and Setup (data migration / domain join) = \$ 200.00

Total for Desktop Upgrades As Described Including Listed Options.....\$ 2,320.00

Notebook System Cost Estimate (Emergency Use / Remote Staff If Needed)



1 x Lenovo ThinkBook 15-IIL @ \$ 1,240.00

1 x Lenovo USB-C Docking Station @ \$ 290.00

1 x Lenovo 24" Widescreen Monitor @ 270.00

1 x Microsoft Office Standard @ \$ 300.00

1 x Lenovo Bluetooth Keyboard and Mouse Combo @ \$ 145.00

1 x Delivery and Setup (data migration / domain join) @ \$ 200.00

1 x Basic Travel Case @ \$ 50.00

Total for Notebook As Described Including Listed Options.....\$ 2,495.00

Grand Total Suggested RFP Budget.....\$ 4,815.00

Upgrade Existing Router to Firewall Appliance

A router is a device that sits at the border between your municipal network and the rest of the world's internet activities; that outer activity includes all manner of worthwhile material but also includes a growing number of hackers and an ever-more-sophisticated volume of ransomware, malware and spam.

A network's router examines packets of information that are allowed into your network – they must transit through the router's security settings before being allowed inside. Consequently your network's first and best line of defense is the router's ability to deeply inspect and analyze everything it is asked to allow in or out.

A commodity-priced router may be sufficient to connect your network to the outside world, but it is woefully insufficient to adequately protect your users and your corporate data after it has done so. We are therefore recommending a firewall appliance be purchased and implemented in place of a more conventional router.

Enterprise-grade firewalls are capable of 'deep packet inspection' (they do not merely look at the address the information packets are being delivered to and from, but they are capable of examining the contents of those packets as they move across the firewall and into / out of the network.) While no single layer of security can be said to be 100 % effective, an appropriate firewall will filter out a large percentage of malicious traffic that might otherwise cause serious downtime and expense for the office and will be vastly superior to the existing router.

RFP Specifications

- 1 x Enterprise-grade firewall appliance
- Preferred vendors: Sonicwall, Fortigate, Cisco
- Includes rackmount options if not standard with device
- Dual WAN capability (can support failover internet connection)
- Integrated wireless or include wireless accessory suitable for small office
- Extended support agreement for 3 years of updates / upgrades

RFP Suggested Budget Allocation

Fortinet is one of several enterprise-grade vendors who offer a small office firewall capable of managing the internet speeds likely available to your office in the next five years. We have provided estimated pricing for a suitable appliance – other vendors will have similar products at similar costs but this model should provide a good budget benchmark.

Fortigate 60F Model FWF-60E⁹ with:

Dual WAN ports (for internet service failover)

Support for secure VPN (remote workers during Covid or other emergency situations)

Ability to support perpetual connection to remote sites (Public Works etcetera)

Appliance cost with annual support \$1,560.00

Setup and configuration \$ 400.00

Total firewall anticipated budget \$ 1,960.00

According to a Varonis survey, the cost of even a single ransomware infestation is increasing rapidly – between 2018 the average ransom demand was \$ 5,000. Currently, average demands have increased to more than \$ 200,000.¹⁰ Further, the same study shows that last year, more than one third of businesses experienced a ransomware attack.

While being exact about how much a security solution can save over a five year windows, our municipal experience here in Canada indicates that municipal governments in particular are targets of these attacks at an accelerated rate. We have therefore conservatively assessed a ‘savings’ of \$ 5,000 per incident and conservatively assumed two (ideally thwarted!) attacks for your municipality in the next five years. Those savings are reflected in the ROI calculations above.

⁹ Technical product documentation for Fortigate FWF-60E attached as addenda

¹⁰ <https://www.varonis.com/blog/ransomware-statistics-2021/>

Desktop Scanners

Implementing a digital record storage solution will significantly reduce the need for paper production within the office – especially large volume print jobs such as agenda packages.

However, many residents and supplier firms will continue to mail or otherwise deliver paper based documents. Moving to a digital system – as the Province mandates – will necessarily mean that staff will benefit from a rapid way to turn paper-based records into digital records quickly and efficiently.

A single large scanner/printer/copier at the office is shared by all office users and is critical to the preparation of agendas and other large / colour documents. While we expect the office to move toward electronic distribution of more and more digital documents – resulting in less need for shared copier services – other features of a shared unit will become more vital to office productivity in the coming years. The ability to scan documents quickly and reliably into electronic format for long-term storage / search or transmission to residents will become vital very quickly as the office migrates to digital transmission and storage of more material. A small purpose-specific scanner at selected desks will encourage rapid adoption of a digital standard and will increase overall office efficiency.

RFP Specifications

- 2 x Desktop Scanners
- Preferred Vendors: Fujitsu, Xerox, Kodak
- Support for multiple scan sizes up to legal
- Document feeder (30 pages or better)
- Scan speed of 60 IPM or better
- Programmable buttons / screen for direct input to network share
- Scan to text-readable PDF
- USB connection

RFP Suggested Budget Allocation

We have obtained cost on a Fujitsu Scansnap ix1500 model meeting or exceeding the above specifications¹¹



¹¹ Detailed ScanSnap specifications attached as addenda.

2 x Fujitsu ScanSnap ix1500
60 IPM
50 Page Sheet Feeder
600 DPI Resolution
11.5" x 6.3" x 6.0" Size (desk suitable) @ \$ 685.00 = \$ 1,370.00

Our experiences indicate that a small desk-based scanner will encourage user adoption of a digital standard for several reasons:

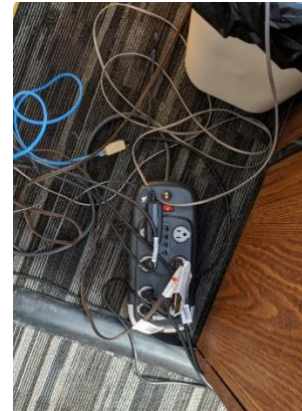
- It will make it extremely quick and simple to add paper documents to the digital record management system.
- It will not require a user to interrupt their workflow to access a shared copier/scanner.
- It will not ever require waiting because the shared scanner is in use.

We have assumed a 2 minute saving per document from the availability of a desktop scanner. Given a volume of 8,000 total paper documents over a five year term, that equates to 500 hours of staff time saved – an ROI of roughly \$ 9,333.00 as indicated above.

Replace / identify / test all network cabling / rackmount

The existing network cabling at the office has been built up over a period of years and has been added and modified as needed. The existing cabling supports multiple PCs, printers and various devices and terminates in a small closet / under a desk.

- When problems arise, they are difficult to resolve quickly; significant time can be spent tracing back a single cable run to its source.
- Cable runs vary in cable-type and speed; the network is inconsistent in speed and reliability as a result.
- Cables that are not run cleanly and securely can be found under chair rollers, furniture legs and otherwise enduring damage that interrupts or breaks network connections and ultimately create downtime.
- Loose cables present tripping hazards to staff and visitors.



We recommend replacing the existing cable runs entirely, new cables to be run inside walls / above ceilings where possible and installed in raceways if necessary. All cables should be brought back to a single central point. All cables should be labeled clearly at both ends for ease of identification and, at the server end, cables should terminate in a patch panel.

RFP Hardware Specifications

- 2 x 1,000' Rolls of CAT6 Solid Core Cable (CMP / Plenum)
- 1 x 24 Port Patch Panel (rack / wall mountable)
- 6 x Dual Port Surface Mount CAT6 Wall Jacks
- 1 x 16-port Managed Gigabit Network Switch (Layer 2 preferred)
- 16 x 1' CAT6 patch cables (switch to patch panel connection)

RFP Technical Services Needed

- Remove former cable runs
- Mount patch panel and network switch (wall or rack mount)
- Install 12 runs of varying length in small office (max of 50')
- Install 6 dual outlet wall mount boxes
- Terminate cables at wall mount boxes and patch panel
- Label wall mount box and patch panel connections clearly
- Connect patch panel to switch with provided patch cables
- Test all cable runs for speed and connectivity

RFP Estimated Budget Allocation

We would expect each cable run to take no more than an hour of labour to install, terminate and test. In addition, the hardware components are all common and broadly available from multiple vendors and sources. We are suggesting a budget that should allow a competent contractor to complete the work appropriately:

2 rolls of CAT6 cable, 24 Port Patch Panel, Jacks, Patch Cables (estimated)	\$ 1,600.00
Managed Layer 2 16 Port Gigabit Switch (estimated)	\$ 600.00
On-site Labour (14 Man Hours Estimated)	\$ 1,400.00
Total Budget Suggested	\$ 3,600.00

Security Software Subscription (5 Year)

The municipal office currently runs on the default Windows security tools. These tools provide basic protection against common virus and malware infections but cannot be centrally controlled and monitored; in an ideal model, security software would be automatically applied to workstations on the network and would be managed by the file server.

Absent central control, it is possible for a single user to accidentally remove or disable protection and thereby introduce malware into the local network.

In light of the increasing prevalence of ransomware and the specific targeting of Canadian municipal governments¹², we strongly recommend a corporate-grade security software tool that will reduce the possibility of ransomware attack and will allow for remediation – in many cases even after a ransomware launch inside the network.

RFP Software Specifications

- Centrally managed security software for up to ten systems
- Preferred vendors: Sentinel One, Symantec, Kaspersky, Trend Micro
- Ransomware rollback or similar feature
- Renewable annual support and updates

According to a Varonis survey, the cost of even a single ransomware infestation is increasing rapidly – between 2018 the average ransom demand was \$ 5,000. Currently, average demands have increased to more than \$ 200,000.¹³ Further, the same study shows that last year, more than one third of businesses experienced a ransomware attack.

While being exact about how much a security solution can save over a five year windows, our municipal experience here in Canada indicates that municipal governments in particular are targets of these attacks at an accelerated rate. We have therefore conservatively assessed a ‘savings’ of \$ 5,000 per incident and conservatively assumed two (ideally thwarted!) attacks for your municipality in the next five years. Those savings are reflected in the ROI calculations above.

RFP Estimate Budget Allocation

We would anticipate the annual cost for a security tool sufficient to provide coverage on all network connected devices to be available at an annual cost below \$ 1,000.00. A five year window of coverage for all devices should amount to less than \$ 5,000.00

¹² https://www.datto.com/resource-downloads/Datto2018_StateOfTheChannel_RansomwareReport.pdf

¹³ <https://www.varonis.com/blog/ransomware-statistics-2021/>

Automate Standard Processes To Match Bylaw / Policy

The municipal office uses multiple forms to manage annual operations. A partial list of common forms and frequencies is shown below – amounting to more than thirty (30) individual documents that are used approximately 600 + times in the course of a single year – or a minimum of 3,000 documents filled out by various personnel in the course of a five year cycle.

It is possible to create digital templates of these documents and to model standard document processes within record management software – these are referred to in record management parlance as “workflows”. These automated processes modeled inside a record management system (see recommendation 2 above) will enhance municipal operation in several ways:

- **Efficiency** – Given the large number of forms completed (3,000 +), significant time will be saved in finding, handwriting, processing and filing these forms. While there is a broad range of forms, given that each will need to be manually completed, processed and usually filed, we have assessed a very rough metric of 10 minutes per form. >600 forms annually yields a saving of 100 hours per year – \$ 17,500 in savings over five years for a small municipality.
- **Consistency** – multiple different versions of the same form will no longer be possible. Forms and information collected will be completely consistent regardless of which employee completes the form. Forms can also be automatically routed to the appropriate municipal personnel for follow up / auditing.
- **Convenience** – Templated digital forms can be made available to the public without a visit to the office; all forms that the public need to complete can be distributed via the existing website, increasing convenience for residents or potential residents.
- **Cost** – Digital templates for common forms mean less paper consumption, less toner use, less wear on existing equipment.
- **Connectivity** – Digital forms, and the data those forms contain, can be rapidly shared with Provincial or Federal levels of government. Since future funding will increasingly depend on the municipality’s ability to provide data of all sorts quickly, the ability to accurately and quickly extract data is becoming vital.

Document	Responsibility	Qty/Yr	Time Needed	Other Parties
Complaint Form		10		
Building Permit		25		
Septic / Sewage		3		
Cemetery Sign Off		2		
Time Sheet – Main Office		24		
Fax Cover Sheet				
Change of Address		20		
Travel Expense		20		
Other Application		100		
Zoning Amendment Application		5		
Council Delegation		6		
Tax Certificate Cover Letter		15		
Declaration of Interest		1		
Official Plan Amendment Application		1		
Shore Road Purchase Application		5		
Severance Application		5		
Entrance Permit Application		25		
Fire Permit		140		
		409		
Processes				
Tax Bills		2		
Agendas		12		
Minutes		12		
Bylaws		24		
Resolutions		144		
		194		
Public Works				
Timesheet		24		
		24		

RFP Requirements

(Requires record management system selection as outlined in Section 2 above)

- Create digital templates of standard municipal forms (see list above)
- Install templates within record management system and add basic routing functionality

RFP Estimated Budget Allocation

In a modern record management system, tools exist to speed the creation of even complicated forms. We would therefore expect most forms to require roughly two hours of developer time to complete.

ROI Savings

60 hours of developer time @ \$ 100/hr	\$ 6,000.00
ROI anticipated	\$ 17,500.00 over five years
Net ROI	\$ 11,500.00

Create Policy / Structure For Remote Work

It is possible to secure the municipal office network in such a way that hacks and intrusions are limited and – ideally – entirely prevented. However, when access to the network is extended beyond the physical office location and remote work is necessary, security measures can become inconsistent and create risks.

Given the current pandemic being experienced across the globe, the need to enable work remotely has been wisely emphasized. This current crisis may pass in time, but others – both local and global – are certain to arise. We would therefore recommend the creation of a policy and technical framework around the remote work that will inevitably be necessary at points. This would consist of two aspects: Council policy and technical infrastructure.

Council may want to consider implementing at least the following:

- No remote access to the corporate network allowed outside the use of an approved VPN.
- No use of USB flash drives or other media to move files from home to the municipal office.
- Only corporate notebooks allowed to connect remotely; no use of home machines or other devices not owned and managed by the municipality.

Technical staff or subcontractors should implement the following:

- Emergency notebook (Recommendation 3 above) to be configured with VPN solution suitable to connect to corporate firewall securely (Recommendation 4 above).
- Emergency notebook to be configured with corporate anti-virus / anti-ransomware / monitoring solution (Recommendation 7 above)

Add Digital Tools for Council(s)



Currently, individual Council members receive printed agenda packages prior to every Council meeting. These packages are often extremely large and can be hundreds of pages long. Each package is given to each councillor for each municipality at least once a month – barring special meetings or emergency sessions which would also require paper-based distribution.

There is a significant amount of time spent in preparing, copying, collating and delivering these agenda packages to Council members. Office staff report an average of six hours per agenda, solely in the copying, collating and distribution phase. Additional time is spent on the web distribution. This

amounts to a minimum of seven hours per month or nearly a full man day of simply moving paper. Adding weather-based delays in delivery time, special meeting needs and the supply cost of toner and paper, the expense associated with Council meeting agenda preparation is substantial.

In conjunction with recommendations 1 and 2 above, equipping Council with tablet computers and using those tablets to distribute agenda material digitally would provide two immediate benefits and would enhance the office staff's ability to deliver agendas in a timely and accurate fashion:

- Immediately eliminate at least seven hours of staff time monthly.
- Immediately eliminate the cost of printing roughly 6,000 pages per year
- Council members would receive agenda material earlier than previously provided – usually within moments of the agenda being finalized, rather than hours or days.
- Office staff would have the ability to update the agenda at anytime prior to the formal meeting's beginning to address potential errors or omissions.
- Council members could use the same devices to connect to video conferences of all kinds – Council meetings or other – during Covid 19 or similar emergency situations.

RFP Hardware Recommendations

- 6 x Apple iPad with minimum 10" screen (Council, Mayor, Clerk, Spare)
- 64 Gb of storage or more
- WiFi networking
- Camera and Microphone
- Ability to voice record memos
- Optional engraving feature preferred ("Property of ...")

RFP Technical Services Needed

Staff may be able to perform basic iPad setup without assistance. iPads would need to be configured as follows:

- Corporate email assigned to each Council member & Mayor
- Email address connected to each Councillor's iPad
- Dropbox or similar sync'ing service installed and configured
- Zoom conferencing installed and configured (free version is sufficient)
- Basic training for each Council member on use and care

RFP Estimated Budget Allocation

The cost of a basic iPad can be known with precision – Apple offers only a single fixed price and does not discount through vendor channels. Various models are available but a suitable product would be as follows:

6 x Apple iPad Air with 10.9" Screen and 64Gb RAM¹⁴ @ \$ 779 = \$ 4,674.00

Optional Council Items for Remote Meetings

Additional items that may be desirable for hybrid / remote Council meetings:

Meeting Owl ¹⁵ - speaker / camera for centre of board room table	\$ 1,400.00
100" 16:9 screen suitable for ceiling or wall mounting (manual)	\$ 200.00
3,000 + Lumens Ceiling Mounted Projector	\$ 2,800.00
Total Budget Suggested	\$ 3,600.00

ROI Savings

Assuming a five year life with a new iPad, a cost analysis would be as follows:

Total paper-based staff time over four years ¹⁶	\$ 8,400.00
Cost of paper and toner over five years ¹⁷	\$ 1,500.00
Projected Return On Investment (5 years)	\$ 9,900.00

¹⁴ Includes one unit for all Councillors and Mayor, 1 for the Clerk and 1 as a spare unit in case of emergency loss / damage. Detailed specifications attached as addenda or at <https://www.apple.com/ca/ipad-air/specs/>

¹⁵ <https://ca-shop.owllabs.com/products/meeting-owl-pro>

¹⁶ 4 hours per month x 60 months x \$ 35/hr

¹⁷ 30,000 sheets (100 sheets per Council meeting x 60 meetings x 5 copies @ 5 cents per page)

