

## **CASE STUDY**

# **TOWN OF LINCOLN BUSINESS PROCESS OPTIMIZATION**



Digital transformation is driving municipalities to take a critical look at aging systems and technology infrastructure. While it is tempting to jump straight into systems planning and replacement, it is essential to step back and think hard and in detail about how services and processes are designed first.

Working with the Town of Lincoln's leadership team, Perry Group helped them understand and embrace the criticality of Business Process Optimization before systems implementation.

Business Process Optimization (BPO) has already enabled The Town of Lincoln to begin transforming its accounts payable process, with many more processes to follow. As a result of this work, led by the IT team, the view of IT has been elevated to a more strategic position with the municipality.

*"Our leaders recognize the need to optimize business processes before implementing new systems. BPO is helping us achieve our vision to offer digital customer services, provide staff with a modern digital workplace, leverage technology to support efficiencies, and utilize data to inform decision making."*

**- Wesley Adair, Coordinator of Information Technology Services, Town of Lincoln.**



### **TOWN OF LINCOLN ASPIRATION**

The small rural towns and villages of Lincoln are located along the Niagara Escarpment and Lake Ontario. The communities are filled with diverse economies of wineries, fruit, vegetables, and flowers. <https://lincoln.ca>

Like many municipalities, the Town of Lincoln has long used systems to track data after the fact rather than be a driver of workflows. Lincoln aspired to break away from the legacy paper trail and the post-facto tracking of information by pursuing new solutions that actively manage streamlined processes in real-time.

### **BUSINESS PROCESS OPTIMIZATION METHODOLOGY**

Perry Group brings a wealth of experience in Business Process Re-engineering (BPR) and a proven methodology for Business Process Optimization. We use a standard municipal service list, representing the typical internal and external facing services offered by municipalities, as a starting point. Process discovery identifies suitable BPO candidates – based on local factors such as profile, transaction volumes, or complexity. For each of the processes selected, we define the process owner and stakeholders – those actively involved in providing the service day-to-day, that know the process end to end and who can help us with the as-is process mapping.

As-is business processes are mapped consistent with industry-standard process documentation conventions and annotated with potential process modernization opportunities and ideas. We share the as-is maps with the process owners for their validation, conduct follow-up, and finalize them based on their feedback.

With the as-is processes baselined, we turn to the design of the future to-be processes. For each process, we reconvene with process owners and stakeholders to run open and collaborative process design sessions. This helps tackle existing assumptions, designing revised processes from the customer perspective and take advantage of digital capabilities.

### **STRATEGIC PARTNER**

The business process optimization work has helped elevate IT in the Town of Lincoln to be viewed as a strategic partner actively invested in improving the business rather than as a simple supplier of IT services. Within Accounts Payable, the duality of paper and electronic systems has been harmonized into a single digital invoice approval process.

*“The engagement with Perry Group has enabled our IT team to become a ‘partner player’ for our organization. A broader mandate for our IT department has enabled us to re-position and become more involved in the analysis, selection, implementation, and ongoing support of business systems.”*

**- Wesley Adair, Coordinator of Information Technology Services, Town of Lincoln.**

## **BUILDING BETTER MUNICIPALITIES**

### **ABOUT PERRY GROUP CONSULTING**

Perry Group Consulting is a technology management consulting firm here to help you build a better organization.

Perry Group Consulting Ltd. 43 Steen Drive, Mississauga, ON, L5N 2V3.

[www.PerryGroupConsulting.ca](http://www.PerryGroupConsulting.ca)

**Perry Group  
Consulting Ltd.**