



Service Delivery Review / In-House Counsel

October 5, 2021



Presentation Outline



- Strategic Alignment
- Service Delivery Review
- Current State
- Future State Options
- Qualitative Benefits
- Quantitative Benefits
- Comparator Municipalities
- Implementation

Strategic Alignment



2019-2023
Strategic Plan



**Leadership in
Change**

Engage in continuous improvement

Ensure solid finances and fiscal management

Strategic Alignment



**2019-2023
Strategic Plan**



**Sustainable
Growth**

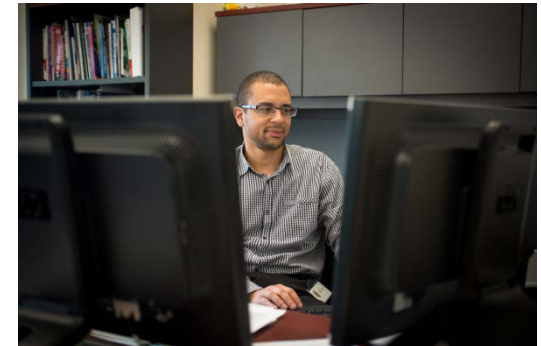
**Ensure County's growth and continuity is
maintained**

Service Delivery Review



Modernization Funding

- Modernization Funding Intake I
 - Successful funding application to conduct a Service Delivery Review (SDR) of several County Departments
 - StrategyCorp contracted through a competitive RFP process
 - Finance Divisions in scope:
 - Purchasing & Risk Management
 - Court Services/POA



Service Delivery Review



SDR Recommendations Finance

- Purchasing & Risk Management (PRM)
 - Re-purposing of a vacant administrative role from Court Services/POA to PRM
 - Expand capacity in PRM to meet identified internal need
 - Capacity for some enhanced formal shared procurement/risk management services with interested member municipalities
- Through adoption of LEAN principles and technology this recommendation has been implemented



Service Delivery Review



SDR Recommendations In-house Solicitor

- Provide internal legal services
- Realize cost savings
- Enhance risk management
- Assist in growing demands within Court Services/POA
 - Part III Offences – Provincial Download
 - Court Services legislative changes
- Ensure business continuity and succession planning



SDR Recommendations In-house Solicitor

- Ensure compliance MOU with the Ministry of the Attorney General (MAG) for meeting Prosecution Standards
 - Prosecutorial Independence
 - Fairness and Impartiality
 - Competence and Integrity
 - Timeliness of Prosecutions
- Supervising Solicitor
 - Prosecutors who are not Lawyers must be supervised by a Lawyer
 - Reporting relationships for Prosecutors must be structured to ensure that the Prosecutors' exercise of discretion is not influenced by any person or body

Current State



- Legal Services

- All legal services (general and specialized) contracted via various law firms

County Legal Costs

2016	2017	2018	2019	2020	5-Year Average	2021 Estimate
298,777	188,569	235,141	285,325	262,440	254,051	331,356

- Legal costs impacted by complexity of operations, partnerships and agreements, major projects/initiatives, and Joint and Several Liability legislation

- Court Services/POA

- Contract Prosecutor/Lawyer dedicated to prosecutorial activities - expected to retire
 - Acts in capacity of Supervising Solicitor
- 1 FTE Paralegal dedicated to prosecutorial activities

Future State Options



Current	Option 1	Option 2 (Recommended)
Contracted Prosecutor/Solicitor (on-site, full-time prosecutorial duties)	Contracted Supervising Solicitor (not on-site, oversight only)	In-house Solicitor
Paralegal/Prosecutor	Senior Paralegal/Prosecutor	Paralegal/Prosecutor
	Paralegal/Prosecutor	Paralegal/Prosecutor

Future State: Option 1



- Hire a Senior Paralegal/Prosecutor and contract with a Law firm/Lawyer to act as Supervising Solicitor
 - Anticipated to meet prosecutorial resourcing needs
 - Business continuity unchanged
 - Two resources dedicated to prosecutorial activities
 - Not fully compliant with Prosecution Standards under MOU with MAG
 - Paralegal/Prosecutor would still report to the Court Services Manager
 - County Legal Services will continue to be contracted externally
 - No changes to overall costs or current operations

Future State: Option 2



- Hire a Paralegal/Prosecutor and an In-house Solicitor
 - Anticipated to meet prosecutorial resourcing needs
 - Business Continuity enhanced
 - Two resources dedicated to prosecutorial activities
 - In-house Solicitor can backfill as a Prosecutor if required
- MOU requirement Supervising Solicitor fully satisfied
 - Paralegals will report to the In-house Solicitor
- In-house solicitor manages legal matters
 - Reduces externally contracted legal services to mostly specialized matters
 - Decreases costs and risk by having legal matters taken care of in-house

Qualitative Benefits



- Option 2: Hire In-house Solicitor & Paralegal / Prosecutor
 - Compliant under MOU with MAG
 - Enhanced risk management
 - Enhanced business continuity
 - Increased service delivery
 - In-house legal counsel insight on County matters proactively limiting likelihood of lawsuits
 - Solicitor would act in the best interest of the County
 - Increased capacity for Procurement Risk Manager towards providing procurement shared services with member municipalities
 - Possibility for legal guidance or future shared services with member municipalities

Quantitative Benefits



Cost	Current (2021)	Option 1	Option 2 (Recommended)
Resourcing Costs	254,000	204,000	370,000
Supervising Solicitor Legal Costs	0	46,800	0
County Legal Costs	330,000	330,000	165,000
Total	584,000	580,800	535,000

- StrategyCorp SDR anticipated legal cost savings of 80%
 - Based on consultations with law firm and for conservatism estimating savings of 50%
 - Total County 2021 legal budget \$217K

Comparator Municipalities



- Most large municipalities have several Lawyers on staff
- Smaller municipalities with on staff Lawyers include:
 - Elgin County
 - Middlesex County
 - Grey County
 - Essex County
 - Perth County
 - City of Peterborough
 - City of Stratford

Implementation



- If approved, In-house Solicitor and Paralegal / Prosecutor roles would be added to organization chart
 - Development of job description would be created
 - In-house Solicitor and Paralegal / Prosecutor would be hired to allow for transition period prior to Contract Prosecutor / Solicitor retirement
 - Transition period cost would be offset by anticipated savings



Questions

