



Butler Business Solutions Ltd.

Charlene Butler, MBA, BComm, BSc, RIMS Fellow

Charlene Butler is the founder and president of Butler Business Solutions Ltd., an independent consulting company, founded in 2009, focused on business and program review and development, evaluation, risk management and organizational performance optimization in both the private and public sectors. In addition to consulting experience Charlene has 25 years of first hand management experience in the petroleum, insurance and government sectors.

Charlene utilizes her extensive consultation and facilitation experience in the majority of Butler Business Solutions' consulting projects:

Evaluation: Through a careful and thoughtful engagement process all key stakeholders including clients, investors and partners, are incorporated into the evaluation process to ensure that we “measure what matters.” Key metrics are established, the appropriate assessment tools developed along with a process for timely and accurate data collection. Bringing all stakeholders in at the beginning of an evaluation process ensures that evaluative frameworks are developed and evaluations completed that meet the needs of Public entities.

Butler Business Solutions Ltd. specific evaluation project examples include:

- REACH Edmonton – Evaluation of Schools as Community Hubs, Aboriginal Leadership Circle and Immigrant and Refugee Initiative
- Edmonton Policy Service – Neighbourhood Evaluation Teams (NET) evaluation
- Youth in Transit – Joint evaluation on behalf of Edmonton Police Service, Edmonton Transit Service and Native Counseling Services of Alberta

Business Program Review: Charlene's experience in business program review, comparative research and analysis is demonstrated through projects such as:

- Alberta School of Business – MBA Curriculum Review
- Solicitor General and Public Security - Sheriff's Court Security and Prisoner Transport Study
- Edmonton Police Services – Resourcing Requirement Study, Edmonton Remand Centre
- REACH Edmonton Council for Safe Communities - Business and Implementation Plans for 24/7 Service Delivery Model for High Needs Populations

Each of these projects requires understanding the goals of the clients and the environment in which they operate prior to undertaking the research portion of the project. This understanding was gained through consultation with key stakeholders and a review of current policies and procedures. A variety of research methodologies were employed including focus groups, interviews, tours, examination and comparison with related organizations or projects, peer evaluated research into what is being done in other geographical locations including internationally was completed if applicable.

Charlene completed her Chemical Technology diploma (SAIT) in 1983, Bachelor of Science – Actuarial Science and Bachelor of Commerce – Insurance and Risk Management degrees (University of Calgary) in 1996 and has held her RIMS Fellowship designation since 1999. She obtained a MBA – Natural Resources, Energy and the Environment from the University of Alberta in 2009. This combination of education and hands on experience ensures that clients receive high quality, informed consulting services.



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RELEVANT EXPERIENCE

REACH Edmonton Council for Safe Communities - Evaluation of Schools as Community Hubs and Cultural Community Groups – Three Projects - Partnered with Leger Marketing to complete Social Return on Investment (SROI) evaluations of three Safe Communities Innovation Fund (SCIF) funded projects. Activities include extensive stakeholder and partner engagement to determine key metrics, development of metrics and monetization of metrics where applicable, development of quantitative and qualitative data collection tools, facilitation of data collection, data analysis and report development. The SROI framework ensures limited investment dollars are spent on providing those programs and services that produce the most value for Alberta clients. This project involves facilitation with in excess of 12 non-profit partner organizations and their clients, and the evaluation of over 15 individual programs.

Alberta School of Business – University of Alberta – MBA Curriculum Review – Facilitating a series of focus groups and interviews with key Canadian businesses, MBA students and MBA graduates. Through a series of facilitated focus groups and interviews we will determine what skills, education, competencies etc., Canadian businesses are looking for in an MBA graduate so that the Alberta School of Business can ensure that its program is meeting those needs. Project start date April 2013.

Edmonton Police Services - Transition Decision Matrix, Metric and Evaluative Framework Development, and Evaluation of Neighbourhood Empowerment Teams (NET) – Developed a decision matrix that enabled Edmonton Policy Services, United Way – Capital Region, City of Edmonton – Community Services and The Family Centre to identify neighbourhoods where the success of NET would be maximized. Activities included extensive facilitation to develop quantitative and qualitative metrics that met the needs of the 4 diverse partner organizations, development of the evaluative framework, evaluation completion and presentation of results to the Edmonton Police Commission and City Council. Monetization of many of the metrics required consultation with Alberta Justice to determine the costs associated with various outcomes from the court process.

Solicitor General and Public Security - Sheriff's Court Security and Prisoner Transport Study – Examined current processes and procedures used by Alberta Sheriff's Court Security and Prisoner Transportation department throughout Alberta. Included a review of the Peace Officers Act, all signed Mandates, Standard Operating Procedure Manual, and Letters of Understanding in place for Alberta Sheriff's court security and prisoner transport across the Province. Multiple interviews were conducted and tours were completed of all main facilities including but not limited to, Edmonton Law Courts, Calgary Court House, Base Courts, Arrest Processing Units in Edmonton and Calgary and Edmonton Young Offenders Centre. Regional discrepancies and similarities between regions were highlighted and best practices and procedural changes to improve the efficiency and effectiveness of operations were recommended.

Edmonton Police Services - Resourcing Requirement Study, Edmonton Remand Centre – Determination of best practices and procedures and the total human and non-human resources required to transport detainees from the new Edmonton Remand Centre to the Edmonton Law Courts building and visa versa. The study included the examination of current practices in use in a variety of remand centres, arrest processing units, and courthouses across Canada. Information on process and procedures was collected through research, interviews, and where possible tours were completed. Best practices were determined and recommendations made as to how those practices could be implemented at the new Edmonton Remand Centre. Human and non-human resourcing requirements and associated costs were determined.



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REACH Edmonton Council for Safe Communities - Business and Implementation Plans for 24/7 Service Delivery Model for High Needs Populations – Through worldwide research and extensive facilitation with a large number of service delivery partners, front line workers, high needs clients, and Edmonton Police Services a model for the delivery of services to high needs populations on a 24 hour 7 day a week basis was developed. The final report included a summary of the research completed that highlighted best practices and a business plan for delivering 24 hour a day 7 day a week services for high needs populations that was developed through consultation with front line service providers. Also included where a draft budget and a summary of identified risk and risk mitigation strategies. Following the acceptance of the delivery model by City Council additional facilitation was conducted to develop the first phase of the implementation process for the model.

Alberta Council of Women's Shelters - Strategic Marketing Plan and Cost Benefit Analysis – Through a research and consultation process the impacts of domestic violence in the workplace were determined and monetized. A cost benefit analysis on the impact of domestic violence on workplace economics was completed. Non-monetizable impacts were examined and combined with the cost benefit analysis to determine the total impact of domestic violence in the workplace. The analysis formed a critical part of a strategic marketing plan for a domestic violence in the workplace prevention toolkit.

Edmonton Police Services, Edmonton Transit System and Native Counseling Services of Alberta - Evaluative Framework Development and Evaluation of Youth in Transit – Developed an evaluative framework for a pilot program providing youth worker intervention for youths whose behavior had been identified as likely to escalate to criminal. A balance of quantitative and qualitative measurement tools were developed and key performance indicators and benchmarks established. The project required an understanding of EPS and Alberta Justice processes so as to be able to determine the costs associated with each possible outcome of criminal charge of a youth. The final report combined a Social Return on Investment year one evaluation, summary of performance against the KPIs and recommendations for program improvement. The evaluation determined the profile of those youths where the investment in preventative intervention would produce the greatest economic benefit

REACH Edmonton Council for Safe Communities - Evaluative Framework Development – Facilitated the development of an evaluative framework for REACH Edmonton Council for Safe Communities by University of Alberta MBA students. Activities included interviews with key partners and stakeholders including Edmonton City Council, Edmonton Police Service and many non-profit organizations, identification of key business metrics and the setting of short-term, median-term and long-term benchmarks.

Downtown Proud!, Downtown Business Association - Evaluative Framework and Year One Evaluation – Downtown Proud! employs Boyle Street clients to remove litter from the streets of downtown Edmonton. This program is funded by approximately 15 businesses operating in the downtown area. To ensure ongoing project funding an evaluative framework was developed and the evaluation completed after consultation with each of the funding business partners.