

# **CITY OF WINSTON-SALEM NORTH CAROLINA**



**BOARD OF ALDERMEN BRIEFING SESSION  
APRIL 18, 2000  
4:30 P.M.**

**BOARD OF ALDERMEN COMMITTEE ROOM**

**CITIZEN EFFICIENCY REVIEW COMMITTEE**  
**Group A**  
**Technology Recommendations Previously Discussed**

CERC #	Recommendations	5-Year Total Cost	
		CERC	Revised City Estimate
V.A.2	1. Create and release an RFP to provide managed competition of the Help Desk and Desk Side support services for the Information Services Department.	\$600,000	\$600,000
V.A.3	2. Create a Technology Planning Group for the Information Services Department.	\$0	\$0
V.A.4a	3. Create Chief Information Officer (CIO) position.	\$200,000	\$0
V.A.4b	4. CIO should report to the Chief Financial Officer.	\$0	\$0
V.A.5	5. Develop an IT Strategic Plan.	\$20,000	\$0
V.A.7	6. Establish a 3-year "ever-fresh" policy (a regular, full replacement strategy) in the Information Systems Department.	\$0	\$0
V.A.11	7. Implement Network Management in the Information Services Department. Consider outsourcing this function.	\$750,000	\$500,000
V.A.15	8. Establish and maintain a group of local CIOs to volunteer technical consulting services and to review IT strategy.	\$7,500	\$7,500
V.A.17	9. Implement and monitor a program in Information Systems for business and technology education.	\$0	\$0
V.D.1	10. An E-mail system needs to be implemented in the Central Warehouse.	\$100,000	\$20,000

**CITIZEN EFFICIENCY REVIEW COMMITTEE**  
**Group B**  
**Technology Recommendations, in Process or Proposed**

CERC #	Recommendations	5-Year Total Cost		Management Comments
		CERC	Revised City Estimate	
I. B. 10	1. The landfill should institute a more aggressive collection process for delinquent accounts. Network the landfill computer system with the billing system.	\$ 300,000	\$ 35,000	<i>(In-process)</i> Plans are underway to connect the landfill computer system to the City network. Information will be entered directly into the financial application systems.
I. B. 12	2. Adopt a system [swipe card, laser card, bar code] to facilitate commercial customers at the landfill.	\$ 70,000	\$ 20,000	<i>(In-process)</i> This is a component of a Landfill computer project plan that has completed its first phase. Card reader capability will be implemented in a later phase.
I. C. 3	3. City Cemeteries should microfilm the records and modernize the record keeping.	\$ 200,000	\$100,000	<i>(Funding to be determined)</i> Rather than microfilm, it is recommended that an electronic document management system be implemented. It will improve access to information and be easier to maintain.
I. D. 1	4. The Storm Water Management billing and collection process should be redesigned. Consideration should be given to funding this program through the property tax. Billing and collection should be administered by the Utilities Division.	\$ 275,000	\$ 150,000	<i>(In-process)</i> Non-commercial storm water billing is planned to be a part of the new Utility Billing system. Commercial billing can be transferred to the Utilities Division. Collection through the property tax would reduce billing and collection costs.

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I. E. 9	5. The Utilities Division should purchase a new utilities billing information system from a private applications development company.	\$600,000	\$0	<i>(In-process)</i> Proposals for a new Utility Customer Information System are being reviewed, all of which are from private application development companies.
III. E. 1	6. The Streets Division should computerize the work request system for Street Maintenance.	\$450,000	\$ 240,000	<i>(IT Strategic Plan)</i> Work requests should be electronically entered and tracked. Management reporting will improve staffing effectiveness, improve services, and reduce costs
III. G. 1	7. The Department of Transportation should provide staff in the Planning Department with technical assistance so that the GIS system can be fully implemented.	\$175,000	\$ 175,000	<i>(Funding to be determined)</i> DOT has many uses for GIS and should have staff capable of working with the technology. Staff support can be added to the department, or provided through a shared position from Information Systems.
III. G. 2	8. The Department of Transportation should provide overall computer technology upgrades.	\$110,000	\$ 100,000	<i>(IT Strategic Plan)</i> DOT's office systems will be upgraded along with the City's infrastructure.
V.A.8	9. Information Systems should create career pathing plans.	\$0	\$0	<i>(In-process)</i> Information Systems has added job classifications and training plans to provide career paths.
V.A.10	10. Only one group should manage the network infrastructure.	\$0	\$0	<i>(In-process)</i> Information Systems is responsible for the wide area network. Additional policies are proposed to add standards and control.
V.A.13	11. Adopt an IS strategy of minimal software customization.	\$0	\$0	<i>(In-process)</i> Replacement of all new applications will maximize the use of vendor supplied software with minimal customizations.

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V.A.16	12. Information Systems should conduct an annual salary survey among area companies and adjust salaries to market.	\$450,000	\$450,000	<i>(In-process)</i> This is addressed in the proposed market rate pay adjustments.
V.B.11	13. Engineering should provide "One Stop Shopping" for permits.	\$350,000	\$350,000	<i>(IT Strategic Plan)</i> New applications will integrate the ability to provide services from one location.
V. A. 6	14. Information Systems should implement a common operations environment. Establish and retain a common operating environment for desktop computing or other desktop strategy. Standardize hardware, software, and peripherals for all users.	\$60,000	\$0	<i>(IT Strategic Plan)</i> A common operations environment will reduce management costs and improve reliability. Strict standards will require additional policies that restrict department's flexibility.
V. A. 9	15. Information Systems should implement an Asset Management Plan.	\$65,000	\$30,000	<i>(Completed)</i> Asset management through inventory control and software tools has been implemented. Management procedures are in place to keep information current.
V. A. 14	16. Information Systems should create a position for Telecommunication Policy/Administration.	\$300,000	\$0	<i>(In-process)</i> This position would lead cable television administration, right-of-way management, and potentially tower management. Recent reallocation of current staff will support cable television administration. Additional focus on right-of-way will require the addition of this position.
V. A. 18	17. Information Systems should implement a server consolidation strategy.	\$150,000	\$150,000	<i>(IT Strategic Plan)</i> Alternative server architectures are being reviewed and preferred solution will be recommended.

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V. B. 5	18. Engineering should use computer templates for standard forms and instructions.	\$100,000	\$40,000	<i>(IT Strategic Plan)</i> All engineering forms should be accessed electronically and routed for approval over the network. Infrastructure support will be completed as part of the IT Strategic Plan.
V. C. 3a	19. The Real Estate Office must have computers and software that keeps track of properties, lease terms, lease dates, rental collections, repair expenses, etc. Commercially produced software is available.	\$160,000	\$100,000	<i>(Funding to be determined)</i> Computer systems and software would automate manual processes, resulting in a more efficient operation.
V. D. 2	20. The Central Warehouse needs updated computers and laser printers.	\$300,000	\$50,000	<i>(IT Strategic Plan)</i> The proposed new financial systems will provide inventory and revenue support for the Warehouse. They will need updated computers and network access to the new applications.
V. E. 12	21. A new billing and computer system should be instituted in Property Maintenance.	\$425,000	\$125,000	<i>(IT Strategic Plan)</i> A new billing system should be a component of an integrated time management and charges system.
V. F. 6	22. Purchasing should improve technology and automation, and put more focus on this segment of business.	\$250,000	\$0 - In proposed Finance System	<i>(IT Strategic Plan)</i> The proposed new financial systems includes replacement of the purchasing applications that include automation and integration.
V. G. 3	23. Human Resources should automate the benefits process. Move to a "negative enrollment" method. The only actions needed by current employees would be to change benefits coverage.	\$375,000	\$175,000	<i>(IT Strategic Plan)</i> Automated benefits enrollment would improve services and reduce costs.

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V. G. 4	24. Human Resources should automate the process of job application/referral.	\$200,000	\$125,000	<i>(IT Strategic Plan)</i> Applicant tracking should be a component of the Human Resources Information System. It will reduce the administrative overhead and improve recruiting.
V. I. 1	25. Enhanced technology is needed in Employee Health and Safety.	\$30,000	\$15,000	<i>(IT Strategic Plan)</i> OSHA 200 logging and an electronic medical file system will improve their information management.
VI. C. 2	26. Housing and Neighborhood Services and Housing and Neighborhood Development's code enforcement process needs to be integrated into one computer system.	\$450,000	\$250,000	<i>(Funding to be determined)</i> Housing and Neighborhood Development's manual processes should be integrated into an electronic system that automatically provides data into the Housing Services tracking and reporting system. The system would include loans and process payment.
VI. C. 3	27. Housing inspectors need to have automated hand-held field devices.	\$350,000	\$250,000	<i>(IT Strategic Plan)</i> Field devices will eliminate redundant data entry provide timely access to inspection results, and give more information to the Inspector in the field.
VI. C. 13	28. The Housing and Neighborhood Services, Housing and Neighborhood Development, and Neighborhood Center staff need to have networked personal computers.	\$80,000	\$80,000	<i>(Funding to be determined)</i> Additional computer equipment and network access will be required to support the proposed integrated application systems.

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VI. D. 2	29. Inspections should establish a "One Stop Shopping" concept so that a developer, design professional, building contractor, or the public at large would have one location for all of their requirements. Planning involving the new "City Hall South" should address this need.	\$550,000	\$250,000	<i>(IT Strategic Plan)</i> Assigned locations in City Hall South provide the ability to consolidate services. New application systems will centralize service to a single operation.
VI. F. 1	30. Planning should consolidate as soon as possible departmental services that serve the development community and the public to create "One Stop Shopping."	\$0	\$0	<i>(IT Strategic Plan)</i> This is addressed as a component of Item #29.
VI. F. 2	31. Planning should use technology to the fullest extent possible for data entry, plans, plan review and comment, and status inquiry.	\$500,000	\$200,000	<i>(IT Strategic Plan)</i> Planning documents should be converted for electronic access and applications developed to provide direct access to the public through the Internet.
VII. D. 1	32. In the Office of the City Secretary, the flow of information is severely hampered because of differences in computer systems used by various departments. All departments should be required to use the same computer systems.	\$0	\$0	<i>(IT Strategic Plan)</i> This would be addressed through strict city-wide information technology standards. Implementation of a common operating environment will also require standardization.
VII. D. 2	33. The Office of the City Secretary should acquire quality optical imaging equipment to store City records.	\$50,000	\$50,000	<i>(IT Strategic Plan)</i> Electronic document management improves access to information, including through the Internet. Extensive records will be easy to find and maintain.

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VII. D 3	34. The Office of the City Secretary should upgrade and move the citizen complaint/referral telephone line to another office. Create an automated database of citizen complaints, and a system for tracking status and resolution.	\$300,000	\$145,000	<i>(IT Strategic Plan)</i> Citizens should be able to request city services, obtain information, and record complaints through the Internet or the telephone. A city-wide call tracking and referral system will serve this need.
VII. D. 6	35. More information should be accessible to citizens via the Internet, including routine forms and instructions.	\$1,000,000	\$400,000	<i>(IT Strategic Plan)</i> Capabilities to submit City forms, obtain permits, pay fees, and obtain information will be developed. Requirements include hardware, software, and application development.
VII. I. 6	36. The Budget Office and Finance Department need to update information technology.	\$13,000,000	\$7,250,000	<i>(IT Strategic Plan)</i> An integrated Finance, Revenue, Budget, Purchasing, and Warehousing system will update and replace all current applications.
VII. J. 1	37. The City should implement a biweekly automated time and attendance system.	\$750,000	\$250,000	<i>(IT Strategic Plan)</i> Computer-based remote time entry should be accessible to all departments and entered directly into the payroll system.

**CITIZEN EFFICIENCY REVIEW COMMITTEE**  
**Group C**  
**Technology Recommendations for Further Study**

<b>CERC#</b>	<b>Recommendations</b>	<b>CERC 5-Year Total Cost</b>
<b>II.C. 10</b>	1. A joint City/County-wide communications and computer data system should be purchased. All law enforcement communications functions should be consolidated. All fire and emergency management systems communications should be consolidated.	\$2,570,000
<b>II.C.11</b>	2. The City and County Management Information Services should correct this situation (Police and Sheriff use non-compatible computer equipment).	To be determined
<b>II.C.12</b>	3. Interface prisoner systems to eliminate duplicate data entry.	\$0
<b>II.C.13</b>	4. Use a single system to capture photo images at Detention Center.	\$67,000
<b>II.C.3</b>	5. Automate processes in the Magistrate's Office, and coordinate technology with systems in the Police and Sheriff Offices.	To be determined
<b>V.A.1</b>	6. A careful study of the overall management of information technology should be conducted. The department should compete with outside companies through a managed competition process.	\$60,000
<b>V.A.12</b>	7. Information Systems should create and release an RFP for outsourcing the application development and maintenance function.	\$575,000
<b>V.A.19</b>	8. Consolidate City and County IS/IT systems. At a minimum, both governments should use common software and communication networks.	To be determined
<b>VI.A.1</b>	9. We strongly encourage unification of the City's computer and database systems.	To be determined
<b>VI.D.4</b>	10. City and County governments must establish and work toward a goal of compatibility of their computer systems; maintain state-of-the-art technology.	\$525,000