BEST PRACTICES REPORT

Compiled by the:
Budget & Evaluation Office
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Introduction

In October of 2016, the Budget & Evaluation Office launched a process to compile ideas on best practices for the City of Winston-Salem departments. Best practices are procedures that have been shown by research and/or professional experience to produce optimal results and can be established or proposed as a standard suitable for widespread adoption.

The recommended best practices in this report may be a particular method, policy, innovation, program, or a standardized process. Typically, a method or program could gain a best practice status by being:

- Measurable (with clear goals)
- Notably successful
- Replicable

The intent of this report is to demonstrate that city departments are aware of new ideas and program improvement possibilities in their service areas. The source of information on best practices in this report primarily comes from successful innovations implemented by other cities, networking and learning from professional peers, obtaining information at conferences or seminars, and through research documented in journals and books.

In some cases, the recommended best practice may already be implemented by the department or currently under review for implementation.

Outline of the Report

This report is divided into six sections, based on the following strategic focus areas: economic vitality and diversity, healthy environment, livable neighborhoods, quality transportation, safe and secure community, and service excellence.

The standard format for each submission in this report is as follows: program category, best practice title, best practice description, source of information, prospective benefits, prospective challenges, and action steps.
**Program Category:**

**Business Development/Small Business Loans**

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**Title:** Standardized Application for Small Business Loan Program

**Description:**

Staff would develop a standardized Small Business Loan Program application to be completed by applicants. Currently, the loan request package consists of assembling several separate pieces that may differ in format and/or level of content from applicant to applicant. The impact on service delivery to citizens would be aiding citizens by simplifying a process that can be viewed as complex and overwhelming. Staff will continue to work closely with applicants throughout the process.

**Source of Information:**

Review of similar programs in peer communities, specifically the City of Durham and Orange County (NC).

**Prospective Benefits:**

- Offering application online that clearly outlines the process and information for review by the Loan Committee.
- Standardize a process that is new and unfamiliar to entrepreneurs and business owners.
- A standard format for all applications may also expedite the time required for review by the Loan Committee since the elements of each loan request will be consistently formatted.

**Prospective Challenges:**

- Ensuring that the information contains the level of relevant details required for appropriate evaluation by the Loan Committee.
- Applicants may be under the impression that simply submitting the application is the only step.
- Staff review, ensuring that the application is complete and ready for Loan Committee consideration, remains an important part of the process.

**Action Steps to Implement:**

- Review details of standardized applications utilized in peer communities to develop the best available format for the City of Winston-Salem. Orange County and the City of Durham will be valuable resources.
- Outline the new process/steps for the Small Business Loan Program.
- Update Loan Program information on the City’s website and print new materials.

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**Department:** Office of Business Inclusion and Advancement

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City of Winston-Salem Budget & Evaluation Office
PROGRAM CATEGORY:
PARKS AND RECREATION PROGRAMMING/RECREATION CENTERS

Title: Contract Instructor Handbook

Description:
Winston-Salem Recreation & Parks (WSRP) utilizes contract instructors to offer specialized and unique classes. The contract instructors are certified and/or trained in their area of service and provide opportunities for instruction outside the abilities of WSRP employees. Contract instructors offer daily, weekly, or monthly classes in programs such as yoga, aerobics, dance, and art. Upon entering into a contract with WSRP, contract instructors are required to provide the department with a letter of interest, certificate of liability, and other credentials to support their program. After the approval of the contract, instructors are paid a 75/25 split of fees collected by WSRP.

Source of Information:
City of Tracy, CA - Contract Handbook and Class Proposal Form and the City of West Linn, OR - Contract Instructor Handbook

Prospective Benefits:
- Creating a Contract Instructor Handbook will ease the process for potential service providers.
- The handbook will serve as a guide detailing the process, required documents, expectations, and policies of the department. The handbook will also be used as a marketing and promotional tool to gain interest of talented citizens.

Prospective Challenges:
- Development of Contract Instructor Handbook will be time consuming and require multiple edits as departmental and City policies and procedures change
- Development of staff and contract instructor partnership

Action Steps to Implement:
- Establish criteria for Contract Instructors. Develop rules and expectations for instructor implementation in facilities.
- Create a check list of items contract instructors will need to complete.
- Evaluate need of service, price point, program duration, and target population.
- Draft contract for Risk Management and City Attorney.

Department: Recreation and Parks
Title: Daily and Monthly Facility Reports and Inspections

Description:
As a function of routine maintenance, accurate and expeditious reporting of safety conditions can improve the overall health and safety of the facility. With timely and accurate reporting of building concerns and possible hazards, funding can be turned toward facility upgrades and updates to continue to modernize facilities and amenities.

Source of Information:
Industry Week; Environmental Health and Safety Today

Prospective Benefits:
- Daily facility checks allow time to detect and correct unsafe or possibly hazardous work conditions, which affect employees as well as patrons. They go a long way towards preventing many causes of long-term damage by allowing for more immediate corrective actions. Providing a safer workplace alleviates occupational hazards, which decrease workman's compensation and consumer lawsuits. Routine safety checks and inspections establish a culture of safety and awareness, which increases the morale of both the employees and the customers.

Prospective Challenges:
- Because of the variation in facilities and employees, there can be distinct differences in recording and reporting of information. Also, an untrained employee can be unaware of the potential for certain hazards that may be present. Safety "professionals" require skills to help identify and prevent accidents and incidents; facility employees may require personal or self-management skills to help them take responsibility for adept safety performance and identification.

Action Steps to Implement:
- A continuous cycle of health and safety practices for overall facility improvement will be used featuring a review, plan, and action. The main purpose of an initial review is to gather material to help develop an improvement plan, for planning and setting goals. Necessary resources including time, money, people, and knowledge will be determined.
**Title: Operations Manual**

**Description:**
Winston-Salem Recreation & Parks (WSRP) provides programming for 17 recreation centers and does not have standardized policies and procedures for employees to follow. Each facility uses different forms, registration processes, phone policies, guidelines on program implementation, and staff expectations. This causes confusion for citizens that travel to multiple recreation centers for various recreation and leisure events. An Operations Manual will improve the delivery of service to the citizens of Winston-Salem by standardizing operations. Citizens will know what to expect from registration, appearance of staff, and level of customer service based on policies put in place and implemented.

**Source of Information:**
Greensboro Parks and Recreation: Operations Manual: Community Recreation Centers

**Prospective Benefits:**
- Provide a consistent level of service for internal and external customers.
- Employees will have a clear understanding of department policies, procedures, forms, and customer service expectations.
- Citizens will have a higher level of service expectations when attending events at multiple facilities.
- Provide a training tool for all new hires, resource for questions, and guide for disciplinary issues.

**Prospective Challenges:**
- Time consuming and requiring multiple edits as departmental and City policies and procedures change
- Will change the operations in multiple facilities requiring staff training

**Action Steps to Implement:**
- Establish Mission & Vision Statement for Recreation Centers.
- Evaluate and revise current policies and procedures.
- Standardize all facility reporting forms
- Provide training for staff.
- Compile information into Operation Manual.
### Title: Quarterly Supervisor Training

**Description:**
Providing tools and resources to workers as an investment in your workforce will increase innovation and efficiency by advancing skill level. Customers are able to have their wants and needs met with greater speed and effectiveness. With a greater knowledge base, workers are more capable of providing more valuable customer service. This will lead to a higher rate of retention among patrons and in turn greatly impact our customer base.

**Source of Information:**
Free Management Library; Work Ready website

**Prospective Benefits:**
- Better meet customer needs and provide quality customer service.
- Greater contribution to the department by having a broader knowledge base.
- Efficiency and quality of work are increased because there is a uniformity in work procedures.
- Supervisors are able to easier identify weaknesses and deficiencies among staff.
- Team morale is increased due to growth and proliferation in work strategies, making them more resourceful and proficient.

**Prospective Challenges:**
- Affordability and costs associated with providing quality training.
- Making sure the quality of training is consistent and the resources are available.
- With more generations present in the current workforce, methods of learning are not uniform nor consistent amongst employees.

**Action Steps to Implement:**
- Identify and determine what training topics are pertinent, relevant, and necessary for enhancing the skillset of the employees.
- Encourage and support employees who wish to evolve their abilities and retain their valuable and essential talents through incentive-based programs.
- Create computer-based automated training.

Department: Recreation and Parks
PROGRAM CATEGORY:
PARKS AND RECREATION PROGRAMMING/RECREATION CENTERS

<table>
<thead>
<tr>
<th>Title: Hourly Facility Checks</th>
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<tbody>
<tr>
<td>Description: Hourly facility checks will bolster the security and safety of the facility while improving customer interaction and ensuring customer satisfaction and safe keep. Hourly facility checks will increase staff and customer interaction, be it active or passive contact; there will be awareness of work staff. High visibility and access to staff will increase the confidence, morale, and sense of security among the patrons. The check system will provide a safer environment as workers are on top of incidents or maintenance requirements. Safety and security is improved for both patrons and co-workers.</td>
</tr>
<tr>
<td>Source of Information: Athletic Business</td>
</tr>
<tr>
<td>Prospective Benefits:</td>
</tr>
<tr>
<td>• Productivity and awareness will be increased as workers will be consistently proactive against possible accidents, incidents, or mishaps that may occur during the totality of the workday, allowing for greater response and more effective response time to any given situation.</td>
</tr>
<tr>
<td>• Theft, violence, and vandalism would be greatly deterred.</td>
</tr>
<tr>
<td>• Provide superior control and maintenance of resources and amenities at the facility.</td>
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<tr>
<td>Prospective Challenges:</td>
</tr>
<tr>
<td>• Limited staffing</td>
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<tr>
<td>Action Steps to Implement:</td>
</tr>
<tr>
<td>• Develop recreation safety and security system practices.</td>
</tr>
<tr>
<td>• Provide adequate and effective monitoring.</td>
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<td>• Develop evaluation measures.</td>
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</table>

Department: Recreation and Parks
PROGRAM CATEGORY:
PARKS AND RECREATION PROGRAMMING/RECREATION CENTERS

Title: Identification and Remediation of Maintenance Issues (Deferred Maintenance Assessment)

Description:
Out of the 100 most populous cities across the country, Winston-Salem ranks 86th for the amount of money spent on recreation per resident. According to current data, Winston-Salem spends $42 per resident. For comparison, the City of Greensboro spends $67 per resident and Durham spends $70 per resident. When factoring cost of living, Winston-Salem ranks 84th out of the 100 most populous cities across the country at $47 per resident. Durham spends $73 and Greensboro spends $76 per resident when considering cost of living.

Source of Information:

Prospective Benefits:
- Avoiding systems’ failures, decreasing maintenance costs, and improving customer satisfaction are all benefits of addressing deferred maintenance.
- An increase in operational efficiency in terms of energy consumption and maintainability can also be an outcome.
- Investing in deferred maintenance needs has the potential to create construction-related jobs.
- Provide safer facilities for citizens to use and for staff to maintain.

Prospective Challenges:
- Develop a pragmatic capital plan.

Action Steps to Implement:
- Identify and catalog why projects, maintenance, and repairs have been deferred.
- Recognize and understand the scale of the problem.
- Quantify and communicate the financial impact of deferred maintenance.
- Prioritize risk and safety issues.
- Seek funding to mitigate risk.
- Prioritize projects and develop a strategy to secure adequate funding.
- Seek Council approval to implement maintenance improvement strategy.

Department: Recreation and Parks
### Title: Winston-Salem Recreation & Parks Monthly Staff Trainings

#### Description:
Trends, programs, and interest in recreation and parks are constantly evolving. In order to continue a high level of programming, partnership development, technology uses, and citizen-focused activities, training for recreation center staff is invaluable. Attending workshops, webinars, and conferences offered by recreation professional resources help to develop employees. Internal training from other City of Winston-Salem departments allows staff to learn customer service skills, protection and safety, and personnel resolution.

#### Source of Information:

#### Prospective Benefits:
- Allows Recreation & Park professionals to keep up with industry changes.
- Stay competitive with other service providers.
- Maintain and increase knowledge and skills.
- Advance employee skills and increase job satisfaction levels.
- Attract new talent.
- Provide internal promotion opportunities.
- Provide networking and partnership opportunities with other municipalities.

#### Prospective Challenges:
- Attending workshops, webinars, and conferences are costly and time consuming.

#### Action Steps to Implement:
- Utilize professional resources (NRPA, NCRPA, RSS) to identify training opportunities.
- Create training schedule for employees and offer webinars that staff can access on desktops.
- Provide training opportunities during weekly staff meetings, cross train staff.
- Maintain professional membership with NCRPA and NRPA to access free and reduced cost training.
Title: Recreation Specific Training for All New Recreation Staff

Description:
Provide recreation specific orientation to newly hired recreation staff. By providing newly hired recreation staff with the information and expectations to do their job well, citizens will see an increase in customer service levels at all recreation facilities. Safe and secure facilities and operations will also be an expected outcome of this orientation.

Source of Information:
Recreation & Parks Standard Operating Procedures; CWS policies; Recreation policies; www.ncrpa.net; www.nrpa.org; www.weplay.ws.

Prospective Benefits:
- Staff will perform at their highest levels.
- Staff will understand the organizational structure and recreation policies and procedures.
- Staff will understand the mission, goals, and vision of WSRP and expectations.

Prospective Challenges:
- Because of various staff schedules, locations, and operating hours, scheduling will be the biggest challenge to provide a recreation specific orientation for newly hired staff.

Action Steps to Implement:
- Set training agenda
- Set speakers/trainers to come in and train staff
- Communicate orientation to newly hired staff before their start date
- Conduct new staff orientation quarterly or on an as needed basis

Department: Recreation and Parks
## Title: Purchase Curotto-Cans for front end loader vehicles

### Description:
Curotto-Cans are used to increase the usage of a front-end loader vehicle to transition to servicing residential garbage by attaching it to the forks of the vehicle. This technology would instantly allow the front-end loader vehicles to fill in for regular refuse trucks if we were faced with multiple front-line vehicle failures. The impact on service delivery to citizens would be the decreased delay in route completion when experiencing multiple failures with rear loaders.

### Source of Information:
Personal demonstration by vendor and the Fleet Services Division of the City of Winston-Salem.

### Prospective Benefits:
- The technology would instantly allow the front-end loader vehicles to fill in for regular refuse trucks if faced with multiple front-line vehicle failures.
- The Curotto-Can will allow a front-end loader to operate as a residential garbage vehicle and minimize delays in collecting routes on days where mechanical failures run rampant.

### Prospective Challenges:
- Funding
- Maintenance
- Driver training and employee reclassification
- Resistance from commercial drivers

### Action Steps to Implement:
- Review technology with potential vendors.
- Brief Public Works Committee.
- Create pilot to evaluate effectiveness.
- Train supervisors and drivers.
**Title: Install Data Terminals in all Sanitation Department refuse trucks**

**Description:**
The installation of data terminals in refuse vehicles would allow the central office to send directions directly to garbage trucks for routing changes or special collections that need to be completed. The impact on service delivery to citizens would be the minimization of misses and decreased time to complete routes.

**Source of Information:** Trade Show

**Prospective Benefits:**
- The technology would minimize the time needed for a driver to complete a route that he/she was not familiar with.
- Turn by turn instructions of a route could be sent directly to the driver in the vehicle.
- Data on backyards and violations could be tracked from the cab as well.

**Prospective Challenges:**
- Funding
- Drivers would require extensive training.
- Possible Sanitation Equipment Operator reclassification because of new technical job function.

**Action Steps to Implement:**
- Review technology with potential vendors.
- Brief Public Works Committee.
- Set up a demonstration or pilot to evaluate effectiveness.
- Train supervisors and drivers.
PROGRAM CATEGORY:
ENVIRONMENTAL SERVICES/STORMWATER

Title: Creation of a Stormwater fee credit policy

Description: Consider a stormwater fee credit policy that could be used to incentivize property owners with no current stormwater controls to install devices as a way of handling stormwater runoff. Many communities in North Carolina offer some type of stormwater fee credit as way to incentivize property owners to implement stormwater controls to reduce the amount of runoff and pollutants from impervious areas.

Under this concept non-single family residential, commercial, and industrial customers with current stormwater billing accounts that have taken measures to reduce the impacts of stormwater runoff to stormwater conveyance systems and surface water quality may be eligible for a credit of up to (50%) of their stormwater fee. Credits up to 50% could be given based on implementation and maintenance of the following:

1) Detention/ Retention Credit-The property has built and maintains an onsite stormwater detention or retention pond that reduces the impact of stormwater runoff from the property. A credit of up to 25% of the total stormwater fee may be available for a well-designed and maintained onsite detention/retention facility.

2) Water Quality Credit-The property has built and maintains an onsite stormwater best management practice (BMP) that reduces the pollution impact of stormwater runoff from the property. A credit of up to 25% of the total stormwater fee may be available for a well-designed and maintained onsite stormwater BMP. The impact on service delivery to citizens could result in an increase in rates, because of the possible reduction in revenue.

Source of Information:
Benchmarking study of other Phase I and II Stormwater Municipalities in North Carolina.

Prospective Benefits: Enhanced water quality and quantity benefit from the construction of better performing stormwater controls

Prospective Challenges:
- Potential reduction in revenue
- If those facilities were credited based on the above mentioned allocations at current billing rates, it would result in a known reduction of $110,784 in revenue. A 1.5% increase in the stormwater rate would offset this reduced revenue.

Action Steps to Implement: Council to authorize the policy and staff to implement and track changes and develop a guidance manual for interested parties

Department: Stormwater
**PROGRAM CATEGORY:**

ENVIRONMENTAL SERVICES/STORMWATER

<table>
<thead>
<tr>
<th>Title:  Implementation of an Erosion Control Plan Review Fee</th>
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<tbody>
<tr>
<td><strong>Description:</strong> Currently, the department charges permit fees for development reviews associated with land disturbing sediment and erosion control. That is to say, the developer/owner pays for the permit only after a review or often several reviews have been conducted to determine that the plans are adequate; then they come to pick up the permit. Often developers submit drawings that staff spend a significant time and effort to review and the developer never proceeds with the project. In these cases, a tremendous amount of time and effort has been expended with no compensation for the local government. If the current permit fees were charged as plan review fees (i.e. upon intake), this would result in more consistent compensation for staff time expended. Plan review fees are currently charged for stormwater reviews. The fee is charged upon intake of the plans and calculations. The impact on service delivery to citizens would be the developer or owner would pay the cost initially instead of at the time of permit issuance.</td>
</tr>
<tr>
<td><strong>Source of Information:</strong> Discussion with other delegated Sediment and Erosion Control programs.</td>
</tr>
<tr>
<td><strong>Prospective Benefits:</strong> The result would be more consistent compensation for the local government, for the time spent reviewing plans.</td>
</tr>
<tr>
<td><strong>Prospective Challenges:</strong> Developer concerns about having to pay on the front end for a plan review versus a permit fee</td>
</tr>
<tr>
<td><strong>Action Steps to Implement:</strong> Text amendment to the existing ordinance approved by the Mayor and City Council</td>
</tr>
</tbody>
</table>

Department: Stormwater
### PROGRAM CATEGORY:

**ENVIRONMENTAL SERVICES/STORMWATER**

<table>
<thead>
<tr>
<th>Title: Participation in the North Carolina MS4 Sustainable Stormwater Management Program</th>
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<tbody>
<tr>
<td><strong>Description:</strong> The MS6M Program strives to build sustainable local governmental stormwater management programs that focus on program efficiency, effectiveness, collaboration, and strong municipal and community support. The MS6M Program will develop and build a network of stormwater support across communities within the state through peer reviews, open information reporting and exchange, and best practice development and sharing. The terms “MS6M Community” and “Sustainable Stormwater Management Program” are used interchangeably to refer to municipal/local governmental participants in the MS6M Program.</td>
</tr>
<tr>
<td><strong>Source of Information:</strong> North Carolina Department of Energy, Mineral and Land Resources</td>
</tr>
<tr>
<td><strong>Prospective Benefits:</strong></td>
</tr>
<tr>
<td>• The NCDEQ requirement to develop an annual NPDES MS4 program report will be waived.</td>
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<tr>
<td>• Local programs will have access to the sustainable stormwater management program framework including regulatory minimum as well as recommended sustainable practices and gap analysis review and guidance for each of the six NPDES MS4 program areas.</td>
</tr>
<tr>
<td>• Through strong community leadership commitment, open information sharing, public engagement, and regular reporting of program results, participating programs will be viewed by the State and EPA as local governmental leaders in pursuing implementation of NPDES MS4 requirements to the maximum extent practicable.</td>
</tr>
<tr>
<td>• Local programs will be able to consistently demonstrate clear linkages between budgetary resources allocated by local officials and stormwater program results and outcomes.</td>
</tr>
<tr>
<td>• Local programs will gain access to a consistent set of key metrics for evaluating and reporting.</td>
</tr>
<tr>
<td><strong>Prospective Challenges:</strong></td>
</tr>
<tr>
<td>• Increased time and effort for staff to keep up with new reporting requirements, which may not coincide with existing models, templates, key work items etc.</td>
</tr>
<tr>
<td>• May need to introduce technology to assist with reporting from various departments. Time and effort to conduct peer reviews with other communities.</td>
</tr>
<tr>
<td><strong>Action Steps to Implement:</strong></td>
</tr>
<tr>
<td>• NCDEMLR is completing the framework for the program and obtaining EPA buy in.</td>
</tr>
<tr>
<td>• When complete, the City of Winston-Salem would have to incorporate the state's sustainability framework and officially request to enter into the program.</td>
</tr>
<tr>
<td>• Peer reviews would be conducted by sister communities and potentially third party consultants.</td>
</tr>
</tbody>
</table>
Program Category:
Environmental Services/Water

Title: Advanced Metering Infrastructure (AMI)

Description: Advanced Metering Infrastructure refers to systems that enable meter reads to be transmitted over a fixed communication network architecture to data collection computers housed in the utility/billing offices. The AMI system may be one-way or two-way and can provide reads at regular intervals and/or on demand. The impact on service delivery to citizens would result in bill accuracy increasing greatly due to automated nature of the meter reading. Citizens would be able to see real-time consumption data and be notified of leaks shortly after they occurred. Citizen billing inquiries would be answered quickly and accurately due to amount and accuracy of data.

Source of Information:
AWWA Conference Presentations, Webinars, Internet Articles

Prospective Benefits:
- Improved meter accuracy
- Real-time consumption data
- Reduced workforce
- Reduction in employee exposure to hazards in the field
- Reduced customer service calls
- Real-time leak detection
- Reduced greenhouse gas emissions are some of the benefits of implementing an AMI program.

Prospective Challenges:
- Cost of replacing meters or upgrading meters to AMI-ready status
- Ensuring radio network reaches all needed points within the system
- Repurposing of workforce
- Ensuring security of billing/meter-data-management system

Action Steps to Implement:
- Put out RFP for construction services and conduct a pilot project to ensure viability of the network, security protocols, meter-data-management system, and billing system.
- Refine and revise processes and systems as needed for system-wide application.

Department: Utilities
# PROGRAM CATEGORY:

**ENVIRONMENTAL SERVICES/WATER**

## Title: Asset Management

### Description:

Asset Management is a systematic process of deploying, operating, maintaining, upgrading, and disposing of assets cost-effectively. Asset management systems use predictive analytics to allow managers to make decisions regarding the procurement, installation, maintenance, failure, and decommissioning of assets within the utility's system. The impact on service delivery to citizens would be the leveling of rate increases due to the increased ability to predict and manage costs of asset renewal/replacement, also the improved reliability of the system with fewer emergency failures.

### Source of Information:

Consultants, AWWA Conference Presentations, Webinars, Internet Articles

### Prospective Benefits:

- Improved reliability of system
- Reduced total cost of operation by prioritizing maintenance activities
- Improved capital expenditure forecasting
- Optimization of field crew operations
- Improved safety and compliance

### Prospective Challenges:

- Managing large amounts of data
- Implementing the program on a utility-wide basis (treating assets similarly across different program areas)
- Cost of implementing and maintaining the system and storing the associated data
- Determining best technology platform for use in the utility

### Action Steps to Implement:

- Put out RFP/SOQ for process review and asset management implementation for wastewater collection, wastewater treatment, water distribution, and water treatment.
- Work with consultant to phase in program, starting initially with highest priority areas.

*Department: Utilities*
**PROGRAM CATEGORY:**

**ENVIRONMENTAL SERVICES/SOLID WASTE DISPOSAL**

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**Title:** Landfill Performance Measurement Tracking Tool

**Description:**
Implement and fully utilize a Performance Measurement Tracking Tool, a computer-based system to track efficiency and effectiveness of the operations at Hanes Mill Road Landfill. This spreadsheet-based tool uses input from a GPS-based landfill management system, along with data input by operators and managers, to track the efficiency and effectiveness of our landfill operations. Data related to waste placement, labor hours, equipment hours, etc. are entered into the system, which then generates performance measurement reports for use by management in evaluating the operations. The impact on service delivery to citizens would be maximizing efficiency, by helping to keep the cost of delivery of this service as low as possible.

**Source of Information:**
This tracking system was developed in conjunction with a consultant, Blue Ridge Services, who recently assisted the solid waste staff with a comprehensive audit of the operation.

**Prospective Benefits:**
- Currently, performance measurement for the landfill requires time-consuming, manual calculations for labor and equipment costs and effort. The measurement of landfill density, an important efficiency measurement, only occurs annually, when the site's aerial flyover is conducted. This tool will allow more frequent analysis of operating parameters.

**Prospective Challenges:**
- Retraining staff to properly and routinely utilize the system
- Rescheduling and finding time to manage this system in addition to current duties

**Action Steps to Implement:**
- Schedule training on this tool, possibly involving the original developer.
- Recruit/hire an engineer into vacant Sr. Civil position and assign him/her the responsibility of maintaining the system.

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**Department:** Utilities
**Title: Abandoned Vehicle Program**

**Description:**
An incentive program for removing abandoned vehicles, which are defined as unlicensed and/or inoperable, provides for the towing of vehicles to the city lot where they are stored until they are sold to junk lots. Citizens participating in the program are given $25 per vehicle.

**Source of Information:**
Institute for Public Service and Policy Research - City of Anderson

**Prospective Benefits:**
- Less abandoned/aesthetic vehicle violations providing safer communities.

**Prospective Challenges:**
- A city-owned rollback or wrecker would have to be acquired, and staff would be trained to tow vehicles.

Department: Community Development
Title: Comprehensive Training of Code Enforcement Officers

Description:
Participation in a broad-based training program to help inspectors understand how building safety standards affect the health of residents (e.g. when inspecting a housing unit, the code inspector may identify a mold-like issue that requires immediate attention). Through training in Healthy Homes, the inspector would instruct the property owner how to remove the mold-like substance and would learn to ask if any of the residents have health conditions, which might affect how the owner abates the condition (treating the condition with bleach might trigger a reaction if the tenant has asthma). By taking a more holistic approach to inspections, both property owners and tenants will benefit when appropriate measures are taken to correct violations, which allow the owner to meet housing code standards while insuring tenants are not subjected to any unnecessary health risks.

Source of Information: The Kresge Foundation's Advancing Safe and Healthy Homes for Children and Families Initiative: The Alameda County Healthy Homes Department; the Greensboro Housing Coalition; the National Center for Healthy Housing; the City of Newark Department of Health and Community Wellness; and Strategic Actions for a Just Economy.

Prospective Benefits:
- Training officers comprehensively and on an ongoing basis helps them to better understand and address potential housing concerns.
- Joint training and routine joint inspections with other code officers ensure professionalism and consistency in the field.

Prospective Challenges:
- Availability and cost associated with training

Action Steps to Implement:
- Research cities that currently have comprehensive training programs.
- Customize the program to meet the city's ordinance authority.
- Outline training schedule.
- Implement training program.
**Title:** WS-Assisted Housing For Employees (WS-AHFE) or Winston Salem Assets For Employees (WSAFE)

**Description:**
Winston-Salem Assisted Housing For Employees (WS—AHFE) is a program designed to assist any working individual that has secured employment with the City of WS. The focus of the program offers this as a benefit to employees as a part of a savings incentive match plan.

**Source of Information:**
Information from the Biltmore Company, Employer Assisted Housing (EAH) in Illinois and in Asheville.

**Prospective Benefits:**
- All employees to start thinking about and developing proper budgeting and money managing skills upfront
- Develop better saving and spending habits
- Home ownership
- Wealth building
- Building property and tax base
- Complement existing compensation package
- Stabilize employment; help with employee retention

**Prospective Challenges:**
- Employees being committed to the program
- Getting the first success story and capitalizing on it

**Action Steps to Implement:**
- Develop employer outreach plan.
**Program Category:**

**Cultural and Community Relations**

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**Title: American Heritage Day**

**Description:**

Cities have sought to recognize indigenous populations on October 10th of each year. An indigenous peoples’ holiday could be merged with the Columbus Day holiday, which seems to be an emerging inclusion trend nationwide. The impact should be positive for citizens since the concept would promote and encourage inclusivity and diversity.

**Source of Information:**

City of Seattle, Washington; City of Minneapolis, Minnesota

**Prospective Benefits:**

- Acknowledgment and recognition of the origin of Native Americans
- Demonstration of inclusion by celebrating American heritage, which includes Columbus and indigenous peoples

**Prospective Challenges:**

- Potential State law restrictions
- Other political considerations

**Action Steps to Implement:**

- A Compliance assurance under state law
- Recommendation from the Human Relations Commission
- Review by the City Attorney
- Approval by the City Council

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Department: Human Relations
PROGRAM CATEGORY:

REGULATORY SERVICES/COMMUNITY CHARACTER

Title: Institutional Compatibility Techniques Visual Report to Help Protect Neighborhood Character

Description: Churches and schools generally make desirable neighbors to single family residences. Without institutional compatibility guidelines, some institutions that experience growth may choose to expand in a way that meets zoning rules but does not fit within established neighborhood character (for example, by developing a massive, 40' tall building addition located 7' from the property line of a single family residence). This proposal would entail preparing a visual report to provide examples showing how institutions are able to expand within neighborhoods in a respectful way.

Source of Information:
Staff will look for examples of institutions (churches, schools, and similar facilities) within Winston-Salem and other cities that have expanded within neighborhoods in an appropriate manner.

Prospective Benefits:
- Show institutions how to thrive and expand within neighborhoods, while also being sensitive to the residential character of their surrounding neighborhoods.
- This best management practice would also be beneficial to City Council as a tool for reducing conflict between neighborhood residents and institutions - both stakeholders with valid points of view.

Prospective Challenges:
- Finding a way to make institutions and designers aware of the institutional compatibility standards prior to starting the design process for an expansion
- Avoiding using local bad examples in the document

Action Steps to Implement:
- Research examples of neighborhood-appropriate institutional expansions within Winston-Salem and other cities; take photographs of these examples.
- Prepare supplementary drawings to help explain the concepts; prepare supporting text; assemble these examples into a cohesive document.
- Present the Institutional Compatibility Techniques Report to the Planning Board; load the finished report on the Planning and Development Services website; prepare hard copies to show interested parties at the Planning and Development Services zoning counter; disseminate report to institutions, designers, and community residents.

Department: Planning and Developmental Services
Title: Make the UDO More User-Friendly

Description: Our UDO was adopted in 1994 and currently includes few supporting graphics to help explain our ordinance provisions. Legacy 2030 recommends both adding more explanatory graphics to our UDO and making changes to improve the user-friendliness of the UDO. The online version of our code (which is hosted by MuniCode) is particularly hard for our users to navigate. Newer online codes (such as Greensboro’s) include links to different sections of the code within the body of the code text, and also incorporate graphics, which have improved the user experience of such codes.

Source of Information:
Staff researched the development ordinances of other jurisdictions (both within NC and the US as a whole) to look for good examples of user-friendly ordinances.

Prospective Benefits:
- Benefits to this proposal would exist for external users of the UDO as well as City-County staff. Developers and citizens would be able to more readily understand UDO provisions if they were explained in a clearer way; graphics are a tool that other municipalities have used in their recently adopted zoning ordinances to help convey regulatory information clearly. City-County staff would also be able to use these graphics to help explain code requirements to elected officials, citizens, developers, and designers.
- UDO will be a searchable document with internal links to other sections of the code, making use of the code more intuitive. The online UDO could also be re-formatted to work better with smartphones and tablets, helping users who view the code on their mobile devices.

Prospective Challenges:
- Fiscal requirements ($50,000-$80,000) and staff time requirements

Action Steps to Implement:
- Budget necessary funds to hire a consultant for this project.
- Prepare an RFP detailing the scope of work for the work item.
- Review proposals and choose the best consultant(s) for the project.
- Work with the consultant(s) to identify changes that will improve the user-friendliness of the UDO.
**Title:** Technological Solution for Sign Inventory Related to Sign Amortization of Freestanding Signs

**Description:** Any freestanding signs in the City of WS currently not in compliance with the height and size limitations must come into compliance by the June 30, 2022 deadline or face enforcement action. In order to be proactive, we need to send letters of non-compliance out to the property/business owners with noncompliant signs well in advance of the deadline so that they can replace the nonconforming signs with signs meeting the requirements of the UDO. This information will be used to populate a spreadsheet pulling in the parcel information from the GPS coordinates. All of this information will then be used to populate a letter detailing the specifics of that particular freestanding sign and reiterate the date for compliance.

**Source of Information:** Teaming with Information Systems to develop our project methodology and technological solution. Research how other similarly positioned municipalities have utilized similar technology to tackle sign amortization data collection. It could be that we are the pioneers in this endeavor but will seek to find ways that other municipalities have used technology in this manner.

**Prospective Benefits:**
- Budgetary savings
- More business and property owners bringing their signs into compliance ahead of the June 30, 2022 deadline

**Prospective Challenges:**
- Unknown and untested factors
- Decline in service delivery performance measures if zoning complaints increase.

**Action Steps to Implement:**
- Finish development of app, spreadsheet and GPS interface to allow for detailed measurements to be tied to the parcel information where captured.
- Complete testing.
- Purchase additional iPads and software packages.
- Compile and analyze data.
- Finalize noncompliance letters.
- Mail letters.

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Department: Inspections
 PROGRAM CATEGORY:  
STREETS AND TRAFFIC MAINTENANCE/STREETS MAINTENANCE

<table>
<thead>
<tr>
<th><strong>Title:</strong> Contracted Services Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
</tr>
<tr>
<td>Contracting out some of our maintenance work to help meet performance measure requirements. Examples include pot hole repairs, sidewalk repairs and maintenance, signal loop installation, and street and curb cut repairs.</td>
</tr>
<tr>
<td><strong>Source of Information:</strong> Other municipalities</td>
</tr>
<tr>
<td><strong>Prospective Benefits:</strong></td>
</tr>
<tr>
<td>• More work can be completed to meet performance measures</td>
</tr>
<tr>
<td>• Contractors can be on-call and given locations daily, weekly, or whatever frequency is necessary to maintain within set timeframes</td>
</tr>
<tr>
<td>• More responsiveness to customer complaints</td>
</tr>
<tr>
<td><strong>Prospective Challenges:</strong></td>
</tr>
<tr>
<td>• Reassignment of staff duties to administer and manage contracts</td>
</tr>
<tr>
<td>• Adjustments to maintenance budgets to allow for more contracted services</td>
</tr>
<tr>
<td>• Finding available contractors willing and capable of completing work</td>
</tr>
<tr>
<td><strong>Action Steps to Implement:</strong></td>
</tr>
<tr>
<td>• Reassign of staff duties.</td>
</tr>
<tr>
<td>• Adjust maintenance budgets.</td>
</tr>
<tr>
<td>• Prepare of contracts.</td>
</tr>
<tr>
<td>• Assess of contractor market to ensure that industry can respond.</td>
</tr>
</tbody>
</table>

Department: Department of Transportation
**Title:** On-Street Pay Stations

**Description:**
The City should continue to replace single space meters in selected high demand areas downtown with multi-space pay stations or a program less expensive to maintain but which will give customers flexibility in payment options and length of parking time. Technology savvy customers tend to appreciate the flexibility and choice. Others tend to put in a quarter without reading the instructions, which typically results in complaints that the pay station is not “working”.

**Source of Information:**
Observations from our limited use of pay stations; other municipalities in NC

**Prospective Benefits:**
- Encourage short-term parking.
- Address issues with handicap parking.
- Provide better customer service.
- Increase revenues.

**Prospective Challenges:**
- Pay stations are expensive.
- Require more maintenance
- Some customers do not understand how to use them.

**Action Steps to Implement:**
- Purchase pay stations or participate in a more cost effective program.
**Title:** Transportation Data Collection for Planning, Engineering, and Operations

**Description:**
This best practice will re-establish a traffic count program and enhance data collection efforts. Traffic data is the foundation of solid traffic engineering and transportation planning processes. With the completion of the Traffic Signal System Upgrade Project and the closure of business 40 anticipated in 2018, now is the time to establish a robust traffic data collection process. The department is in desperate need for updated data and the ability to quickly collect data, evaluate changes in traffic patterns, and make adjustments to signal timing. Signalized intersections must be evaluated every 18 months per NCDOT Municipal Maintenance Agreement for the operation of the signal system. This requires updated turning movement data. Traffic Engineering also relies on traffic data to evaluate citizen requests for new traffic signals, changes to existing signals, and safety concerns.

**Source of Information:**
North Carolina Department of Transportation; Federal Highway Administration; Transportation Research Board; Institute of Transportation Engineer; Municipal Traffic Engineering User Group; City of Greensboro; Town of Cary.

**Prospective Benefits:**
- Better signal timing
- Enhanced data will also be used in project development for future bond referendums.
- STP-DA allocations for the MPO and capital project development
- Will assist in working proactively instead of reactively

**Prospective Challenges:**
- Funding and staff availability to manage the program

**Action Steps to Implement:**
- Create a new position for an Engineering Aide or Technician to assist with setting up field equipment or collecting manual counts, delay studies, etc.
- Purchase additional MioVision Cameras and utilize automated video processing.
- Purchase additional traffic count pads.
- Obtain data from vendors such as INRIX.
- Deploy additional bicycle counters and develop process for study to identify needs.
**Title: Creation of a Community Education Team**

**Description:**
A Community Education Team would be devoted to delivering a majority of the 500-600 public education programs delivered annually at schools, homes, churches, and businesses. They would also handle other special community projects such as the StoveTop FireStop installation project that is currently underway. Risk reduction programs would be more convenient for customers, and the messages would be more effective and consistent.

**Source of Information:**
Internal brainstorm

**Prospective Benefits:**
- Community education programs could be handled by specially-trained individuals who are passionate about providing fire prevention programs to residents and focus on the individual needs of each group.
- Operations Division companies would not be placed out of service or face interruptions from requests for service while delivering education programs.

**Prospective Challenges:**
- The primary challenge would be finding a way to assemble the team with the current level of Operations staffing.
- With staffing shortages occurring on a daily basis, it would be difficult to pull together a devoted group without placing companies out of service.

**Action Steps to Implement:**
- Decide to create a Community Education Team and support via General Order.
- Present proposal to the Public Safety Committee.
- Solicit FD personnel who have a strong desire to do community education programs.
- Come up with qualifications and requirements that team members must possess.
- Work out a schedule that would meet needs of the Community Education Team as well as Operations.

**Department: Fire**
**PROGRAM CATEGORY:**
**FIRE SERVICES/FIRE PREVENTION**

### Title: Centralized Clearinghouse for Information Dissemination

### Description:
The concept is to create a "one stop shop" for current information. At present, information flows from a variety of sources. Emails from multiple sources, special orders. General orders, memoranda (both hard-copy and electronic), network drives, web pages, training calendars, etc. The proposed solution would consolidate information into an easy to navigate system to quickly and efficiently communicate. Features might include: upcoming deadlines and action items, events scheduled for the day, a scrolling marquee with news and announcements, etc. Links would provide quick access to TeleStaff, special orders and current memoranda, policies, handbooks, forms, a phone directory, an apparatus and vehicle status page; and a unit status link (from CAD). The solution should be, at a minimum, capable of a Boolean search and, ideally, a more sophisticated Q/A search engine.

### Source of Information:
Compiled from considering current information sources such as the city website, memos, emails, flyers, calendars, and posters

### Prospective Benefits:
- Having a quick, accurate source of the most current information would benefit most aspects of the department's (and city's) operations. Employees would be better informed and save time when they need information.

### Prospective Challenges:
- Identifying the solution / building the site.
- Finding the right balance of information on the home/landing page (adequate, but not overwhelming like email).
- Ongoing maintenance and timely updates.

### Action Steps to Implement:
- Identify information needed (news, links, deadlines, status, etc.).
- Design a home page to clearly communicate current info and organize links to allow quick and intuitive navigation.
- Devise and implement a process to keep the information current and accurate.

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**Department:** Fire
### Title: Peak-load Engine

#### Description:
Raleigh has one station with two peak-load engines staffed 24 hours per day and Asheville has a peak-load engine that is staffed for 12 hours, Monday-Thursday, from 8 am to 8 pm, the busiest part of the day. This gives Raleigh and Asheville the flexibility of moving an engine around the city to address various coverage deficiencies without pulling an apparatus out of its assigned fire demand zone. WSFD answers nearly two-thirds of total call volume between 8 am and 8 pm. Fire apparatus are more likely to remain in their home territories, and battalion chiefs would be less burdened by moving fire apparatus around to close gaps. Overall unit reliability would increase. More attention would be given to the non-emergency workload, such as training and pre-incident analyses. Citizens in Buena Vista and the commercial areas along Stratford Rd would see a reduced response time for a suppression apparatus. Currently, the nearest fire engine to this area is on Marshall St., Peace Haven Rd., or Academy St.

#### Source of Information:
Asheville and Raleigh Fire Departments

#### Prospective Benefits:
- A peak load engine provides operational flexibility to fill gaps in the coverage area created by training and significant events.

#### Prospective Challenges:
- Funding for 12 additional personnel

#### Action Steps to Implement:
- Data analysis and presentation
- Seek authorization and funding for additional positions

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**Department: Fire**
Title: City Warehouse Inventory Control System

Description:
The City of Winston Salem's warehouse is in need of an inventory system with scanning ability. The scanner should have the ability to scan equipment and supplies. The scanner should also be capable of scanning distribution of products and match the department and individuals receiving the products.

Source of Information:
Charlotte Fire Department

Prospective Benefits:
- Ensure control of inventory.
- Help to minimize the amount of money left on the shelf in the warehouse.
- Enable departments to more accurately budget and track items that have been distributed.

Prospective Challenges:
- The project will require a large initial investment to overhaul the current system and train personnel.

Action Steps to Implement:
- Invite companies that specialize in inventory control to meet with city personnel.
- Decide on a program that best fits the City of Winston Salem.
- Implement the program and train.
PROGRAM CATEGORY:
POLICE SERVICES/PATROL RESPONSE

Title: Police Driving Track

Description: The WS Police Department employs over 700 sworn and non-sworn employees and serves a population of approximately 240,000 residents over 132 square miles. It is a best practice for an agency of WSPD’s size and responsibility to be equipped with a driving track facility to train new police employees and enhance the driving skills of in-service police personnel. Driving is a high liability area for law enforcement. Each year, more law enforcement officers die in traffic-related incidents than by any other job related activity.

The current needs of the driving track consist of a paved/concrete driving surface measuring approximately 1,000’ X 1,000’ surrounded by a fence. The acreage needed to support this site would be approx. 23 acres, not including any run-off and other requirements. The track would require a paved square, surrounded by a fence with a lockable gate at the access point to the road. Classroom and restroom facilities would be required and housed in a separate building on the track property. The facility could be used by other city departments, as well as rented to other agencies to generate income and pay for expenses.

Source of Information: WSPD training division; NC Criminal Justice, Education & Training standards

Prospective Benefits:
- The proposed driving track and pad could potentially enhance the delivery of police services for WSPD.
- Reduce liability and administrative costs of WSPD-related preventable traffic accidents.
- The proposed driving track and pad would provide a much needed training space and environment for WSPD officers to enhance their driving skills.
- In addition, the facility could be multi-purpose and used by various City departments to improve vehicle operation.
- Supports City of Winston-Salem and WSPD’s Strategic Plan goals.
- Addresses Elected Officials’ and WSPD’s interest in reducing preventable police vehicle accidents.

Prospective Challenges:
- Funding

Action Steps to Implement:
- Locate suitable property.
- Purchase suitable property.
- Construction

Department: Police
Title: Procedural Justice/Implicit Bias Training

**Description:** It is a best practice to provide Procedural Justice/Implicit Bias Training for all sworn employees of the WSPD. Social psychologists have shown that “implicit” or “unconscious” bias can impact what people perceive and do, even in people who consciously hold non-prejudiced attitudes.

Procedural Justice/Implicit Bias Training is based on four central principles: “treating people with dignity and respect, giving citizens ‘voice’ during encounters, being neutral and transparent in decision making, and conveying trustworthy motives. “Procedural Justice/Implicit Bias Training” also refers to the relationships officers have with their colleagues. Officers who feel respected by their supervisors and peers are more likely to accept departmental policies, understand decisions, and comply with them voluntarily. Lastly, Procedural Justice/Implicit Bias training focuses on the way police and other legal authorities interact with the public and how the characteristics of those interactions shape the public’s views of the police, increasing their willingness to obey the law, lowering crime rates, and even enhancing officer safety.

**Source of Information:** WSPD command staff, training recommended by the President’s Task Force on 21st Century Policing, International Association of Chiefs of Police, and the Police Executive Research Forum (PERF).

**Prospective Benefits:**
- Recognize individual implicit attitudes and stereotypes that impact decision making.
- Improve delivery of police services, policy development, and community relations.
- Provide Fair and Impartial policing activities; while enhancing officer and citizen safety.
- Reduce potential liability and potential citizen complaints
- Supports WSPD’s Strategic Plan goals

**Prospective Challenges:** Funding, scheduling training for over 500 sworn personnel; employees become aware of their own biases.

**Action Steps to Implement:**
- Locate and contract reputable instructor.
- Schedule training with WSPD personnel.
PROGRAM CATEGORY:
POLICE SERVICES/ADMINISTRATION

Title: Public Information Officer

Description: The Winston-Salem Police Department is a full service, nationally accredited police agency employing over 700 sworn and non-sworn employees. The department serves a population of approximately 240,000 residents over 132 square miles. It is a best practice for an agency of WSPD’s size and responsibility to employ a full-time Public Information Officer. Employing a PIO will allow WSPD to be transparent and follow best practices for a progressive law enforcement agency.

Source of Information: Internal WSPD, International Association of Chiefs of Police, Police Executive Research Forum, and other law enforcement agencies, FBI.gov

Prospective Benefits:
- Monitor the daily investigations/actions of the police department for situations likely to attract media attention.
- Prepare and review public records requests from media outlets, attorneys, and the public.
- Serve as the department’s Webmaster, keeping the website and social media sites up to date and posting news releases when appropriate.
- Responds to major crime scenes, attend all major public event (e.g. parades, National Night Out, etc).
- Provide timely information to elected officials and the public.
- Coordinate media briefing and news conferences.
- Work with the City of Winston-Salem Marketing Department.
- Utilize modern technology to advance the WSPD’s brand and image.

Prospective Challenges:
- Funding for additional full-time position
- Must continue to embrace technology and its benefits or risk becoming obsolete
- Operation in accordance to NC public records laws and WSPD policy
- Control media images

Action Steps to Implement:
- Work with Human Resources and WSPD Management to create position and get approval.
- Develop job description and proposed salary.
- Advertise and post position.
- Fill position.
### Title: Performance Management

**Description:** A successful performance management framework provides management (both executive level and departmental/program level) with up-to-date information on program/service effectiveness and efficiency. The goal of such a focus is to make both planning and real-time decisions using verified data to increase efficiency and/or produce a better outcome. In many cities, performance management positions (often given many different titles and often mixed with strategic planning) exist to assist departments in planning and measurement functions. These positions also provide data analysis and reporting. Reporting may be made to executive level management, elected officials, and the general public. Reporting is generally done through a performance management software solution. Specific programs would become more efficient and effective. Residents could see actual changes in service delivery and measured success.

**Source of Information:**
Professional Conferences & Publications, UNC School of Government Coursework, Other Cities/Counties

**Prospective Benefits:**
- Program/service efficiency and effectiveness
- Increased reporting capabilities
- Creating a more data-driven organizational culture
- Linking performance to annual performance evaluation processes
- Aligning resources with strategic priorities

**Prospective Challenges:**
- Inability to collect data and/or validate data
- Insufficient resources to fund program needs (personnel and systems costs)

**Action Steps to Implement:**
- Provide resources for a full-time position to work on performance management - position already exists in pay plan as Performance Reporting and Engagement Manager.
- Link associated program measures to City Strategic Plan.
- Purchase software system to house data and report strategic plan/metrics.

**Department:** Budget and Evaluation
Title: Case Tracking Software-Legal Files Software

Description:
There is a need for a better process for tracking cases, deadlines, and outcomes. The impact will be more internal. The software will help streamline the code enforcement process; which will be a benefit to the citizens of Winston-Salem.

Source of Information:
Greensboro City Attorney’s Office

Prospective Benefits:
- Increase efficiency
- Less likely to miss deadlines
- Easier to generate reports when questioned about the status of cases

Prospective Challenges:
- The initial cost is about $63,000, and the annual cost is about $13,000.

Action Steps to Implement:
- Reach out to vendor to discuss needs to verify that product will address said needs and provide all of the anticipated benefits.
- Continue discussions with City of Greensboro regarding its use of the product.
- Funding

Department: City Attorney
Title: Enhanced Training for Engineering Employees

Description: The continuing education of employees has long been recognized as beneficial to an organization. Professional engineers and land surveyors are required to complete continuing education requirements to maintain their licenses. NCDOT requires inspectors to be certified to ensure construction complies with their standards and specifications; technology now requires a substantial amount of knowledge in computer aided design and survey. Training is needed for geographic information technology and developing technology, such as use of I-Pads for field inspection and record keeping. The desired outcome on service delivery to citizens would be a higher quality product at a reduced cost, as well as better ability to provide prompt feedback to citizens through email or other online notification methods.

Source of Information: APWA, training journals, current field experiences and issues

Prospective Benefits:
- Increased efficiencies in processes and innovation
- Increased capacity to adopt new technologies and methods
- Reduced employee turnover and increased job satisfaction/morale
- Employees must keep up with current federal and NCDOT standards and requirements, as well as understand more efficient methods of construction.
- Cost savings for performing tests in-house, such as with a nuclear density gauge or savings through innovative construction methods, such as full depth reclamation
- Better able to respond to inquiries from the public with new technology

Prospective Challenges:
- Cost and time away from work
- Engineering’s training budget has been reduced over the years. This has made it increasingly more difficult to keep up with current technologies.

Action Steps to Implement:
- Increase budget for training.
- Identify required and optional training for each employee.
- Provide training opportunities either by travel, online, or in-house.
- Identify overlap training opportunities with other City departments and other local governments to reduce training expenses.

Department: Municipal Engineering Division
**Title: Electronic Payment Solutions**

**Description:**
The Electronic Payment Solutions project is a concept to broaden the City’s web payment presence to all receivable types, enhance web customer service, update the IVR telephone system with modern features like outbound calling, and encourage e-billing for utility bills. There will be a huge increase in web-based customer service expected: receipt emails, text message reminders, ability to view various invoices in one location, scheduling of payments and payment arrangements all over the web. Customers will be able to complete transactions over the web on their schedule instead of waiting for a representative over the telephone.

**Source of Information:**
Current market electronic payment vendor solutions and referrals from other cities

**Prospective Benefits:**
- Customers would have the opportunity to pay for more types of services online using the web, mobile devices or telephone; increase adoption rates for e-billing which would provide costs savings on postage and mail processing; IVR outbound calling would alert customers of unpaid balances prior to service disconnection; better reconciliation reporting; reduction in lobby traffic; and mailed payment processing savings.

**Prospective Challenges:**
- Implementation coordination with multiple systems

**Action Steps to Implement:**
- Review current systems affected by IS.
- Project plan for scope of work
- Multiple contracts to negotiate and Council approval

**Department: Financial Management**
**Title:** Electronic Timecard Submission

**Description:**
Our current timekeeping system has an employee’s module that allows employees to enter their own time and request time off. Allowing employees to enter their own time in our timekeeping system eliminates the need for paper timesheets. This will also cut down on the amount of errors generated by the clerical staff entering the time into the system.

**Source of Information:**
Knowledge of process in other organizations

**Prospective Benefits:**
- No need for paper timesheets
- Saves money in paper, and the City will be proactive in going "green" and being environmentally friendly
- Saves the timekeeper’s time, with less auditing and manually keying.
- The bigger the department’s size, the bigger the savings
- Since employees would be requesting time using a system that has up-to-date accruals, employees would know for a fact if they can take time off or not.

**Prospective Challenges:**
- Training
- License access system cost

**Action Steps to Implement:**
- Staff work with Information Services to determine scope and cost

Department: Financial Management
**Title: Self-Service Payment Kiosk**

**Description:** A self-service payment kiosk could be installed either inside the BAS lobby in the Revenue Collections area, outside the building, or throughout the utility service areas. This would accept credit card payments for suitable bill types. Citizens would receive a receipt to validate completion of their transaction and posting to their account. It would benefit all customers who want to reduce time spent waiting by reducing foot traffic in the Revenue Collections lobby.

**Source of Information:** Various websites

**Prospective Benefits:**
- Offering our citizens the additional convenience of another type of modern and complete bill payment without the necessity for interaction with a cashier; while also reducing congestion and long lines in the Revenue Collections lobby.
- Bi-lingual capability would enhance the City's customer service offerings without needing more employees with additional language skills.
- Persons conducting transactions not available on the kiosk should also benefit from reduced lobby traffic and shorter lines.

**Prospective Challenges:**
- Determination of any incompatibility issues within the payment systems
- Possible implications if accepting cash payments was determined to be a viable option
- Getting all necessary technical aspects addressed to create a successful transaction for the customers
- Incorporating transactions performed at the kiosk with daily balancing procedures for the general ledger

**Action Steps to Implement:**
- In-depth research would be needed to determine cost of equipment and installation.
- Co-ordinate communication between our kiosk vendor and our current systems services support for the purpose of defining interfaces necessary and getting quotes for any programming and technical assistance needed.
- Prior to pursuing this project, a public PC will be placed in the Revenue Customer Service lobby with web payment access only. Based on usage and customer experience, a project plan will be considered for kiosk.

**Department:** Financial Management
Program Category:

Employee Benefits Administration/Workers Compensation

<table>
<thead>
<tr>
<th>Title: Workers' Compensation Claims Litigation Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
</tr>
<tr>
<td>Conduct regular reviews of all workers' compensation claims in litigation with defense counsel, as well as the City Attorney and other key stakeholders. Any reduction in legal expenses and claim costs would be beneficial to taxpayers.</td>
</tr>
<tr>
<td>Source of Information:</td>
</tr>
<tr>
<td>Prospective Benefits:</td>
</tr>
<tr>
<td>• This will allow all stakeholders to understand the status of the litigated claims.</td>
</tr>
<tr>
<td>• Provides a forum for all parties to discuss how best to resolve any outstanding litigated issues, whether it be via settlement or other means. The City Attorney's Office, for instance, may decide that it has the ability to manage a certain litigated issue internally, rather than through using defense counsel, which could save the City legal expenses.</td>
</tr>
<tr>
<td>• Having a diverse group of individuals brainstorm a case may enable the group to make a better plan to resolve disputed issues, which could reduce legal expenses and overall claim costs.</td>
</tr>
<tr>
<td>Prospective Challenges:</td>
</tr>
<tr>
<td>• Scheduling</td>
</tr>
<tr>
<td>• It may take several hours to discuss all litigated cases.</td>
</tr>
<tr>
<td>• Conduct reviews like this 2-4 times per year.</td>
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<tr>
<td>Action Steps to Implement:</td>
</tr>
<tr>
<td>• Determine how often to conduct reviews, and schedule the initial review.</td>
</tr>
<tr>
<td>• Defense counsel will need to prepare brief summaries of the cases prior to the meetings.</td>
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</tbody>
</table>

Department: Financial Management

City of Winston-Salem Budget & Evaluation Office
# Individual Development Plans (IDP)

**Description:** An Individual Development Plan (IDP) is a tool to assist employees in achieving their personal and professional development goals and to help employees and supervisors set expectations for specific learning objectives and competencies. Many agencies require IDPs for new and current employees and encourage employees to update them annually. An effective IDP should include career goals, development objectives, and training and development opportunities. However, for line employees who desire to remain in their current position, the IDP could consist simply of a list of required safety classes for the year. By knowing the development needs of each employee, training could be targeted in needed areas which would result in a better trained employee who could perform his job more safely, effectively, and efficiently and provide better customer service to citizens. Employees would also be better able to anticipate the needs of citizens with the development of this forward-thinking culture.


**Prospective Benefits:**
- Supervisors develop a better understanding of their employees’ professional goals, strengths and development needs.
- Employees take personal responsibility and accountability for their career development, acquiring or enhancing the skills they need to stay current in their roles.
- Provides a mechanism for identifying/tracking development needs and plans.
- Assist in planning for the agency’s training and development requirements.
- Align employee training and development efforts with mission, goals, and objectives.
- Creates a detailed list of all required classes for each employee inside the performance evaluation system (EPAS).

**Prospective Challenges:** Training all City employees in a timely manner on the creation of the plans, recordkeeping, and getting buy-in from employees and supervisors

**Action Steps to Implement:**
- Create a City policy requiring IDPs for all City employees.
- Incorporate location for attaching IDP to each individual’s annual performance evaluation in EPAS.
- Hold regularly scheduled Quarterly Supervisor Trainings for all supervisors to explain the need for and benefits of IDPs. The classes would emphasize that the IDP is a development tool for employees in professional level positions and those line employees who desire to progress into other areas of the City.

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**Department:** Human Resources
**Title:** On-Site Workplace Fitness Facility for Employees

**Description:** Provide an on-site Fitness Facility available for all employees in a central location, free of charge, that is open 6:30 am - 6:30 pm. Provide equipment for aerobic exercises and strengthening exercises, etc. Require employees to sign a release form. Provide shower facilities and lockers. Provide supplemental classes in Nutrition, Weight Management, High B/P, Diabetes, Stress Management, Yoga, etc. that employees can voluntarily attend to help them reduce their preventable risk factors.

**Source of Information:** 1) CDC Worksite Physical Activity, 2) Total Wellness, 3) Harvard Business Review, 4) Loss Control Services, 5) Body Wellness, 6) Athletic Business, 7) Wellness Councils of America

**Prospective Benefits:**
- Help create a healthier workforce, increase employees’ productivity, and decrease employees’ risk of developing costly and debilitating chronic diseases.
- Lower healthcare costs, require less sick leave, and are more productive at work.
- Physical inactivity was responsible for 11.1% of healthcare expenditures in 2006-2011.
- Help attract and retain high quality employees.

**Prospective Challenges:**
- Beginning an exercise regimen is one of the hardest lifestyle changes to make.
- Motivation to do so is different for each individual.
- There is no one size fits all program.
- Finding the right motivation for our employee population may prove difficult as well as finding ways for them to sustain exercise.
- Requires a significant investment to launch this project and the ROI is not immediate.
- Compare the number of preventable risk factors documented in our current Biometric Screening Aggregate reports with the number documented in our future reports after our fitness facilities are made available for all employees to use at will.

**Action Steps to Implement:**
- Use the $45,000 that BCBSNC funds to launch the facility.
- Perform an employee interest assessment/survey.
- Find a location and market it as a benefit; one possibility is the expansion space at the Lowery St. facility adjacent to the Employee Medical suite.
- Compare/Evaluate Biometric Aggregate reports & Claims Utilization Aggregate reports annually thereafter.
PROGRAM CATEGORY:
EMPLOYEE RESOURCE MANAGEMENT/HUMAN RESOURCES

Title: HR Service Center (Service Delivery via Service Desk/Call Center Model)

Description: Two HR staff members would serve as main points of contact and become subject matter experts on general HR-related topics. According to IS staff, a hunt group list configuration would allow for balancing the incoming call load equally between the two call reps. The technology already exists and associated costs for configuring the hunt group would be about 5 hours of IS staff time. Although the potential exists for using CSR for managing calls and service requests, HR entries would not be segmented or kept separate from City Link data based on current software capabilities. Service delivery to citizens and employees alike would be improved with a central point of contact as the need to locate numbers or contact City Link first would be reduced or eliminated. Ideally, selected support staff would be situated in the lobby area which would allow for assisting all walk-ins (citizens and employees) as well.

Source of Information: Oracle PeopleSoft data sheet; personal experience with the City of Durham's HR Connect staff; general Google search.

Prospective Benefits:
- According to an Oracle PeopleSoft data sheet, two-thirds of the calls received at HR help desks are for verifying employee information.
- Appropriate software or tracking mechanisms provide case management capabilities that allow for analyzing trends and determining if training or additional communication is needed on particular topics for the entire organization.
- Establishing one-stop for all questions prevents "answering shopping" and allows more seasoned and senior HR staff to shift focus away from day-to-day administrative or transactional support toward higher level needs and strategic planning.

Prospective Challenges:
- Justifying the need for additional staff and resources (i.e. computers, phones)
- Coordinating setup of CSR and the hunt group configuration
- Ensuring adequate training on all HR topics to be successful

Action Steps to Implement:
- Develop knowledge/expertise requirements.
- Determine work location for representatives.
- Determine whether to use existing software or purchase.
- Perform cost analysis (new staff members, tools and resources, etc.).
- Request funding, create project plan, and implement.
**Title:** Improving Efficiency of Exit and Retirement Interview Processes

**Description:**
Improve efficiency of the HR team and provide better customer service by using the Reportal System that is regularly updated with current information to populate multiple forms with data needed to provide retirement and exit interview information to employees who are leaving the City. If the staff spends less time on manual processes, they are able to provide quicker turnarounds on requested information, and they are freed to handle other responsibilities.

**Prospective Benefits:**
- This will decrease the time it takes to complete the exit and retirement interview forms and reduce the number of errors on forms; currently, the process is manual.
- Staff has to manually input a lot of information into the forms, which is time consuming and requires a lot of moving between multiple screens in CYBORG.
- When someone just walks into the office, it would be more efficient to be able to quickly produce the forms needed versus having to spend a lot of time manually updating forms.

**Prospective Challenges:**
- Providing staff resources to program the application and update information

**Action Steps to Implement:**
- Dedicate a resource to update all information and program the system to pull information from the Cyborg system.
- Provide HR staff the opportunity to review the enhancements and provide feedback.
- Dedicate a resource to be able to make changes to the system as new information is provided.
### PROGRAM CATEGORY:
**PUBLIC AND EMPLOYEE COMMUNICATION OUTREACH**

#### Title: Effective Citizen Engagement

**Description:**
Having the citizens engage in city government by utilizing a survey method that could include online communication that provides ways to better meet citizen requests and improve the quality of service. The impact should be positive for citizens since the concept would promote and encourage a productive communication effort and improve service efficiency and productivity from city government.

**Source of Information:**
City of Cincinnati; National League of Cities........http://www.cincinnati-oh.gov/cityofcincinnati/

**Prospective Benefits:**
- The citizens and city government will establish communication methods, such as online surveys, to provide information that can be shared with city departments, in order to better resolve outstanding issues.
- Engagement with citizens to carry out the City’s Mission statement
- The process will reach a high percentage of citizens through online communication and assist with additional future communication efforts on the City’s webpage or online Survey Monkey.

**Prospective Challenges:**
- Citizens may not want to participate in the survey engagement
- Need for multiple departments to participate in responding to the surveys online or otherwise

**Action Steps to Implement:**
- Develop a survey of diverse questions along with an electronic method to review information.
- City Marketing and IT Departments can assist with development of the survey(s) and the necessary online access to maintain response updates with citizens accordingly.
- Additional communication efforts can be developed online to assist with continued communication and problem resolution with citizens.

**Department:** Office of Community Assistance
### Title: Fleet Standardization

**Description:**
Purchase standard models of vehicles, with standard equipment, when replacing vehicles. This limits the parts needed and ensures that purchases benefit from high volume prices.

**Source of Information:**
Fleet Management Magazine

**Prospective Benefits:**
- Reduced vehicle costs, reduced parts inventory needed, more efficient fleet technicians

**Prospective Challenges:**
- Departments seem to want to customize vehicles, even though there is little operational need for the customizations. For example, the desire to install a towing package on SUVs that will have no operational need to do so.

**Action Steps to Implement:**
- Develop specifications for vehicles, notify departments that only vehicles from the list will be approved, and order during the budget cycle.

**Department:** Property and Facilities Management
### Title: Scheduling Vehicle and Equipment Replacement

#### Description:

The vehicle and equipment policy establishes a schedule for the replacement of old and/or worn out equipment. The City of WS has not been following this policy, resulting in inefficient crew work schedules (due to equipment not being available) and higher than necessary repair costs. In some cases, the amount spent on repairs (over the life of the equipment) has exceeded the purchase price.

#### Source of Information:

City of WS Fleet Management Policy

#### Prospective Benefits:

- Efficient crews
- Focus on proactive equipment maintenance instead of costly repairs
- Better use of funding

Department: Property and Facilities Management
# PROGRAM CATEGORY:

INFORMATION SYSTEMS RESOURCE MANAGEMENT

## Title: Implementation of an Open Data Portal

### Description:

Develop an Open Data solution, accessible to the general public via the City's home page. Municipality-hosted open data portals are no longer the exception, but rather the norm. Municipalities are leveraging this technology to provide all forms of data to the public, adopting these solutions as one method of responding to increasing calls for government transparency.

Today, the City provides various types of data to the public through our home page. This data, however, is in multiple places, and the end user has to traverse multiple paths to find it. The data is stored in various formats, with no consistency and standards. A new open data portal will allow us to bring all of these types of data under one umbrella, with a consistent look and data export process. The data files themselves may still physically exist in various and disparate systems, but to the general public they will all appear to be in one single repository.

The data in the portal and the search capabilities should be spatial based where appropriate.

The City has other services, systems, and sources of data that should be presented in a consistent manner with an open data portal. These include the Online Information Center (OIC), the Electronic Plan Review (EPR) services, financial transactions, and the Permitting, Land, and Licensing (PLL) system.

### Source of Information:

Center for Digital Government (CDG) - 2016 Digital (Counties & Cities) Surveys. CDG's summary of the Top Ten selections for both surveys listed the quality of an Open Data solution for many of the jurisdictions as key to their overall ranking.

Professional Journals, Gartner Inc. - IT Research and Advisory firm, Peers in other local governments, Professional organizations

### Prospective Benefits:

- An Open Data portal will support and be aligned with some of the values within our City Values Statement. These are Openness, Integrity, Accountability, and Fiscal Soundness.
- As mentioned above, the City currently provides several types and forms of data on its home page. An enterprise open data portal will assist with bringing these together for a more consistent access and view for the public. The various types of data and information provided today include items such as the 2014 bond projects; financial dashboard and reports; crime mapping information; public meeting agendas, videos, and minutes; and many other forms of data from several City departments. One problem today is that an outside user must traverse many different department pages and links to
get to the data. An enterprise portal will help ease the access and retrieval process for the site's visitors.

- An enterprise data portal will reduce the staff time required for City departments in responding to the many forms of data requests received from external sources. In many cases, a portal will provide the capability for external users to find and export the data they desire on their own, without any assistance from staff.
- An open data portal will provide the ability for organizations, such as Code for Winston-Salem, to retrieve different types of data to support mobile applications that they will develop and in turn make available to the public.

Prospective Challenges:

- One challenge will be the commitment of staff time. This will include I.S. time to develop and support the portal and other departments and their role of defining, providing, and maintaining data that is available through the portal. To support an open data portal, staff need to adopt an open data mind-set and culture. This will require staff time and making this a priority.
- There are some potential cost items that will need to be funded. These could include one-time and on-going software licenses and support costs, outside consulting assistance, and potential hosting services such as Socrata.
- There will be opportunities to collaborate with Forsyth County regarding some of the data that they have and could share. This will require developing the proper communication channels for a healthy on-going relationship.

Action Steps to Implement:

- Identify the stakeholders and core team.
- Define and document the goals and objectives.
- Perform the business and requirements analysis and the writing of a related document.
- Develop a project milestones list, schedule, and plan.
- Design and build the solution.
- Complete the testing of the solution.
- Perform IT and business support staff training.
- Accept of the solution.
- Release the solution on our production home page.
**Title: Develop an IT Strategic Plan**

**Description:** Develop an IT Strategic Plan (Plan) to be used for the planning, budgeting, prioritizing, and scheduling of new and upgrades of IT investments, staffing, and projects. The Plan should be for a range of 3-5 five years out and must be aligned with the City's Strategic Plan and Focus Areas as directed by the City Council. The Plan will also be synchronized with the City's Capital Plan. The Plan should consider IT internally, how the I.S. Department operates, reporting relationships and authority, and department priorities.

**Source of Information:**
Center for Digital Government - 2016 Digital (Counties & Cities) Surveys, Professional Journals, Gartner Inc. - IT Research and Advisory firm, Peers in other local governments, Professional organizations

**Prospective Benefits:**
- The Plan will provide a roadmap for new IT projects, upgrades to existing infrastructure and software applications, and new and enhanced business processes to leverage technology in the support of our daily operations.
- The steps of developing a Plan will require us to examine and understand the City's needs and objectives, our customers (internal and external), and our business processes. Staff will identify gaps between what exists today and what our customers need to perform their operations in an efficient and effective manner.
- Having a written Plan will help ensure that the IT work plan and budget is best in line with the City's strategies and budgeting process.
- IT staff will be required to work with the City’s strategic technology vendors to understand their plans and roadmaps for their products and services. Staff will also have to maintain a strong understanding of technology in general and associated trending practices. This will include topics such as Cloud computing, open data, mobile applications, big data and data analytics, the Internet of Things, and social media. Building upon vendor relationships and maintaining knowledge of current trends and practices will bring much value beyond an IT Strategic Plan and will enhance our ability to deliver quality customer services.
- The Plan needs to include components that address the City’s strategy for Smart Cities solutions. Staff will benefit by incorporating this planning process in with our overall strategy and plan.
Prospective Challenges:

- The quality of the Plan will depend greatly on how well it relates to the City's strategic planning and focus areas, and to the short and long term plans of our internal business customers. To best achieve this we will need strong participation by these groups in the development of the plan.
- There may be prioritizing and scheduling conflicts of specific projects across departments, and the Manager's Office will need to assist with resolving these conflicts.
- The Plan's budget must be consistent and coordinated with the overall City budgets, both the fiscal year operating and Capital Planning budgets.
- Like other forms of planning, too often organizations do not have an IT Strategic Plan because they either did not have the time to plan or did not see the value. Staff need to set and accept proper expectations of time commitments in producing an IT Strategic Plan.

Action Steps to Implement:

- Define the core team that will be responsible for the collection of information and writing of the Plan.
- Identify all the stakeholders and parties that should contribute to the Plan.
- Meet with and LISTEN to all appropriate parties to collect needed input. To assist with this, prepare a survey for each party for review prior to meeting. The questions should be focused on both business and technology strategies. Staff should listen and be looking for immediate pain points and long-term business strategies.
- Assess the skills and abilities of City staff to help identify where outside assistance may be required. This understanding will also assist with on-going staff training plans.
- Where appropriate take advantage of outside services in preparing the framework of and process for producing a Plan. This could be agencies such as the UNC School of Government, Gartner Inc., and the North Carolina Local Government Information Systems Association (NCLGISA).
- Make sure everyone inside IT, outside IT, and vendors understand the Plan and the part they play in making it successful.
- Give consideration to the IT governance that will be required to both deliver and maintain components of the Plan.
- Develop performance measures and metrics to track the success of the Plan and update these as needed. Measure the IT impact in business terms aligned to business goals.
- Write the actual IT Strategic Plan and publish the final document.
- Work with appropriate departments to integrate the financial costs of items in the Plan with budgeting processes.
- Commit to, review, and make any additions and updates on a regular basis.