



City of Rochelle Enterprise Systems

Prepared for the City of Rochelle

November 2020



Introduction

Who We Are

Boutique Public Sector Professional Services Firm

Targeted business focus to develop a deep level of expertise in local government

Boutique firm to develop a company culture and philosophy that focuses on our clients

Experience in all municipal departments and understanding of processes across organizations

What We Do

Providing Solutions to Municipalities for More than 20 Years

- ❖ Assessment
- ❖ Solution Selection
- ❖ Project Management
- ❖ Integration analysis and functional specifications
- ❖ Process improvement
- ❖ Training
- ❖ Change Management

We partner with municipalities to:



**Optimize
Fiscal Resources**



**Increase
Efficiencies**



**Enhance
Citizen Services**



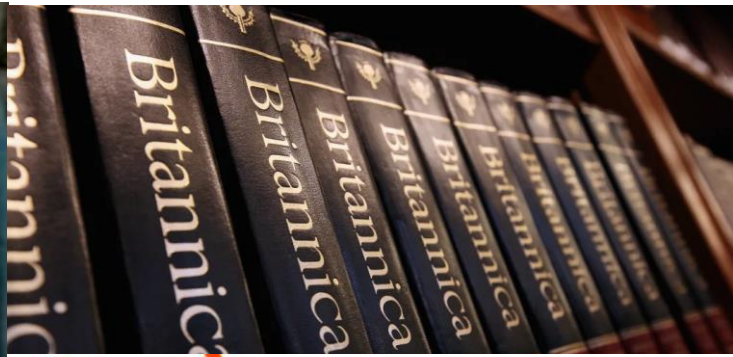
**Elevate
Service Levels**

ERP Committee

- ❖ Jeff Fiegenschuh
- ❖ Sarah Brooks
- ❖ Pat Brust
- ❖ Chris Cardott
- ❖ Blake Toliver



How we did things in 1998



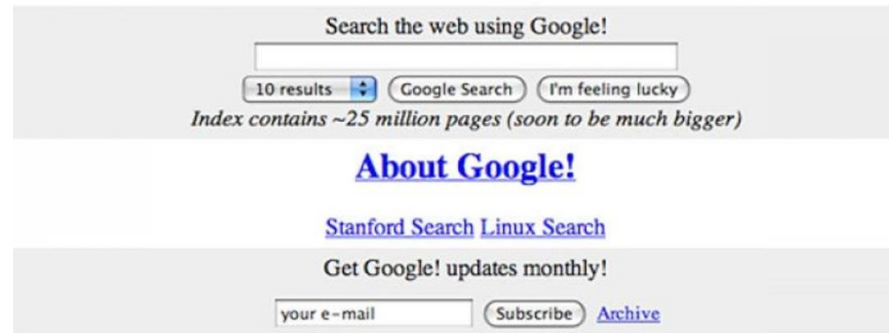
Technology 22 years ago (1998)

"Mobile" Devices



thefacebook – still **6 years away**

Google was established September 1998



As of 2016 Google has indexed *130 trillion* web pages



1st USB flash drives won't be available for **2 more years** (8 MB)
Today you can buy a 16 GB flash drive for \$4



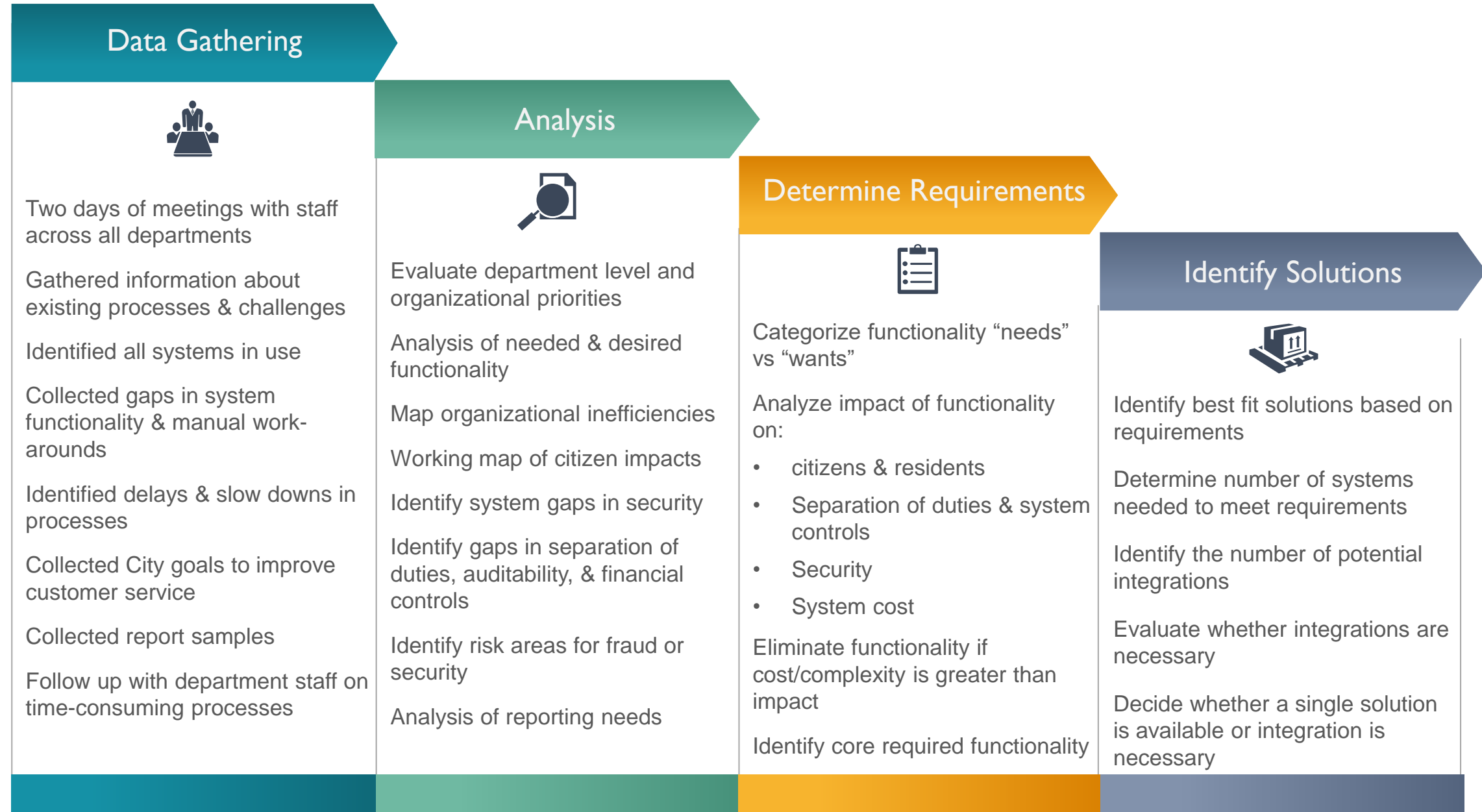
The Gateway Solo 5100 XL Notebook, recently reduced price at the time to \$3,799



iPhone won't exist for **7 years**

iPads were **12 years away**

Evaluation Process



Evaluation Process



Reported Challenges



Financial System

- ❖ Auditors documented deficiencies in inventory system due to manual calculation of inventory costs
- ❖ No online portal for constituents
- ❖ No mobile tools for citizen engagement
- ❖ Work is manual & inefficient
- ❖ Disjointed communications among departments & staff
- ❖ No tools for applicant tracking and processing
- ❖ No smart utility services

Public Works Systems

- ❖ Ongoing maintenance costs exceeds benefits
- ❖ Partially functioning system
- ❖ Lack of Capital Planning and Project Management Tools
- ❖ Manual processes to develop budgeting for asset and capital projects



Rochelle's Reported Challenges

Customer Service

No tools for inter-department coordination for the utility shut off process requires manual, paper-based process for communication/coordination.

- ❖ Delayed communication resulted in **customers service incorrectly shut off** following customer's payment
- ❖ **Customer's service shut off for excessive amount of time** due to communication "gap"
- ❖ Front desk staff have out of date information about service status when customers contact City
- ❖ **Excessive number of accounts require immediate turn on** due to delays in communication

System cannot produce meter consumption reports requested by Industrial Utility customers requiring staff to manually create the reports (including 10,000 lines of data in a single report)

- ❖ **City unable to fulfill all requests for recurring reports** due to time-intensive process and lack of resource capacity
- ❖ **Delays to fulfill "one-time" requested reports** due to time required to create report
- ❖ **5 weeks of personnel time** to manually compile/create consumption reports



Rochelle's Reported Challenges

Customer Service

- ❖ **Customer call times requesting information** take longer due to inaccessibility of system information
- ❖ **Increased wait times** to respond to customer utility requests due to manual processes
- ❖ **Increased time to receive and process permit applications** resulting from manual paper based application process
- ❖ **Only able to get information during "office hours"** due to lack of access to online tools
- ❖ **Excessive manual/paper-based processes** redirect staff time from customer service to manual data entry/tracking
- ❖ **Delays to completing customer requests** due to lack of tools for department coordination
- ❖ **Customers "passed" to multiple departments** to have questions answered due to lack of consolidated & easily accessible system



Rochelle's Reported Challenges

Assets & Inventory

Lack of tools to track and manage equipment and inventory resulting in loss of equipment and time consuming manual calculations.

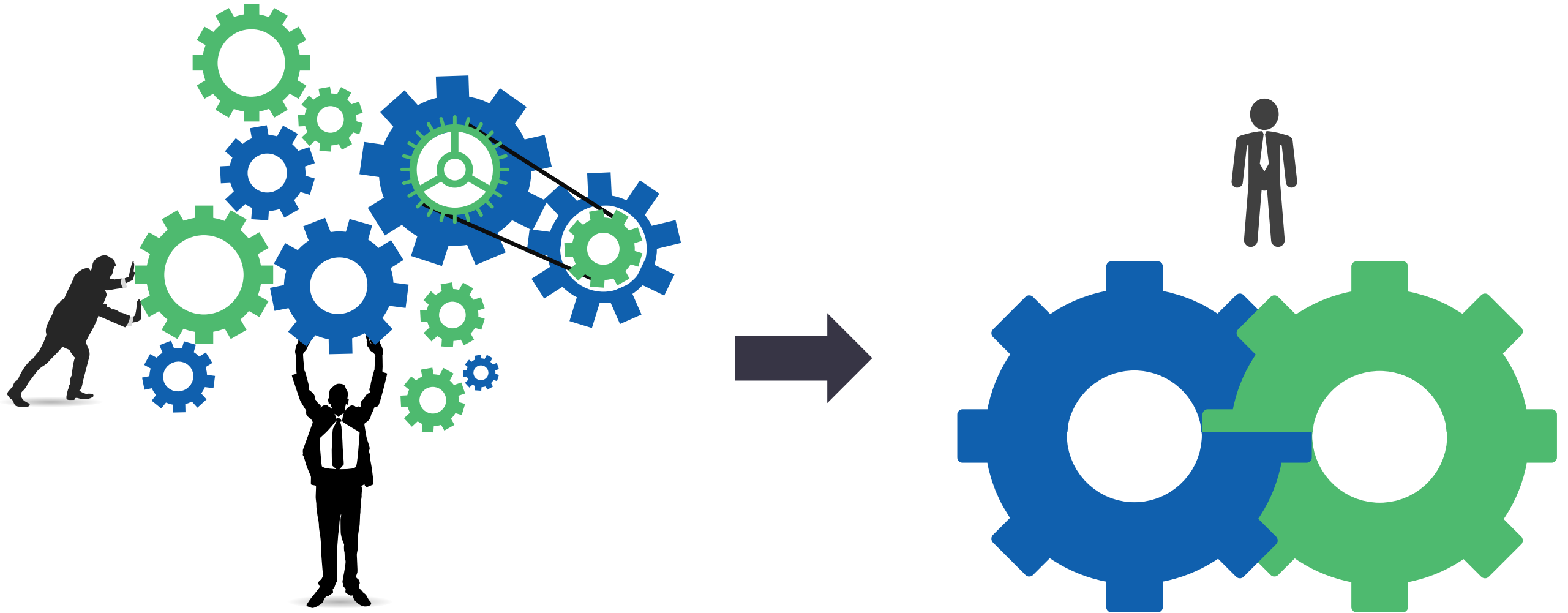
- ❖ **Loss of \$6,000 piece of equipment** due to lack of ability to identify who/when last used and inability to reconcile equipment stocked to trucks
- ❖ **Auditors documented deficiencies in inventory system** due to manual calculation of inventory costs
- ❖ **No system functionality to assign equipment** to vehicles/individuals
- ❖ **Lack of tools to reconcile inventory** to warehouses and vehicles to manage equipment inventory

No system capabilities to track cost of asset maintenance resulting in inefficient time and dollar investment in asset repair

- ❖ **No tools to track** labor hours, inventory and materials cost for repair of individual assets
- ❖ **No functionality** to track and report current value of equipment
- ❖ **Inability to calculate true cost** of maintenance versus replacement across all assets
- ❖ **\$45,000 of repair over the year** for an asset with a **value less than the cost of repair**



From disconnected silos to integrated solution

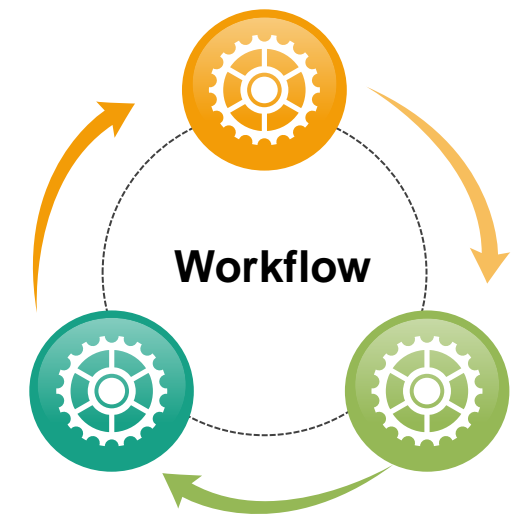


ERP & EAM Benefits

Similarly Situated Municipalities

System automation and integrations measurably reduced customer complaints, customer wait time on inquiries, and time to complete internal processes

- ✓ **25% reduction** in shut offs with same day turn on due to increase of timely cancelled shut off work orders following customer payment
- ✓ **Eliminated project delays** resulting from lack of inventory
- ✓ **Reduced average time** to permit issuance **by 43%**
- ✓ **Reduce staff effort** for report creation **from 5 hours to 10 minutes**
- ✓ **Reduced time to close** permits **by 45%**
- ✓ **Decreased customer wait time** by an average of **2 hours** per utility service request
- ✓ **57% of businesses** took advantage of online license renewal and payment in the first year



ERP & EAM Benefits

Similarly Situated Municipalities

- ❖ Municipality with similar circumstances, replacement of Financial & Public Works software
- ❖ **4,700 hours, more 2 “personnel-years” of time saved**
 - Achieved through elimination of manual processes, redundant systems, duplication of staff effort & implementation of system automation
 - Time savings freed City staff up to focus on customer service activities and projects that had been “put off” due to lack of staff resources

This City had many similar aspects and challenges as Rochelle without the added complexity of electric utilities



City of Rochelle Strategic Plan*

VISION OF THE FUTURE FOR THE CITY OF ROCHELLE**

- Thriving industrial base with good paying jobs
- Human resources employee self service portal
- Applicant Tracking
- Using technology to make city services better
- Utilities fully smart grid
- Better communication between staff & elected officials
- Inclusive, community engagement for all
- More connected community
- Public has access to information that is not confidential
- Paperless at the City, everything electronic
- Code enforcement to improve housing & beautification
- Staff can use technology to work remotely to save resources

STRATEGIC PRIORITY AREAS

Several key strategic priority areas surfaced during the sessions and were observable in many of the goal areas (Figure 4). The five thematic strategic priority areas [in no particular order] are economic and business development, financial management and stability, community inclusivity and engagement, and infrastructure effectiveness and improvement, and core service delivery.

Figure 4. Strategic Priority Areas

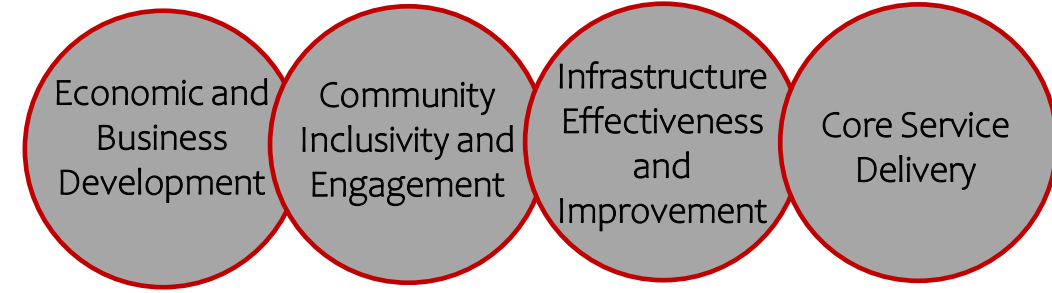


*City of Rochelle 2017-18 Strategic Planning & Goal Development as developed by NIU’s Center for Governmental Studies.

**pg 6 Item B; Exploration of the Visions of the Future for the City of Rochelle



Citizen Engagement



Citizen Engagement Application



- ✓ **Push Notifications** real time notifications to community members (storm alerts, office closings, road closures)
- ✓ **Calendar feeds** one-time or recurring events
- ✓ **People & Information** easy for residents to search for and contact elected officials, staff or community groups
- ✓ **Follow Requests** easily follow city responses to requests and resolutions
- ✓ **Maps** pinpoint event locations, share public transportation maps and more

Thriving industrial base with good paying jobs

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ENHANCE ENGAGEMENT

Connect citizens with their local government through a single, easy-to-use mobile app.

IMPROVE ISSUE REPORTING

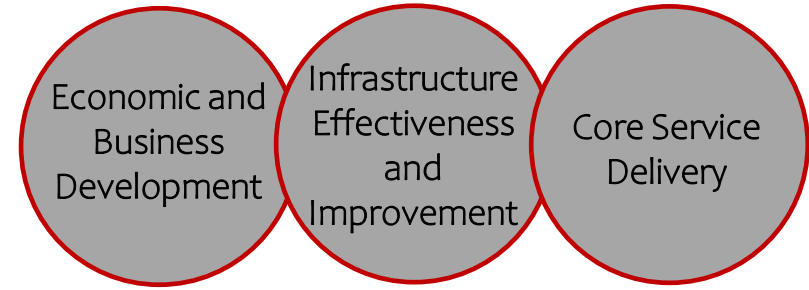
Empower residents to report issues, ask questions, and monitor resolutions, which can be easily tracked and managed by staff.

SHARE INFORMATION

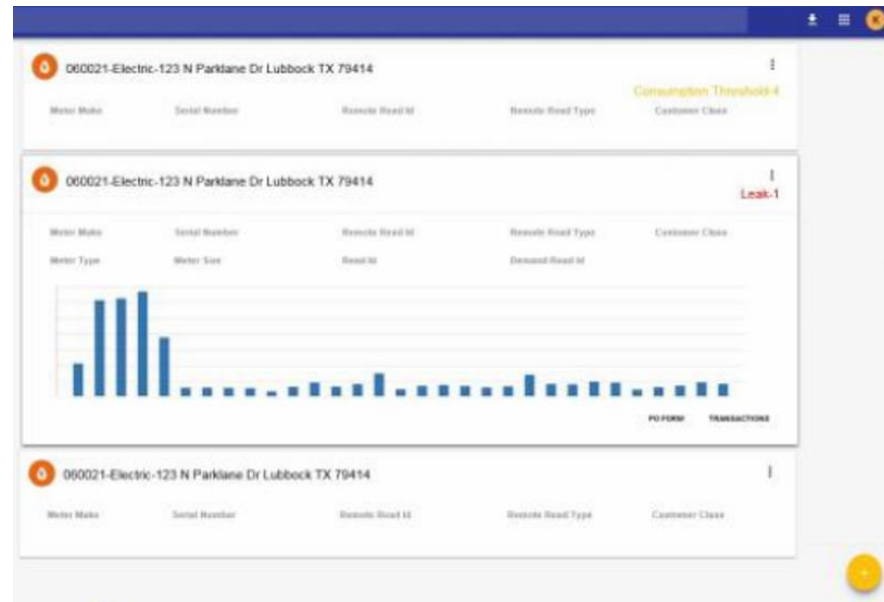
Keep community members up-to-date via real-time or pre-scheduled push notifications.



Citizen Customer Service

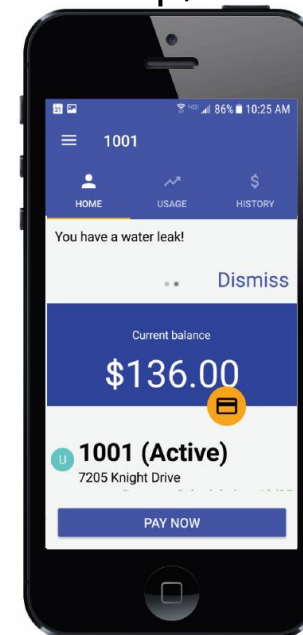


Smart Meters



Integration with all meter systems

- ✓ **Resolve customer questions faster** with easy access to complete history
- ✓ **Reduce high bill complaints** through continuous analysis of meter data to spot problems
- ✓ **Easy customer access** through desktop, tablet or phone
- ✓ **On demand access** eliminates wait time for manually created reports
- ✓ **Identify leaks and alert customers** through push notifications to their phone



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Citizen Online Portal

Online Portals

The screenshot displays the Citizen Online Portal interface. At the top, there is a navigation menu with options like 'Home', 'Accounts Receivable', 'Building Projects', 'Business Licenses', 'Easy Pay', 'Municipal Court', and 'Utility Billing'. The main content area is divided into several sections:

- Apply for a License:** This section includes a form with fields for 'License Type' (Contractor), 'Issued To' (ANDREA HALL), 'Alternate Contact' (ANDREA HALL), 'Property Address' (135 Tudor Blvd), 'Business Start Date' (10-28-2020), and 'Application Fee'. It also features a 'View Consumption For' dropdown set to 'WATER' and a 'Daily Usage' table comparing 'This Week: 10/25 - 10/31' (48.00 Gals) and 'Last Week: 10/18 - 10/24' (22.00 Gals). A bar chart shows 'Unbilled Consumption' from 10/01/20 to 10/27/20.
- Make a payment:** This section shows a 'Dog License' for \$25.00 with an email address field and a 'Select a Payment Method' section. The 'Municipal Online Payments Fee (Credit Card): \$0.00' is highlighted. Payment methods include 'Mastercard ...5454' (DEFAULT) and 'VISA Visa ...1111'.
- Online Services:** A sidebar menu with options: 'Business Licenses Home', 'Apply for a License', and 'Manage Associations'.
- Associated Licenses:** A list showing 'ANDREA HALL' with an 'Add New' button.

The bottom of the page features a map showing the location of the property at 135 Tudor Blvd.

- ✓ **On demand 24/7 access** providing citizens the ability to access when convenient for them
- ✓ **Apply, pay, view information** access to complete a number of activities to engage with the City
- ✓ **Improve customer service** reducing wait times for all citizens



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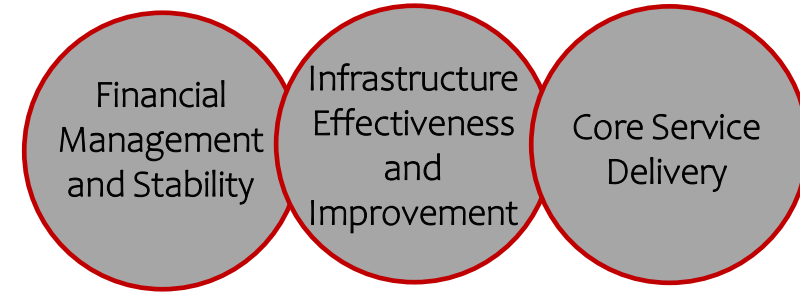
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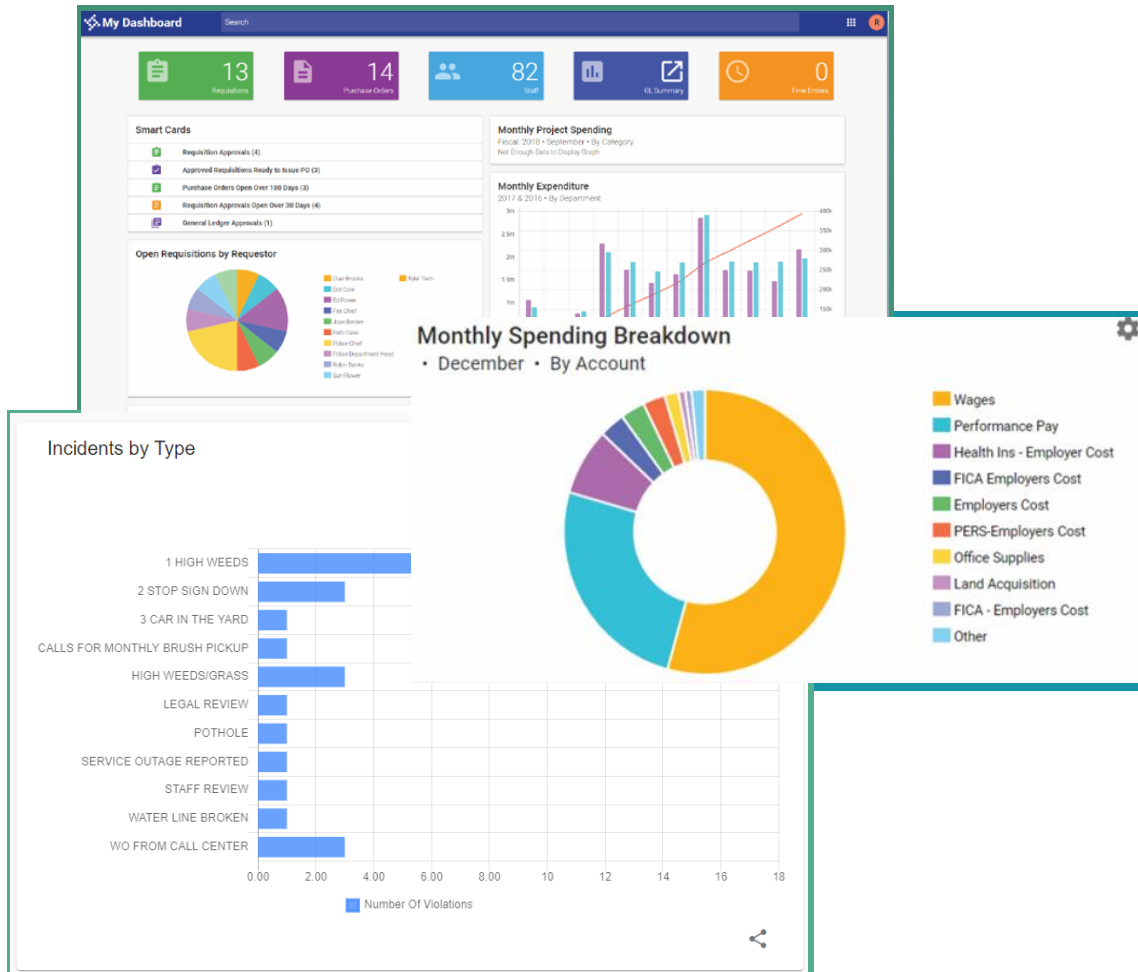
Staff can use technology to work remotely to save resources



Transparency: ERP



Dashboards & Smart Cards



- ✓ **Reduce customer wait times** on calls through readily accessible information
- ✓ **Improve customer service** with the ability to monitor SLAs
- ✓ **Track open items** with configurable smart cards so requests don't fall through the cracks
- ✓ **Accessible online** providing tools for remote work

Applicant Tracking

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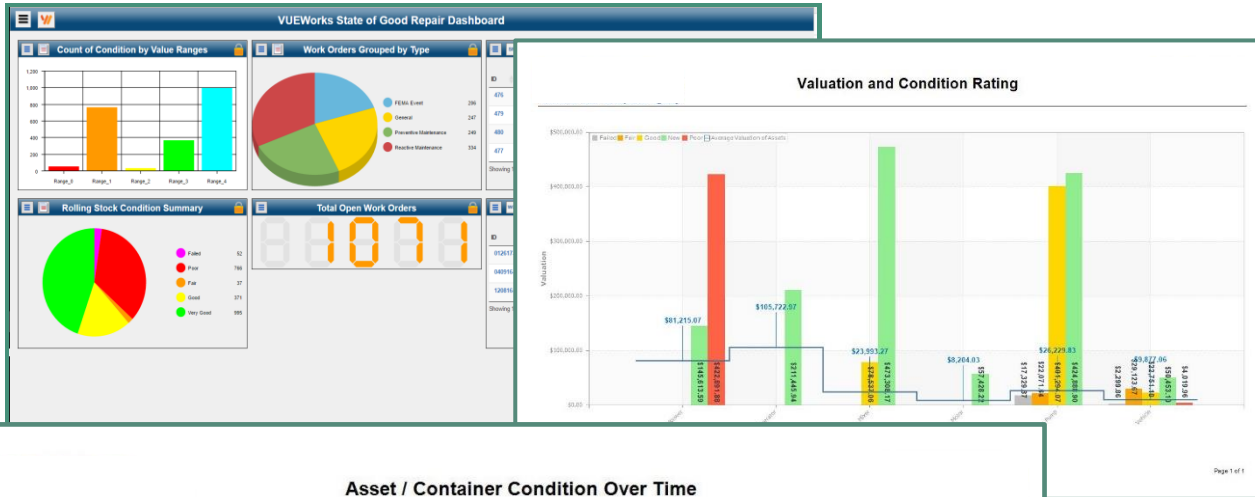
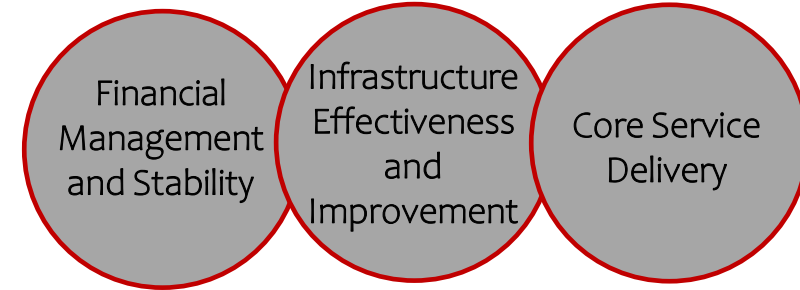
Code enforcement to improve housing & beautification

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Transparency: EAM

Dashboards & Advanced Reporting



✓ **Improved work order and priority management** with tools to track aging and open work orders

✓ **More informed capital planning** with detailed information about asset condition, cost, risk, and value

✓ **Improved customer service** through tracking and management of SLAs

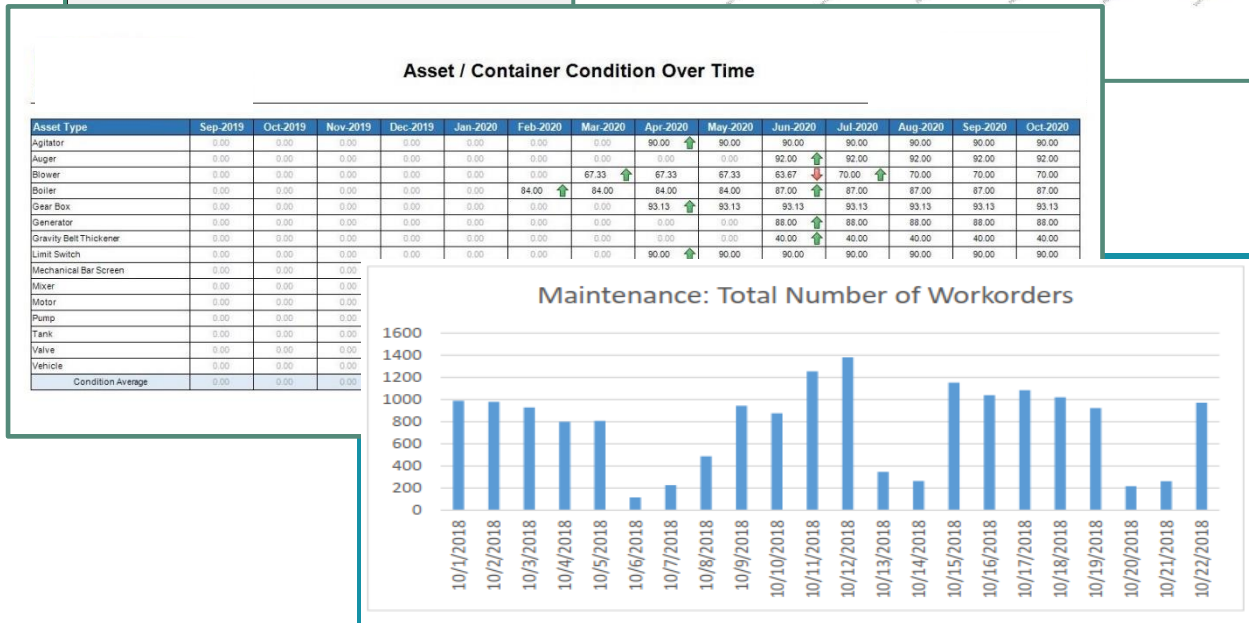
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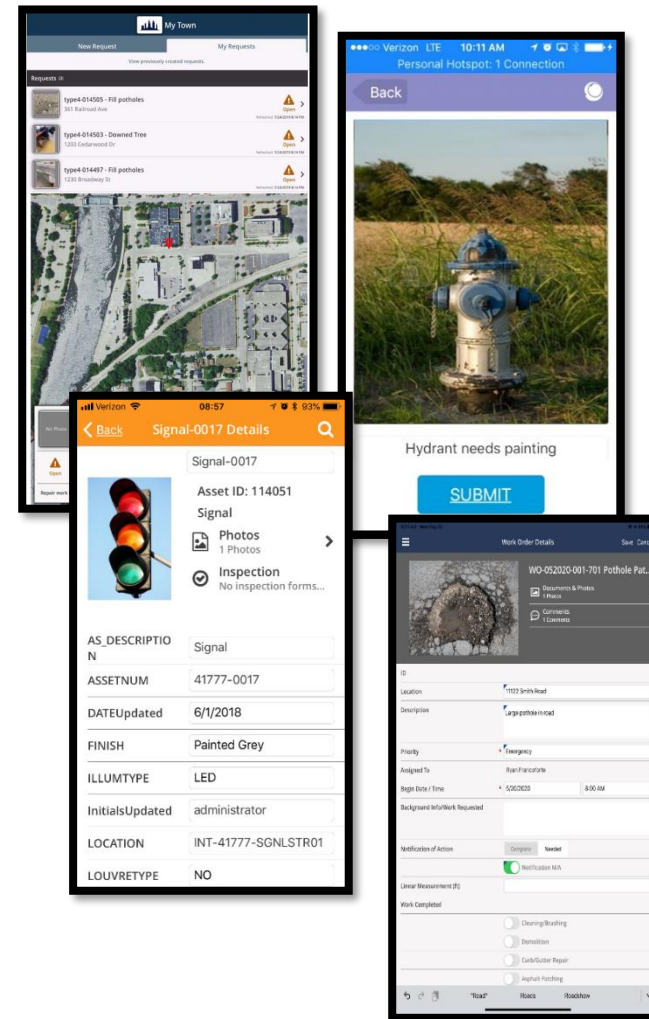
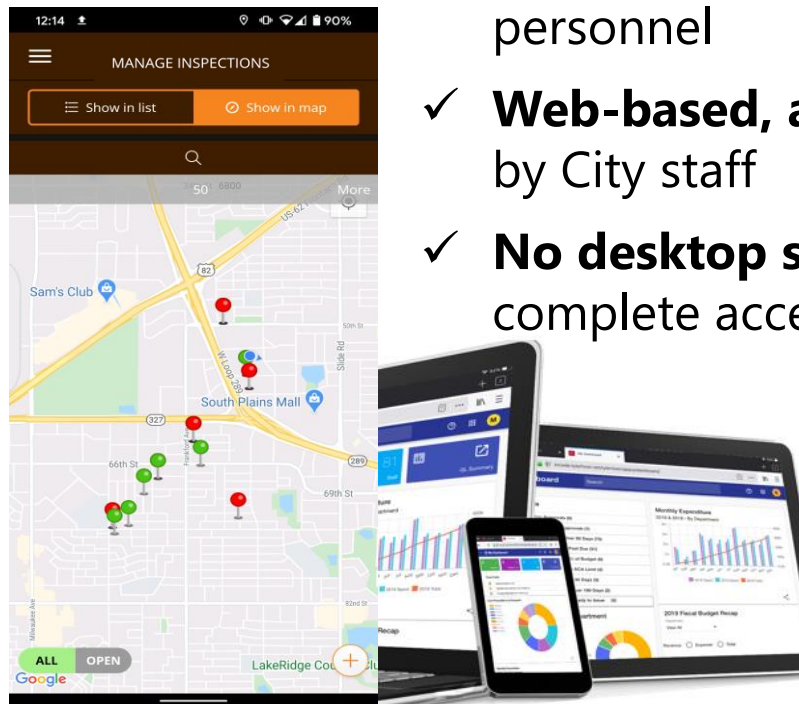


Web-Based & Mobile Access



Mobile Apps & Web-based Solution

- ✓ **Offline map** ability to view asset/work order information on maps even offline
- ✓ **Entry in the field** to eliminate duplication of effort, improve response time, and automate tracking of asset information
- ✓ **Native mobile applications** for field personnel
- ✓ **Web-based, accessible remotely 24/7** by City staff
- ✓ **No desktop support required** complete access through web-browser



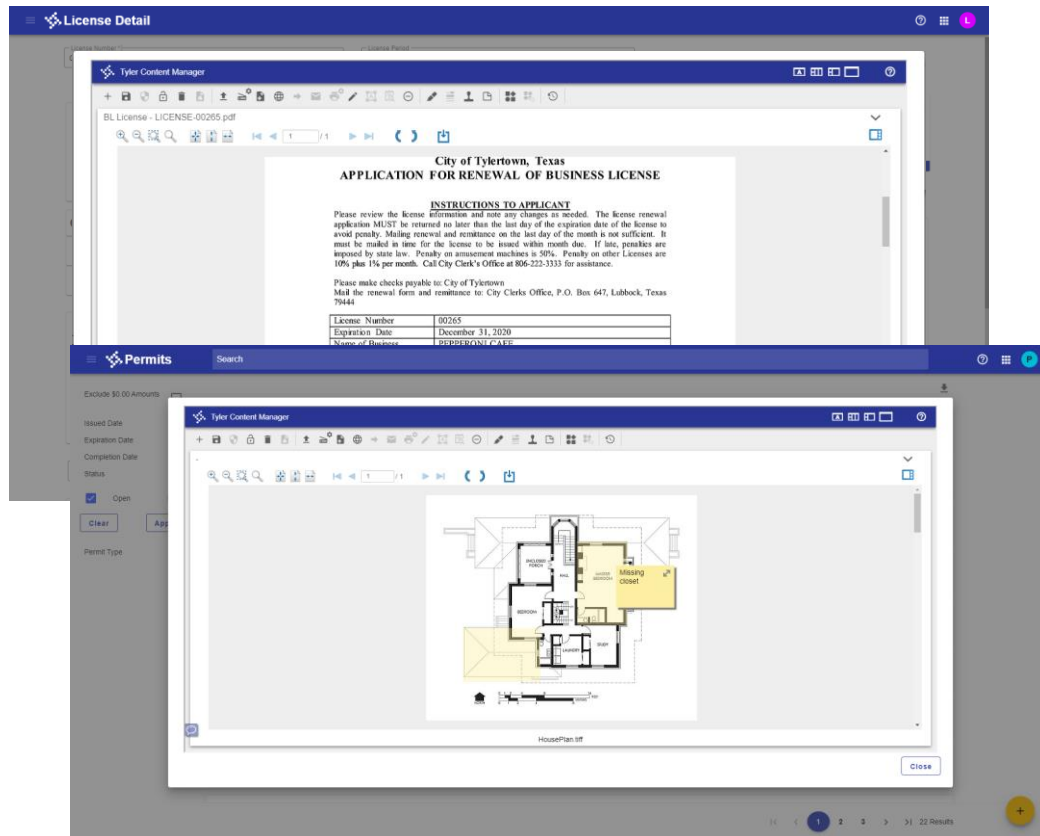
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Document Management

Core Service Delivery

Electronic Document Management



- ✓ **Eliminate manual** filing and management of paper documents
- ✓ **Reduced customer wait times** through easily searchable and retrievable information
- ✓ Support City's **paperless office** objective
- ✓ **Reduce risk** of lost documentation

Applicant Tracking
Using technology to make city services better

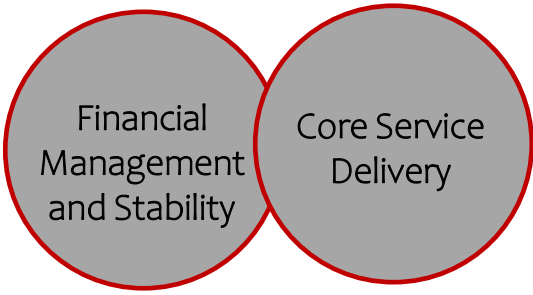
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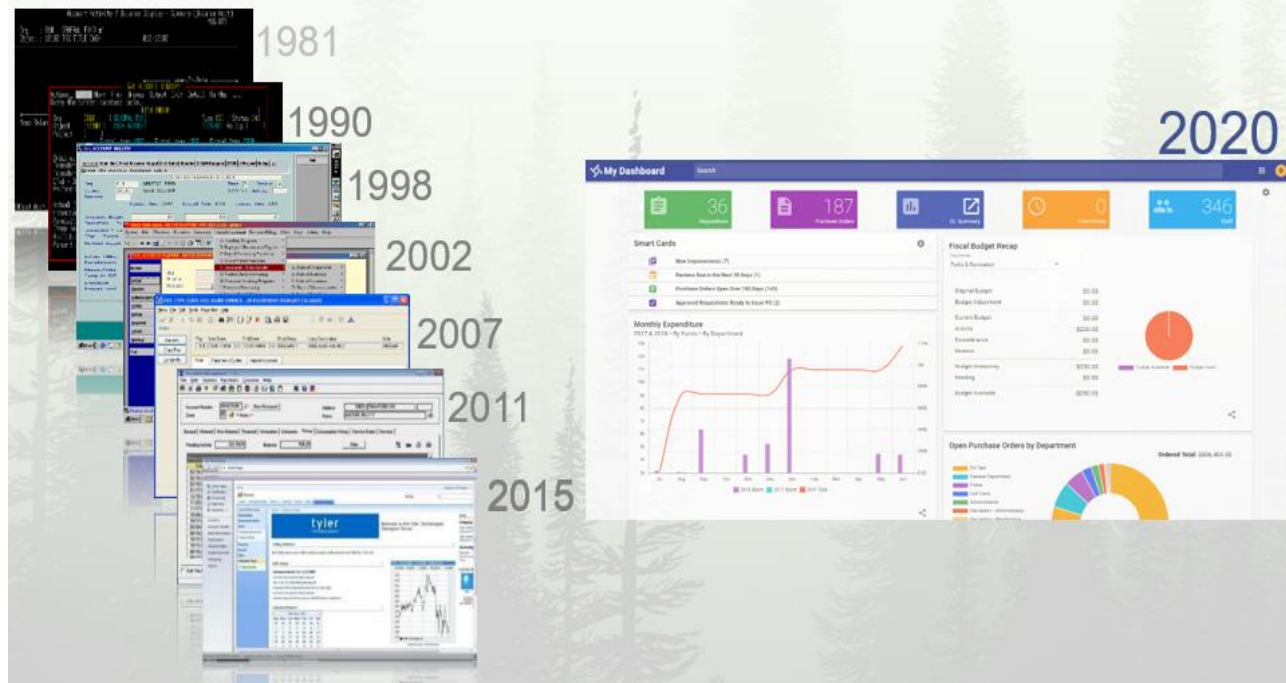
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SaaS Solution



Ongoing Updates



- ✓ **No hardware** to purchase or refresh every few years
- ✓ **No onsite DBA** needed onsite
- ✓ **Updates and maintenance** are done by the vendor
- ✓ **Multiple environments maintained** (Live & Test)

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Disaster Recovery

- ✓ **Data Back up** data is backed up daily to Tyler's data centers
- ✓ **Restored in 24 hours** or less
- ✓ **Multiple Data Center locations**

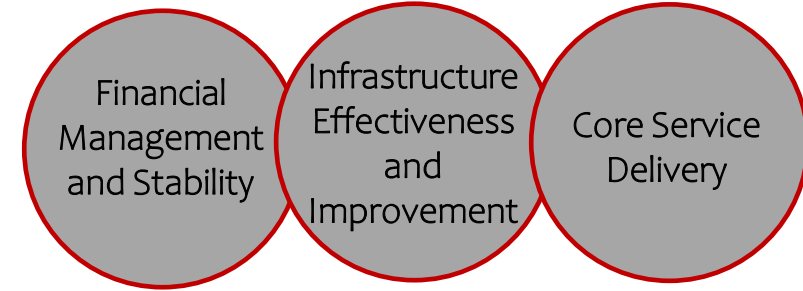


Complete Inventory Solution

Configurable for Each Department

Inventory Administer Settings			
Departments Groups Types Warehouses Lists Custom			
	Department	Description	Actions
1	Water		Actions
2	Wastewater		Actions
3	Transportation		Actions
4	Storm Water		Actions
5	Special Events		Actions
6	Solid Waste		Actions
7	Roadway		Actions
8	Permitting		Actions
9	Parks & Recreation		Actions
10	Fleet		Actions
11	FieldVUE Issues		Actions
12	Facilities		Actions

- ✓ Inventory Tracking
- ✓ Equipment Tracking
- ✓ Configure for each department



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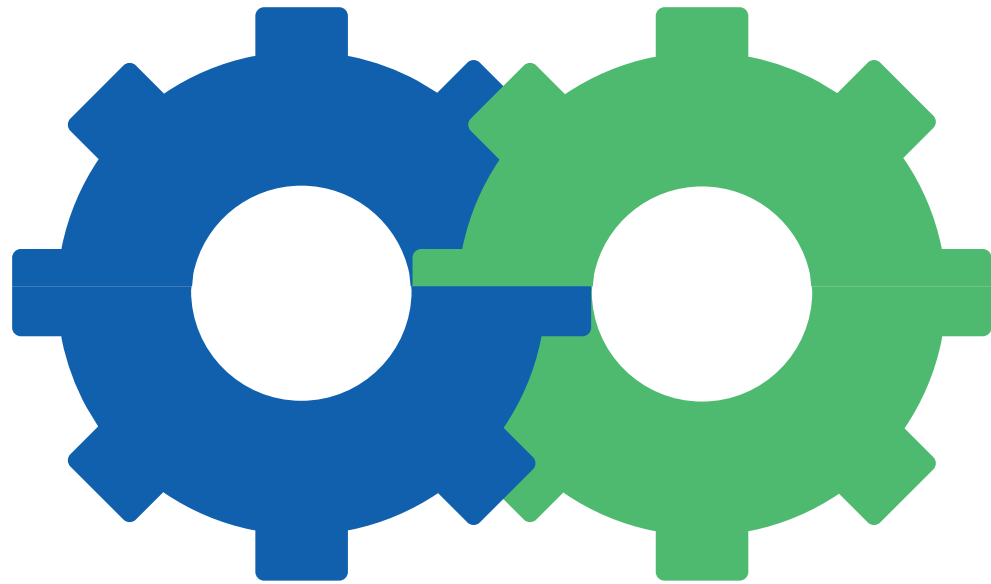
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Complete ERP Solution



Integrations & System Automations



- ✓ **Project Accounting** to eliminate manual processes
- ✓ **Applicant Tracking integrated** to HR system
- ✓ **Increased system controls & separation of duties** through automated approvals
- ✓ **Improved utility shut off process** with integrations to automate coordination
- ✓ **Increased auditability** of transactions to support appropriate financial controls
- ✓ **Community Development tools** for permitting, inspections, and code enforcement

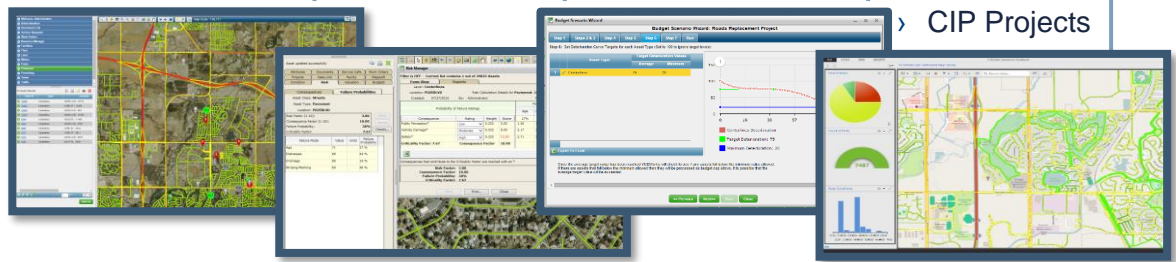
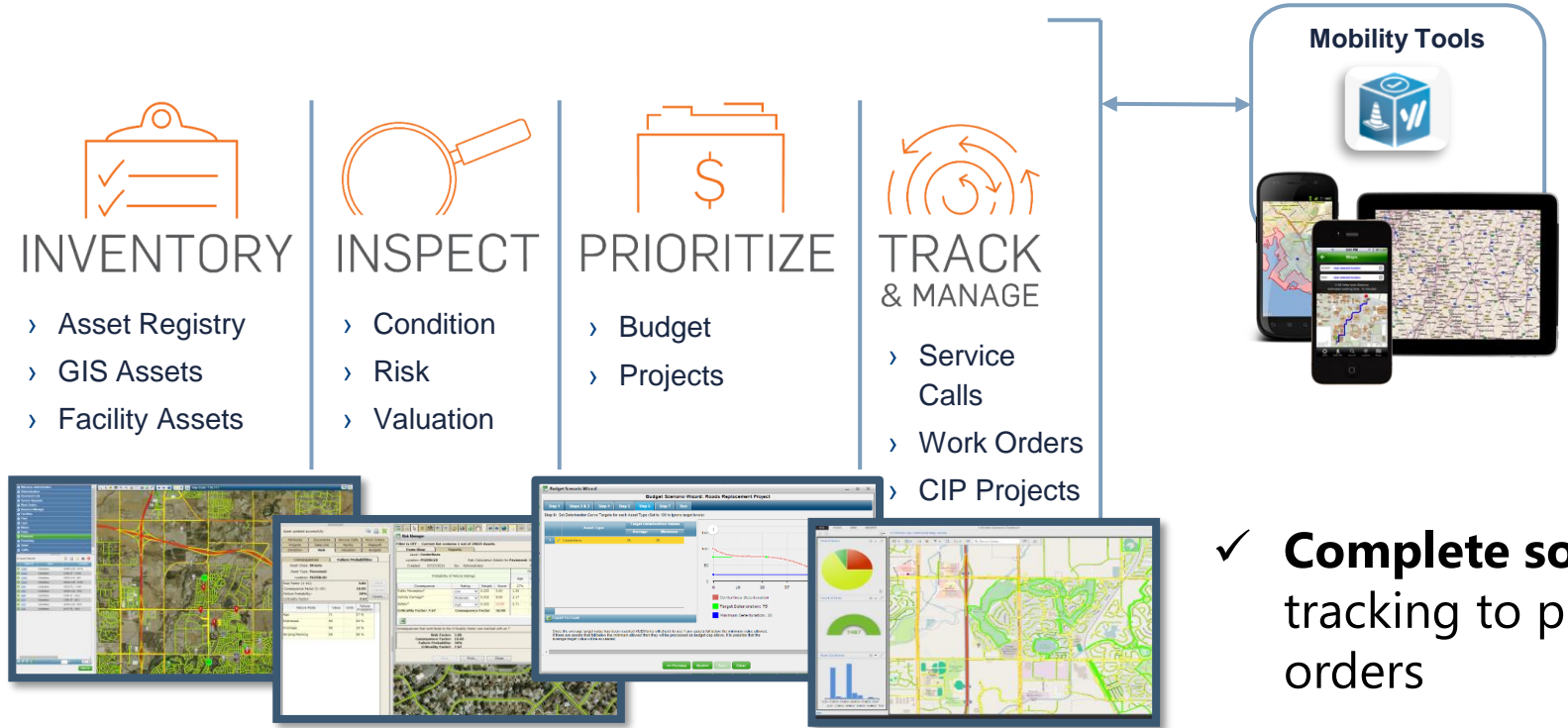
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Complete EAM Solution



Automation & Process Improvement



- ✓ **Complete solution** from asset tracking to projects to work orders
- ✓ **System automations** to eliminate manual processes

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Project Cost

Software Maint and Support Cost	Current Annual Expenses	Future Annual Expenses Post Implementation	Annual Expenses Implementation	Annual Expenses Implementation
			Year	Year
			2021	2022
ERP System	\$ 36,000	\$ 67,548	\$ 169,365	\$ 119,611
Consulting		Not needed	\$ 89,424	\$ 44,712
Contingency		N/A	\$ 20,000	\$ 25,000
Smart Meters	Not Available	Included		
Content Management System	Not Available	Included		
CD System	Not Available	Included		
Citizen App	Not Available	Included		
Online and Mobile Tools	Not Available	Included		
Inventory	Non Functioning	Included		
Online Training	Not Available	Included		
EAM	\$ 20,000	\$ 27,000	\$ 217,000	\$ 62,000
Consulting			\$ 49,473	\$ 32,982
Contingency			\$ 40,000	\$ 12,000
Engineering Support EAM	\$ 26,520	Not needed		
Disaster Recovery	Not Available	Included		
Maint & Upgrades	6,000	Included Above		
Total EAM	\$ 52,520	\$ 27,000		
Total ERP	\$ 36,000	\$ 67,548		
Grand Total	\$ 88,520	\$ 94,548	\$ 585,262	\$ 296,305

- Future year costs are limited to support fees of \$67,458 for the ERP solution and \$27,000 for the EAM solution.
- Neither of the recommended solutions will require hardware costs due as both solutions are SaaS or Software as a Service solutions.

Both projects are estimated to be completed within 18 months

Recommendation

- 1** Purchase and implement Incode
- 2** Purchase and implement VUEWorks
- 3** Retain Baecore Group for project management of system implementations

WHAT QUESTIONS DO YOU HAVE?