

# RUTHERFORD

## ADVISORY GROUP, LLC

320 E. Buffalo St., Suite 605  
Milwaukee, WI 53202

Phone: (414) 571-2245  
E-Mail: [info@rutherfordadvisors.com](mailto:info@rutherfordadvisors.com)  
Web: [www.rutherfordadvisors.com](http://www.rutherfordadvisors.com)

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Thank you for allowing the Rutherford Advisory Group to provide your municipality with a recommendation for your new financial software. Support for the current financial software, New World, is set to expire at the end of this year. Due to this, new software must be chosen and put in place well before the end of the year. Because this software is required by the Village, goals of choosing new software include automation of manual processes, better communication between departments, and increased efficiencies as possible. These factors have been taken into consideration within this project.

This report will describe in reasonable detail the process behind and the reasoning for choosing the vendor and their product and also give you additional information about other vendors and other requests from department heads that were not met. A section for considerations during this process and for the future is also included.

Prices are not included within this report. The chosen vendor will have to inspect the existing data and determine a plan for importing that information into the new financial software. Beyond that, several pieces of the software will have to be customized to work with the Village. For these reasons, the total price for this project can not be known until the vendor is chosen and the vendor has time to inspect the existing data. An estimate of the price may be available but this will be a price range and most certainly not an exact price. The Board should also be aware of the fact that this estimation may be a low estimation of the total cost.

The Rutherford Advisory Group was contracted to confirm that before the Village spent a large sum of money on new software, all needs had been considered and all software options had been explored. Upon collecting data from the Village and working with Dan Shine to attain his existing knowledge of available software vendors, this report was to be generated which made all information clear and easy to read. The following sections give an overview of the process used to collect information from the village and to choose the vendor.

### **Determining the Village's Software Needs**

The Village of Menomonee Falls, like all municipalities and companies, has processes in place that have grown from needs as they developed. Each department is the product of many years of processes that developed day after day, year after year. Before computers played an important role in servicing the Village, each department worked relatively autonomously. Department heads developed an internal process that worked well in a paper-driven Village. As computers became common in the work-place, the Village purchased a financial system to reduce errors and speed many processes. This financial software was made to fit the processes that had been in place for many years—still largely paper intensive. Many additional applications were written to meet the needs that the financial software lacked—mostly due to processes that were not “standard” processes within the software. While the software has ended up saving time (in most cases), as the Village continues to grow, some of the processes have become too manual.

To determine which processes can be improved, we chose one-on-one interviews with department heads. The purpose of the interviews was not necessarily to determine what the financial software could do for them but what better software in general could do for them. Is there a process that could be automated that hadn't been considered? Is there data that could be plugged into a common database that would increase departmental productivity? Could handheld devices that interface with the software make the department more efficient, and so on. Asking these questions let department heads think outside of the sphere of the financial software and consider other applications for integrated software within their department.

Answers from these interviews served three purposes. First, to confirm that no process had been missed when considering new financial software. Second, to come up with creative ways to use the software. And third, to create a checklist for use while comparing software vendors.

These interviews collected a fair amount of data that was related to the financial software and ways to increase efficiency, and collected some data that was outside of the realm of the financial software. Some information that was never considered for this software *may* be able to be integrated into this software by using it creatively. Other requests can not be part of the new software but should be kept in mind for future upgrades or for future considerations.

Additional data collected during this process includes suggestions from department heads for making the transition to new software easier and more effective. This information is non-software or process specific.

## Required Features of the New Software

There are basic requirements of the new software that can not be compromised. The next step after collecting data from department heads was to determine these must haves. Some of these must haves are IT driven and others are Village process related. Some are basic requirements such as being MS Windows based or having a General Ledger, and others are more detailed such as requiring MS SQL or permit processing. These basic needs must be met or the software from that vendor can not be considered.

Because these requirements are so crucial in choosing the vendor, each need will be explained.

### IT Requirements

*Windows Based Application* – Windows is the most common operating system available and most people are familiar with how it operates. This is important for two reasons 1) the Village already runs MS Windows so no additional costs are accrued and 2) the application can have a common look and feel throughout which reduces basic training.

*SQL 2000 or 2003* - SQL is a database engine that runs off of a server dedicated to running queries and manipulating data. There are other database engines available on the market but the Village currently owns software licenses for MS SQL. Upgrading to a “competitor” would not only add a substantial cost to this entire project in both software and hardware, but also a learning curve within the IT department.

*Village Supplies Server(s)* – The Village purchases servers from vendors for less than most other companies can purchase them. This also insures that the Village purchases servers meeting their specifications for fault tolerance and speed.

*Crystal Reports* – It is difficult to generate reports within the existing software. Crystal Reports is an application that will allow all users who require reports the ability to run their own reports. Not having this application may limit the amount of reporting available for each department.

*Common Look and Feel for Applications* – To limit training time and to increase efficiencies, the new software must have a common look and feel. Users should be able to apply their knowledge of one module to another module without having to re-learn each module.

*User Definable Fields* – Fields are the individual pieces of information kept within a record. Some databases give users a few generic fields to type data, often called something basic such as “Field 1” or “Additional Information”. User definable fields allow the Village to customize the names of these additional fields to something that makes sense to that department. This makes training easier and makes reports easier to read.

*File Attachment* – For some departments, keeping a document with a record is important. If the record is kept in electronic format, the file must be able to “attach” to the record. For example, pictures taken from Public Works can be “attached” to a record within the software for future viewing.

*Table Level Security* – This provides data security to ensure that unauthorized users do not access Village data.

*Data Dictionary* – This is a report or “book” that describes all data names used within various data tables, how they relate to each other, and what types of information they generally hold. This is invaluable for programmers and anyone generating reports from the raw database.

*Field Level Security* – This allows each field, or individual piece of information, within the database to be accessible by a user’s individual rights. With this feature, just by logging into the software, one user may have access to some fields within a record but not specific fields. For example, a department head could access HR information to confirm start dates, birthdays, or vacation time, but not access each individual person’s wages.

*Scanning Documents Within the Application* – As the Village, and the world, hopes to move to a paperless office, document scanning becomes more important. The ability to scan within the application is an important part in speeding this process. While some applications allow you to “attach” a file that has already been scanned, it is important when scanning many documents that the software itself allows the user to scan directly into the record. This cuts out several steps in the process and reduces errors.

*Software is Currently Available* – Software currently being developed can not be considered for this project. Dates for software release are rarely correct and if the software is currently being developed, that makes the Village a “beta tester” for the new software. Software that is not currently available and being used by other municipalities should not be considered for this upgrade.

#### Basic Software Requirements

*GL, AP, AR, etc.* – Basic accounting functions are necessary for any financial system.

*Utility Billing, Tax Collection, Permit and License Processing, Parcel Management, Fixed Asset Manager* – For complete Village integration, these modules are requirements. Without these modules, separate systems must be purchased or created and somehow integrated with the main financial software. This most likely will require double-entry of data or exporting and importing data between multiple unrelated software vendors—essentially re-creating the system that is currently in place.

#### **Vendors vs. Required Features**

The following is a matrix showing all eleven vendors compared to the required elements for the new software. For viewing simplicity, only “no”s have been recorded with an “N” in the corresponding box. Because meeting these requirements is crucial for this decision, vendors that did not meet a significant requirement were immediately disqualified. A blank cell signifies that either this requirement was met or was not questioned due to a prior disqualification (an “N” in any cell”).

**Mandatory Requirements as Compared To Vendors**

<b>IT Requirements</b>	<b>Eden Systems</b>	<b>Morrison Group</b>	<b>SVA Consulting</b>	<b>Public Sector</b>	<b>GEMs</b>	<b>New World</b>	<b>Munis</b>	<b>Main Street</b>	<b>Front Line</b>	<b>City View</b>	<b>Banyon</b>
Windows Based Application							N				
SQL 2000 or 2003					N		N	N		N	N
Village Supplies Server(s)										N	
Crystal Reports						N				N	
Common Look and Feel for Applications			N								
User Definable Fields			N			N					
File Attachment						N					
Table Level Security											
Data Dictionary						N					
Field Level Security											
Scanning Documents Within Application	N				N	N					
Software is Currently Available						N					

<b>Basic Software Requirements</b>	<b>Eden Systems</b>	<b>Morrison Group</b>	<b>SVA Consulting</b>	<b>Public Sector</b>	<b>GEMs</b>	<b>New World</b>	<b>Munis</b>	<b>Main Street</b>	<b>Front Line</b>	<b>City View</b>	<b>Banyon</b>
GL, AR, AP					N						
Utility Billing				N					N		
Tax Collection	N								N		
Permits/Licensing				N	N			N	N		
Parcel Manager									N		
Fixed Asset Manager	Y/N							N	N		N

“N” = Requirement Not Met – Please read important notes on previous page.

## Vendor Breakdown

The following is a summary of each vendor listed on the previous page with an explanation of “N”s listed.

*Eden Systems* – This software vendor provides a top-notch application but falls short on a few items. It is impossible to scan documents directly into the application and they do not provide a tax collection module. They do provide a fixed asset manager but assets can not be serialized until after the invoice is paid—which could be weeks after the asset is received.

*Morrison Group* – There were no requirements that the Morrison Group could not meet. They use Microsoft's Great Plains software to provide all of their municipality financial software. They do have key vendors who provide other modules (utility billing and permitting) but these additional modules share the common look and feel of the Morrison Group's customizations.

*SVA Consulting* – Microsoft's Great Plains is used by this vendor but uses different vendors than the Morrison Group for Utility Billing and Permits. The vendors that they have chosen do not specialize in municipal financial software and do not share a common look and feel. They also do not provide user definable fields throughout all applications. SVA Consulting has been eliminated because the base software is the same as Morrison Group's software with different additional vendors.

*Public Sector* – This software does not provide Utility Billing or Permitting within the financial software.

*GEMs* – GEMs is not completely SQL based and does not provide document scanning. In addition, some accounting modules within the software do not completely integrate with the A/R module which requires either double-entry or importing of data between modules.

*New World* – This is the current financial software vendor. Of the many requirements that are not met by their software, the largest reason they are disqualified is because their software has not yet been created. Various modules will be released sometime in 2004. This is certainly not the best option for two reasons: 1) There's no way to “test” the look and feel of the applications and 2) The Village will be one of the first municipalities to use these modules. Because this is the current vendor, they will be included in the departmental matrixes but will certainly not qualify as a potential vendor.

*Munis* – Munis is UNIX based which requires a whole other platform than the Village is currently using. This will require additional hardware and a learning curve for anyone in CIS who may be working within this software.

*Main Street* – MS SQL is not used by this software and it does not provide Permits/Licensing or a Fixed Asset system.

*Front Line* – Front Line is an accounting package designed to be everything to everyone. It is a core financial package that can be customized to work with any type of organization. They provide no currently developed municipality software but will customize the entire application to work with the Village of Menomonee Falls. This brings up numerous issues and reasons for not using this software. 1) It would cost far more to develop this software than to purchase an “off the shelf” application. 2) No one else is currently using the software as a reference. 3) It will take far longer to implement this software because it has to be developed. 4) Future updates of this software may require re-programming the entire application. 5) Existing processes will be

written for the software rather than conforming processes to meet the software (efficiencies may be lost).

*City View* – This application is a web-based application which runs off of the City View servers in another state. This allows for greater flexibility for users but does not offer the flexibility that an in-house server or application would provide. File attachments and scanning will be difficult as they will have to be transferred over the Internet. Reports will be limited to what the application provides. Updates and customizations are impossible without using City View’s programmers. Benefits of this software are that there are no hardware requirements for servers or computers, no backups are required within the Village, and no technicians must be employed to maintain the software. Unfortunately, while there are many pluses to this software, the minuses outweigh the pluses. This type of system may be considered in the future, but not right now.

*Banyon* – Banyon is designed for smaller municipalities. It is not as robust as the Village requires and does not run on SQL. It also does not provide an asset management module.

As you can see from the matrix and read from these descriptions, the Morrison Group is the only vendor that meets the needs of the Village. With that in mind, it would be easy to say that the Morrison Group is the selected vendor. This report could stop here because, that is the case. The Morrison Group is the only vendor that can meet the needs of the Village. However, another piece of this project was to determine if other needs are required from the departments that hadn’t already been identified.

### **Departmental Needs with Software Comparison Matrix**

The following section details the individual departmental requests and their reasoning for the requests. Where possible, estimated time-savings were included. Following the requests of each department is a matrix showing which needs can be met with the software listed. The Morrison Group, Eden Systems, and New World were chosen to be compared. The Morrison Group because it meets all of the mandatory needs of the Village, Eden Systems because it was the runner up, and New World because it is the incumbent financial system.

Within each department is an overview of their special concerns, summary of needs, requests/needs, and any recommendations they may have for the switchover to the new software.

## ***Financial Services***

This department oversees all of the Village financials—all of them. Accounts payable, accounts receivable, the general ledger, payroll, budgeting, bonds, and Village financial planning.

This department uses the existing financial software for most of its daily activities. This department will be most effected by the change. There are some functions within this department that are not part of the existing software that would save time and money for the Village as a whole.

### Special Concerns

This department needs to transition easily and quickly. Of all of the many functions within this department, payroll is the most important function that can not be slowed down. Currently, all data is inputted manually and must be processed within a two-day period. Any delays in this process will delay that week's pay-period. This is the most important piece of this department that must be accounted for before any other piece of the department, and the rest of the Village.

This department also deals with a substantial amount of numbers. Too much time spent inputting numbers will slow down every process. Currently, the AS400 is text based and does not require mouse clicks or other Windows-functions. This increases the speed of data entry for this department. If every transaction required a mouse click, the process would be slowed down dramatically. This needs to be taken into consideration when choosing the new financial software. Either a text based input screen or easily accessible keyboard shortcuts **MUST** be part of the new software.

Because much of the report writing is so cumbersome and not automated, Mary spends much of her time creating reports and not planning for the Village. Her skills are best utilized in planning and directing Village finances, not creating reports in Excel and collating them for various meetings and outside entities. Streamlining the reporting process will free up more of her time for what she is best at doing—planning and helping to administrate the Village's finances.

### Summary of Needs

The majority of this department's needs are already met with the existing financial software. Processes have developed around the limitations and strengths of the existing software. All other departments have fallen in line behind Financial Services. For this reason, the basic functions of this department do not require additional features. All existing functions of this department must be present in the new software. The only real needs from this department come from extended reporting abilities, ease of input from other departments, and flexibility in data manipulation.

### Requests From Department

1) Financial statements are difficult to create within the current system and tend to be created in outside programs such as Excel and Word. Some financial statements require commentary and explanation and can't be completely automated, but some pieces of the statements can be more automated. The ability to customize reports and export them to an Excel spreadsheet would save unknown amounts of time.

- 2) The Water Utility department uses custom numbers and not the tax key for billing. This needs to be integrated into a common database using the same key for each entity. Having two different keys requires a very cumbersome process to match records.
- 3) Auditors of the Village at year end would like to be able to download financial information. The new system should be compatible with the auditor's system. Currently the account numbers are not compatible with the auditor's system because they are too long.
- 4) The invoicing process can be streamlined by providing online approval abilities for department heads and administrators. This can also integrate with budgeting, giving departments real-time information about their current budgets.
- 5) Payroll should be able to be direct deposited.
- 6) Utilities should be able to debit directly from a resident's checking account or credit card. Taxes and fees should be available for payment via credit card. Any recurring charges should be automated with the option of entering the amount.
- 7) Long term debt is currently being tracked manually, on paper. Two large books, Old Debt, and Current Bonds, require handwritten information such as who a bond was paid to or will be paid to and when. There are no reports accessible from these books. This could easily be a digitized process within the new software.
- 8) Village budgeting as a whole requires months of Mary's time. This process is just gathering information and manipulating. Capital budget reporting takes a substantial amount of time to create before it is presented before the board and sometimes requires re-creation of the report before a "final" report is generated. Some sort of municipal budgeting package that feeds into the financial software would automate the vast majority of this report, freeing Mary's time to look more to the future of the Village—which is a better service to the community.
- 9) Collaboration software with the rest of the Village isn't critical for this department, but it would be nice to "be aware" of what's happening within the Village. From an informational aspect, including Financial Services into the permitting process will not take away anything from the process and will include Financial Services as early as possible on future planning.
- 10) A handheld device (PDA or tablet) would help Mary within this department during various meetings. Often times during meetings, a report is requested or specific figures are requested. This often requires either holding up the meeting or postponing the meeting until the figures are ready. With a handheld device of some sort, some of these figures could be available or manipulated during the meeting. This will save time for all departments as meetings will no longer have to be held up or postponed while financial data is manipulated.

#### Recommendations for Switchover

Training is very important for this switchover to the new software. And, being realistic, there will be down-time and hiccups with the new software. It may make sense to close the Village the day of the transition so that residents are not caught up in the transition. This could allow more departments to receive hands-on training without fear of poor customer service to residents. For the days following the transition, it may make sense to hire some temporary staff to perform unchanged tasks while permanent staff learns the new software or new processes.

The best months to change are July and August. Other months have too much dependence on the system to make a complete transition. Payroll weeks are bad weeks to transition as well.

<b>Financial Services</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Must Transition Quickly <sup>(*)</sup> <b>Concern Noted</b>			
Must Be Keyboard Oriented <sup>(*)</sup> <b>Concern Noted</b>			
Less Manual = More Planning - <sup>(*)</sup> <b>Concern Noted</b>		N	
Easier Financial Reports <sup>(1)</sup> <b>No Time Savings Est.</b>		N	
Water Util. Uses Other Coding <sup>(2)</sup> <b>No Est.</b>			
Year-End Auditing Compatibility <sup>(3)</sup> <b>No Est.</b>		N	
Electronic Requisitions/PO <sup>(4)</sup> <b>No Est.</b>		N / Y	
Ability to Direct Deposit <sup>(5)</sup> <b>Customer Service</b>			
Automatic Debit For Util. <sup>(6)</sup> <b>No Est.</b>			
Long Term Debt/Bonds <sup>(7)</sup> <b>No Est.</b>			
Automated Village Budgeting <sup>(8)</sup> <b>Months</b>			
Collaboration Software <sup>(9)</sup> <b>Kept up on Village Info.</b>		N	
Handheld Device <sup>(10)</sup> <b>No Est.</b>	N	N	N
Training – Up-Time <sup>(*)</sup> <b>Concern Noted</b>			
Perhaps Close During Transition <sup>(*)</sup> <b>Item Noted</b>			
Hire Temporary Staff During Trans. <sup>(*)</sup> <b>Item Noted</b>			
Percentage of Needs Met	94%	64%	94%

## ***Administration***

This department oversees HR, strategic planning, the Village website, labor negotiations, administrative processes between managers and the board, and general Village administration.

This department interacts with most other departments within the Village in one way or another.

### Special Concerns

Administration as a whole does not mind the possibility of change—both change of processes and change of software—but is concerned about training. Regardless of how much money can be saved by changing the process or installing new software, lack of training can lead to less productivity and under-utilization of the software. Administration will work with whatever software is chosen but believes that training will be the major piece that will help the Village become more productive.

### Summary of Needs

This department's needs revolve around more access to information. This information is already available in the existing software but tends to be difficult to get to or is not up-to-date. For this reason this department, like other departments, keeps track of its own information. This requires time-wasting double-entry. It is also requested that more departmental information integrates within the financial software. Currently there is information stored in one department that could be useful to other departments, but this information is not easily accessible.

### Areas That Can Be More Improved

- 1) A more user friendly system would speed along several processes. Currently, specialized individuals have to run queries of the financial software because the current software is difficult to use. This slows information gathering because a report must be requested from someone else and then delivered. How much time this takes for the person creating the queries is unknown. Information availability through an easy-to-use interface would eliminate this problem.
- 2) Several Village functions can be streamlined by becoming electronic and less paper intensive. The purchase order process, dog licensing and building permits are just a few examples of paper intensive processes within the Village.
- 3) Year to date budget information is not easily available or is not as up-to-date as it should be. Making the acquisition process electronic will allow this process to become streamlined with financial services and a more user friendly interface will make a more up-to-date budget report available to each department head. Currently, year to date budget information is only available from the departments themselves, if they keep track of their own expenditures. This requires extra time and double-entry of information.
- 4) Web-based Village interaction would allow residents to apply for permits online, access tax information, voter registration, and pay fees or bills without having to come to the Village or take up a staff member's time.
- 5) Reports required from various departments are rarely the same throughout the year or from year to year. If the data within the new software were easily integrated with Excel or Access, reports could more easily and quickly be created. A user friendly software system that can

integrate with other software could save most departments a reasonable amount of time. However, lack of training would make this feature useless.

6) Village-wide, inventory control or asset tracking is lacking. From what is in each department to what is paid for and what is not, inventory control procedures should be considered for the new software. Processes may change within the Village but the benefits will outweigh the time spent training and revising processes.

#### Recommendations for Switchover

Training is key to the switch to the new software. The software may have the ability to automate processes or reduce time spent on current processes, but if the end-users are not properly trained, there is no ability to improve. The new software needs to be user friendly, have a common interface, and provide access to data to those who need it.

If processes do change, as they most certainly will, it will need to be a top-down approach. Department heads need to be kept up on information on the new software. End users must be properly communicated with from now until after everyone is properly trained. Constant communication between end-users, department heads, IS, and the software vendor will make this a smooth and more efficient transition.

If the option comes up that the software could be customized to meet the current Village process or the Village process could change, opt for the process changing. Customizing the software will only create issues as time goes on. Each department asks for a customization, upgraded software requires additional customization, and eventually the software may end up where it is right now—cumbersome, with limited access to data. Change the process if the software doesn't fit.

<b>Administration</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
User Friendly Software <sup>(1)</sup> <b>Increased Efficiency</b>		N	
Electronic Processing Where Possible <sup>(2)</sup> <b>No Est.</b>			
YTD Budget Information <sup>(3)</sup> <b>Efficiency, Less Errors</b>			
Web-based Village Interaction <sup>(4)</sup> <b>Customer Service</b>		N	
MS Office Integration <sup>(5)</sup> <b>No Est</b>			
Inventory Control <sup>(6)</sup> <b>Unknown Internal Costs</b>			
Training <sup>(*)</sup> <b>Concern Noted</b>			
Top-Down Approach <sup>(*)</sup> <b>Concern Noted</b>			
Change Processes, Not Software <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	100%	78%	100%

## **Clerk Services**

This department deals directly with the public, ringing up and reporting all income from all departments. Some departments physically collect the money, but clerk services provides all depositing and reporting for all departments.

Department is also responsible for agenda and report creation for board and committee meetings.

Clerk Services also provides voter registration information and keeps track of various licenses and permits.

### Special Concerns

Because this department works directly with the public, up-time during this process is critical. If transactions start to take longer than usual, a customer service issue will present itself. Training for this department is very important as they will be dealing with the public right as the software is switching over.

Security for income collected, both physically and electronically, must also be considered.

A large time-savings for this department is the use of codes for commonly used accounts. The Village's account codes are very long and are numeric. One number off will put the data in the wrong account. Currently the software uses shortened alpha codes to streamline code input and reduce errors. Something like this needs to be available for the new software—preferably the same codes that are already memorized.

### Summary of Needs

Clerk services must be able to input information from someone paying a fee into the software which is reflected in the financial services module of the software. They must also be able to easily record and report income from other departments that Clerk Services did not physically receive.

The department must also be able to easily track licenses and permits as well as voter registration information.

In addition, they require the ability to easily receive departmental information for board and committee meetings for meeting preparation.

### Requests From Department

1) The biggest request from all members of this department is a better way to work with Community Development. Right now anyone who comes in to request a permit must walk into the Community Development department, fill out an application, walk across the hall to Clerk Services where they pay for the permit, and then walk back to Community Development to complete the process. This requires many paper receipts and residents and developers to walk between two departments. Everyone in Clerk Services agrees that this is not the best for customer service. In addition, Clerk Services believes that all other departments that collect money should be given the ability to collect and record money they received.

This request is not so much software related as it is process and management related. It is included in this report because it must be taken into consideration when purchasing the

software. If the Village agrees that all departments should have access to collecting and reporting their own money, it must be included in the bid for software modules, equipment, set up, and installation. If the Village feels that this is not a request that can be fulfilled, a way to streamline these processes should be considered.

2) The department as a whole would like the new software to be more user friendly. They feel that this can be accomplished by using software that is Windows-based (instead of text based) with a common look and feel for each screen. This should cut down on future training if a new employee joins the department and may allow for more speed in working with customers and other departments. An increase in speed per transaction can not be determined until the software is actually installed and used but it is estimated that it would shave approximately 2 minutes per transaction when combined with the following request.

3) Several different databases and spreadsheets are used to provide several functions within the department. A common database would help not only within this department but Village-wide. As an example, there are several stand-alone databases used to keep track of various licenses and permits. The information stored in these databases is not available to other departments, which either requires printed reports sent to other departments or phone calls between departments confirming information. A common database, which is accessible from other departments, would streamline this process. A detailed example would be the Police Department accessing this common database to confirm a liquor license.

It is difficult to determine exactly how much time would be saved with a common database. Each department within the Village will save a certain amount of time but this could vary from day-to-day and from week-to-week. It was estimated that in Clerk Services, licensing itself would benefit from a combination of a common database and groupware—8-16 hours a week during license renewal times and 2 hours weekly. It's unclear how many other processes would be more streamlined with a common database. Other departments have given estimates and are mentioned within this report.

A broader, and perhaps future consideration for this common database is integration with GIS. Literally everything within the Village could be plotted on a map. The reports that could be created would blow away any report that is possible now. One quadrant of a map could provide all information from dog licenses to liquor licenses. Police could route their patrols based on parking permits. Maps of the village and reports would join in a way that no one has ever considered--voter information could be linked to man-hole covers in one map/report. Consider this within the common database of the Village: complete integration of Village data within every department who needs it.

If a common database is implemented, appropriate user-level security must be implemented both for inputting data and for retrieving data.

4) There is currently no automated way to keep track of delinquent tax payments. This can also be linked to a common database but there needs to be a function for reporting delinquent accounts or flagging the account for easy reporting. Currently the report is manual within Excel but could easily be automated in a new system. Automating this process would save 30 minutes.

5) Voter registration information becomes a sizeable job for this department during elections—especially during presidential elections. Clerk Services helps Village residents find where they should go to vote, which district they are in, and any other general voting information required by a resident. If this information were tied within a common database to that resident it would streamline this process. For example, if a resident were to call to confirm their voting location,

someone in Clerk Services could find this resident from their phone number, address, or last name, click on their information, and read the information automatically posted to their record. Currently the department has to go by maps or a separate database to give this information. It was estimated that a streamlined process for voter registration information would save the department as little as 3 hours per week, per person for the month prior to the election (with four members of this department, that works out to 12 hours a week for one month). Or for a larger election—20 hours per week, per person for the month prior (80 hours a week for a month). This is a substantial time-savings for this department. Especially when you consider that the rest of the departmental functions must go on while this work is being completed, which only slows down other departments waiting for their information.

6) Related to voter registration is re-districting. This becomes a major project every 10 years. If resident demographic information were easily accessible in a common database, redistricting could, essentially, be automated. Because this process only takes place every 10 years, it's difficult to estimate how much time would be saved. However, it is referred to as a "project" which probably means several weeks worth of time would be saved if this process were more automated.

7) Account numbers are sometimes so long and difficult to work with that at times people use bogus account numbers to quickly complete a transaction. Currently there is no safe-guard or auditing system that cross-checks the account numbers to confirm that they actually exist or to ask the user to update the account number at a future time. Some sort of account number confirmation function would help this. It may also be easier to streamline the account numbers but this would require a major re-processing of Village financials.

8) Committee meetings and board meetings require three things from this department: reports, agendas and meeting minutes.

Reports require a substantial amount of printing, copying, organizing, and collating. While the reports should be generated more quickly with a common database, the remainder of the process requires human interaction. The ability to send "electronic packets" to trustees would streamline this process as one complete electronic document could be created and sent to trustees. The ability to provide electronic packets is estimated to save 8 hours per week on agenda weeks plus other consumable resources used during the process.

Agendas are currently pieced together within Clerk Services from documents e-mailed from other departments. If Community Development wants to add something to an agenda, they e-mail a Word document to Clerk Services. This is true for all departments. Currently there is no set format for these documents and Clerk Services finds it easier to re-type every other department's requests rather than try to copy and paste the information. If this process could be streamlined via some sort of collaborative software or by simply creating a set format for agendas, time would be saved before each meeting.

Minutes of the meetings are generated after each meeting by using the above agendas. Streamlining the agenda process would also help with creating the minutes after each meeting. It is estimated that 1½ hours would be shaved off of agenda and minutes creation. It was also requested that the minutes be more easily available to Village residents by posting them on the website or having access to them in a common format (PDF or DOC) available for download off of the website.

9) Engineering currently creates invoices in a Word document. There is no running total or way of keeping track of each invoice. This process should be integrated within the new system.

This does not necessarily translate into a time or money savings but does increase efficiency and accountability of the Village.

10) The payroll process is very manual and paper intensive right now. Department heads must collect time cards and process them for payroll. This process would be streamlined if payroll were electronic and was instantly sent to payroll for processing. No time savings for this process has been estimated.

11) Requisitions require a lot of paperwork moved from one department to another for approval. If this process were automated within the financial software, the requisition process could be streamlined. While each department may not save a substantial amount of time digitizing this process, it would speed up the requisition process and eliminate any potential errors due to papers being lost or misfiled.

12) A request, but not a requirement from Clerk Services, is to have Water Utility bills bar coded. Bar coded water bills (or broadening this—any bill or fee due) could speed up the transaction process between all departments. Rather than re-keying information, searching for information, or potentially mis-keying information, bar codes would insure that the bill brought in would match the bill paid within the computer. This may only save 15-30 seconds per transaction but should decrease errors over time, which will eventually save more time.

13) Clerk Services is also interested in electronic records management. This can be accomplished by scanning certain existing documents into a database or starting fresh with new software that encourages ERM.

14) For Clerk Services, and perhaps other departments, integration with the telephone system would be a time-savings. If the new software could integrate Caller ID with account numbers, voter registration, permits, or anything else listed in a common database, time and error could be saved. During voter registration periods, if voters called in from home, Clerk Services staff could easily see the resident and “click” on their voter registration information. Simple calls could be answered quickly and accurately with little interaction with the resident or the database. This may not be possible right now but is something to consider for the future.

15) The current printers in Clerk Services are older-type dot matrix printers. These printers are the only printers that can print what Clerk Services needs printed. If these printers were to go down, an easy transfer to another printer within the Village is virtually impossible. Reporting within the new system needs to be more printer-friendly and allow Clerk Services (and any other department) the option to print to any printer or easily print to a temporary printer that is not model specific.

#### Recommendations for Switchover

Clerk Services recommends a lot of training for their department. This is because they require the instant ability to work with the public. If they are taking too long trying to “learn” the new software, the public is waiting. Because Clerk Services has limited staffing, two hands-on training classes have been requested so that someone is continually running the front-desk. It has also been requested that support staff is available the day of the switch so that any questions can be answered quickly.

Clerk Services is the front-end for much of the Village. Most residents know little about the inter-workings of the rest of the Village but know where to go to pay their fees, bills, etc. Because of this, training and support for new software is very important to this department.

Other departments are not as critical on the first day of the switch as Clerk Services is. But, with customers waiting, training and support become the key to making a clean transition.

Clerk Services recommends that the transfer take place during the middle of the month from May to September. Prior to May there is substantial activity within the department and after September is a lot of activity (especially during the presidential election). It is recommended that the switch take place in August of 2004 to allow bugs to be worked out prior to the November elections, and any year-end reporting that is required.

<b>Clerk Services</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Money Collection in Other Departments <sup>(1)</sup> <b>No Est.</b>			
User Friendly Software <sup>(2)</sup> <b>2 Min/Trans</b>		N	
Village Database w/Permits-Licenses <sup>(3)</sup> <b>2 Hs/Wk &amp; 8-16 Hs/Wk during renewals</b>			
Delinquent Tax Reporting <sup>(4)</sup> <b>30 Min/Day</b>	N	N	
Voter Registration Information <sup>(5)</sup> <b>12 Hs/Wk to 80Hs/Wk for month prior to Election</b>		N	
Automated Redistricting <sup>(6)</sup> <b>No Est.</b>	N	N	N
Keyword Account Numbers <sup>(7)</sup> <b>No Est.</b>			
Meeting Agendas/Report/Minutes <sup>(8)</sup> <b>9½ Hs/Wk</b>	N	N	N
Engineering Access to A/R <sup>(9)</sup> <b>Less Errors</b>			
Electronic Payroll Processing <sup>(10)</sup> <b>No Est.</b>			
Electronic Requisitions/PO <sup>(11)</sup> <b>Less Errors</b>		N / Y	
Invoice Bar Codes <sup>(12)</sup> <b>15-30 Secs/Trans</b>		Custom	
Electronic Records Management <sup>(13)</sup> <b>No Est.</b>	N	N	
Telephone Integration <sup>(14)</sup> <b>No Est.</b>	N	N	N
Non-Specific Printers <sup>(15)</sup> <b>Possible Down-Time</b>			
Training – Up-Time <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	58%	52%	82%

## ***Village Attorney and Assistant Village Admin***

This department plays several roles being the Village legal counsel, the assistant to the Village Administrator, and Administrative Assistant to the Board. As legal counsel, this department oversees anything legal within the Village, from contracts to litigation. The assistant to the Village Administrator role involves HR, some public relations, receiving complaints from residents (and helping to correct them), coverage for other departments, and more. The Administrative Assistant to the board provides clerical assistance to board members for meetings and reports.

### Special Concerns

Because this department largely plays a role of support for the rest of the Village, most of their software needs are not as important as other departments. Generally, if the other departments believe that they have a better process using better software, this department agrees with those departments. For that reason, there are no special concerns within this department.

### Summary of Needs

The current financial software is utilized for finances, budgeting and year to date reports to determine if the department is on target with their budget. Replacement software will need to handle these processes. As this department follows the needs of other departments, there are limited needs within this departments. However, there are several pieces within the new software that, if they are available, would help the processing of this department. If these needs are not met, they are not as critical as other department's needs, and may be worth addressing separately.

A goal of this department is to become as paperless as possible. This is taken into consideration for several of the following suggestions.

### Areas That Can Be More Efficient

- 1) Currently Linda keeps track of departmental files in an Access database. This is a manual process. Some sort of document management would alleviate this issue and make legal document management (and Village document management as a whole) inherently organized.
- 2) If standard or "typical" legal documents were made easily accessible to the rest of the Village, the Village attorney may be able to save some clerical time searching for and sending documents. While this may be available within document management software, it may end up being a separate application or via an intranet server.
- 3) Invoice review could stand to be greatly improved within this department. Currently, all invoices must be processed through the Asst. Village Administrator. This process is long and arduous as all departments send invoices on paper, which require manual reading and approval. This paper is then sent to financial services to make payments or back to the requestor for adjustments. Online approval of invoices would speed up this process and potentially eliminate errors. Safeguards would have to be put in place to assure that someone is looking over these invoices if the Village attorney is not available for approval.
- 4) A substantial amount of mail comes in to this department. The ability to view mail online and distribute it accordingly would speed up the mail sorting process. Use of a high-speed scanner (available on most digital copiers) would allow all mail to be scanned, e-mailed to an administrator and distributed by department or to multiple departments. This would alleviate a

lot of paper, due to making copies for distribution, and would give other departments relatively instant access to their mail.

5) Effective time and billing software for the Village Attorney would help cost-justify certain projects and help with budgeting. Currently the software does not integrate with the financial software and was developed internally within Access. If this were a feature of the new software, several processes may be improved. One of those features would be the ability to bill back time spent on Village projects for other departments. This will help job cost the actual project more effectively and “bill” other departments more appropriately.

6) The current software tends to be too difficult to ascertain certain data. The Asst. Village Administrator should easily be able to view and access financial data within the Village. As this department also plays a role in HR, HR data should be easily accessible as well. Currently, there isn't an easy way to access financial records to determine if the department is over budget. If this were part of the financial software, all departments could tell, easily, and quickly, exactly where their department stands in relationship to their budget. HR information, if it were more easily accessible, could be easily accessed by department heads across the Village or perhaps even from the individuals themselves.

7) A common database would lightly benefit this department but may become more important over time. Currently there isn't an easy way to account for bankruptcy with delinquent accounts, nor permits or licenses. More access to data will only help, but it's difficult to determine other instances that a common database will help without having access to the data and what kind of data would be available.

#### Suggestions for Other Departments

1) Integration with Office will only help processes within this department and throughout the Village. Any time that double-entry can be eliminated will only help. There is no example of how this feature would help this department but for the Village overall, it will streamline many processes.

2) Groupware would benefit this department and the Village as a whole. At least some sort of document management would alleviate most document drafting issues. As an example, an ordinance may be drafted and then sent to several departments. This sends back multiple copies of this document which must be combined into one document. With document management or some sort of collaborative software, this problem would be eliminated or at least streamlined.

3) Project routing software would help some departments route staff more efficiently. Integration between this software and other new digital software or equipment would improve efficiency and eliminate unnecessary paper-waste.

4) Integration between GIS and financial software will provide plotted reports that weren't available before. Census information could be color-coded right on the map itself. This information is not available to the Village right now but may be invaluable in the future for developing or administrating the city.

#### Recommendations for Switchover

Training is the number one suggestion for the switchover within this department. There are a number of features on the existing software that no one was trained to use. Training for the new software will help eliminate unused portions of the software and help the efficiency of the entire

Village.

<b>Village Attorney/Asst. Village Admin</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Document Management <sup>(1)</sup> <b>Organization/Efficiency</b>	N	N	
Legal Document Intranet <sup>(2)</sup> <b>No Est.</b>	N	N	N
Requisition/PO <sup>(3)</sup> <b>No Est.</b>		N / Y	
Electronic Mail Sorting <sup>(4)</sup> <b>Less Resources, Efficiency</b>	N	N	
Time & Billing – Bill Back Depts <sup>(5)</sup> <b>Better Job Costing</b>		N	
User Friendly Software – Budget YTD <sup>(6)</sup> <b>No Est.</b>		N	
Common Database <sup>(7)</sup> <b>More Access to Data</b>			
MS Office Integration <sup>(^,1)</sup> <b>No Est.</b>			
Groupware/Collaboration Software <sup>(^,2)</sup> <b>No Est.</b>		N	
Project Routing <sup>(^,3)</sup> <b>No Est.</b>		N	
GIS Integration with Finances <sup>(^,4)</sup> <b>No Est.</b>		N	
Goal: Paperless Office <sup>(*)</sup> <b>Concern Noted</b>	N	N	
Training <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	71%	29%	93%

## ***Community Development***

This department is responsible for all planning and development within the Village. In addition, Community Development also tracks permits and licensing for building related contractors working within the Village. Community Development must coordinate with other departments before giving various permits or licenses.

### Special Concerns

Currently, Community Development does not use the AS400 within most of its daily activities. The AS400 is accessed for financial information and for verification of Water Utility records. Most other software within the department is currently outside of the existing financial software. For this reason there are no real concerns about the switch to new software. Any improvement in the software will only help.

### Summary of Needs

Much of the coordination between Community Development and other departments takes place on paper or via e-mail. Electronic coordination, communication, and archiving would help this department overall, both for speed and accuracy.

Community Development must be able to communicate with all other departments quickly, effectively, and efficiently. An example of how Community Development ties into all other departments is building permits. The process starts with an application for a building permit. From here, Community Development sends out information to several departments: Police to confirm safety issues, Fire to confirm maximum occupancy issues and water-related issues, Public Utility to confirm utilities in the area, Water & Sewage to confirm adequate water and sewage, Engineering to confirm any engineering issues and Clerk Services to collect all associated fees. The current system relies on paper to coordinate all of these departments. In most cases, other departments would like to be involved with other departments. For example, the Fire Department would like to confirm with Water Utility that adequate water is available in case of a fire. The Police Department would like to coordinate safety with the Fire Department (lighting, etc.). Engineering would like to confirm with Water and Fire that the area can handle extra water, etc. Much coordination needs to take place throughout this process, which does not happen now unless there are special circumstances. Community Development is the root of most collaboration projects within the Village, and all other departments will be a cog in the wheel of this process. For this reason, a collaboration software process that involves all other departments will streamline many processes, open departmental communications, and provide better reporting for administrators.

### Areas That Can Be More Efficient Through Software

1) Tracking permits electronically will save time and resources. Permits are now all paper. Whether it be a contractor working in the area or a building permit, all permits are paper. This takes up valuable space within the office and takes longer to reference. Moving to an electronic permitting process will allow easy input of the permit and also better control over the permitting process. Some permits require other permits to be in place for approval. With a common database, collaborative software, and an electronic permitting process, an end-user can see exactly where the permit is in the process. Customer service can be improved as one can see that just one more department needs to approve a process before the permit is approved, which can then be sped up if needed. Electronic permitting will change the way the Village does business both internally and externally. There is no estimate for how much time this will save.

2) A common database with Village residents, businesses, and addresses would save time throughout the day in this department. Various information would be more easily attainable with a common database that is easily accessible.

3) Digitizing the permit process will also allow easy reporting from this department. Currently, if a report is to be generated in regards to how many of each type of permit has been filed, a hand-count of paper permits is required. The accuracy of a "hand count" is not as high as a computerized count and a computerized count would be much faster. A computerized count could also be broken down, if needed, to more detailed results such as the number of single-family homes versus duplex homes, etc. Automating this reporting process would save around 8 hours a month and 24-40 hours for yearly reports. It would also decrease the number of errors that may be reported.

4) Collaborative software would help between departments to get a feel for where each department is on certain projects that affect Community Development. This information could then be used to configure electronic packets to commissioners, which would save time and resources. Currently Community Development status and update reports require a substantial amount of time collecting information from within the department and other departments. Once this report is created, 15 copies of each report must be made, 3-4 times per month. Collaborative software between Community Development and other departments, with reporting functions accessible by board members would save approximately half a day a few times a month and various consumable resources.

5) Posting forms to the Village website for permit requests can help from a customer service perspective. Contractors and residents could download or fill out forms online which are sent directly to Community Development. This may not save a substantial amount of time for the department but it is something to consider from a customer service aspect.

6) Handheld devices for building inspectors would save a substantial amount of time, if an easy-to-use handheld device with appropriate software were available. The ability to take digital photos in the field and attach them to a report would also save time, if the hardware is user-friendly enough. This digital aspect in association with a handheld would save time, use less paper, and remove the need to file.

7) Currently Community Development is interested in scanning their documents into an electronic record. Office space is valuable and more paper permits will only take up more room. Digitizing the process will stop additional paper from being filed and give the department more time to scan and e-file the existing paper permits.

#### Recommendations for Switchover

As this department does not rely heavily on the current financial system, switching to new software will not directly affect any existing processes. The department as a whole is willing to make changes to processes and would like to become less paper intensive.

Training is of great importance as well as open communication with software plans. It would be preferred that the department knows what's coming and can have some input on process changes rather than suddenly getting new software. A common look and feel for each screen of the new software will make training easier. Cross training from other departments is important so that not just one person knows the software in a department.

## Community Development

	Eden Systems	New World	Morrison Group
Electronic Permit Tracking <sup>(1)</sup> <b>No Est.</b>		N	
Common Village Database <sup>(2)</sup> <b>No Est.</b>			
Electronic Permit Reporting <sup>(3)</sup> <b>8Hs/Month for Monthly, 24-40Hs for Yearly Reports</b>		N	
Collaborative Software for Permits <sup>(4)</sup> <b>12-16Hs/Month</b>		N	
Permit Forms Available Online <sup>(5)</sup> <b>Customer Service</b>			
Handhelds for Inspectors <sup>(6)</sup> <b>No Est.</b>		N	
Paperless Records <sup>(7)</sup> <b>Less Space/Resource Needs</b>		N	
Training <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	100%	38%	100%

## ***Public Works Department***

This department oversees all of the Village utilities. This includes water, sewer, building maintenance, vehicle maintenance, and gas for Village vehicles.

Water Utility will be covered in its own section of this report due to its reliance on the financial software.

### Special Concerns

The largest concern for this department is training. Because they will rely on the new software quite a bit, they require training more than anything else. They will work with whatever is given to them but would like to make sure there is adequate training for their department as a whole.

Another special concern is the gas pumping system for the Village. This software requires a special connection and does not appear to integrate well. This system can not be forgotten during this process if anything might interfere with its processing. This system can not be down as this is where all Village vehicles refill their gas tanks.

A final concern within this department is for the yearly auction. This auction generates a substantial amount of revenue for the Village. This process is not currently processed within the Village but may be processed internally in the future. The Village coordinates the entire auction with other area municipalities keeping track of how much was sold and at what price, etc. If this process is brought inside, Clerk Services will need to play a role in keeping track of cash and to whom it belongs. New software needs to be ready for something like this. More detailed information may be required to make this a consideration for the software purchase.

### Summary of Needs

This department has not received adequate training to utilize the existing software to its fullest. Several functions within this department are accomplished using other applications such as Excel and Access. For that reason, information from the AS400 tends to be informational only with the other applications providing the bulk of the day-to-day data.

This section of this report will speak to areas that can be more efficient due to lack of use of the AS400.

### Areas That Can Be More Efficient

1) Yard waste permits are currently handled within a custom Access database. This database could be coordinated with a common Village database to keep track of these permits. The current database is used for mailings as well, which could also be more efficient by using a common database that integrates with MS Office products. There is no estimate of time savings for this process.

2) This department also coordinates the Village's recycling program. Residents can pick up free bins for recycling use but there is no inventory tracking for these bins. A common database could be used to track when a resident picks up a new bin and how many previous bins they have received before a new bin is given. There is no way of knowing if multiple bins have been given to the same resident within a short amount of time. This may not be an issue but inventory control is something that should be addressed.

3) The acquisitions process for this department can be improved. Currently acquisitions require a lot of paper moved from person to person and department to department. A digitized acquisition process may save time but will certainly decrease potential errors or lost acquisition paperwork.

4) Village accident reports are another responsibility of this department. However, accidents are not logged electronically and sometimes require multiple departments or people on the same incident. A common database for residents or addresses would start the process off more easily as the incident would be logged in a central location. From there, collaboration software would allow Public Works to notify others within their department or within the rest of the Village that something needs to be attended to. This will give the department and the Village the option to easily report on accidents, how many happen within a certain time-period, and how quickly the Village reacts to fix the problem. There is no estimate of time savings for this efficiency update.

5) Handheld devices for every process within Public Works may help to speed up processes or eliminate errors. Parts of the Public Works department currently use handheld devices but not all departments. The ability to add handheld devices to the software may be something to consider for the future.

#### Recommendations for Switchover

The key to switching software for this department is training. There are current processes that may speed up their existing workload but they don't feel that they have been properly trained on the existing software. The existing software is not user-friendly and each screen requires new training. New software must come with a lot of training (keeping in mind people who are not technically savvy) and have a common look and feel for every module within the software.

Training should be available on an ongoing basis and it would be nice if someone were available to shadow each of them or be available to answer direct questions. It would also be responsible to make sure that several people are trained on the software for each department so that in the event of an accident or illness, each department has some sort of backup.

The middle of the month is the best time to switch the software as most of their time sensitive responsibilities are at the beginning of the month.

<b>Public Works</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Auction Process if In-House (*) <b>Concern Noted</b>			
Village Gas Pumping (*) <b>Concern Noted</b>	TBD	TBD	TBD
Yard Waste Permits (1) <b>No Est.</b>		N	
Village Recycling - Inventory (2) <b>No Est.</b>		N	
Electronic Requisitions/PO (3) <b>Less Errors</b>		N / Y	
Handheld Devices (4) <b>No Est.</b>			
Training (*) <b>Concern Noted</b>			
Percentage of Needs Met	100%	38%	100%

## **Water Utility**

This department oversees all of the Village's Water Utilities. This includes meter and transponder change-outs, utility billing, inventory control and purchasing for meters and transponders, private well permitting, and daily management of the Water Utility Department.

Water Utility is a heavy user of the current financial software but the majority of the software is complicated and requires a lot of external data massage and various "experts" within the department.

### Special Concerns

Because billing takes place daily and payments are received daily, this department requires a smooth transition between their existing software and procedures and the new software. Badger Meter is the software used to connect to the existing software and the new software must also interface with Badger Meter. A major concern from a planning perspective is that the existing software is so complicated that only a handful of people know how to use it and a few people within the department know parts of their position and no one else knows exactly what they do. The new software should be user friendly enough to cross-train everyone in the department and someone outside of the department for back up.

### Summary of Needs

This department is using the existing software in ways that it doesn't appear it was meant to be used. A lot of double-entry takes place and certain aspects of inventory management were never written correctly. This department believes that a completely renovated software package is imperative as, "using paper is better than what we currently have".

### Requests from Department

- 1) Private well permitting and abandonment requires a separate program, but reports are too cumbersome to bother running. If this permitting process were attached to a common database, it would be easier to maintain.
- 2) It would be nice to put comments on water invoices, perhaps with special messages for each area. If GIS were integrated within a common database that were accessible to utility billing, area specific comments could be possible.
- 3) Currently they keep information in Access but this information doesn't flow into the AS400. At the same time, the information from the AS400 does not flow into their access databases. This requires a substantial amount of double-entry throughout the department. Reports required must be run on the AS400 and then recopied into Access to then combine with the Access data. If all of this information were in one common database that integrated with Excel, reporting would be much easier. It is estimated that 2-3 hours a day is spent doing double-entry between multiple applications.
- 4) The software used to keep track of transponders and meters is designed to pair the two. However, during maintenance, one may be replaced without the other. This creates an issue as the other part does not require replacement. Because of this, the inventory is very off. A better planned inventory control system that takes Water Utility needs into consideration would remove this inventory control issue.

5) The billing software could be improved if it included some history. The previous owner's information, last several payments, or any maintenance that may have been performed. Some sort of history would be appreciated—not only for residents but for Water Utility staff as well.

6) Any multi-resident or multi-renter unit with a main meter and sub-meters requires special considerations. The software must be able to handle the sub-meters properly, which is a complicated mathematical process. As it stands right now, this calculation is performed manually because the existing software is unable to perform this calculation properly.

7) A common database with collaboration software would help this department communicate with other departments on various permitting and Community Development planning projects. For example, the Fire Department and Water Department need to work together throughout various building permits. Currently, working together can be difficult. It would also help to have better collaboration with other utilities, GIS, and engineering.

8) Overall, a more user-friendly and intuitive application that was written for how the Water Utility Department works is the largest request. The current system is so difficult to work with that it takes specialized users, manipulating the data far more than necessary, just to perform daily activities. This process could be completely streamlined with one common application, using a common database, designed for the functions of Water Utility.

9) Many processes could be more efficient if web-related updates and bill payment were available. If a resident or business were able to go online and view their bill and pay their bill, postage, paper, and paper manipulation charges could be removed.

#### Recommendations for Switchover

This department is completely gung-ho for change. The best time to change is after October starting a week to 10 days from the first of the month. Training is critical for this department and will probably require one-on-one training. Manuals are appreciated but hands-on training is best. They request training close to the time of transition as they can not afford to be down or slowed down for any length of time. Backups for this department are mandatory. There is currently no backup for the existing convoluted process and that has to be fixed with the new software. Someone from an outside department needs to be trained on the Water Utility software and processes.

<b>Water Utility</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Private Well Permitting <sup>(1)</sup> <b>No Est.</b>		N	
Flexible Water Invoices <sup>(2)</sup> <b>Customer Service</b>		N	
Data Integration <sup>(3)</sup> <b>2-3 Hs/Day (double-entry)</b>			
Replace Inventory Individually <sup>(4)</sup> <b>Inventory Control</b>		N	
Billing History Available <sup>(5)</sup> <b>Customer Service</b>			
Multi-Meter Reading Calculations <sup>(6)</sup> <b>No Est.</b>			
Collaborative Software <sup>(7)</sup> <b>No Est.</b>		N	
User Friendly Software <sup>(8)</sup> <b>No Est</b>		N	
Training – Up-Time <sup>(*)</sup> <b>Concern Noted</b>			
Backup Personnel for Functions <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	100%	50%	100%

## ***Engineering Department***

This department oversees all engineering that is Village related. This includes supporting sewer and water utility, road repair, construction and reconstruction, bridges, storm water, and GIS.

### Special Concerns

This department has no special concerns as they do not rely on the current financial software for any day-to-day activities.

### Summary of Needs

Engineering primarily uses non-Village related software for its daily activities including AutoCAD and MS Office products. They do not use the current AS400 software except for budgeting. With this in mind, new software will not change any current processes within this department but instead will add new processes. Including this department into a common database and some sort of project management or office collaboration module should increase communication between Engineering and other departments, and eliminate a lot of paper passing and phone calls between departments.

This section will touch on areas within Engineering that could become more efficient with features within a new software package.

### Areas That Can Be More Efficient

1) A process for keeping track of the permit process would save a lot of time and potential error. There are several factors from various departments that come together for a building permit to be granted. Engineering provides some of the factors to Community Development. Currently there is no efficient system in place to keep track of where certain departments are within the process nor a way to track that a certain checklist has been met. This process currently requires paper being passed from department to department. Better communication between departments within this process could be accomplished with some sort of electronic project management or collaboration software.

Several other permitting processes could be transferred from paper intensive to digital. Sidewalk permits and driveway permits are just two examples of permits that could be automated or computerized to increase efficiency and decrease errors. These permits could all be attached to an address within a common database used by the Village.

2) A common database with updated names and addresses in coordination with GIS would save a substantial amount of time for mail merges performed within this department. Currently mailing labels are updated by hand when compared to the County records. This updating process can take from one day to one week but an average of two days to update. A common and updated database with the ability to mail merge would save this department approximately 16 hours.

3) Handheld devices may save this department some time while in the field if the data inputted can be integrated with the new software. Paper reports are filled out in the field and sometimes are re-keyed into certain software. Pictures are taken at times that must be "attached" to the report. The ability to electronically input a report and attach a photo would increase efficiency. No amount of time savings was estimated.

Handheld devices would also help with utility information that is gathered. The current process requires two trips to determine all information required by GIS. One trip retrieves the attributes of the utility and the second trip retrieves the coordinates of the man-hole covers, etc. If handheld devices were used to input utility attributes and GPS were incorporated, one trip could gather both pieces of data. Currently coordinates of utilities are taken when there is time for it. This would insure that GIS is completely up-to-date at all times and would cut back on the time to send someone out to retrieve coordinates.

4) Project accounting and project management are important for this department. Because there are so many projects taking place using many people within the department, there needs to be some way to track the project itself and determine the actual cost of the project—whether it be an internal or external project.

5) Contractor charge backs are currently kept in a Word document. Clerk Services has no information in regards to the bills sent out and there is no accounts receivable record for these fees. Some way of tracking these invoices from Engineering itself will help streamline this accounting process for Engineering, Clerk Services, and Financial Services.

**Recommendations for Switchover**

Because the Engineering Department does not require use of the current financial system, converting to a new system does not directly affect them on that day or that week. Their ability to tie into the system is part of the eventual processes being streamlined but are not critical on the conversion date.

Once Engineering is required to use the new software, training is important. Because the software is designed to increase efficiency, it would be inefficient to not provide detailed training for each piece of the process required by the Engineering Department. It was also requested that each department keep updated on the process, where it stands, and how it will benefit each department rather than just making a switch one day. Continuing to get feedback from department heads is the only way to ensure that the software is being used to its fullest and no department requires additional training.

<b>Engineering</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Permit Tracking System <sup>(1)</sup> <b>No Est.</b>		N	
Common Village Database <sup>(2)</sup> <b>16 Hours Every ??</b>			
Handheld Devices with GPS <sup>(3)</sup> <b>No Est</b>		N	
Project Accounting <sup>(4)</sup> <b>Better Job Costing</b>		N	
Contractor Charge Back <sup>(5)</sup> <b>Better Job Costing</b>		N	
Training <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	100%	33%	100%

## **Assessor**

This department oversees all assessing within the Village. The majority of the information used within this department comes from the County or are outside of the Village financial software. For this reason, this department is not as critical for training or down-time.

### Special Concerns

Because this department relies on the County for the majority of its information, there are no special needs or concerns for this department.

### Summary of Needs

This department has no real needs within the new software but has some areas that may be improved with the new software. There may be built in integration provided in the new software that will benefit this department in unknown ways.

### Areas That Can Be Improved

- 1) Integration with the County's data may speed some processes. Currently there is no way to "download" the data and input it into another type of software. This data is currently re-keyed into an Excel Spreadsheet. This process will take human intervention to confirm the type of sale, but may save 1/3 of the time.
- 2) Access to building permits and occupancy permits electronically may save some time but would certainly cut down on paper use.
- 3) Property record cards are currently pre-printed forms which require handwritten data. If the form were available within an application, the data could be saved in a common database and printed for the filing. Inputting the data itself may not save much time (writing versus typing) but the data would be kept electronically.
- 4) The existing appraisal software may be replaced and this process may be brought in-house. There is currently a hefty yearly maintenance fee for the software. If the appraisal process were brought in-house, software fees and some external fees may be eliminated, and this process can be streamlined. Unfortunately, whatever is brought in-house must be able to communicate with the County software. It may not be possible to bring this process in-house due to potential incompatibilities with the County.

### Recommendations for Switchover

The best time to add or change a process within this department is from October to December. The Summer months are the worst time. However, because this department is not as reliant on the current software, a delay in installation is not an issue, unless a process change requires it.

<b>Assessor</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Integration With County Database <sup>(1)</sup> <b>No Est.</b>		N	
Collaborative Software for Permits <sup>(2)</sup> <b>No Est./Paper</b>		N	
Data Integration to Record Card <sup>(3)</sup> <b>No Est./Paper</b>		N	
Processes May be Brought In-House <sup>(*)</sup> <b>Item Noted</b>	N	N	N
Percentage of Needs Met	75%	0%	75%

## ***Dispatch***

Dispatch provides emergency call routing for the Fire Department and the Police Department. Dispatch also administrates the billing process for false alarm fees, administrates burning permits and overnight parking permits.

Most of the software used by this department is fire and police oriented. The CAD system keeps track of dispatching and various police records. However, some of the functions of this department directly affect the financials of the Village and other departments.

### Special Concerns

This department is available 24 hours a day, seven days a week. For that reason, any new software or procedures must be available for training or support during all hours. Three people on the staff are designated to be trainers for the rest of the staff so there is some help within the department for new procedures or software.

### Summary of Needs

Currently there is not enough financial or informational synergy between this department and other departments it effects or supports. A common database would allow better informational synergy and easier access to the financial software would give better financial synergy.

### Areas That Can Synergized

1) Burning permits are currently kept in an Access database. This database is accessible by the Fire Department. Every day the Fire Department grants permission for burning for that day. This information must be relayed to the Police Department so that officers can give tickets to individuals who do not have burn permits. This process could be less cumbersome and easily administrated with a common database within the Village. As the call comes in for the permit, the address could be updated with permission, and the Police Department and Fire Department would have easy access to the record.

2) Overnight parking permits are currently kept on paperboards within Dispatch. Police on patrol must call into dispatch to confirm a car has an overnight parking permit. If this information were part of a common database, the information would be easily accessible from the Police Department.

3) Personnel-wise, Dispatch could improve by having access to inputting or retrieving various electronic data. Schedules are kept track of using In-Time, which is adequate but not the best. Replacing the scheduling process with a new process would remove some of the headaches associated with this software. Electronic time-cards or time-clocks could alleviate the paper that is used in sending payroll information to the payroll department by automatically populating in and out fields per person. Uniform costs are reimbursed to employees but it would be nice if the reimbursement were part of the individual's paycheck instead of a separate check. Employees should have easier access to their payroll and benefit information such as sick days and vacation time.

4) Dispatch is able to make its own purchases and keeps track of its own budget. This process could be more streamlined with better access to the financial software and an easier invoice approval process. Currently Financial Services gives a monthly report on account balances for the budget. Real-time access to the budget would be nice.

5) Bills sent out from dispatch for permits or false alarms have no connection to the current financial system. When residents come in to pay false alarm bills or for permits, there is no way to track back to the Dispatch system that the bill was paid or where the bill came from. If this were attached to a common database, there would be a connection between all steps of this process.

6) Mileage for squad cars is taken manually at shift change. This is written down on paper. This allows maintenance people to do scheduled maintenance on the vehicles as they become due. If this were part of the asset management software, or another piece of the software, it could be updated electronically and maintenance could be automatically alerted when it is coming up on time to schedule maintenance on a vehicle.

#### Recommendations for Switchover

This department is designed to handle training new procedures and software. Three people within the department are designated as the trainers for the rest of the staff. Any time of the year or month is okay for the transition.

<b>Dispatch</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Electronic Permit Tracking <sup>(1&amp;2)</sup> <b>No Est.</b>		N	
Electronic Personnel/Payroll <sup>(3)</sup> <b>No Est.</b>			
Electronic Budget Tracking <sup>(4)</sup> <b>No Est.</b>			
Access to A/R for Permits/Alarms <sup>(5)</sup> <b>No Est.</b>		N	
Electronic Maintenance for Squad Cars <sup>(5)</sup> <b>No Est.</b>	N	N	
Training – 24x7 Shifts <sup>(*)</sup> <b>Concern Noted</b>			
Has Three Internal Trainers <sup>(*)</sup> <b>Item Noted</b>			
Percentage of Needs Met	86%	57%	86%

## ***Police Department***

The main focus of this department is to maintain public order and enforce the laws and ordinances of Wisconsin and the Village. The department has several backup procedures in place in case any member of the force is out, both planned and accidental. Any person within the department can leave at any time and their function will continue. Because of this, many people are trained on the processes and software used within the department. Some of the software is cumbersome and difficult to easily learn.

The Police Department also collects various fees related to the Village.

### **Special Concerns**

Because this department operates 24 hours a day, 365 days a year, down-time is much more critical. Training for shifts other than 8:30am-4:30pm must be accounted for within any transition. If the software transition creates down-time, in other departments this effects one shift. In the Police Department, every day with down-time effects three shifts. The transition in the Police Department must be carefully planned for potential down-time, training of later shifts, and for backup procedures within the department.

### **Summary of Needs**

The Police Department has learned to adapt to the software they are currently using. Most needs are improvements on what is currently in place. Many of the needs are removing redundancy or gaining more access to information within the Village. Other needs are looking to the future of having the Police Department quickly and wirelessly connected to every aspect of the Village at all times.

### **Areas That Can Be Improved**

1) Invoices and purchase orders require a lot of paper shuffling back and forth between people within the department and Financial Services. If this process were electronic, less paper would have to be moved back and forth and the process would be faster. This may not save time within the actual transaction performed in this department, but overall the processing of invoices and purchase orders would be accomplished more quickly.

This process needs to have a backup system along with it so that one person within the department doesn't stop up the entire process because they are out. Someone else within the department needs to have access to the approval process so that the system doesn't malfunction due to someone being off for vacation or emergency.

There also needs to be a level of security within the process showing who approved the purchase and when. An electronic "signature" could be faked. Along with this extra security, backup must be taken into consideration. It can't be linked to a single log-in or computer.

2) Scheduling is cumbersome at the moment using In-Time. If this process could be better streamlined with the new process, it would make scheduling easier within the department.

3) Enforcer, the department's main software, tracks all incidents, cash coming in, personnel, and most other non-financial or scheduling aspects of running this department. However, the personnel data is not completely up-to-date because there is no way to import the data from the AS400. If there were a way to combine the two databases it would be beneficial to the

department. Unfortunately, Enforcer is not written in such a way that allows easy communication between itself and other application's data.

Currently it is difficult to track the total cost of working overtime on a daily basis and for certain events. There are 40-50 events within the Village each year that require overtime, 8-12 of them are bigger events that require substantial overtime. It is difficult to track the total cost of overtime because wages are not available within their time-tracking and job-costing software. If it were possible to receive accurate overtime costs, some costs may be able to be cut. This will not be possible until there is communication between their job-costing software and personnel.

4) Other personnel information, such as comp-time and sick days, are not easily available and must be provided by the personnel department. If the person running this report is out for some reason, the internal report within the Police Department must wait, which means that the officer's must wait to receive this information. This information should be available to this department, if not to the officer's themselves.

5) A common database for the Village would help officer's in the field—either via internal staff or a wireless laptop. Overnight parking permits, parades, liquor licenses, outdoor music permits, transient merchant permits could all be easily accessible 24-hours a day. Currently this information is only available through other departments during those department's regular hours. If this information were available all of the time to at least someone within the department, it would help the officer's enforcing the permits and licenses.

6) Integration with MS Office may help with certain reports. It depends on the need and it depends on what is available. Some reports may become important that aren't even generated right now because they can not easily be generated. This may save time or help with planning but can not be estimated right now.

7) Collaborative software would help working with Clerk Services for fees gathered and within the building permit process. The building permit process requires a hand-written report regarding safety issues to consider with the permit. It would be nice if there were better community collaboration between departments within this process. The Police Department could easily check with the Fire Department on safety issues, or other departmental notes that might affect public safety.

Like the purchase order process, a system needs to be in place in case whomever approves the building permits is unavailable. Multiple people will need to be trained on this procedure and given access to the process.

#### Recommendations for Switchover

This department runs 24 hours a day so training needs to be available at all times of the day during the first week. Backup systems must be taken into consideration in case one person cannot fulfill their duties that day or week. Cross training between people within the department or other departments is key in case multiple people are out for some reason. Procedure changes must be enforced so that all departments are following the same procedures and not following their own process.

It is recommended that the Village run two systems for a while until the software is proven. This will give users the ability to "play" with the new software while continuing to use the old software.

<b>Police Department</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Electronic Requisitions/PO <sup>(1)</sup> <b>No Est.</b>		N / Y	
Better Electronic Scheduling <sup>(2)</sup> <b>No Est.</b>	N	N	N
Access to Personnel Records <sup>(3^1)</sup> <b>No Est.</b>			
Job Costing for Overtime <sup>(3^2)</sup> <b>Unknown Dept. Costs</b>		N	
Access to Comp-Time, Sick Days <sup>(4)</sup> <b>No Est.</b>		N	
Common Village Database <sup>(5)</sup> <b>No Est.</b>			
MS Office Integration <sup>(6)</sup> <b>No Est.</b>			
Collaborative Software with Clerk Services <sup>(7)</sup> <b>No Est.</b>		N	
Training - Dept. Runs 24/7 <sup>(*)</sup> <b>Concern Noted</b>			
Backup Personnel a Must <sup>(*)</sup> <b>Concern Noted</b>			
Run Two Systems for a While <sup>(*)</sup> <b>Item Noted</b>			
Percentage of Needs Met	91%	64%	91%

## ***Fire Department***

The Fire Department is responsible for fire prevention and pre-planning, and fire extinguishing within the Village. For fire extinguishing, the Fire Department interacts with two other departments regularly—the Police Department and Dispatch. For fire prevention and pre-planning, the fire department interacts with the Police Department, Community Development, Engineering, Planning, and Public Works (in particular Water Utility).

### Special Concerns

Currently the Fire Department uses its own specialized software, Firehouse, for the greatest majority of its day-to-day operations. Dispatch interacts with the Fire Department using the CAD system, but the CAD system is more Police Department oriented than Fire Department. For scheduling, the Fire Department uses In-Time, which is also used by Dispatch and Police. The current financial software is only used for budgeting and summary reports. Because of the low-use of the existing financial software, the replacement of the financial software lightly effects the Fire Department—unless it will be replacing or enhancing Firehouse, the CAD system, or In-Time. If any of the features of these three applications will be removed or replaced, the Fire Department will need to be involved.

### Summary of Needs

The biggest shortcoming of the fire department is its ability to pre-plan for fires across the Village. Currently, new houses are not updated at the Fire Department and are learned about at the first fire. Commercial buildings are given to the fire department for inspection, but are listed as one building, not individual offices or storefronts. Better interaction with other departments who are planning new developments would greatly improve this large shortcoming.

Other needs involve streamlining processes both with HR and the Finance Department and better integration with the CAD system.

### Areas That Can Be Improved

1) Because the current CAD system is more police oriented than fire oriented, the current system does not allow for pre-planning information. Currently there is a text box with basic information in regards to fire, but that isn't always complete or relevant. A system that incorporated fire specific information for each call would help when planning how to fight a fire. Information such as fire hydrant locations and capacities or previous calls to the address would help during the fire-fighting and fire-prevention process.

This may not end up saving money or a noticeable amount of time but may save lives. This may not be a feature of the new software but is an issue that should be addressed.

2) Some pre-planning information is currently available on paper. It would help the fire department by having complete information available on laptops that can be accessed in the field. Dispatch information could be transmitted to these laptops, GIS information could be available, and real-time information could be accessed.

This may not save money or time but may save lives. This also may not be a feature of the new software but may be something for the Village to consider in the future.

3) Currently burning permits are handled between the fire department and dispatch. If this process were available online, residents could request a fire permit from a web page and it

could easily be granted, updating the Fire Department, Dispatch, and Police Department automatically.

4) Purchase orders currently require a lot of paper being passed from department to department for authorization. This process could be streamlined by making the entire processes electronic.

5) Payroll is currently difficult to perform due to late night schedules at the fire department. This could be improved with electronic time cards that automatically feed into the payroll system.

6) Personnel records are currently kept at the Fire Department and at the Village. There is substantial duplicate entry within this process. The Fire Department does not currently have access to personnel files and either would like access or a way to have personnel files exported into an accessible file.

7) A common database listing Village addresses would help the Fire Department. It would help even more if it integrated with Firehouse in one way or another. If it did not integrate, an easily accessible database that is up-to-date and reliable would help confirm addresses and permitting information.

8) The permitting process would be greatly helped by some sort of collaborative software. The Fire Department plays a role in approving building permits and occupancy permits. Better communication between all departments in the process would help pre-planning and fire prevention. The Fire Department could easily check with Water Utility to confirm adequate water is available in case of a fire. Fire inspector notes could be viewed by Engineering or Water Utility and they could work together to plan as required. Some sort of either project management software or collaborative software would help this process dramatically. No time-savings were estimated for this process.

9) Fire inspections and incident reports could be written on hand held devices which then could be synchronized to fire software. This would have to be planned out well as it would not free any time if the notes still had to be hand-written either on paper or "typed" in on-site. An interface that was planned well may be able to anticipate what could be written and the reporting process could be reduced to drop-boxes and check-boxes. This may not play a role within the new software but may be worth considering in the future.

#### Recommendations for Switchover

Because the Fire Department does not currently rely on the financial software, the switchover should not affect them greatly. Unless, of course, the new software replaces or enhances CAD or Firehouse. If that is the case, the Fire Department needs to be involved in the planning process for the replacement or integration. The Fire Department is open to change and any improvements in the process, especially improvements that give access to information to more people throughout the Village.

<b>Fire Department</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Pre-Planning – Big Concern <sup>(*)</sup> <b>Concern Noted</b>	N	N	
CAD System w/More Fire Specific Data <sup>(1)</sup> <b>Safety</b>	N	N	N
Access to Village Data via Laptops <sup>(2)</sup> <b>Safety</b>	N	N	N
Online Burning Permits <sup>(3)</sup> <b>No Est.</b>		N	
Electronic Requisitions/PO <sup>(4)</sup> <b>No Est.</b>		N / Y	
Electronic Payroll Processing <sup>(5)</sup> <b>No Est.</b>			
Personnel Data Availability <sup>(6)</sup> <b>No Est.</b>			
Common Village Address Database <sup>(7)</sup> <b>No Est.</b>			
Collaborative Software for Permits <sup>(8)</sup> <b>No Est.</b>		N	
Handheld Devices for Reports <sup>(9)</sup> <b>No Est.</b>	N	N	N
Open to Change – Wants Input <sup>(*)</sup> <b>Concern Noted</b>			
Percentage of Needs Met	63%	45%	72%

## **Library**

The Library provides information to the public and operates outside of the Village on many levels.

### **Special Concerns**

Because the Library operates under separate regulations from the State, many of the Library's operating functions are kept outside of the Village. The Library does not have access to the current financial software or Village computer network. The Library will not be affected by a change in financial software, unless current processes are changed.

### **Summary of Needs**

Because the Library does not have access to the existing software, any access will improve the Library's administration. Currently, reports must be requested from Financial Services and personnel files must be kept both within the Library and in Financial Services. Access to Village residential information for mailings could also benefit the Library. However, any of these needs would require access to the Village computer network and access to software they currently do not have access to.

### **Processes That Can be Streamlined with Access to Village Network**

1) Financial reports are the most important piece of the Library's non-interaction with the Village. To receive information about finances require either a phone call or a printed report. The printed reports tend to take an average of two months to be completed, are difficult to read, and don't provide enough detail. For details, a phone call must be made to Financial Services. The details required can be details such as when a check was cut, to whom it was made out to, and confirming that it came from the correct account.

The Library does not require the ability to input or manipulate this data but would like the ability to retrieve this data—without contacting Financial Services, and without waiting two months for an updated report.

2) Personnel information is currently sent in report format from Financial Services to the Library or is received via a phone call. If the Library could view this information, reports would no longer need to be sent and phone calls could be eliminated. Like the financial documents, the Library does not require access to changing this information but would like the ability to confirm the information is correct, or at least just view it. General personnel information would be appreciated but wages sometimes come into play for reporting as well. Access to personnel wages is not as important but would be appreciated for certain reports.

3) The Library would like access to the Village Common to be a part of what's happening with the Village. Much of what takes place in the Village is not shared with the Library because the computer networks are not connected. Some sort of commonality between the Library and the Village would be appreciated.

4) A common database would benefit the Library for mailings. While the Library patron information must be kept separated from the Village by law, there is no reason why Village resident information can't be shared with the Library. Access to this information would allow the Library to target mailings to residents on the South side of the Village who tend to use the Brookfield Library, or to target certain areas for capital building projects.

5) Easy integration with Office products may help the Village in filing various state reports. Currently these reports are manually created, but integration with the new financial software may be able to automate these reports.

6) Collaboration software would help the Village during global Village planning times. While this is different than the day-to-day activities that could be streamlined within various departments in the Village, it may be a broader use of project management software that could benefit all departments within the Village.

#### Recommendations for Switchover

Because this department does not currently have access to the existing software, the switchover will not directly affect them as much, unless procedures change. However, the requests made by this department are only for information gathering, not inputting so they can be the least important department to train or gain access.

If access is made to the Village network, the Library is currently putting finishing touches on a computer training lab. This would be an excellent place for all departments to have some hands-on experience with the software before it is officially unveiled.

<b>Library</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Access to Financial Reports <sup>(1)</sup> <b>No Est.</b>			
Access to Personnel Records <sup>(2)</sup> <b>No Est.</b>			
Access to Village Common <sup>(3)</sup> <b>Not Software Related</b>	N	N	N
Common Village Database <sup>(4)</sup> <b>No Est.</b>			
MS Office Integration <sup>(5)</sup> <b>No Est.</b>			
Collaborative Software – Village Planning <sup>(6)</sup> <b>No Est.</b>	N	N	N
Has Training Lab Available <sup>(*)</sup> <b>Item Noted</b>			
Percentage of Needs Met	71%	71%	71%

## **CIS**

CIS is responsible for all computers (except the Library), phones, some of the radios, in-house video, Cable TV broadcasting, the Teleworks system, the Village website, cell phones & pagers, printers, some fax machines, security, and most electronic peripherals.

### **Special Concerns**

As a functioning department, CIS does not play a major role working with the existing financial software. However, CIS certainly has something to say about what software is chosen. This information will be dealt with in another section of this report.

### **Summary of Needs**

CIS needs center around improving efficiencies and recovering costs within the department. Currently CIS spends a lot of time working within other departments or replacing equipment in other departments, but there is no way to charge back these costs to those departments. For that reason, CIS tends to have a higher operating budget than is accurate. Implementing various bill-back procedures will allow CIS to have a more realistic yearly budget.

### **Areas That Can be Improved**

- 1) There is currently no way to keep track of how much time a CIS staff member spends on a certain project or incident. Sometimes other departments can purchase software that requires a substantial amount of CIS time. Other times CIS can be brought in on projects (such as the Village website) without any official tracking of time. It would help the department save time and sometimes bill back time to other departments if this information were better tracked.
- 2) There is currently no maintenance software for CIS responsibilities within the Village. Computers, printers, and other digital systems require regular maintenance to insure that they are running smoothly. This will not only help the computers run more smoothly but also track brands of computers and price ranges of computers. For example, if a \$600 computer requires roughly the same amount of time and money to support as a \$1000 computer, it makes more sense for the Village to purchase \$600 computers. Also, if the software can track certain types of maintenance, statistics can be generated for replacement parts and for putting certain computers or department's computers on a shorter or longer maintenance interval.
- 3) Asset tracking is not kept in a common database for the Village. Currently separate departments use separate asset tracking systems. If CIS purchases a piece of equipment and then passes it to another department, that asset is not tracked through to its final destination, and may end up with two asset tags. This system would also help when CIS purchases equipment for other departments. Planned purchases are charged back to other departments, but there is currently no way to bill back certain departments for unplanned equipment purchases.
- 4) Printers are not tracked currently for printing jobs, but can be tracked. Printers are for Village business and there is nothing keeping people from printing personal information or inappropriate Village information on high priced color laser printers. This may not be part of the new software package but is something that should be considered. This software could even report to the financial software to track which department is printing and how much, so that expenses can be charged back appropriately.

5) Budgeting within the department involves all staff-members creating their own yearly budget. All staff-members create spreadsheets for their yearly budget which are then compiled into one spreadsheet for budget decision making. Sometimes it is committees cutting pieces of the budget, other times it is from the board, but these budget cuts are not tracked within this spreadsheet once it goes back to the person who requested the item. A streamlined method of budgeting within the department that logs budget cuts, and by whom, would make the budgeting process easier to manage.

6) Some sort of CIS to Finance departmental collaboration software would be helpful for this department. Some way of knowing what transactions had taken place, when bills had been paid, and payroll and personnel information would be improved with better electronic communication.

7) A help desk function within the software, or that could be added on to the software, would help tracking time and maintenance with various departments and equipment. The time spent at the help desk could pass right into the financials for billing back to each department. This is something to be aware of for this department and something to consider when looking at the various software available.

#### Recommendations for Switchover

This department is able to transfer the financial software at any time. They have no month-end reporting and no weekly processes that can be interrupted.

<b>CIS</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Time Tracking/Job Costing <sup>(1)</sup> <b>Accurate Budgeting</b>		N	
Maintenance Software <sup>(2)</sup> <b>Accurate Budgeting</b>	N	N	
Asset Tracking <sup>(3)</sup> <b>Accurate Inventory</b>			
Print-Job Tracking <sup>(4)</sup> <b>Accurate Dept. Costing</b>	N	N	N
Electronic Budget Tracking <sup>(5&amp;6)</sup> <b>No Est.</b>			
Help Desk Software <sup>(7)</sup> <b>No Est.</b>		N	
Percentage of Needs Met	71%	29%	86%

### **Requests Not Mentioned Elsewhere**

1) There is currently no built-in way to track overpayments for fees or invoices within the system. Many of the Village's financial processes exist outside of the financial software so when a payment is received, it's impossible to tell if the payment is more or less than what it should be. The new system should have the ability to compare payment received with payment required, and if it's an overpayment, generate a refund check.

2) The ability to print the Village's own checks will cut down on the cost and need of pre-printed checks. MICR printers are readily available which print bank information on checks in a format that is readable by the bank. The new system should be able to take advantage of this process so that all checks can be printed internally.

3) Web bill payment should be available for residents, contractors, and businesses within the Village. Either one-time payment via credit card or an automatic deduction for recurring fees should be accessible and easily updated within the software.

4) The current financial system doesn't automatically track unpaid purchase orders. If a department purchases something, but it has not been paid for, the financial software does not show any record of this pending payment. This becomes a problem if a department orders something, submits the PO, and before the invoice for that item is paid, purchases something else. This potentially allows the department to over-spend their budget. This is mentioned throughout the report for all departments that keep their own budget information. Incumbering is the term for this within accounting software.

5) Detailed budget information instead of a lump sum amount would help with purchasing within every department. Currently, if a department budgets \$10,000 for 5 different types of equipment, there is no way of telling if the 5 items have been purchased. A separate requisition database must be kept for what needs to be purchased and whether or not it has been purchased. This ensures that equipment isn't purchased at the beginning of the year and then re-purchased mid-to-late year.

6) Fixed assets within the entire Village need to be better tracked. Assets need to be tracked outside of value. The current financial software tracks several assets, but only assets over a certain dollar amount. This leaves out a lot of smaller ticket items that are important to track within each department. Currently other departments track their own assets, which means that the Village as a whole has no information about these assets.

7) Electronic bank reconciliation will save the Village time and money. A link between the new financial software and the bank will ensure information is correct and will increase efficiency. This communication should go two ways. The bank should update the Village software when a transaction has been completed—whether it be a resident paying their water bill or a vendor depositing a check. The Village should communicate with the bank stating how much money a vendor's check is for and information about expected payments from residents paying utility bills in the bank lock box.

8) There is currently no centralized A/R within the financial software. Clerk Services receives all payments but does not necessarily know how much money they *should* be receiving and from whom. A/R is a module on the existing software that was never installed. This will help streamline incoming payments and allow A/R reporting.

9) There is currently no collection module for past-due accounts. This would be a function of the A/R package, but without A/R there can be no collection module. This will also help with billing provided for Lannon and Butler.

10) The new system should be capable of providing direct deposit information to the bank.

11) The new system must be able to export federal and state reports in magnetic form. Currently information is sent via FTP. The state requires SUTA and Annual State Withholdings via a magnetic submission as well.

12) Tax collection may be brought in-house for the Village. This saves in fees paid out and allows more money to accumulate interest within the Village's accounts.

13) If the Village is able to customize the software internally, new modules and reports can be created or modified to meet certain needs.

14) Special Assessments may not easily integrate with the new system due to unique calculations used within this process. The current application used for Special Assessments may end up being used with results entered into a field within the new software.

<b>Requests Not Mentioned</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Overpayment Tracking/Refunds <sup>(1)</sup> <b>Customer Service</b>			
Self Printing of Checks <sup>(2)</sup> <b>Resources</b>			
Web Bill Payment/Auto, Debit <sup>(3)</sup> <b>Customer Service</b>			
Electronic Budget Tracking <sup>(4)</sup> <b>Less Errors</b>			
Detailed Budget Information <sup>(5)</sup> <b>Less Errors</b>			
Fixed Asset Tracking <sup>(6)</sup> <b>Better Asset Control</b>	N		
Electronic Bank Reconciliation <sup>(7)</sup> <b>Less Errors</b>			
A/R Module <sup>(8)</sup> <b>Less Errors/Better Reporting</b>			
Collections Module – Past Due <sup>(9)</sup> <b>Reporting</b>			
Direct Deposits <sup>(10)</sup> <b>Internal Customer Service</b>			
Magnetic Media to State/Fed <sup>(11)</sup> <b>Function of Sys</b>	N		
Tax Collection Brought In-House <sup>(12)</sup> <b>Cost Reduction</b>		N	
Village Customization of Software <sup>(13)</sup> <b>Future Cost Reduction</b>	N	N	
Special Assessments <sup>(14)</sup> <b>Double-Entry</b>		N	
Percentage of Needs Met	79%	79%	100%

## Summary of Needs Met per Department

The following is a summary of each department and the percentage of needs met.

<b>Percentage Summary Per Department</b>	<b>Eden Systems</b>	<b>New World</b>	<b>Morrison Group</b>
Financial Services	94	64	94
Administration	100	78	100
Clerk Services	58	52	82
Village Attorney/Asst Village Admin	71	29	93
Community Development	100	38	100
Public Works	100	38	100
Water Utility	100	50	100
Engineering	100	33	100
Assessor	75	0	75
Dispatch	86	57	86
Police Department	91	64	91
Fire Department	63	45	72
Library	71	71	71
CIS	71	29	86
Requests Not Mentioned	79	79	100
<b>Percentage Totals For Each Software:</b>	<b>90%</b>	<b>52%</b>	<b>96%</b>

## Vendor Recommendation

Based on the requirements of the Village as a whole, requests from each department, and the results of comparing those needs to vendors ability to meet those needs, the Morrison Group is the recommendation for the Village of Menomonee Falls. Being able to meet all required needs and 96% of the needs requested from the department-heads, the Morrison Group is the best fit for the Village.

## Requests Not Met

There are many requests from various departments that can not be met by the Morrison Group. These needs are not a function of the financial software but were items on a "wish list". It is possible to meet some of the needs but it will require software outside of the financial software or modifications to the financial software. Other needs are completely outside of software and require process changes or additional hardware to accomplish.

## **Additional Comments**

### ***Training***

Throughout this process, the majority of departments requested training for the new software. This software will be an expensive acquisition for the Village and there may be temptation to try and cut costs. The easiest cost to cut is training. However, consider that if the Village does not provide adequate training for all users, plans for streamlining processes and eliminating inefficiencies will be hampered. Training is important for all users and the more training that is available the more efficient each user will become.

The Library has a training room that will be completed prior to the software's installation. Taking advantage of this training room already on Village property will be a great way to give users training on the actual software they will be using.

Some users are not proficient in any kinds of software and may require additional hands-on training. It is wise to consider that not all users will learn the new software as quickly as other users. Some people will require limited training, some people will require substantial training. It is best to keep communication open between the software vendor and these departments to ensure that all users are proficient on the new software.

### ***Backup Personnel***

Throughout the Village, there are several people who are the only people who know how to perform a certain process. Often times department heads do not know how a certain member of their department accomplishes a certain process. If that one person is out for a limited time, that process does not take place. If that person were to be out long-term or permanently, that process would have to be re-learned by a new person with limited knowledge of the system. It is recommended to have 2-3 people capable of running all processes within the Village so that in the chance that someone will not be available, the process can continue. After the new software is implemented and processes are more efficient, consider taking people from each department to cross-train them with other departments.

### ***Converting to New Software***

Any major upgrade or replacement of hardware or software is guaranteed to have problems. No matter how much planning goes into a conversion, a problem will take place. It is important to understand the impact of down-time on all departments. Within the departmental report is mention of how down-time will effect each department. Certain departments must be transferred with higher priority than other departments. For example, payroll MUST be taken care of regardless of the state of the new software. It may be wise to take Village-wide precautions during the transfer. As suggested from Financial Services, perhaps close the Village to the public the day of the transfer. Post signs within the lobby or on the Village cable channels about the upcoming software change. Send out a notice with water billing. Let everyone who can know know that there may be some lag-time or down-time. It's also essential that during this process, all departments are kept in communication with each other, CIS, the software vendor, and the Village Board. This conversion is not quite as simple as upgrading a Word Processing application. The entire Village will be effected by this software in one way or another. Precautions should be taken prior to, during, and after the conversion to ensure that downtime internally and externally is minimized.