

REVISED **MEETING NOTICE**

Village of Scarsdale

A Work Session of the Scarsdale Village Board of Trustees is scheduled for Monday, March 1, 2021 at 6:00 PM. The meeting will be held via Zoom video conferencing service. Members of the public wishing to participate in the meeting can do so via online link at <https://zoom.us/j/93183703358>, or call into the meeting using 1-929-436-2866 and entering the Meeting ID 931 8370 3358. To participate in public comment online, click “Raise Hand,” or dial “*9” if commenting by telephone. *

Agenda

1. Advisory Council on Technology – Presentation of Village–Wide Information Technology Report

CS: 02-16-21

E-MAIL: Journal News (Lohud)
Scarsdale 10583
Scarsdale Hamlet Hub
Scarsdale Inquirer
The Daily Scarsdale

cc: Lobby Bulletin Board

**For a brief Zoom tutorial or to troubleshoot a problem, see here: <https://support.zoom.us/hc/en-us/articles/205566129-Raise-Hand-In-Webinar>. For other user questions, please visit the Zoom Help Center: <https://support.zoom.us/hc/en-us>.*



Village of
Scarsdale
WESTCHESTER COUNTY | NY

Scarsdale Technology Advisory Committee

Village-Wide IT Strategy

Initial Findings
V2.6

February 2021

Members:

- John Cotter
- Lee Fischman
- Jonathan Green
- Scott Rompala, Chair
- Susan Ross
- Beth Drohan
- Arik Motsin
- Russell White
- Amber Yusuf

Agenda

- Background
- Goal
- Approach
- Initial Findings
- Next Steps
- Appendix:
 - Detailed Findings
 - Scarsdale Website Analytics Report

Background

- The Town/Village of Scarsdale has not conducted an IT Strategy initiative since 1992. Meanwhile, technology has moved forward and the Village's needs have changed.
- A proper 3-5 Year IT Strategy should be:
 1. Top-down, tied to the "business" needs of the Village and its residents, rather than technology for technology's sake,
 2. A step back from cutting-edge to allow first-movers to reduce risks,
 3. Flexible to allow for further changes in technology or needs, and
 4. Accounting for the potential and current resources of the Village.
- In late 2018, the Village Board asked TAC to conduct this exercise working closely with the Director of IT for the Village.
- The COVID pandemic surfaced additional concerns to visit within the Village's strategy.
- This presentation contains initial findings.

Develop a Scarsdale-Wide IT Strategy which:

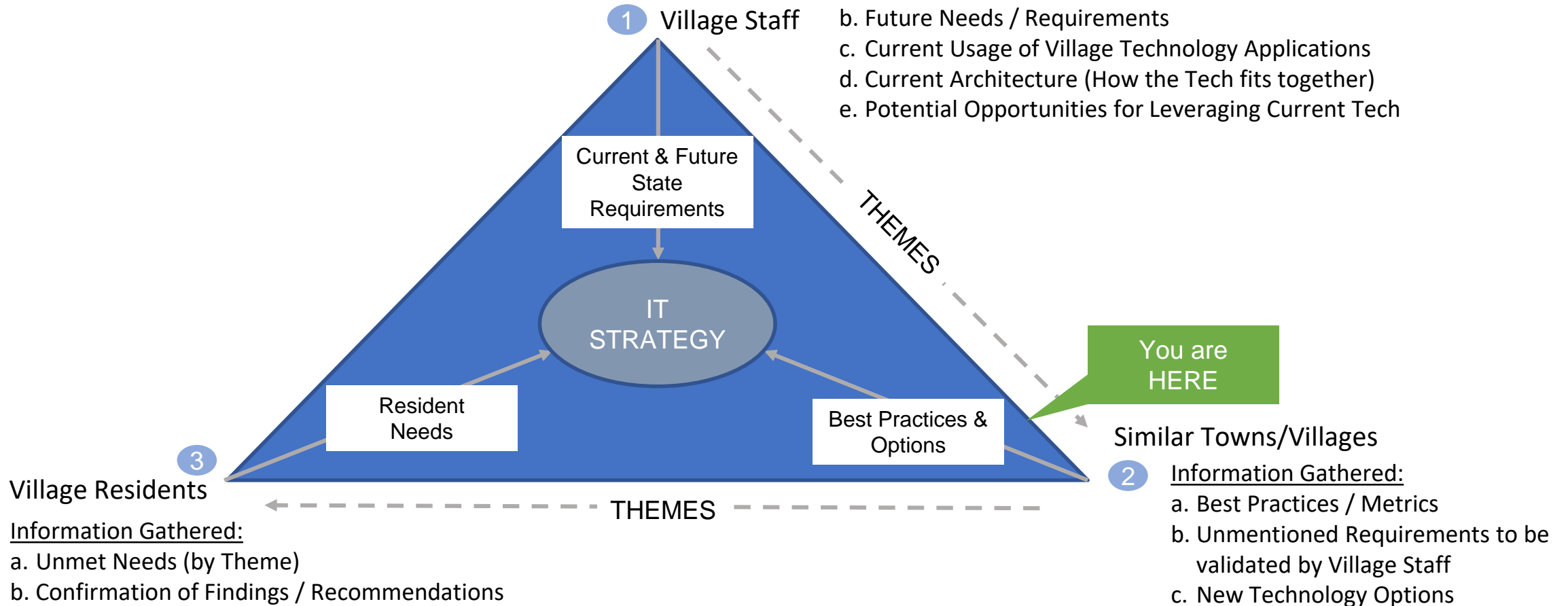
- ✓ Improves the efficacy and efficiency of Village services
- ✓ Provides opportunity for cost-reduction or avoidance
- ✓ Reduces risk of failure for Village services
- ✓ Creates the potential for enhanced services which are revenue-producing or maximizing
- ✓ Aligns with Village's service provision to residents

Approach

Our approach is to gather information from three sources which will be synthesized to derive conclusions.

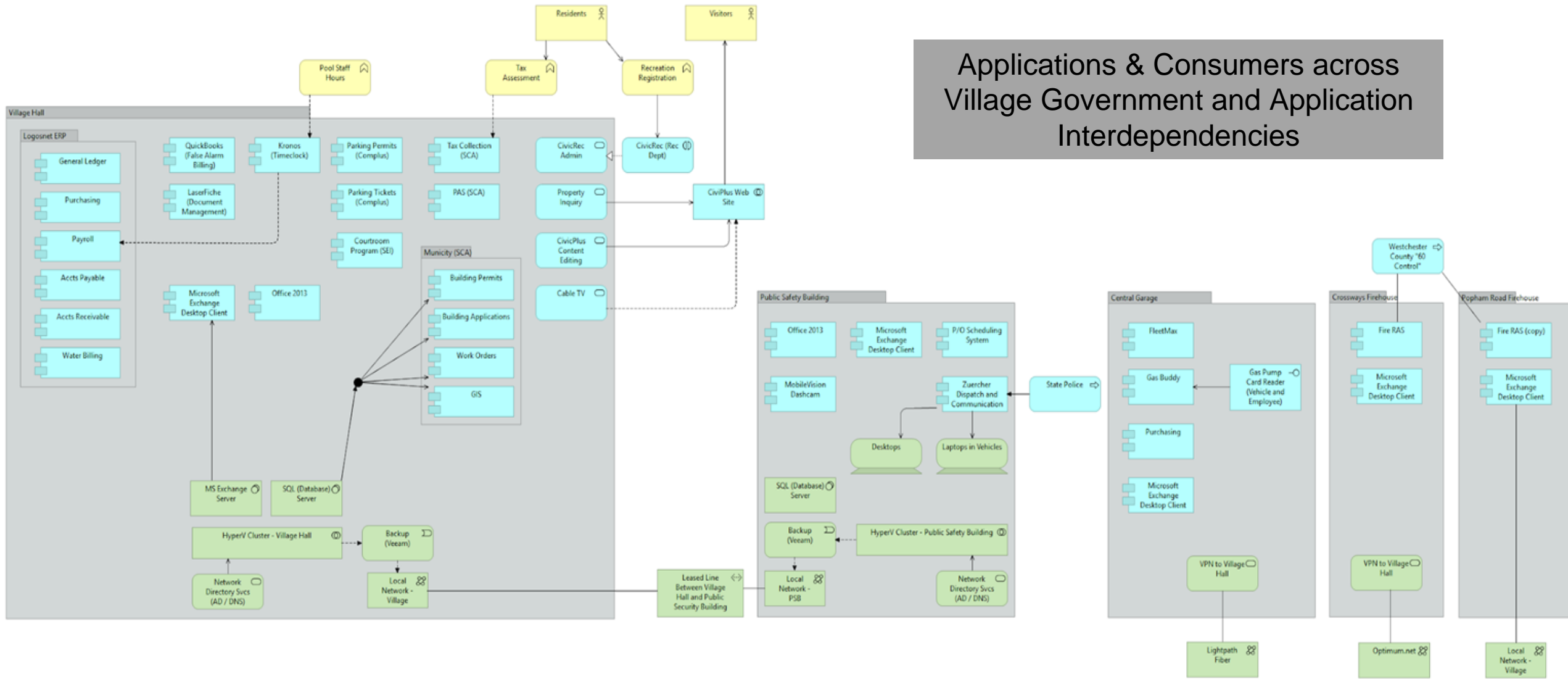
Information Gathered:

- Current State of Technology Usage
- Future Needs / Requirements
- Current Usage of Village Technology Applications
- Current Architecture (How the Tech fits together)
- Potential Opportunities for Leveraging Current Tech



Current State Enterprise Architecture – Scarsdale Village

Applications & Consumers across Village Government and Application Interdependencies



Generated April, 2020 and validated with IT, Director Scarsdale Village

Approach 1 – Village Staff: Meetings

Interviewed representatives of:

1. Treasury – Mary Lou McClure
2. Building – Frank Diodati
3. Recreation – Brian Gray
4. Public Safety – Andy Maturo, Steve Glasser (IT admin), Tom Altizlo
5. Fire – Jim Seymour
6. Public Works – Jeff Coleman
7. Engineering – Dave Goessel
8. Parking – Josh Ringel
9. Planning – Liz Marinan/Greg Cutler
10. Village Clerk – Donna Conkling
11. Village Court – April Fitzpatrik
12. Assessor – Victoria Sirota
13. Human Resources – Adil Tahir

Viewed Demonstrations / Analyzed Current Functions of:

1. LogosNet
2. Muncity / Muncity 5
3. CivicPlus

Summary of Findings & Initial Recommendations

- Increase Speed of Document Digitization
 - Facilitate population of key systems (Municipality/PAS/GIS Tax Map) with property and Village infrastructure data
 - Support internal efficiencies across depts. (Building/Assessor/Safety/Engineer)
 - Provide the public with access to more information which should reduce time-consuming inquiries
- Gain More Leverage from Existing Applications
 - Creation of Web portals to support permitting - Building (Municipality) and Parking (CompPlus)
 - Implement workflow tools where available to better support permitting and inquiry efficiency (e.g., FOIL requests)
 - Fully implement systems such as Municipality and Civic Rec to eliminate manual processes
 - Process Improvement Opportunities - Treasury (Payroll/PO Matching/Reconciliation)
- Evaluate Use of Horizontal Applications to Support Common Functions across Departments
 - Leverage existing systems and new applications to support common functions
- Improve Resiliency including Remote Working Enablement
 - Continue COVID procedures for document sharing and Zoom meetings
- Other Significant Items
 - Continue cybersecurity initiatives such as Office365 and evaluation of DHS security posture
 - Evaluate Cell Service public/private partnership -- particularly critical for Fire and Police

Next Steps

- Investigate Optimization of Current Applications
- Establish a separate subcommittee on Alternative Revenue Opportunities to explore and evaluate initiatives. Some areas to explore:
 - Track false alarms by contractors and assess fines (particularly repeat offenders) to compensate for PD response
 - Offer a subscription to builders/realtors to access IMR or Incident Smart so they can access property details i.e., floor plans, oil tanks, etc. Also would reduce inquiries.
 - Wifi in the parks - Consider a public/private partnership to implement and potential advertising revenue opportunities
- Continue Cross-Muni Best Practices Collection
- Gather Theme-Based Views from Residents
- Develop IT Strategy

Increase Speed of Digitization

The Village is in the process of digitizing historical and current property data (i.e., deeds, floor plans, CofOs, grievances etc.) and village infrastructure (i.e., sewers, hydrants, etc.). This effort should be accelerated in order to:

- Facilitate the population of key systems with Property and Infrastructure data:
 - Municipality - Used by Building/Planning/Assessor/Engineering for permitting and to capture property data
 - Property Assessment System (PAS) - Used primarily by the Assessor to track details of the “Property Inventory”
 - GIS/Tax Map - A layered visual representation of the Village’s Property Inventory and Village Infrastructure
 - IM Responding/Incident Smart - Used by Fire to communicate infrastructure (hydrants, etc) and floor plan data to on scene responders. Floor plan data currently limited to commercial properties
- Support efficiencies across departments
 - Easier maintenance of property data in key systems (Municipality/PAS) across the village
 - Streamlines cross department activities such as building permits/assessments or interactions between building and public safety
 - More complete databases will help to reduce time consuming internal inquiry and research
- Provide better access to the public thereby reducing time consuming inquiries
 - A fully populated property database could be opened up to the public to facilitate resident/realtor/builder inquiry
 - Neighboring towns have opened up GIS/Tax maps to public which provide a visual along w/property and infrastructure details

Gain More Leverage from Existing Applications

Many applications (or expected upgrades i.e., M5) contain functionality that, when taken together with document digitization, could be leveraged to improve both internal and external processes:

- Web Portals to automate permitting and Work Flows Tools to Support Processes
 - Building Permits - Leverage new M5 functionality to eliminate current manual process
 - Parking Permits - Fuller implementation or replacement of CompPlus to eliminate annual manual process
 - Workflow Tools for FOIL Request to facilitate process across departments
- Fuller Implementation of Key Systems
 - Municipity - Upgrade to M5, continue to populate w/digitized data, benefits multiple departments
 - PAS/GIS/Tax Map - Possibility of giving public access to more complete property data
 - Civic Rec - Empower staff/interns to fully utilize for training and/or for League scheduling
- Process Improvement Opportunities through Automation
 - Departmental Payroll Feeds into Finance across the village
 - Collections/Vendor Billing outside Finance (e.g., Public Safety). Consider centralizing in Finance as appropriate
 - Certificate of Occupancy and Building Violation Tracking
 - Administration for Fire inspection and related billing
 - Purchase Order and Invoice matching in Finance
 - Finance reporting across subledgers to facilitate reconciliation and analysis

Evaluate Use of Horizontal Applications Across Departments

Many Village Departments perform common functions that could be supported by common applications.

- Common functions and associated departments include:
 - Permitting - Recreation, Building, Parking, Clerk, Public Safety
 - Inquiry - Planning, Building, Clerk
 - Scheduling/Timekeeping - Recreation, Public Safety, DPW
 - Payroll Feeds to Finance - Most Departments
- Police use POSS for Scheduling/Timekeeping - Can Fire use this app as well?
- Payroll Feeds into Finance from a number a departments are mostly manual and burdensome - Explore the possibility of outsourcing to ADP or similar

Other Items

- Park Restrooms - Two access methods currently in use, identify the better application and eliminate the second
- Continue cybersecurity initiatives such as Office365, MFA, remote desktop, Veeam cloud storage backups, and VPN access and evaluation of security posture using DHS framework
- Cell Service - Consider a public/private partnership to improve cell service throughout the village. Particularly critical for Fire and Police
- Consider having Trustees use tablets for reviewing digitized board materials
- Consider replacing private fiber line between Village Hall and Public Safety with internet line and integrated offsite backups
- IT resilience will be improved through a combination of increased digitization of Village business processes, off site access, migration to cloud services, and heightened security and failsafes

Findings Themes

1. Process Improvements
2. System Upgrades and Integration
3. Automation Opportunities
4. Revenue Opportunities
5. Other Items

1. Process Improvement Findings

A. Opportunities to IMPROVE key processes through automation, e.g.

- Payroll across departments
- Collections/Vendor Billing across departments
- Purchase Order Generation & Invoice Matching across departments
- Permitting process for parking/building
- Certificate of Occupancy and Building Violations tracking
- Fire Inspection admin and related billing
- Time off and Pink Slip manual activities

IMPROVE

B. Opportunities to LEVERAGE available technologies, e.g.

- Scarsdale Police Departments scheduling solution POSS for Fire
- Municipity/PAS/GIS/Tax Map databases to provide public access to more complete property info
- Workflow tools in existing apps (Municipity/M5) to support processes such as permitting and FOIL
- Accelerate digitization (Laser Fiche) process to facilitate population of key systems (Municipity/PAS/GIS Tax Map) with property and village infrastructure data
- Consider implementing additional functionality in CivicRec to enhance support for Recreation and schedule HR training

LEVERAGE

C. Opportunities to OUTSOURCE manual activities, e.g.

- Payroll (to ADP or similar)
- Receipt generation / tracking (to Concur or similar)
- Fees (building, etc.) through credit cards or ACH

OUTSOURCE

2. System Upgrades and Integration

UPGRADE

A. Significant opportunities to improve use of existing technologies by UPGRADING, e.g.

MUNICIPITY	<ul style="list-style-type: none">- Use workflow tools to automate processes within and outside Municipity, e.g. FOIL process- Consider PD/Fire/DPW requirements (FD Scheduling and a possible replacement for old DPW apps)- Implement a web portal to facilitate the automation of permitting across departments- Currently housing the DPW Database for location of infrastructure and project work orders – this must be improved with M5 or new DPW system should be considered
GASB FLet	<ul style="list-style-type: none">- Gas Boy & Fleetmax (older technology used by DPW) should be replaced to manage infrastructure – possibly M5 or new DPW system
PAS	<ul style="list-style-type: none">- Digitizing the GIS Tax map and opening it up to the public. (Visual wealth of property information – could also be M5)
COMP +	<ul style="list-style-type: none">- Replace Parking (older technology); incorporate workflow; provide permitting and fees web portal
LOGOS NET	<ul style="list-style-type: none">- Match invoices to POs and eliminate Trustee “Bags”- Improve reporting so that subledgers can be captured and reconciled- Move to ACH – allow for fee payment by credit card

2. System Upgrades and Integration (Cont'd)

- B. Significant opportunity to improve existing technology by ACCELERATING a current process, e.g.
- Assessor Record Process- Accelerate the digitization of historical (Deeds and exemptions) and current (grievances and new exemptions) property records to help automate the maintenance of the property inventory in PAS
 - Fully Implement Civic Rec – empower staff / interns to fully utilize and leverage for staff training

ACCELERATE

3. Automation Opportunities

INTERNAL

A. Opportunities to automate key INTERNAL processes.

- Payroll across departments – automate feeds into New World
- Collections/Vendor Billing across departments - Manual processes in Public safety
- Purchase Order Generation and Invoice Matching across departments
- CofO and Building Violations tracking
- Fire Inspection administration and related billing
- Leverage SPD's scheduling solution POSS for Fire
- Accelerate digitization (Laser Fiche) process to facilitate population of key systems (Municipality/PAS/GIS Tax Map) with property and village infrastructure data

EXTERNAL

B. Opportunities to automate key EXTERNAL facing processes.

- Building Permits – Web portal for permitting and a related workflow tool to alleviate the existing manual process. Leverage new M5 functionality
- Parking Permits – Manual process could be eliminated with a fuller implementation or replacement of CompPlus
- Foil Requests – Leverage workflow tools in existing apps
- Property Information – Leverage Municipality/PAS/GIS/Tax Map databases to provide public access to more complete property info.

4. Revenue Opportunities

TAC recommends that the Board convene a separate subcommittee on Alternative Revenue Opportunities to explore and evaluate initiatives such as:

- Track false home alarms by contractors and assess a fine (particularly repeat offenders) to compensate for PD response
- Offer a fee subscription to Builders/Realtors to access IMR or Incident Smart so that they can access property details i.e., floor plans, oil tanks, etc. directly rather than deluging the village with inquiries
- WiFi in the Parks - Consider a public/private partnership to implement and potential advertising revenue opportunities