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MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE, A DISCUSSION REGARDING GIVING GUIDANCE TO THE IT STEERING COMMITTEE TO REVIEW THE PROS AND CONS OF BECOMING A PAPERLESS ENVIRONMENT AND CREATE NEW POLICIES AND PROCEDURES TO BE IMPLEMENTED WITHIN THE CITY OF MIAMI BEACH.

INTRODUCTION

This matter was referred by the Mayor and Members of the City Commission at the October 24, 2012 Commission Meeting, Item R9H.

BACKGROUND

The City of Miami Beach continues to streamline and create efficiencies by the use of technology which has paved the roadmap to a paperless strategy. Although it will be unlikely to have a completely paper-free office, electronic communication and other systems has made an impact along with the implementation of the following systems:

Records Management System

The City of Miami Beach currently uses and Enterprise Laserfiche Records Management System (RMS). City departments have been utilizing the product for document imaging over the past ten (10) years at 800 GB used capacity on stored files in Windows folders:

Building: Electronic Building Drawings and Permits with 10+ years of retention;
Finance: EDEN supporting documentation for customer documentation ; MCRs, supporting documentation for AP (AP beginning FY13/14)
Planning: Future implementation of Plans for Board Level Submissions;
Police Fire Pension: Active Members Files & Retirees Files;
Human Resources: Personnel Files (from 10/09);
City Clerk: All of the City Clerk's Archive documents can be accessed online, which provides our constituents accessibility and transparency of City records.

Electronic Faxing

The City EskerFax Solution electronic faxing, has reduced the need for paper-using fax machines. Incoming faxes are converted to digital images and sent to individual e-mail boxes. Similarly, documents created on the desktop can be sent to a fax machine via e-mail.

Citywide Copier/Scanner Consolidation

Since April 11, 2012 City implemented a secure enterprise scanning solution on MFP (Multi Function Peripheral) devices that can be centrally managed. During the past years, in addition to the print and copy functions, the City has widely used the scanning capabilities of MFPs averaging 64,000 scan pages per month.

Paperless Agenda's

Since April 13, 2011 the use of the iPad replaced large binders filled with hundreds of pages of supporting materials which are necessary for city commission agenda items. An application designed for City Commission agendas allows users to download a bookmarked agenda and highlight and write notes on individual documents.

Public Safety Power DMS

Electronic review and tracking of Standard Operating Procedures for Police and Fire;

Adobe Connect

Organization Development's eLearning solution provides staff with 24/7/365 access to required training courses to enhance staff performance with day-to-day operations and assist with scheduling of departments that have non-traditional working hours;

Human Resources NeoGov

Online job application system;

Smart Board Meeting Technology

This technology allows the City to reduce the printed agenda's and documents through sharing of information via whiteboard and audio video projection technology. This technology has been implemented in the Citywide Training Room, Building and IT department.

Mobile Applications

The City focus groups through the Technology Charrette identified interest in the development of mobile applications. One of the first mobile applications is Report IT

where users are able to report problems for the city to address including but not limited

to abandoned property alley cleanliness graffiti illegal dumping broken sidewalks potholes and overgrown trees This new smartphone application uses geo tagging technology to automatically provide the location they are reporting on simplifying the process for users. This application has an interface to the Public Works work order system which eliminates the duplicate entry of the request and paper.

Future Paperless Systems

- Pay by Phone for Parking Meters
- License Plate Recognition Replacing Parking Decals
- Special Event Parking iPhone Application

ANALYSIS

Comprehensive Records Management Plan

The development of a document retention strategy is the first phase of transferring a paper-based system to a digital one. Document retention is the primary goal of document management system, and recognizing the need for a Comprehensive Records Management Plan, and desiring an independent review of existing procedures together with recommendations; the City of Miami Beach (City), requested assistance from Steve M. Lewis, President, SML, Inc. (Consultant). In the February 2013 timeframe, SML, Inc. will provide draft policies and procedures included with Comprehensive Records Manage Plan:

The concept of a life cycle for records and information implies management from creation to final disposition, or permanent preservation. Successful management of records and information must include each aspect of the life cycle. These include:

1. format and media selection,
2. storage,
3. access and use,
4. retention, and
5. final disposition or preservation.

Utilizing a life cycle approach to records management will assist in the economical, efficient and integrated management of the public record. The intended result is described as intellectual and physical control of data. To implement a Comprehensive Records Management Plan in critical to a paperless environment system to function since poor records management will have an impact on the managing of Public Records efficiently and economically.

Data Storage and Back-Up

For a paperless environment to work, a comprehensive Data Storage and Back-Up strategies must be in place for digital documents storage and duplication. Currently, the City has Storage Area Network (SAN) device with multi-level Data Back Up strategies. However, as larger amounts of data are stored, the financial costs of data storage and archiving increase.

Security Solutions

Electronic documents provide a level of security beyond paper on their own, however, we continue to look at solutions to implement security controls to protect against unauthorized entry. Main factors to consider is integrity of data and limit availability by requiring authorization before information can be accessed.

Pros & Cons of a Paperless Environment

Advantages of a Paperless Office

- Less Office Space; Less bulky filing cabinets and lesser costs in paying for storage spaces;
- Eco-Friendly; The idea of saving paper and conserving trees;
- Document security and easy information sharing.

Disadvantages of a Paperless Office

- Automation: To achieve a 100% paperless office, one must have all systems automated flawlessly and this can cost time and money.
- Bugs and Breakdowns: To go paperless means keeping all records electronically, This comes with an extensive Business Continuity requirement in order to deal with software and hardware issues that can disrupt work.
- Security Issues: With the dawn of digital technology comes the golden age of hackers. Going paperless means vulnerability to unauthorized third party access or worse, data loss.
- Public Records Request (PRR): Ability to comply and provide in a timely manner PRR.

CONCLUSION

Managing a Comprehensive Records Management Plan along with an efficient and economical paperless strategy requires implementation of very specific activities. These activities must then be implemented in stages and monitored continually. Some steps are comprised of a multitude of increments, spread across months. The speed and thoroughness of implementation is therefore, driven by the motivation of the department, together with staffing standards and resources.

KGB/PDW/GG