



Managing **Government Operations** with **Enterprise Efficiency**

“Technology solutions are no longer a luxury for local governments, as they must continually seek ways to satisfy their customers/citizens, just as private companies struggle with much the same challenges.”

Dr. Alan Shark, Executive Director/CEO, Public Technology Institute

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Wireless Efficiency



The Bottom Line



Wireless Government and Enterprise Leadership

At every level of government, meeting constituents’ public services expectations has always been a challenge...and today’s financial realities aren’t making it any easier. The truth is, there’s not a government agency or department that isn’t feeling the impact of the sluggish economy. Budgets are down. Workforces are shrinking. But the workload hasn’t decreased and demand for citizen services isn’t slowing down. On the contrary, because of the economy citizens are feeling the pinch and demanding better value for their tax dollars.

How are governments reacting to these new realities? Some may look at the situation as something they can’t really do much about and simply try to get by. But a growing number of communities are looking at it much differently. What they’re seeing is an opportunity to make changes that help them improve efficiency, productivity, return on investment and community responsiveness and service. How? By thinking of their operations not as “government” but as an enterprise.

This line of thinking is coming not a moment too soon, as government agencies are already dealing with serious shortfalls in revenues and resources. It doesn’t matter whether it’s at the federal, state, province, or local level, the issues are virtually the same. *The Big Reset*, a study issued in February 2010, by the National Governors Association for Best Practices reports, “The states are facing a protracted budget crisis like none seen in the last 30 years. [This] has prompted hard choices on the best way to ‘cut to the bone’ while doing the least harm...to quality of life.” How serious are these shortfalls? The report continues, “In...fiscal 2009 general fund expenditures declined 3.4 percent from fiscal 2008 levels and enacted budgets for fiscal 2010 show a 5.4 percent decrease from 2009.”

Government as Enterprise

Government leaders in communities of all sizes are changing their perspective and beginning to manage their operations as if they were managing an integrated enterprise. Many of the enterprise-type solutions they're investigating are focused on new technologies that enable information sharing and ubiquitous network access to substantially improve efficiency and productivity. It's a significant cultural shift and it's gaining momentum.

One of the biggest cultural differences is that enterprises exist in a highly competitive environment, but governments don't. "In the private sector," says Sandie Terry, IT Director of Franklin County, a 721-square mile area in rural southwestern Virginia, "you always have to work to stay ahead of the competition. If you don't, they'll eat you alive." Unlike governments, enterprises have to worry about losing profits, market share and, ultimately, failing. Governments may not have to worry so much about going out of business, but they still face the same degree of pressure to keep their constituents safe and satisfied. "That's why," continues Terry, "I've (always) supported the idea that governments need to start acting like enterprises."

Government agencies are very much like large enterprises with many of the same budget pressures. Increasing worker productivity at major retailers like Walmart, for example, is basically the same as for government agencies. Streamlined asset visibility and control at enterprises such as FedEx or UPS is similar to government asset management needs. There is much governments can learn about maximizing business process efficiencies from the private enterprise sector.

"(Public) CIOs must close the gap between business and IT by becoming a business executive first and a technologist second."

Enterprise Architecture Gives Public CIOs Web 2.0
Government Technology Magazine, June 2009



Using Wireless Broadband to Increase Municipal Worker Productivity

Like many cities, Altoona, Pennsylvania is struggling to do more with fewer resources and lower budgets. Looking for innovative ways to help public works employees — such as bridge inspectors and electricians — do their jobs faster and more effectively, the city deployed a Motorola wireless broadband network. With 50 bridges to be inspected on a bi-annual basis, the network allows inspectors to access the database and make reports directly from the field, saving time and improving accuracy. City electricians also benefit by having remote access to maps, property data, blueprints and photography to confirm location of gas lines, fiber lines and other obstructions before digging, helping to reduce accidents and outages.

Re-examining Businesses Processes

How exactly does a government agency go about thinking and acting more like an enterprise to counteract budget and workforce shortfalls? “Governments have to become more bottom-line oriented, especially as budgets continue to tighten,” says Terry. “They need to start focusing on business process improvement to bring about increases in efficiencies, productivity and ROI [Return on Investment].” As cities and counties operate more like businesses, they are beginning to take a closer look at the inefficiencies in their current processes...and at how much money these inefficiencies are costing them.

They’re finding mobile workers driving back and forth from the office to job sites multiple times a day because they need to access the government database and work crews piling up idle time while waiting for authorizations. They’re finding time wasted as workers fill out paperwork by hand, time lost by a second person trying to interpret what has been written, which often results in entry errors. In addition, they’re finding financial inefficiencies such as skyrocketing telephone bills for T1 and E1 lines and rising fuel costs resulting from too many truck rolls. They’re also finding they can no longer afford the escalating costs of these inefficiencies.

“[Mayor Michael Nutter] has announced plans to significantly invest in city information technology and pursue paperless government efficiencies in an attempt to improve tech infrastructure, cut costs and streamline city services”

Technically Philly News Site,
March 4, 2010



Streamlined Animal Control in Torrance

To make animal control processes more efficient, the City of Torrance, California, required e-mail, Internet and network access to two police sub-stations, Animal Control Headquarters located in a remote park, and a second animal control facility at a local shopping mall. Cost and capacity benefits made wireless the technology of choice, and the city estimates that their point-to-point system will pay for itself in less than three years.

Wireless Efficiency

When they examine how the private enterprise sector deals with inefficiencies, governments find that more often than not, the solution is operationally based technology applications. The efficiency and productivity gains enabled by technology — such as high-speed wireless communications networks, mobile connectivity, rugged, handheld computing devices with operationally focused applications, two-way radios, web-enabled smart phones and PDAs, handheld scanners and more — are substantial and sustainable. The fact is, a lot of the efficiencies wireless technology provides are ones that couldn’t be realized simply by hiring more workers.

According to recent Motorola research, when asked to identify the key benefits realized through their utilization of mobile and wireless applications, 43 percent of American enterprise executives surveyed said increased employee efficiency and productivity was the most important. Additional benefits cited by survey recipients: 21 percent indicated reduced labor costs due to automated processes, 21 percent noted increased inventory and asset accuracy; 17 percent identified improved customer satisfaction, and 17 percent said increased revenues. They're accomplishing their goals by using wireless solutions to streamline business processes. As they cope with having to do more with less, state and local governments are understandably interested in seeing similar improvements in their organizations.

➤ PAPER-BASED INFORMATION SYSTEMS

Challenge: Virtually any process that involves a field service worker with a clipboard and paper form can be made more efficient. The time it takes to fill out forms limits the number of tasks that can be performed in a day, significantly lowering productivity. In the office, data entry personnel often struggle to interpret the worker's handwriting, further reducing efficiency and heightening the likelihood of inaccuracies.

Solution: Government agencies are automating data capture and data entry with mobile connectivity and easy-to-use handheld devices. Handheld mobile computers with scanning capabilities streamline data capture and electronic smart forms enable highly efficient workflow automation. And because the data is captured directly into the municipal database, accurate, up-to-to-date information can be shared.



Government agencies are automating data capture and transmission with mobile connectivity and easy-to-use handheld devices.

➤ INFORMATION ACCESS IN THE FIELD

Challenge: Every time a field service worker has to drive back to the office to get documents or information, efficiency is reduced and costs increase. When workers don't have immediate access to information needed to successfully resolve tasks, productivity is lost, fuel costs rise and customer satisfaction is compromised.

Solution: Wireless connectivity is key to improving the efficiency of the mobile workforce, including activities such as inspections, maintenance and customer service. Operations managers are able to better coordinate functions, improving productivity and minimizing the effect of reduced workforces. With real-time mobile data connectivity, the field force is able to remain on job sites while instantly accessing, downloading and even printing the information they need.

➤ ASSET MANAGEMENT

Challenge: Virtually every government department or special district has thousands of assets ranging from computers to office furniture to tools, snowplows, tractors, vehicles and more. In too many cases, a municipality or a county has virtually no record of where many of these assets are located or what condition they are in.

Solution: Reduced budgets are forcing agencies to maximize asset usage and extend the life of the asset. Software applications provide real-time tracking and management of assets through handheld computing devices, bar code scanners, RFID technology. This electronic record enables managers to always be aware of an asset's condition and location.

➤ PHYSICAL AND CYBER SECURITY

Challenge: In today's security conscious world, state, provincial and local governments must protect not only citizens, but crucial facilities such as power stations, water departments and more from natural or man-made disaster. They must safeguard information from intrusion and, in many cases, must conform to government and industry security standards.

Solution: Managing and monitoring critical infrastructure to guard against cyber attacks can help keep government agencies running smoothly with the confidence critical information and networks are safe. Advanced network security solutions can identify security gaps and safeguard crucial and sensitive government and citizen records. Sensors and integrated video systems can provide round the clock, real-time monitoring of critical infrastructure assets and locations such as high-crime areas.

➤ HIGH-SPEED NETWORKS

Challenge: With expensive wireline T1 and E1 leases a significant drain on already tight budgets, cities and counties are looking for ways to reduce recurring telephony costs while also increasing control by limiting or eliminating dependence on commercial carriers.

Solution: Many government agencies are controlling costs by connecting two or more facilities or locations — as well as hard-to-reach rural areas — with cost-efficient point-to-point or point-to-multipoint wireless networks rather than go to the expense and disruption of extending or installing a wired solution. In addition, many use wireless networks to implement VoIP (Voice over Internet Protocol) telephone networks for department communications, reducing or eliminating monthly telephony expenses.

“The county immediately saved money by dropping commercial Internet access services. When we brought in VoIP in 2008, telephony expenditures were reduced by 36 percent in two years.”

Sandie Terry
IT Director,
Franklin County, Virginia

Many U.S. cities have seen their volume of 9-1-1 calls drop anywhere from 15 to 42 percent when they implement a 3-1-1 calling system.

➤ NON-EMERGENCY CUSTOMER SERVICE REQUESTS

Challenge: Many 9-1-1 emergency call systems are overloaded, in large part due to non-emergency citizen requests. According to some estimates, nearly 60 to 70 percent of the calls are non-emergency. In addition, when residents or visitors need services or information, they often have to sort through hundreds of phone numbers to find the correct department, taking a significant toll on responsiveness and timely and successful issue resolution.

Solution: Many municipalities are turning to 3-1-1 non-emergency customer request centers (CSR) to process these calls, making it easier and more cost-effective to handle the call volume. Many U.S. cities have seen their volume of 9-1-1 calls drop anywhere from 15 to 42 percent when they implement a 3-1-1 calling system. In addition to helping make 9-1-1 call services more efficient, they promote streamlined work order and mobile field crew management, enabling timelier response, faster, more satisfactory issue resolution and substantially improved efficiency and productivity.



3-1-1 CSR System In Miami-Dade County

To access county services and information, Miami residents and visitors had to negotiate a maze of over 1,000 different phone numbers. To alleviate the problem, county and municipal agencies built the nation's first multi-jurisdictional 3-1-1 Customer Service Request (CSR) system. Designed to offload non-emergency calls from 9-1-1, CSR manages calls from initial request to call close-out. The system proved its worth quickly; one month after it became operational, workers handled more than 140,000 hurricane-related 3-1-1 calls over 13 days.

The Bottom Line

Government agencies are seeing a real ROI benefit from the implementation of wireless communications networks, devices, applications and services. Agencies are seeing cost savings not only in hard dollars but in operational efficiency, high quality output and work force productivity, with solutions that pay for themselves in a relatively short time, anywhere from several months to a few short years.

Mobile workers receive updated assignments and complete their work orders in real-time while remaining in the field, maximizing productivity. Assets can be tracked, maintained and managed effectively, providing a clear understanding of available resources. Video systems are easily managed, correlated and acted upon for improved real-time decision making.

Enhanced and extended wireless networks deliver voice, narrowband and broadband data whenever and wherever it's needed throughout the government enterprise.

Wireless Government and Enterprise Leadership

Motorola has been an acknowledged and respected wireless pioneer and leader in wireless mobility and connectivity for more than 80 years. Our wireless solutions are in operation in over 120 countries. Our history also includes strong, long-standing partnerships with governments and government agencies, including providing mission critical voice and data solutions that help police, fire and other public safety agencies around the globe deliver efficient, cost-effective mission-critical communications when lives are on the line.

We offer one of the industry's most comprehensive portfolios of reliable wireless voice and data communication for provincial, state and local government departments of all sizes. We continue to innovate, identifying new solutions from broadband technology to workforce mobility to asset management to voice communications to help the government enterprise optimize fiscal and operational requirements.

Motorola is an ideal networking partner for governments interested in adopting an enterprise perspective in designing and managing their communications systems. Our long experience in helping both enterprise and government organizations enables us to offer a unique perspective, and exceptional opportunities for helping governments adapt enterprise wireless strategies to their environments. The result is that Motorola helps government enterprises increase efficiency, productivity and ROI. And we help them do it all in spite of today's challenges of lower budgets and smaller workforces.



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Using Wireless Broadband to Increase Productivity

A growing number of organizations around the globe are deploying wireless solutions to provide a broad range of benefits. Read details about some of them in the following case studies.

- **Franklin County, Virginia:** using high-speed wireless to spur economic development
- **Polk County Florida:** beginning with two county jails, local agencies see the benefits of high speed wireless broadband
- **Green Bay, Wisconsin:** relying on city-wide wireless broadband video surveillance system
- **Coshocton County, Ohio:** connecting underserved communities with high-speed wireless networks
- **Goulburn Valley Water, NSW:** Australian water management authority uses wireless broadband to revolutionize the meter reading process
- **Lewis University, Illinois:** providing high-speed connectivity for students and faculty anywhere on campus
- **Goliad, Texas School District:** connecting students and teachers with the world through high-speed wireless broadband access

MOTOROLA LEADERSHIP SERIES

This article is one of a series examining the challenges, the opportunities and the realities of how technological innovation is affecting the markets that most influence and affect the global community.



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