

City of Newark Strives for Paperless Administration with Xerox DocuShare

The third oldest city in the United States and the largest city in New Jersey, City of Newark is experiencing a renaissance, asserting its position as a modern, dynamic city with new housing, business, and cultural development. In order to keep pace with these changes, it has been the administration's goal to leverage modern technology to streamline the city's business processes and foster a more collaborative environment. In keeping with this vision, and under the direction of Danny Hill, CIO and Director of the Office of Management and Budget (OMB), the City is actively implementing a comprehensive enterprise content management (ECM) solution to achieve its goal of paperless administration.

"I simply don't handle paper anymore—everything is online. And approvals are happening in hours vs. days, enabling the city to be more responsive to its constituents, while achieving its goal of becoming paperless."

— Danny Hill, CIO and OMB Director,
City of Newark

About City of Newark

Headquarters: Newark, New Jersey

Industry: City Government

Applications:

Web Content Publishing, Imaging, Document Management, Workflow, Collaboration

Summary:

City of Newark aggressively pursued paperless administration in response to slow communications, collaboration, and the high cost of paper-based processes. Fifteen-hundred Xerox DocuShare seats deployed with Xerox FreeFlow SMARTsend™, a Xerox production printer, 50 Xerox desktop scanners, 96 Xerox multifunction devices, and Cardiff LiquidOffice, enabled a branded Web-based information portal and end-to-end content management capabilities that have resulted in radically improved communications, collaborations, and workflow.

The Challenge

In servicing its constituents, the city of Newark generated a vast amount of paper documents and content. Managing this deluge of paper involved virtually every agency and department and resulted in redundancy, increased liability, and slowed workflows. Communication between departments, agencies, and facilities was hampered by lost paperwork and slow dissemination of critical notifications and policy changes. And the municipal print center had poor fulfillment, with no accountability or tracking of projects.

Why Xerox DocuShare?

Hill always valued technology's role in government, so he took this vision and made it his own, moving aggressively toward completely paperless administrative processes. He turned to DocuShare to achieve this goal, because it would facilitate the City's efforts to streamline and reengineer citywide business practices relating to both public and private documents, while offering employees a user-friendly, Web-based tool.

The solution, which the City re-branded as Newark Document Express (NDEX),

includes 1,500 DocuShare seats, Xerox FreeFlow SMARTsend™, a Xerox production printer, 50 Xerox desktop scanners, 96 Xerox multifunction devices, and Cardiff LiquidOffice, giving the City the end-to-end content management capabilities it requires.

These key capabilities included:

- Process automation, including advanced workflow rules and processes
- Seamless integration with existing enterprise applications
- Document-level security
- Rich content handling, including scanning paper documents into digital files
- Encrypted digital repository, secured by permissions-based access
- Collaboration, including Web-based collaborative workspaces
- File management, including inserting searchable keywords and other metadata for easy retrieval
- Multiple routing options
- Extreme ease of use for the City's mostly non-technical staff

The DocuShare solution would also enable tremendous cost savings by negating the need for a dedicated scanning infrastructure, cutting IT maintenance expenditures, minimizing process errors, reducing or eliminating paper storage, and streamlining the retrieval and processing of many types of city documents.

The Results

Working closely together, Xerox, the City, and SRC Solutions (a DocuShare partner), developed a phased plan that would ease the solution into place, allowing them to get some early adopters onboard and then train other departments on how to use the solution for their specific needs. Hill is extremely satisfied with the results.

Prior to implementing DocuShare, the OMB processed IT requests manually, using a multi-step process that took anywhere from a week to a month before a work order was generated. Government employees were required to sort through and submit one of seven hard copy forms to make a request, then send it through interoffice mail to the IT department, where it was passed around until the appropriate response could be determined.

The process, which handled about 20 submissions per day, was manual, disconnected, and time-consuming.

“ With the improvements that DocuShare enabled us to make to our IT request process alone, the solution has paid for itself. ”

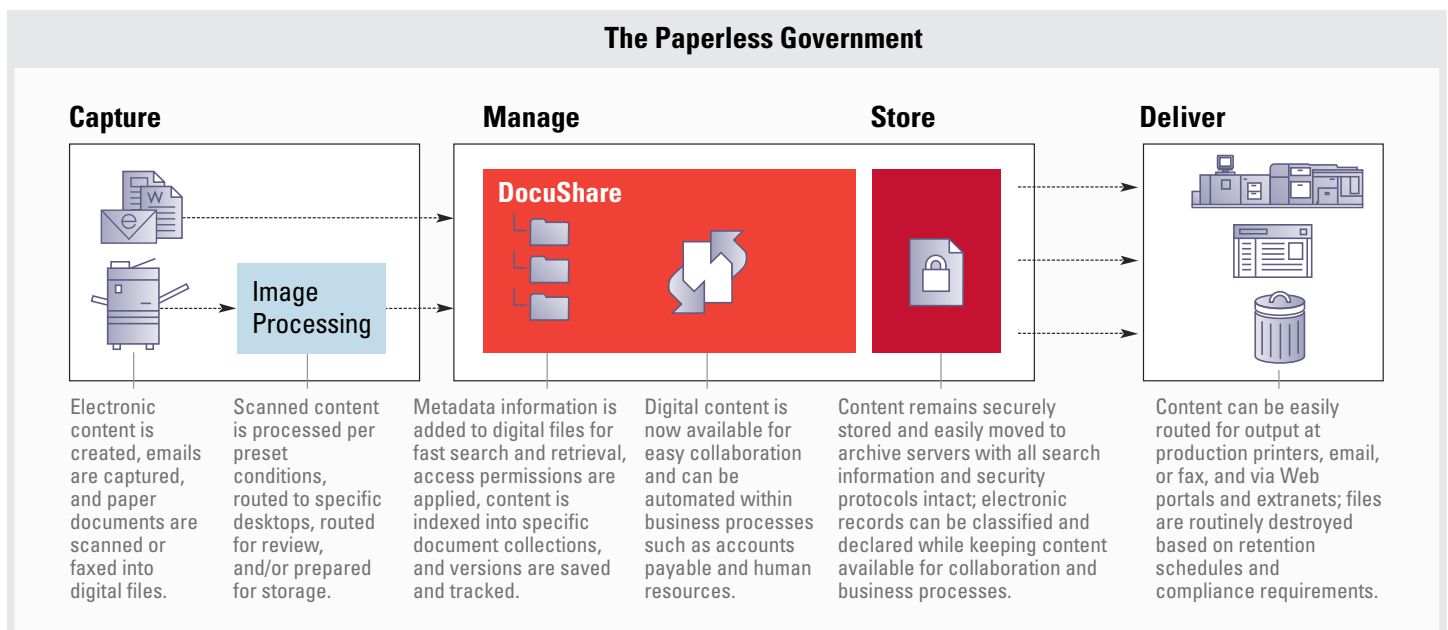
— Danny Hill, CIO and OMB Director,
City of Newark

With DocuShare, the OMB’s IT request process is automated, simplified, and streamlined. Turnaround time is now measured in hours, not days or weeks. Users still access request forms on the Intranet site, but now instead of printing a form, they complete it online, which initiates an automatic electronic routing process that begins with a manager’s approval and ends with either Hill’s authorization and a Help Desk work order, or the return of the form with Hill’s comments. And users can submit multiple requests using a single form—not seven. Not only have these improvements eliminated paper pushing and increased IT’s responsiveness, it’s dramatically reduced the number of calls channeling through the Help Desk.

Document Lifecycle Management in the Public Sector

It is useful to identify opportunities that can make information in documents more easily actionable within a government organization’s document-intensive business processes. An examination of where information is created, how it moves through and interacts with various departments and agencies, and when it is distributed, delivered, or disposed of is the first step in applying Document Lifecycle Management.

As with City of Newark, Xerox DocuShare serves as the core infrastructure for numerous government Document Lifecycle Management initiatives through its tight integration with imaging devices and document routing and handling applications, and its highly extensible APIs. DocuShare maps to the way governments work, enabling distinct agencies to share information across geographical, functional, and departmental boundaries.



Process Improvements Realized Throughout the City

The benefits of the pilot program extend far beyond the OMB, which is just one from among 75 process improvements the City has automated.

Enterprise content management.

City staff routinely scan, index, and route hardcopy documents of all types into DocuShare for insertion into customized workflow processes and storage.

Digital print management.

The municipal print center creates, routes, approves, stores, and tracks jobs directly in DocuShare and fulfills them electronically, streamlining the fulfillment process while closely monitoring status and costs.

Federal court "E-File" compliance.

The legal department scans court filings, rulings, and briefs into digital files for transfer per federal court electronic filing requirements and automatically stores them in DocuShare, reducing paper file storage needs, increasing the speed of critical communications, and facilitating more efficient collaboration.

Meeting agenda management.

Newark employees previously spent two weeks collating, reviewing, approving,

and posting meeting agendas. Now all it takes is two to three days. Agendas are created and routed to board members for quick review and approval and automatically tracked and saved in DocuShare. In the future, the City will capture minutes live during meetings in editable Web pages using Xerox DocuShare Interact for real-time collaboration, and then instantly publish them.

Request for proposal (RFP) advertisement.

By law, the City must advertise RFPs for all external contractor work. In the past, employees relied on local newspapers. Now, they post RFPs on the City's Website, eliminating \$500,000 in annual advertising costs and making it easy for employees to fix errors immediately.

Budget manual preparation.

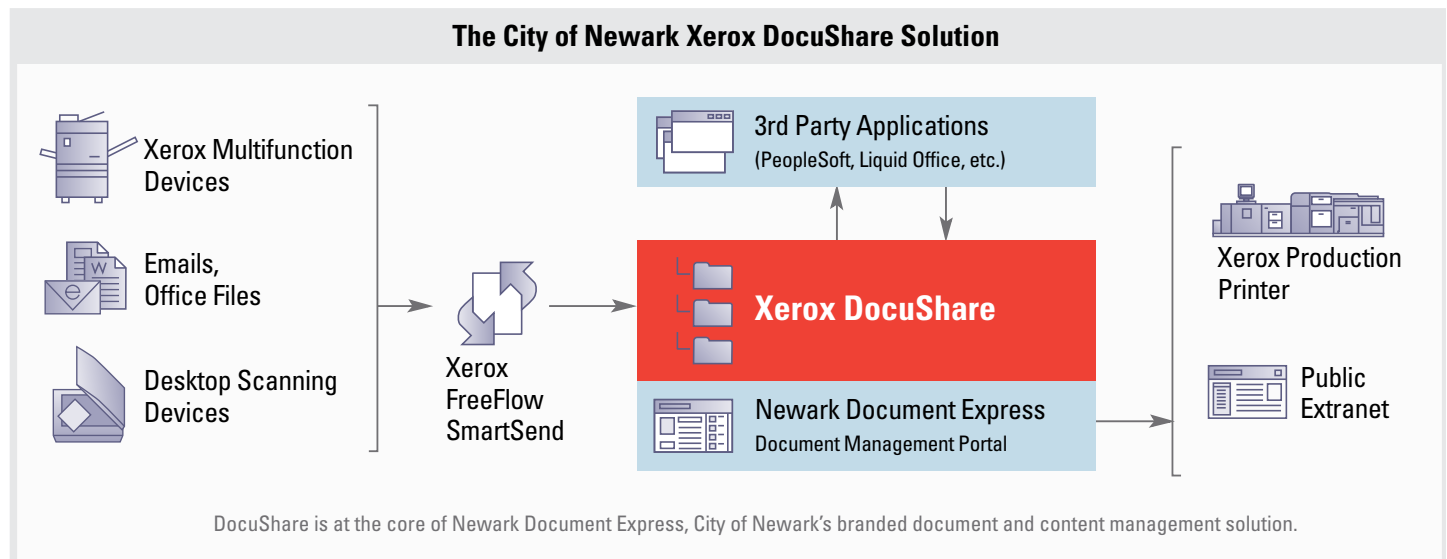
In the past, eight Newark employees spent two weeks (twice a year) printing, copying, assembling, and distributing voluminous budget manuals, costing the city \$10,000 in overtime pay alone

"DocuShare helps City of Newark eliminate \$500,000 a year in advertising costs and slashes overtime costs too."

to produce the manuals on time. With DocuShare, manuals are stored in a central digital repository, where City officials and/or constituents can easily download files and print just the sections that are relevant to them, reducing costs, eliminating unnecessary labor, and adding self-serve convenience for readers.

Electronic invoice management.

An integration between the City's PeopleSoft financial application and DocuShare enables the accounting group to keep invoices in an electronic format. The integration allows users to rapidly locate the relevant documentation in DocuShare and update transactions within the PeopleSoft environment.



The Future

Based on the significant cost reductions and productivity improvements experienced during the pilot program, Newark officials are excited about the potential of the DocuShare solution once it's rolled out to the remaining City departments. Moving forward, Hill plans to implement capabilities for digital forms processing, human resource management, a private Intranet and public extranet, and Open Public Records Act (OPRA) compliance.

"Xerox DocuShare will help us develop a more collaborative business model that reduces redundancy and repetitive tasks, thus creating a more efficient work environment that benefits our constituents."

— Sherronda Carroll
Project Manager, City of Newark

DocuShare will easily scale to meet these future plans, enabling the City to:

- Digitize all forms and paperwork within the Department of Health and Human Services, including emergency medical service notifications
- Speed intake processes for public assistance programs to reduce fraud and lost and missing paperwork
- Further integrate DocuShare with PeopleSoft to continue leveraging its investment
- Handle all HR forms, contracts, guidelines, and communications electronically
- Quickly disseminate information and commonly requested forms for private and public use on NDEX
- Meet fulfillment times for requests to view public documents

As the City of Newark continues to rollout the DocuShare solution, it expects continued wins for everyone involved. The City saves costs. Employees enjoy simpler, less redundant jobs. And constituents gain immediate, self-service access to the information they want.

About SRC Solutions

SRC Solutions, a Pennsylvania-based Value-Added Reseller of Xerox DocuShare, was an instrumental partner with Xerox in the development of City of Newark's document and content management solution. SRC engineered some of the City's key workflows, including the DocuShare/PeopleSoft integration and the revised IT Request process that transformed turnaround times from days or weeks to a matter of hours.

SRC continues to work closely with Xerox as City of Newark drives its goal of a paperless government to every point of the enterprise.

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About Xerox DocuShare

Addressing both the basic and complex requirements of Enterprise Content Management (ECM), the Xerox DocuShare family of products offers an innovative solution: two focused ECM applications built on one common platform. Xerox DocuShare enables document management collaboration, review and approval, and Web publishing to support information sharing at all points in the enterprise by every knowledge worker. Xerox DocuShare CPX offers the advanced ECM functionality required for integrating and automating content, sophisticated collaboration, and business process management around specific operational tasks. And all Xerox DocuShare products are built on the DocuShare Enterprise Content Platform, recognized for its ease of installation, administration, and use. This shared platform simplifies deployments and reduces IT complexity, despite the typically heterogeneous mix of databases, servers, directory services, and storage systems found in today's enterprise. and storage systems found in today's enterprise.