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Mechanizing city development system and outsourcing it to the private sector using SWOT model(Shirvan, North Khorasan, Iran)

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ABSTRACT

Background: one of the best ways to study urban problems especially in evaluating of Mechanizing city development system and outsourcing it to the private sector is evaluating strong, weakness points, opportunities and threats (SWOT). **Objective:** to improve the function of urban management it is needed evaluating all positive and negative aspects of Mechanizing city development system and outsourcing it to the private sector. Today municipalities are a subset of executive and management organs of a city. This organization is one of the most important entities of city management in social and political structures which affected by information and communication revolution. Municipalities as the organization which have the most contacts with daily life of people, play a very important role in this regard. many municipalities of the country have bounded themselves to establish a system to save time and cost for citizens and for increasing rate of responding them in order to they could access to internet and being aware of their properties' status or completion process of their files without spending time and cost in their own home. Bojnourd municipality also implemented city development, renovation and guilds system in 1383 with such aim. This system established and executed with the aim of mechanizing city development units, renovation, and guilds integrally as electronic cartable, equalizing tasks flows, income and standard calculation for creating method unity and preventing different expert perceptions, replacing new electronic services with current traditional methods, facilitation in files processes for honoring customers and providing accurate, lasting and documentable report about covered units. **Results:** one of the most important weakness points to apply this strategy is Unfamiliarity of managers with benefits of applying electronic service systems in Bojnord city. **Conclusion:** In this paper we considered the SWOT model for better comparing of this system in the past and present and it identified that this system had many weaknesses and threats which lead the system to a conservative mode status in Bojnord city.

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INTRODUCTION

Advent and development of information and communication technology in the recent years have led to many changes in all fields such as civil management. In fact, virtual space and electronic technologies put new fields ahead of the today human such as electronic government advent, electronic city, electronic municipality, and so on. Nowadays information technology is one of the most important strategic means in correct management of human sets. Cities are the main beds for using information technology applications. Today intensity and speed of cultural and social changes, particularly in contemporary civic societies, have resulted in complication of different aspects of the life. Population density, traffic difficulties in civic environment, air pollution, and social insecurities are some of the problems which engaged the minds of experts and theorists in various scopes.

In this regard we considered information and communication technology development for removing mentioned problems. In this direction creating electronic cities is one of the clearest faces of information technology implementation. In different cultures and periods, electronic city was defined differently which regardless of their difference, they have a special similarity, namely in definition root, all of them have accepted that communication is the staff of life of electronic city; and therein no one exit from home except for recreation and there is no time and space constraints (Ardakani *et al*.; 2:1388).

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Thought of electronic city is of newfound concepts which born early 1990s with progress of information and communication technology as the main axis of evolution and development of third millennium, and it has capability of solving many complicated problems of nowadays life in metropolises (Hasan Abadi, 2:1390).

Meanwhile, municipalities which are subsets of administrative and directorial organs of a city, are considered as the most important entities of civic management in social and political structures which affected by information and communication revolution. Municipalities, as an entity which has the most contacts with people's daily life, play very important role in this regard. Furthermore, dealing with online services and issue of electronic citizens will largely decrease their responsibilities (Gerami; Mohammad Reza, 1388).

Implementing intelligent city design means that all required services be provided by means of information networks. Doing so; there is no need for physical movement of citizens for accessing to government and private sectors' services. In the other words, physical offices will replace by digital ones and some organizations and systems such as municipality, public transportation, and regional water authority will provide their services virtually for customers and subscribers. For example, people who seek for construction and are applicant of accreditation from municipality could enter the system of city development, renovation and guild and get her/his required services along with properties of the owned land and building. Then electronic municipality announced buildable area and building's floors to applicant based on existed standards and finally applicant person reach to an agreement with one of the consultant companies based on appropriate design and price entering consultant engineers. In this stage, applicant could observe provided design by consultant engineer three dimensionally on the monitor and make his/her corrections. This plan after getting approved from electronic municipality and license issuance, by entering to contradictors affairs network and selecting the best offer in terms of price, will signed a contract and then will be executed. Even though providing work report to the employer could be done in network. This process in intelligent network could be finished in less than 2 hours totally, whereas in normal condition in Tehran city the mentioned stages lasted 1-2 years and according to the statistics published by municipalities officials, the most people refer to Bojnourd municipality for city development affairs which by virtue of municipality employee notations, the most dissatisfaction rooted in this area. In city development, renovation and guild system, administrative bureaucracy will decreased significantly and people satisfaction will increase mutually. Moreover, in the shadows of decreasing administrative costs new space will create for employment. Based on this subject, this research wants to study the rate of utilization and success of Bojnourd municipality in using city development, renovation and guild system.

Research questions:

Did city development, renovation and guilds system create in Bojnourd?

Does Bojnourd municipality's utilization from city development, renovation and guilds system is desirable?

Could using united system of city development, renovation and guilds meet citizens' needs?

How much united system of city development, renovation and guilds was effective in decreasing the time of responding to citizens?

What are the benefits of establishing united system of city development, renovation and guilds in municipalities?

Research goals:

Studying rate of success of Bojnourd municipality in utilizing city development, renovation and guilds system Studying rate of using Bojnourd municipality from city development, renovation and guilds system

One of the achievements of integration of city development, renovation and guilds is decreasing problems and difficulties citizens encountered when referring to municipalities. One of these research goals is identification of some problems such as long time of responding, being lost, or damaging documents and frequent traffic in municipalities.

Electronic city:

Electronic city, is a city therein most activities are done by means of computer facilities based on local, national and internet communication networks and access tools such as mobile phones and other electronic systems. In an electronic city systems' and governmental entities' services, municipalities and private sector are available in 24 hours for citizens (Jalali, Ali Akbar, 1389).

Purposes of electronic city:

Creating a standard city for living, working and recreation Creating a dynamic economic environment with competitiveness

Decreasing inter-city trips by developing information technology applications (Taghvaie and Maaroofi, 9:1388)

In this table superior electronic cities are listed based on researches performed by American magazine of information and communication technology "magazine wired "between 46 cities throughout the world. The 12 best mentioned electronic cities are as below:

Table 1: superior electronic cities of the world in 1388

Rank	Score	City name	Country name	Row
1	16	Silicon valley	America	1
2	15	Boston	America	2
3	15	Stockholm	Sweden	3
4	15	Helsinki	Finland	4
5	14	London	England	5
6	14	Rally-Durham-chapel	America	6
7	14	North Carolina	America	7
8	14	Type	Taiwan	8
9	13	Austin	America	9
10	13	Texas	America	10
11	13	San Francisco	America	11
12	13	Bangalore	India	12

Jalali:114:1387

Electronic government:

It is a term used for providing government services by means of internet and using computer tools (Mo'meni Noor Abadi, 1380, 240). Utilizing computer networks and any type of electronic tools by ministries, organizations, and public offices for providing information services to the people for increasing development of internet as well as nay other electronic means (bank, education, public relations and electronic trade and Iran information bank …) is important for government organizations.

It is clear that with increasing workload of offices and organizations, using these facilities get inevitable. One of the most important benefits of electronic government is that it enables all people to access government information and services by means of internet web sites and without temporal and spatial constraints with time and cost savings. Removal of rent and economic corruptions is of significant outcomes of such government (Ali Zadeh, no.362).

Electronic citizen:

A person who could perform his/her daily tasks by aids of electronic tools. Also he/she has minimum required knowledge about basic concepts of information and communications technology (Mohammadi, 15:1389).

Electronic municipality:

Electronic municipality means that the municipality equipped with electronic system which has all capacities to convert to information processes and could be transferred to virtual spaces (bases and internet webs). In the first step electronic managing system of municipality and then providing electronic civic services are the first versions of creating a new city (Mohammadi Serin Dizij, 14:1389)

World Electronic municipalities include digital municipalities of Toronto, London, Hong - Kong, Seoul, Kuala Lumpur, Melbourne, Auckland, Singapore, Beijing, and New York. Each of these municipalities have compiled a strategic program and some of them such as Hong – Kong, Seoul, Kuala Lumpur, Beijing, and Auckland are extremist cities and others such as Singapore, London, Toronto, Melbourne and New York are leading cities in the field of electronic government and digital municipality. Strategic programs of extremist cities are focused on providing information technology services and leading cities use information technology as a means of economic growth (Montazer, 22, 1389).

Since in municipality system, city development area is one field which has most contacts with customers, so they put this system on the web for reducing citizens footwork, faster and more useful responding them and preserving documents security.

United system of municipalities' city development is an integral set of city development subsystem: (for issuing requested licenses and evaluating citizens' properties status), real state subsystem: (operations related to purchase, ownership, sale and… real state and municipality establishments); guild subsystem: (all operations related to calculation and issuance of guild charges of trade - service units); renovation subsystem: (all operation and actions of calculation and issuance of issued licenses charges); subsystem of commission of article no. 100: (all actions related to examination and issuance of building permit); which provided based on information needs and by means of the most advanced technologies in world geographic information systems. This system has executed in nine municipalities of the country include:

Mashhad Municipality Regions of 1, 2, 4, 5, 6, 7, 8, 10, 12 and Samen municipality; Qom municipality regions of 1,3, and 4; Birjand municipality; Shahrekord municipality; Bojnourd municipality; Sabzevar

municipality; Khoy municipality, Torbat Heidarieh municipality; Rasht municipality region of 1; Karaj municipality region of 3 (www.safarayane.com).

Table 2: annual studied files of united system of city development, renovation, and guild of Iran cities.

ROW		Tehran(1) 1390	Ardebil (2) 1390	Qazvin (3)1390	Shiraz(4) 1391	Isfahan(5) 1390	Mashhad(6) 1390	Najafabad(7) 1391	Bojnourd(8) 1391
1	Building permit issuance request	50144							2708
2	Building permit issuance	1463	2855	1917	6624	5958	25985	1451	1358
3	Building end permit issuance	22526		1384			20969	896	839
4	Certificate of non contrast of building/number of studied files	10203			2711			1203	1214/1066
5	Building queries/ number of studied files	42489		7820626	73				6279
6	Sending to commission of article 5	1091	202			740			
7	Sending to commission of article 100	23703	2572		49494	33224	7100	3136	1726
8	Renewal of building permit	45		66					106
9	Average of total time of permit issuance	86522							8.7
10	Average of total time of certificate issuance	72821							34.5
11	Average of total time of permit stop	57287							159.5
	Total	368294	5629	7823993	58602	39922	54054	6686	13218.7
12	Population	8244759	485153	464323	1460665	1460665	2766258	208647	207196
13	Ratio of request to population	0.0446700 7	0.011602 5	16.85032 4	0.040120 1	0.027331 4	0.020	0.0320446	0.063798

Codification, author

Explanations:

Ratio of request to population of Ardebil city just includes building permit issuance, sending to commission of article 5 and sending to commission of article 100 due to information unavailability.

Ratio of request to population in Qazvin city includes renewal of building permit, building permit issuance, building end permit issuance, certificate of building non contrast and building queries. Rows of 4 and 5, certificate of building non contrast and building queries, are considered together.

Ratio of request to population of Shiraz city includes sending to commission of article 100, building permit issuance, building end permit issuance, certificate of non contrast of building and building queries. Rows of 3 and 4, building end permit issuance and certificate of non contrast of building, are considered together.

Ratio of request to population of Isfahan city includes building permit issuance, sending to commission of article 5 and sending to commission of article 100. Due to unavailability of information other options were empty.

Ratio of request to population of Mashhad city includes building permit issuance and building end permit issuance.

Bojnourd united system of city development, renovation and guilds:

System of integration of city development, renovation and guilds were implemented in 1383 in Bojnourd. This system with the aim of mechanization of city development, renovation, income and guilds units was triggered and executed integrally in the frame of electronic cartable, matching workflows, income and standard calculations for creating procedure uniformity and preventing from different expert perceptions, replacing current traditional methods with new electronic services, facilitating files' process for honoring customers and

providing accurate, continuous and documentable reports about covered units. This action is an important strategy for reducing costs and shortening official routes and improving systems of responding to citizens.

City development, renovation and guilds system, as the name verified, includes three main modules: 1) city development (in web); 2) renovation and, 3) guilds; therein all property information included integrally. In these three modules related to city properties there is a property ID that any where we enter this ID, the property will found and identified. This system based on renovation code; renovation code divided to several sections, city divided to several areas, then blocks divided to properties inside the blocks. So work in city development, renovation and guild systems generally based on renovation code of ID. So that it shows region, area, block, property's number and …. In this system, processes of permit issuance, detailed design, plan instruction, end permit, query, license, certification and commissions, management, calculation, issuance and maintenance of charged related to city development, renovation and guilds income for three level users, experts and policy makers were defined. City development, renovation, and guild system of Bojnourd includes:

Income subsystem:

income subsystem has the responsibility of automating charges calculations, permit issuance and end permit contrasts in the integral system of urban.

Diagnosis and determination of violations:

determining building violations is one of the most important subsystems in united system of city development. This subsystem has the responsibility of automating diagnosis and determination of building violations.

Permit and certificate issuance:

united system of city development has changed the operations of permit and certificate issuance basically. Important achievements of this system in addition to optimalization and automating users' daily operations…

Plan display:

plan is one of the most basic and strong tools that inn united system of city development using its high processing capabilities turned to an effective system with advanced GIS facilities.

Guilds:

guilds are one important active subsystem in united system of inn city development like renovation unit. Inn (7), using advanced software technologies automate trade units' activities in the regions of…

Renovation:

one of the important achievements of united system of city development is integrating city development, renovation and guilds units. Combination of these units leads to basic evolution in municipality.

Management report:

Management report section of united system of city development has designed with the aim of accurate and updates informing of municipality managers and policy makers. This section from united system of city development which in three different levels…

Electronic archive:

structure of document archive is one other important achievement of inn city development united system therein histories are archived.

Topologist:

one of the auxiliary tools of inn urban integral system is topology. Strong graphic environment, fast execution and compatibility with standards drawing software are of the important characteristics of …

Report builder:

it is one of the strongest tools of city development united system which design for creating flexibility and surviving this system. This powerful tool allows users to edit reports and printed forms of city development united system in a graphic and simple environment.

Lexicography:

inn special lexicography is a treasure of special words of city development, renovation, guilds, properties and other municipality units along with their references and resources. Lexicography is available for inn united system at the moment.

Fig. 1: inn integral system **(**municipalities of Bojnord, 1388,4)

Workflow:

workflow service provider is one other powerful tools of city development united system which has the responsibility of automate execution of defined workflows in the system. This software is a TCI/IP oriented service that in network environment could respond and execute workflow oriented soft wares. Benefits of city development, renovation and guilds system include combination and integration of archives of city development, renovation and guilds, ordering the existed files in archive, independence to personnel, assigning correct and unrepeated ID number to each property, resolving existed problems in the files (errors in documents archiving, inconsistent information recorded in histories), updating files along with performed changed (aggregation and separation of area and grandees), equalization of files' information and existed plans (in the level of property, block and area). (www.bojnordcity.ir)

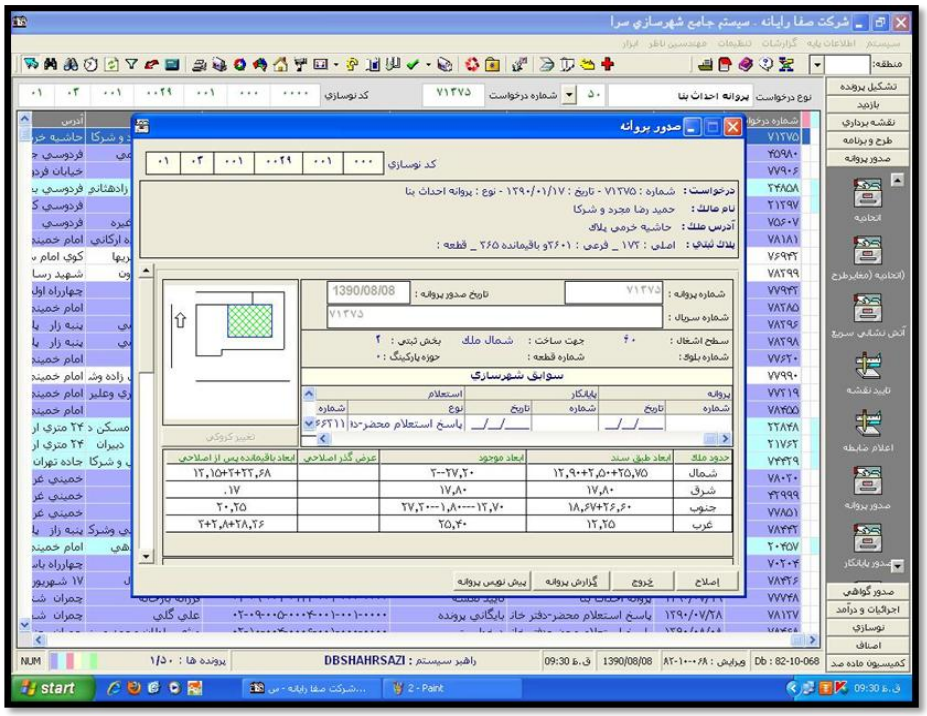

Fig. 2: method of permit issuance in united system of inn.
(municipalities of Bojnord, 1388,1)

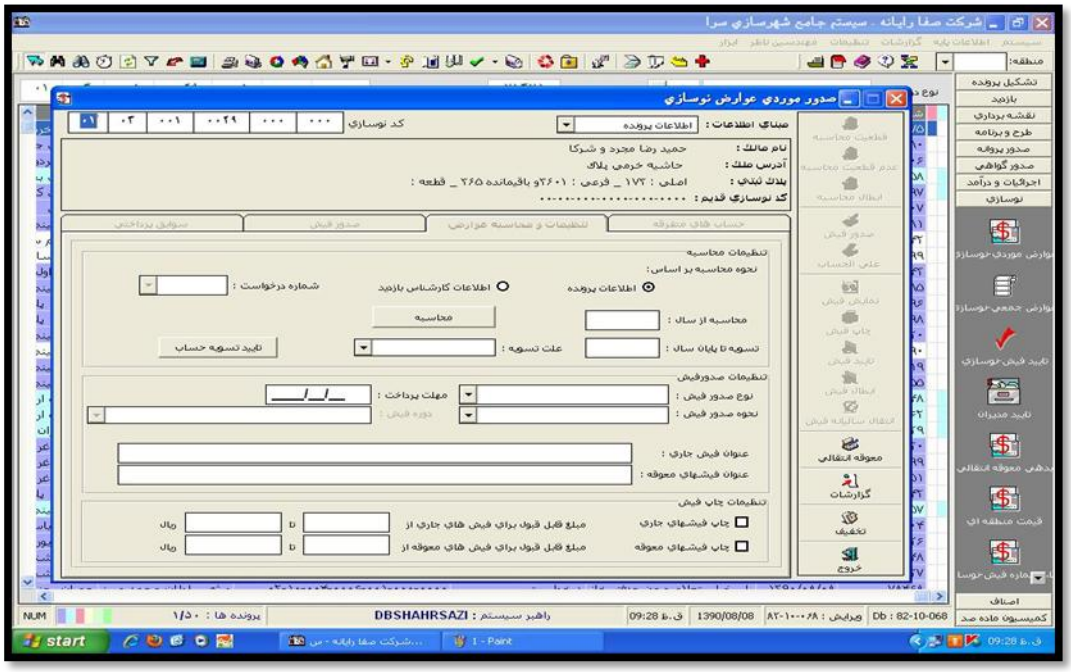

Fig. 3: modernization charges issuance in united system of inn.
(municipalities of Bojnord, 1388,2)

Challenges in establishing Bojnourd city development united system
Slow change of traditional processes into processed flows.
Lack of suitable infrastructure for creating an electronic municipality
Lack of educated work force
Lack of budget

Fig. 4: hard ware beds of Bojnourd system of city development, renovation and guilds
(municipalities of Bojnord, 1388,12)

Required infrastructures for establishing united system of city development, renovation and guilds:

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Table 3: matrix of evaluating internal factors (weakness and strength points) in the past IEF

ROW	Internal factors of municipality system in the past	Strength points	Weakness points	Score	Grade	Score*grade
1	Unfamiliarity of managers with benefits of electronic service systems		*	0.01	1	0.01
2	Managers belief in using new technologies in responding process	*		0.08	4	0.32
3	No organizational chart corresponded with establishment of electronic systems		*	0.03	2	0.06
4	Low usage of specialist forces who have capability of using above systems		*	0.01	1	0.01
5	Existence of suitable manual process of predetermined methods in responding process	*		0.06	4	0.24
6	Lack of coherent rules and classified and clear standards in municipality area		*	0.02	4	0.08
7	User familiarity with calculation procedure and integrity of calculation process, standard announcement and… in city development area	*		0.06	4	0.24
8	Lack of required hardware equipments in municipality work area and if necessary information kiosks in larger cities		*	0.01	1	0.01
9	Lack of appropriate and sufficient beds for communicating equipments and existed systems and relation of regions, organizations, counter offices, engineering system and other related parts by means of computer networks		*	0.01	1	0.01
10	Existence of comprehensive information bank, classified information bank, sufficient documents	*		0.05	4	0.2
11	Doesn't extract and summarize inserted information in city development files and not equalizing city development,		*	0.01	1	0.01

	renovation and guilds and commission of article 100 files					
12	Existence of current status information bank, city properties and passages (information resulted from property audits and providing digital mapping from present status)	*		0.08	4	0.32
13	Lack of maps with appropriate scale from current status, detailed design and passages layers in the first order and green space layers and … for lateral usage		*	0.02	2	0.04
14	Possibility of available maps conformity in terms of charges location	*		0.01	4	0.04
15	Lack of assigning appropriate budget for implementing and establishment of united system		*	0.01	4	0.04
16	signing appropriate and followed contracts for implementing the system	*		0.2	4	0.8
17	Non usage of this system leads to the fact that queries, writings, letters and unified forms not be computerized		*	0.01	4	0.04
18	In manual process respondent errors of each stage could be neglected from view of next stage experts		*	0.01	3	0.03
19	Non usage of this system decrease the work accuracy		*	0.02	4	0.08
20	Not utilizing this system leads to stylish reception of personnel		*	0.01	2	0.02
21	In manual process if there occur a violation in construction, the file doesn't send to commission of article 100 automatically		*	0.01	2	0.02
22	Tasks are done according to their particular stages	*		0.06	4	0.24
23	In municipalities therein properties are in the mind of official traditionally, in the case of not execution of this		*	0.01	2	0.02

	system individuals don't exit from their key and self - oriented role					
24	In the case of Not using city development, renovation and guild system all things aren't calculated by the system		*	0.02	4	008
25	Not using this system leads to the fact that officials could not receive many reports such as rate of personnel's activities and time of performing tasks of various departments and performed projects or ongoing ones		*	0.01	4	0.04
26	Supervision and control of municipality departments were reduced		*	0.02	3	0.06
27	Income of municipality was increased	*		0.07	4	0.28
28	Not using this system leads to lack of accurate information record		*	0.01	4	0.04
29	Not using united system of city development, renovation which leads to the fact that citizen in their homes don't follow their file work stages (in the case that the system was under the web) or observe these stages or before any action (purchase, sale or construction) do not be aware of account type and rate of possible widening		*	0.01	3	0.03
30	Not using this system leads to the fact that control and verifying of personnel performance reduced by managers in each time and place and also decreased the possibility of receiving information by civic managers such as management and statistical information from issued permits,		*	0.01	2	0.02

	received incomes and deletion of temporal and spatial constraints					
31	In the case of not using this system it is impossible to provide any construction permit by the city electronic services offices such as building, end permit, not contrast, transferring		*	0.01	2	0.02
32	Not using this system reduce the speed of responding		*	0.02	3	0.06
33	Not using this system leads to losing or damaging documents		*	0.01	4	0.04
34	Not using this system leads to not deletion of key persons		*	0.01	2	0.02
Total				1	103	3.59

Table 4: matrix of evaluating external factor (opportunity and threat points) EFE

ROW	External factors of city development system in the past	Opportunity points	Threat point	Score	Grade	Grade*score
1	Citizens familiarity with electronic systems (electronic citizen)	*		0.1	3	0.3
2	In the case of not using this system telecommunication beds such as optical fiber, wireless communication between civic points will not provided		*	0.08	4	0.32
3	In the case of not using this system queries, writings, letters and forms will not be computerized and unified		*	0.06	4	0.24
4	In the case of not using this system officials could not be able to receive reports such as rate of personnel activities, and time of performing various affairs and performed projects or ongoing ones		*	0.08	4	0.32
5	Not using this system reduce supervision and control of municipality departments		*	0.04	4	0.16
6	Also united system of city development, renovation and guilds has the capability that citizens could follow and observe their city development files or before any action		*	0.06	3	0.18

	(purchase, sale or construction) they could refer to this site and be aware of type of account and possibility of its widening rate					
7	Not using this system leads to reduction of control and verification of users performance by managers in each time and place and also get information such as management and statistical information about issued permits, received incomes and temporal and spatial constraints deletion will not provided		*	0.08	4	0.32
8	Providing any construction permits such as building permit, end permit, non contrast certificate and transferring permit will be possible by means of civic electronic offices service	*		0.08	3	0.24
9	Not using this system decrease the speed of responding		*	0.05	4	0.2
10	Not using this system leads to not deletion of key persons		*	0.07	3	0.21
11	Close suitable and followed contracts for implementing in the system	*		0.1	3	0.3
12	Possibility of available maps conformity in terms of charges location	*		0.2	4	0.8
Total				1	43	3.59

Table 5: formation of combined matrix of SWOT in the past

Internal factors		External factors	
W	S	O	T
1.17	2.62	1.4	2.19
Total coefficients of combined factors			
WO	ST	SO	WT
2.57	4.81	4.02	3.36

Cart (1) examining internal and external factors

The above chart shows that in the past Bojnourd city development, renovation and guilds system had conservative status; namely internal factors evaluationwas more but the system had a good reaction against external factors.

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Table 6: matrix of evaluating internal factors in the present time (strength and weakness points) IFE

Row	Internal factors of municipality system in the present time	Strength points	Weakness points	Score	Grade	Grade*score
1	Managers familiarity with benefits of implementing electronic service systems	*		0.01	4	0.04
2	Managers belief in using new technology in responding process	*		0.01	4	0.04
3	Existence of appropriate organizational chart by establishing electronic systems	*		0.05	3	0.15
4	Applying specialist forces who have capability of utilizing above system	*		0.03	4	0.12
5	Existence of appropriate manual process for predetermined trends in responding process	*		0.01	2	0.02
6	Lack of coherent rules and classified and clear standards in municipality area		*	0.08	4	0.32
7	Users familiarity with calculation procedure and integration of calculation process, standard announcement and … in municipality area	*		0.03	3	0.09
8	Availability of hardware required equipments in municipality work area and if necessary existence of information kiosk in larger cities	*		0.02	2	0.04
9	Creating appropriate and sufficient beds for communicating existed equipments and systems and relation of regions, organizations, counter offices, engineering	*		0.01	3	0.03

	system and other sections related by means of computer networks					
10	Existence of comprehensive information bank, classified information bank, sufficient documents	*		0.01	4	0.04
11	Extraction and summarizing information inserted in city development files and equalizing and performing files of city development, renovation and guilds and commission of article 100	*		0.03	3	0.09
12	Existence of present status information bank, properties and passages of the city (information obtained from properties audit and providing digital maps of present status)	*		0.01	4	0.04
13	Lack of maps with appropriate scales from present status, detailed design and passages layers in first stage and layers of green spaces for lateral use		*	0.08	4	0.32
14	Impossibility of conformity of available maps in terms of charges locations		*	0.06	4	0.24
15	Assigning appropriate budget for implementing and establishing integral system	*		0.02	3	0.06
16	Tie suitable and followed contracts for implementing the system	*		0.01	4	0.04
17	All queries and writings and letters and forms will be unified and computerized	*		0.03	4	0.12
18	In manual process it may errors of each respondent be neglected by the	*		0.01	3	0.03

	next stage experts					
19	Accuracy will be increase in work	*		0.03	4	0.12
20	Personnel style will be deleted and he/she could not act stylish	*		0.03	3	0.09
21	If a contrast did in the building its file referred to commission of article 100 automatically	*		0.01	3	0.03
22	Tasks will be done according to their special stages	*		0.01	3	0.03
23	Absence of city development, renovation and guilds system leads to the fact that people don't exit from their key and self-oriented status		*	0.1	4	0.4
24	All thing will calculated by the system	*		0.02	4	0.08
25	Officials could receive many reports such as rate or personnel activities, time of performing actions of various departments and performed projects or ongoing ones from the system	*		0.01	4	0.04
26	Supervision and control of municipality departments increase	*		0.01	4	0.04
27	Income of municipality increased	*		0.01	4	0.04
28	Not using this system leads to the fact that information not recorded carefully		*	0.08	4	0.32
29	Also united system of city development, renovation and guilds has the capability that citizens could follow and observe their city development files or before any action (purchase, sale or construction) they could refer to this site and be aware of type of account and	*		0.02	3	0.06

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	possibility of its widening rate					
30	Possibility of control and supervising users' performance by managers in each time and place and also information acquisition of civic managers from management and statistical information of issued files, received incomes and deletion of temporal and spatial constraints are of results of this system. By this system we could implement Teleworking design for a group of personnel and municipality managers who their ideas depend on their access to files information. Teleworking will not implement in the case of not using this system.		*	0.01	4	0.04
31	Providing any construction license such as building permit, end permit, non contrast permit, transferring permit will be possible by means of civic electronic offices service	*		0.03	4	0.12
32	Not using this system reduce the speed of responding		*	0.1	4	0.4
33	It prevents losing or damaging to documents	*		0.01	3	0.03
34	Key persons deletion is of benefits of this system	*		0.01	3	0.03
Answer				1	119	3.69

Row	External factors of city development system it the present time	Opportunity points	Threat points	Score	Grade	Grade*score
1	Citizens familiarity with electronic systems (electronic	*		0.02	3	0.06

	citizens)					
2	Existence of telecommunication beds such as optical fiber, wireless communication between city points if necessary	*		0.01	3	0.03
3	All the queries, writings, letters and forms will be unified and computerized	*		0.01	2	0.02
4	Officials could receive many reports such as rate of personnel activities, time of performing acts in various departments and performed projects or ongoing ones from the system	*		0.01	4	0.04
5	Supervision and control increased in the municipality departments	*		0.02	3	0.06
6	Also united system of city development, renovation and trade union has the capability that citizen could follow and observe their city development files or before any action (purchase, sale, or construction) they could aware of account type and rate of possible widening referring to the system. In the case of not using this system Teleworking design could not be performed		*	0.5	4	2
7	Possibility of control and supervising users' performance by managers in each time and place and also information acquisition of civic managers from management and statistical information of issued files, received incomes and deletion of temporal and spatial constraints are of results of this system. By this system we could implement Teleworking design for a group of personnel and municipality managers who their ideas depend on their access to files information.	*		0.01	2	0.02
8	In the case of not using this system it is		*	0.4	4	1.6

	impossible to provide any construction permit by the city electronic services offices such as building permit, end permit, non contrast permit, and transferring permit.					
9	Speed of responding increased	*		0.01	2	0.02
10	Key persons deletion is of the system benefits	*		0.01	3	0.03
Total				1	30	3.88

Table 6: formation of combined matrix of SWOT in the present time

Internal factors		External factors	
T	O	S	W
3.6	4.16	1.69	2
total coefficient of combined factors			
WO	ST	SO	WT
6.16	5.29	5.85	5.6

Strategies:

A) So STRATEGY

- Appropriate and sufficient training for managers and citizens for utilizing system of city development, renovation and guilds
- Necessity for establishing this system for improving work accuracy
- Telecommunication beds establishment such as optical fiber

B) ST strategy

- Reinforcing this system for citizen usage in their home
- Providing any construction permits such as building permit and … by means of this system
- Improving hardware power of system in order to all the task will be perform by this system

C) **WO strategy**

- Necessity for establishing this system for improving responding speed
- Creating comprehensive and classified information bank and conformity of all available maps with current status
- Signing appropriate and followed contracts for implementing this system
- Necessity for providing coherent rules and classified standards in city development, renovation and trade union area

D) **WT Strategy**

- Creating appropriate organizational chart by establishment of electronic systems
- Reinforcing city development, renovation and trade union system for deletion of key and self-oriented persons
- Supporting this system for improving control and supervision of users by the managers in any time and place

Conclusion:

Regarding table number 5 (W=1.17, S=2.62, O=1.4 , T=2.19), city development, renovation and guilds had conservative status in the past; namely internal factors evaluation was more but system has shown good reaction against external factors.

Also for better comparison of this system in the past and present time, SWOT model was considered and it found that this system had many weaknesses and threats in the past that leads to the fact that it considered as conservative style. In. And because in competitive status scores of internal factors are high but external factors' are low, so practically score is with opportunities which are existed in the field that is because municipalities are government organs and competition is low among them, so we could conclude that city development section of Bojnourd municipality has high strength and opportunity points relative to internal performances. Also in response to the question that if utilization of Bojnourd municipality is good from city development, renovation and trade union? We could conclude that status was relatively good, but some of its capabilities were not utilized well. Using united system of city development, renovation and guilds was responding for citizens in some sections which required accuracy, information maintenance and availability of files and properties' histories. In regard of readability and facility of doing tasks and processes unification it was responding in part.

In deletion of reports accompanied with paper reports it was nor successful. United system of city development, renovation and trade union has saved the time in reducing time of responding in the section of histories retrieval. In shortening the responding process less time saving happened.

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