

## LGFCU Excellence in Innovation Award Project Evaluation

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| <b>Project ID</b>           | GG-5   |
| <b>Title of Program</b>     | Business Intelligence  |
| <b>Program Category</b>     | General Government   |
| <b>Submission Date</b>      | 6/24/2016 11:48:23 PM  |
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| <b>Implementation Date</b>  | 7/1/2015   |
| <b>FLSA Designation</b>     | Exempt   |
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### Description of Productivity Improvement

Cumberland County's Information Services Department established an Enterprise Solutions Division in the spring of 2015 to thoroughly review, document and analyze the County's business processes and identify opportunities for systems efficiencies. During the FY2016 budget process, it became clear that streamlining County operations to create a leaner, more efficient and effective organization would be critical to long-term financial stability. County Management and the Board of Commissioners embraced a Business Intelligence model and tasked the Enterprise Solutions Division with implementing the strategy countywide. By the end of 2015, the division had completed two Business Intelligence initiatives -- the jury intake process and the Veterans Services Office. Their recommendations streamlined processes in both areas and resulted in time savings, enhanced service and efficiencies.

As a result of improvements implemented following the jury process review, 309 hours of IS staff time was reallocated toward supporting the growth of the County's Business Intelligence and Enterprise Solutions initiatives.

The Information Services Director restructured the department to add a new Enterprise Solutions division within the exiting budget allocation. Three existing staff members stood up the division and the FY2016 budget included funds for two additional business analysts. This new division creates a critical business intelligence partnership with County departments and has a proactive, strategic, forward-thinking direction that drives enterprise development through comprehensive business

analyses. Efforts concentrate on County business processes, as well as informational, relationship or staffing changes that will maximize efficiency opportunities.

Each initiative follows a standard business process management methodology, in which a business analysis team conducts a comprehensive business process review using three phases: elicitation, analysis and assessment.

The IT Initiative Review Team, which is comprised of IS management, business analysts and an ERP systems specialist, provides guidance through all three phases. The findings are presented by the business analysts to the IT Initiative Review Team to strengthen collaboration, elicit feedback, and determine viable solutions. The solutions can include business process improvements, in-house applications, infrastructure improvements, stand-alone third-party applications, and hybrid solutions. The results of the business process review are compiled by the business analysts into a feasibility study.

The feasibility study with the recommended improvements is presented to the stakeholders for feedback prior to going before a Business Intelligence Committee, which decides if the initiative should be implemented and/or taken before the Board of Commissioners for approval.

Initiatives follow the Process Management Life Cycle outlined below:

1. Partner with the business units (departments) through a series of engagements to identify areas of inefficiency and pain points. Identify and capture baseline measures of the current state of the process.
2. Analyze current state process against identified issues, concerns, and pain points. Look for areas of inefficiency and opportunities. Document the findings.
3. New design or model includes Value Stream Mapping, Flowchart, BPMN, Value-add vs. waste. Feasibility Study with recommendations.
4. Develop and execute the approved processes or solutions. Provide clear steps for implementing recommendations. Follow PM Framework. Training on new processes or solutions, SOP.
5. Review and evaluate takes the process improvement effort full circle to look at whether the process is meeting goals and objectives and whether additional improvements and/or analysis may be needed.

### **Description of why this project was initiated**

Cumberland County was facing the need to balance financial sustainability concerns with the increasing demand for services within a constrained revenue environment. In fiscal year FY2016, the need was established to define core functions and services, continue seeking ways to streamline service delivery processes and to continue emphasizing technology as a means of enhancing customer service. Day-to-day operations and responsibilities limited the ability of departments to commit the time and resources necessary for a full analysis of their processes.

In response to this, the County implemented the Business Intelligence initiative through the Enterprise Solutions Division.

**Quantifiable results (sustainability, cost savings, cost avoidance and/or a higher level of service).**

**Indication of what resources were used and what was done with any accrued time savings**

Prior to the implementation of the recommendations, IS spent 309 resource hours annually on the jury summons process. IS staff created the master jury file each year and was responsible for printing jury summons, juror panel card and no-show letters and sorting jury summons. Each week, IS printed the excused juror postcards and daily created the juror pay file. The Jury Coordinator ensured the jury business process occurred on schedule and managed the jurors. The County mail room ensured letters were mailed. The entire process took a combined 380 hours yearly.

The Business Intelligence improvements and value added were:

1. Moved from mainframe to Service Commander software which streamlined the business process by eliminating the involvement of IS in the process and gave the Jury Coordinator full control. The Jury Coordinator now works directly with the Print Shop and Mail room.
2. The removal of IS has allowed 309 hours of resources to be reallocated toward supporting the growth of the County's Business Intelligence and Enterprise Solutions Initiatives.
3. The streamlined process went from 380 hours to 188 process hours. This resulted from the removal of IS and streamlining the processes by allowing the Jury Coordinator and Print Shop to accomplish them.
4. Recommendations were made to improve the jury intake process and as a result the time to process jurors was reduced by 39 percent, which increased the quality of service to Cumberland County residents.

The total cost for Veterans Services to implement improvements is estimated at \$9,400, which includes \$4,400 to purchase new software for automating the time-in/time seen/time-out log, intake sheet, sign in tracker roster, county and state reports and VSO client notification and \$5,000 for implementing Laserfiche Enterprise Content Management. Other improvements include office processes for the receptionist and faxing records.

The County Manager hopes the improvements will eliminate the need for additional positions.

Improvements include: 2 hours and 11 minutes will be saved each day; the error rate will decrease 15 percent for appointment logs; 297 square feet will be gained floor space and VSOs will spend 67 percent or 30 minutes less faxing reports.

The overall goal is to ensure the business processes in Veterans Services are efficient and effective in order to provide superior service to our veterans and their families.

**Other descriptive information**

During the FY2015 budget process, management determined that the County's long-term financial stability was contingent upon streamlining our operations to create a leaner, more efficient and effective organization. During the FY2016 budget process, a new initiative was introduced to advance

this philosophy. A new division was established in our Information Services department to implement the Business Intelligence model in reviewing our business processes to identify technology enhancements as well as informational, relationship or staffing changes that maximize efficiency opportunities. After a recruiting and training period, this new division has completed several business process reviews and has many more projects underway, including Food and Nutrition Services at DSS, Central Permitting, the County Attorney's Office, and Print, Mail and Design Services.