



# Information Technology Doing More With Less

Government Financial Officers Association  
Atlanta, Georgia

June 9, 2010

Sean S. Sander

Business Services and Collections Manager

Waukesha County

[ssander@waukeshacounty.gov](mailto:ssander@waukeshacounty.gov)

262-896-8222

# Business Case For Doing More With Less

- There are many business drivers adding pressure on government to do more with less.
- Our uncertain and tight economy has also resulted in more demanding taxpayers.
- Government leaders and public servants have an obligation and duty to simultaneously seek out creative ways to cut costs, improve service quality and increase revenues.

# Business Case For Doing More With Less

- We need to provide employees with the tools and training to do their jobs more efficiently.
- We must promote and encourage innovation and embrace change by constantly being on the lookout for new and better solutions in our business.

# Business Case For Doing More With Less

- Many think of doing more with less as working harder – it is really about working smarter. Staff reductions means everyone needs to be more productive.
- Our objective should reflect a constant quest for excellence and that every interaction with our customers and stakeholders needs to be positive and efficient.

# Inventory All Existing IT Assets And Resources

- Follow our grandparents vision of making the best with what we have.
- Develop a complete inventory of all existing information technology assets.
  - The inventory must be comprehensive and include all hardware, software and data.

# Inventory All Existing IT Assets And Resources

- Evaluate current inventory.
  - Maximize utilization and functionality.
  - Purge any duplication.
  - Eliminate unnecessary or unused hardware and software.
  - Cancel unneeded maintenance contracts.

# Inventory All Existing IT Assets And Resources

- Establish standards.
  - Squeeze out every drop of value from existing investments and closely scrutinize every new investment.
- Create a plan for updating, evaluating and incorporating new technology and standards into the existing enterprise architecture.
  - Who will be responsible for creation and follow-up of this plan?

# Inventory All Existing IT Assets And Resources

- Adequately plan and schedule the replacement of existing systems.
  - Develop migration strategies for expanding, retiring or abandoning legacy systems.
- Recognize the enterprise architecture vision and framework will constantly change and evolve.
- Waukesha County Case Study.

# Website Redesign

- This is a low cost option with the biggest bang for government to do more with less.
- Your website provides the first impression of your business.
  - It is the window for the world to see our business.

# Website Redesign

- Many governments are severely underutilizing this educational, economic development and revenue generating tool.
  - What branding message are we sending?
  - What branding message do we want to send – don't underestimate the benefit and value this represents.

# Website Redesign

- Take an objective outside view of your website.
  - Is it user friendly?
  - How long does it take the average user to find the information they are looking for?
  - Is it designed for our use or our customers use?
  - Is it inviting to businesses, residents, tourists, prospective employees and other key stakeholders?

# Website Redesign

- In this new age of transparency and change it is critical information is useful, timely and accurate.
- Deliver the right information at the right time.
- Examine and duplicate other best of breed sites.
- Carefully leverage the benefits of social media.

# Transform the Channel or Method of Service Delivery

- Stakeholders interact with government through a variety of channels and for a variety of reasons.
- Channels utilized by the public to interact with us include walk-in, mail, email, web, social media.
- Where possible shift constituents to the lower cost channels and self service solutions that enable us to refocus staff and resources on providing core services.

# Transform the Channel or Method of Service Delivery

- Commit to a holistic centric vision of service delivery focused around citizens.
- Build services around customer needs not organization structure.
- Where possible incorporate and collaborate with other units of government in the overall vision.

# Adopt Or Expand Shared Systems And Services

- Shared systems and services was ranked in 2009 as the second highest priority by the National Association of State Chief Information Officers. (NASCIO)
- Cost was the old bottom line for government – Value is the new bottom line for innovative businesses.
- Value is the results produced relative to cost.
  - Think of the standard RFP evaluation process.

# Adopt Or Expand Shared Systems And Services

- Shared systems and services involve streamlining and consolidating systems and key functions into a single system or function.
  - Shared services maximize economies of scale and buying in bulk through collaborative purchasing provides significant cost savings to our taxpayers.
  - This gives us the ability to deliver services faster, more efficiently and consistently by using common processes, procedures and technologies
    - the value proposition.

# Adopt Or Expand Shared Systems And Services

## ■ AS IS

- Start with identifying the existing underlying business processes and plan for future processes.

## ■ TO BE

- Define and design new processes.
  - Processes need regular re-evaluation.
  - Overcome barriers to needed changes (“this is the way we always have done it”).
  - Does it make good business sense?

# Adopt Or Expand Shared Systems And Services

- Eliminate design flaws to avoid implementation issues.
- Add technology as a tool to complete the newly defined process.
  - Complete testing before moving to a live production environment.

# Waukesha County Shared Systems and Services

- Countywide digital trunked radio system.
  - Purchased equipment in bulk on behalf of municipal partners.
- Countywide 911 Dispatch and Records Management System.
  - Purchased modules on behalf of municipal partners.
- County ERP system.
- Countywide internet property tax payment system.

# Waukesha County Shared Systems and Services

- County Enterprise cashiering system.
- County Enterprise central records repository and management system.
- Countywide tax listing, billing and collection system.
- County Enterprise asset management system.

# New Technology Investments

- Establish a “right size mantra” for making technology investments.
- Right size your technology investments.
  - Don’t overpay for functionality you don’t need or won’t use.
- Every new technology acquisition should begin with requirements gathering and a return on investment analysis.

# Standard ROI Process For Technology Investments

- Identify top areas of real benefit and impact to stakeholders.
- Quantify, measure and confirm values.
- Calculate metrics and assess both the expected and worse case scenarios.
  - Don't just consider best-case scenarios and plan with unrealistic budgets and impossible timelines.
  - Plan for the possibility of failure to avoid unwanted outcomes.

# Standard ROI Process For Technology Investments

- Payback
  - An indicator of risk and flexibility.
  - The shorter the payback period, the greater the flexibility.

# Vendor Management-the New Norm in Customer-Supplier Relationships

- Keeping an eye on the financial health of your suppliers is smart business.
- Early detection of financial difficulties is critical to avoid service and supply disruptions and minimize financial risk and exposure.
- Explore the possibility of price reductions/adjustments.

# Vendor Management-the New Norm in Customer-Supplier Relationships

- Consider longer term contracts if the price is right and minimal annual increases can be secured.
- Negotiate discounts for early, lump sum or upfront payments.

# Vendor Management-The New Norm in Customer- Supplier Relationships

- Seek out creative incentives for customer referrals and identification of new revenue opportunities and channels.
  - Training credits.
  - Reductions in maintenance costs.
  - Memberships and travel to users groups.
- Know the partner companies you perceive as “Gorillas” will negotiate if you find the right banana.
  - It’s all about the relationship and “win-win”.

# Consider Alternatives to the Traditional Licensed Software Models

- Open source software solutions tend to cost a lot less than their proprietary counterpart and provide equal or better functionality and more flexibility to modify.
  - Linux and Mozilla Firefox.
- Software as a Service (SaaS)
  - Can provide the advantages of enterprise-class technology and the deep functionality of a best-of-breed solution.
  - No expensive up front costs.
  - No hassle of ongoing software maintenance requirements.

# Waukesha County Case Study – SaaS Applicant Tracking & Recruitment Solution

- Project Background

# Waukesha County Case Study

## – SaaS Applicant Tracking & Recruitment Solution

- As of December 31, 2009, the following tangible savings have been realized due to elimination of Application tracking / Follow-up / Thanks You and Rejection Letters
  - Paper Savings
  - Cartridge Ink Savings
  - Postage Savings
  - Envelope Savings

# Waukesha County Case Study – SaaS Applicant Tracking & Recruitment Solution

- Total Applications Processed in 2009 (since NeoGov implementation) = 4,317
- Total Processing Costs for 4,317 Applications (Manual Process) = \$17,528.30
- Total Processing Costs for 4,317 Applications (NeoGov Process) = \$2,472.20
- Total Savings since Implementation = \$15,056.10

# Waukesha County Case Study – SaaS Applicant Tracking & Recruitment Solution

- If applicant volumes continue to stay high throughout the 2010, it is expected that the Solution pay-back period drops from the originally estimated 2.85 years down to 14 months. These estimations are based on extrapolated applicant volume of approximately 8,000 / year, and an 11 minutes / application time savings.

# Enterprise Content Management

- What is Enterprise Content Management?
  - Enterprise Content Management (ECM) was ranked as the third highest technology priority for 2010 by the National Association of State Chief Information Officers (NASCIO). ECM is the strategy, policies and technology tools that a business uses to manage its content.
  - Content to be managed includes all paper, electronic, e-mail, web, video and text documents across an enterprise.

# Enterprise Content Management

- Why do we need ECM?
  - Compliance with open record and legal discovery requirements.
- Benefits of using ECM.
  - Considered a green initiative.
  - Allows storage, search and retrieval of documents in the most efficient and cost effective manner possible.
  - Workflow and increased productivity are major contributors to the Return On Investment.

# Enterprise Content Management

- Benefits of using ECM.
  - It is unreasonable to establish record retention policies and expect employees to adhere to them without also providing them with the necessary training and tools to accomplish the goals.

# Enterprise Content Management

- The Waukesha County Approach



Questions?

Thank You!



**ORACLE<sup>®</sup>**

**High Performance Government in Action:  
Ohio Shared Services**

**J.D. Williams  
Vice President - Application Solutions  
Oracle State & Local Government**

**What is the purpose of Government?**

*“A good government implies two things: fidelity to the object of government, which is the happiness of the people; secondly, a knowledge of the means by which that object can be best attained.”*



*James Madison*

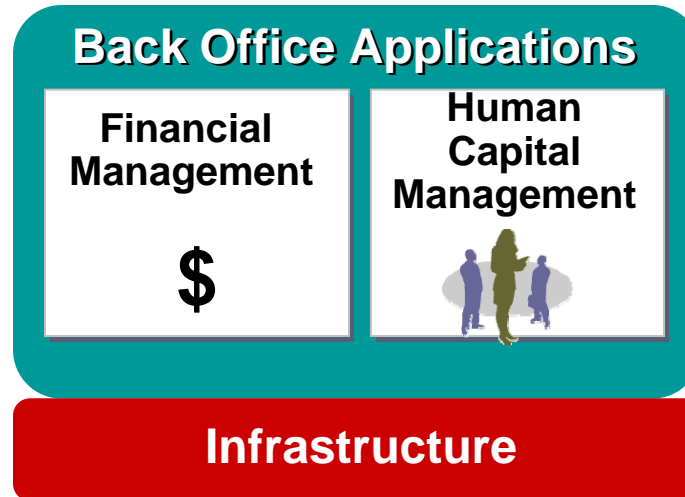
*“A good government implies two things: fidelity to the object of government, which is the happiness of the people; secondly, a knowledge of the means by which that object can be best attained.”*



*James Madison*

# Traditional Areas of Focus for Public Sector Organizations

**MONEY**



**PEOPLE**

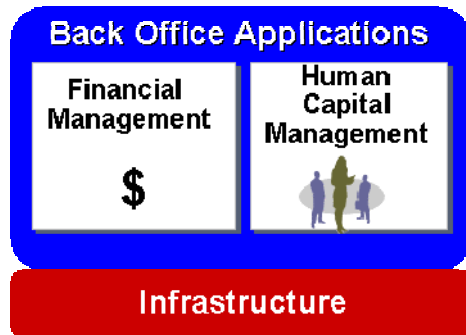
- Faster closing processes
- Auditable statements
- Reduced interest penalties



- Increased automation of HCM processes
- Centralized employee data
- Increased employee satisfaction

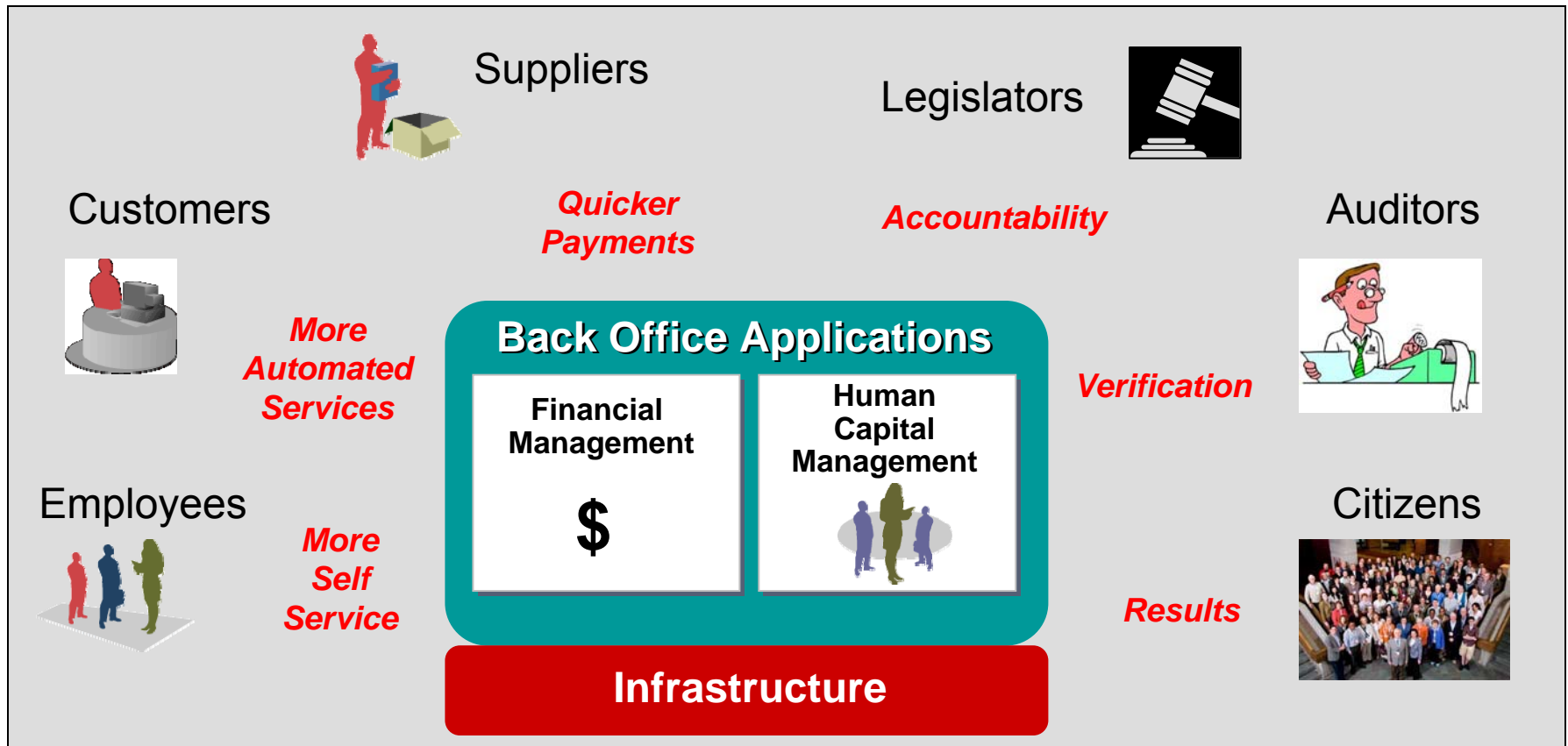
# Traditional Areas of Focus for Public Sector Organizations

## *Financial and Human Capital Management*

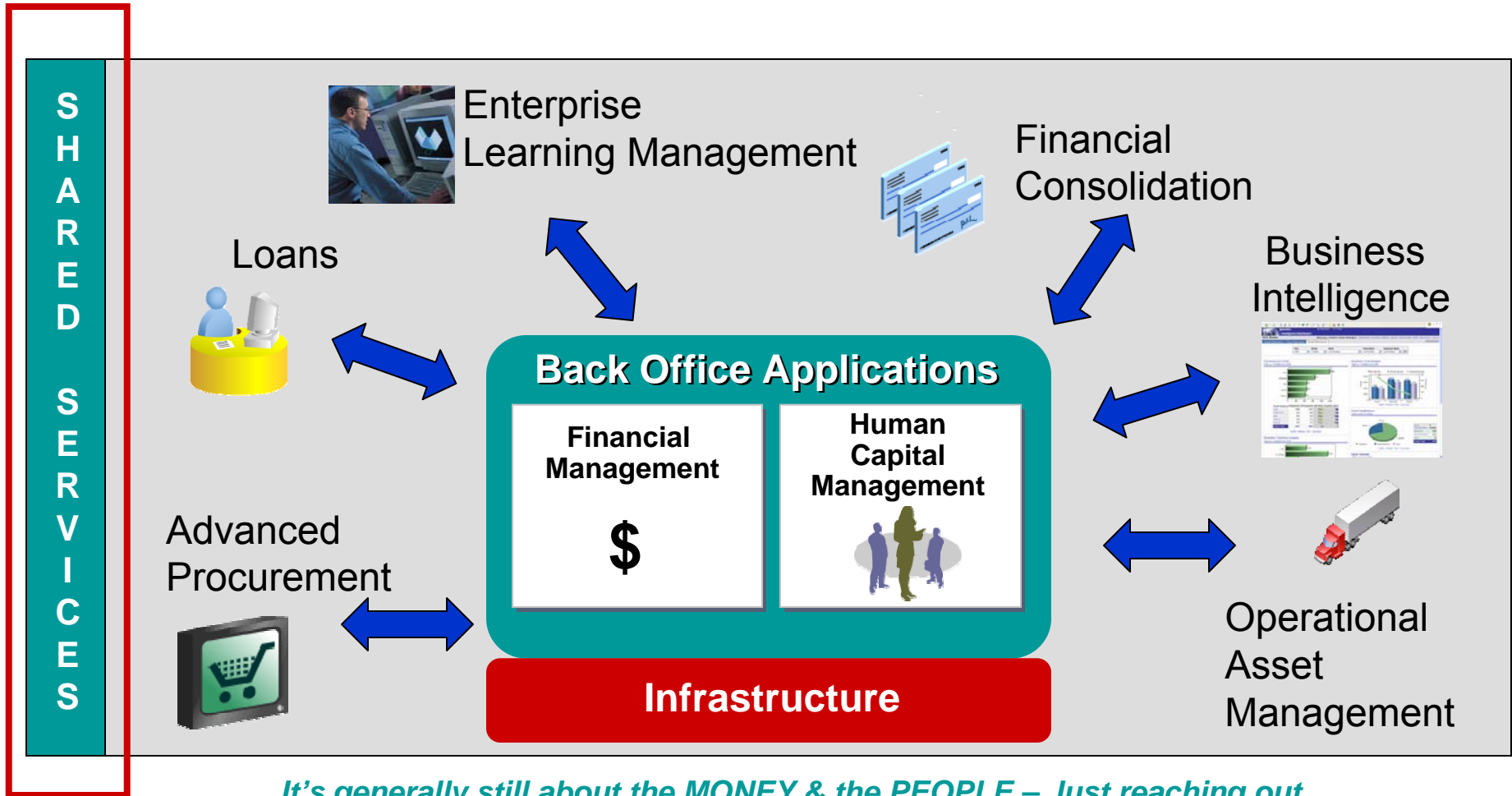


- Generally focused on back-office functions and tended to be “inward” focused
- Affected constituency was typically confined to the finance and human resource community
- Lacked operational touchpoints...or, at best, was handled through batch interfaces

# Beyond ERP: A more complicated constituency base exerting new challenges on organizations

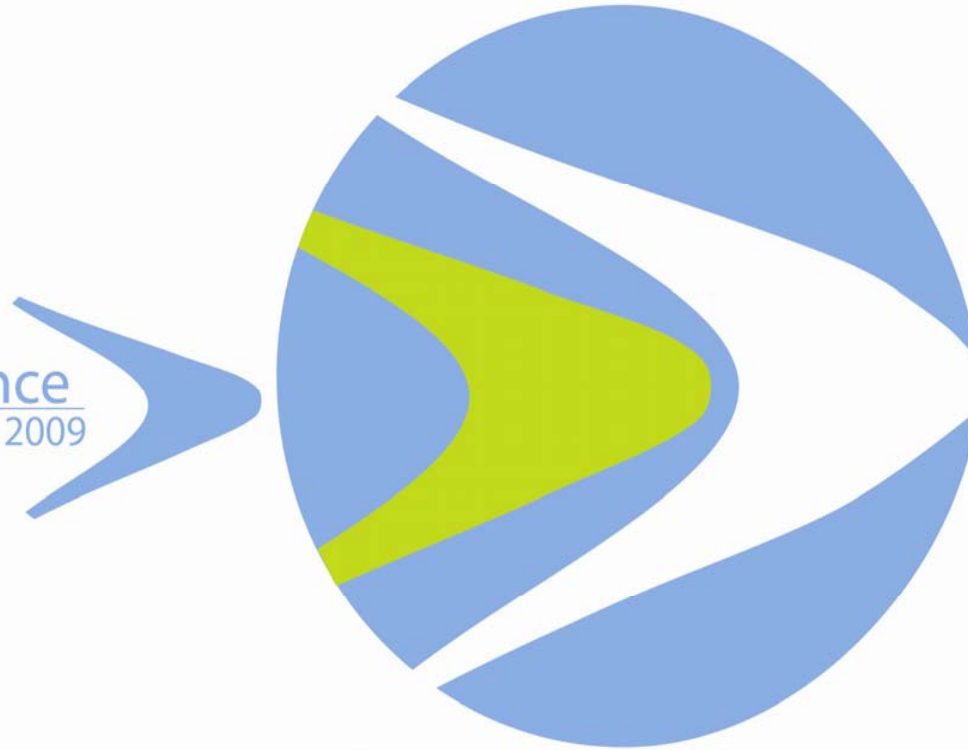


# Beyond ERP: Samples of Emerging Focus Areas for Public Sector Organizations



*It's generally still about the MONEY & the PEOPLE – Just reaching out further to focus on additional enterprise business processes*

Finance  
Coming 2009



**Ohio** Shared Services  

---

Service First

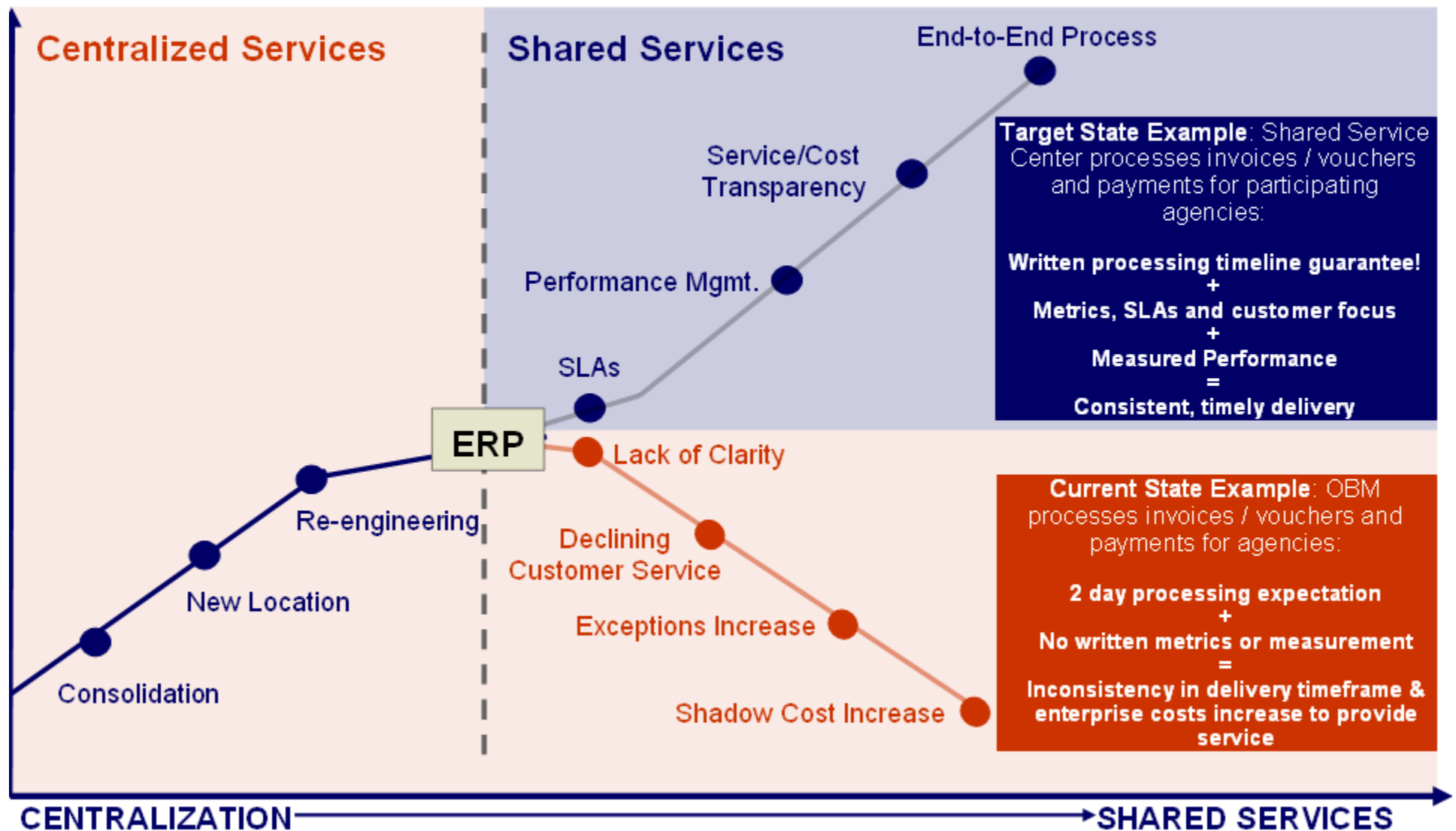
# Facing the Facts

- Forecasting 80M budget deficit as a result of recession and tax reforms in 2008-2009
- Over 500 positions eliminated to balance budget
- Eligible to retire
  - 14% of workforce in 2011
  - 33% of workforce in 2014
- Investments in technology have not provided the promised results

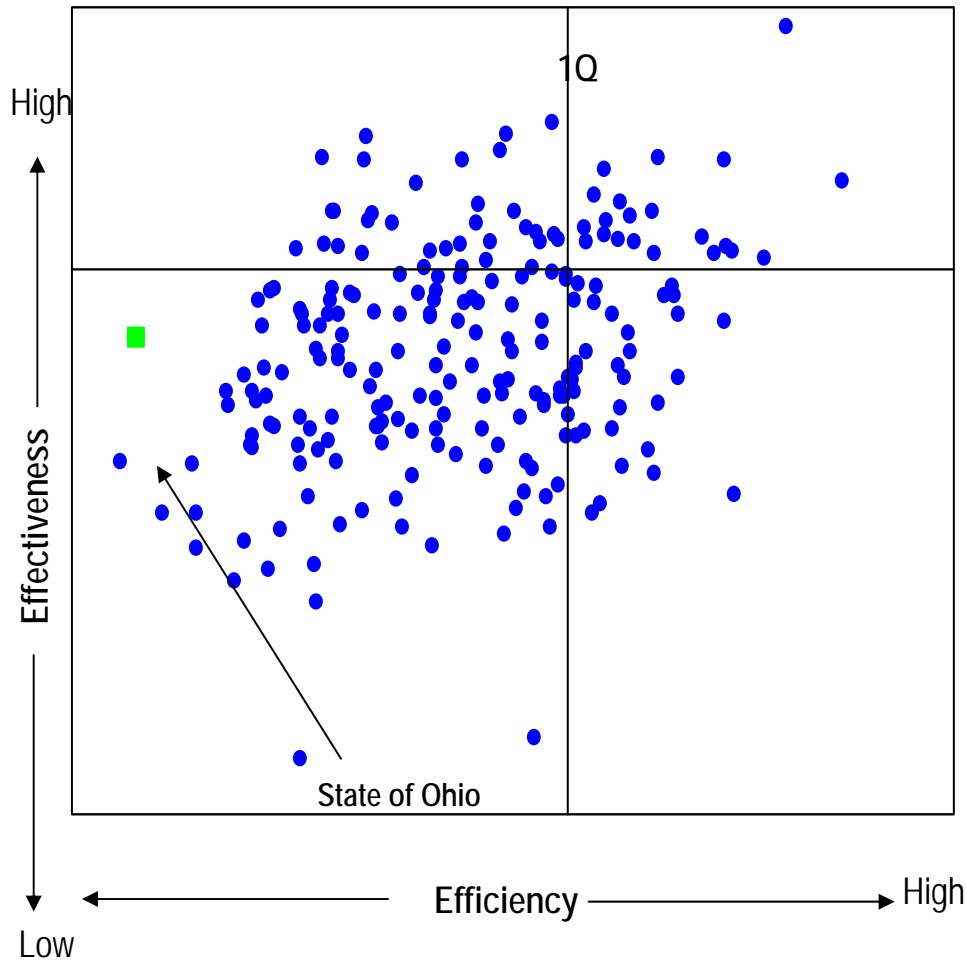
## Applications in Production

- ***December 2006:***
  - Core HR
  - Payroll
  - Time and Labor
  - ePay
  - HCM Enterprise Performance Management (EPM)
- ***April 2007:***
  - Benefits Administration
  - COBRA
  - EPM for Ben. Admin. & COBRA
- ***July 2007:***
  - Purchasing
  - General Ledger
  - Accounts Payable
  - Accounts Receivable
  - Financials Data Warehouse/EPM
- ***July 2008:***
  - Billing and Receiving
  - Asset Management
  - Budgeting and Planning

# Shared Services vs. Centralized Services



# State of Ohio's Value Grid Shows Opportunity to Improve Performance in Effectiveness and in Efficiency



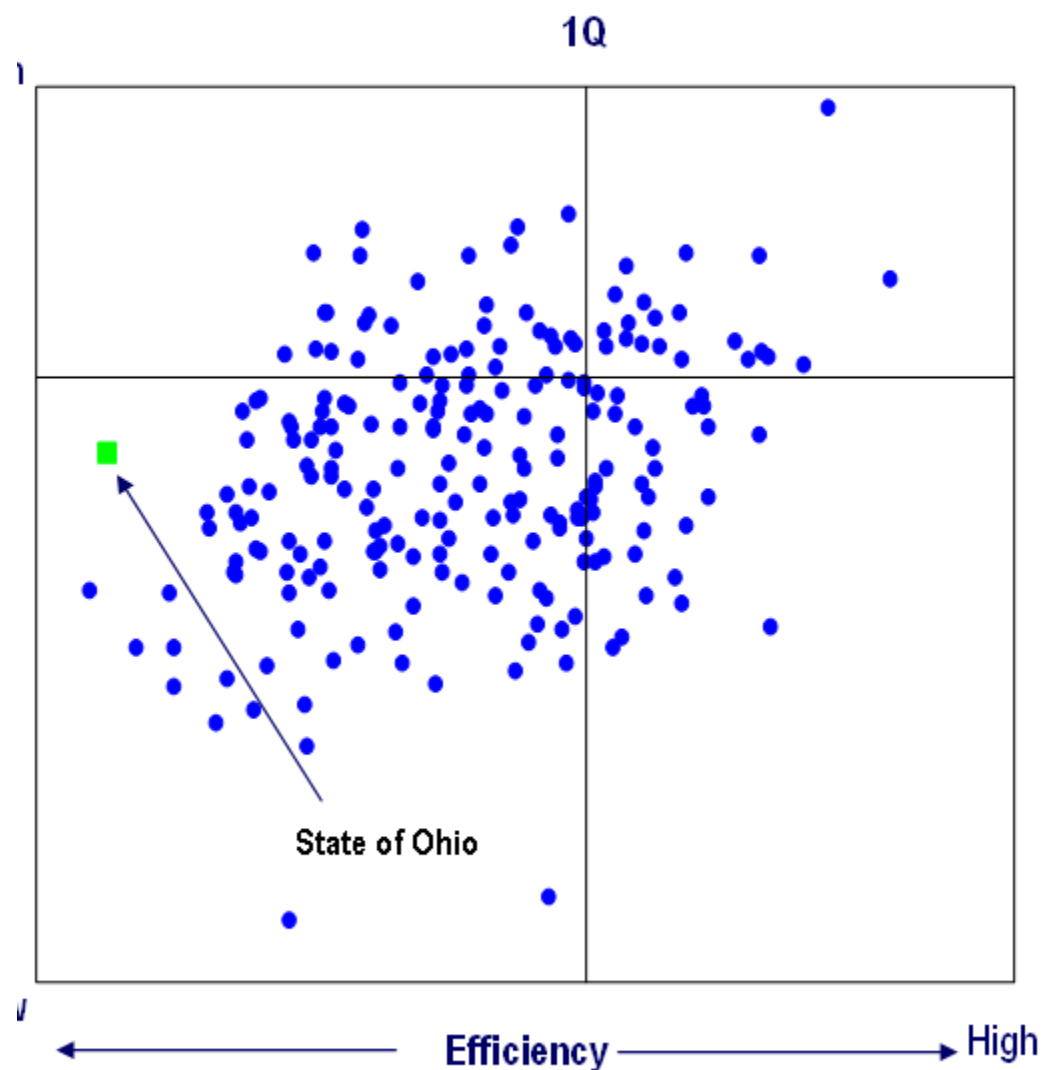
● Comparable Orgs      ■ State of Ohio

1Q

		Key Finance Drivers	State of Ohio
Efficiency		Total Cost	
		Transaction Processing Cost	●
		FTEs & Productivity	●
		Cycle Time	●
		Technology Leverage	●
Effectiveness		Role of Finance	●
		Talent Management	●
		Value of Analysis	●
		Quality	●
		Economic Return	●
		Information Access	●

● Most KPIs for the Key Driver are at or near World-Class  
 ● Some KPIs for the Key Driver are at or near World-Class  
 ● Most KPIs for the Key Driver are far from World-Class

# State of Ohio's Value Grid Shows Opportunity to Improve Performance in Effectiveness and in Efficiency



● Comparable Orgs

■ State of Ohio

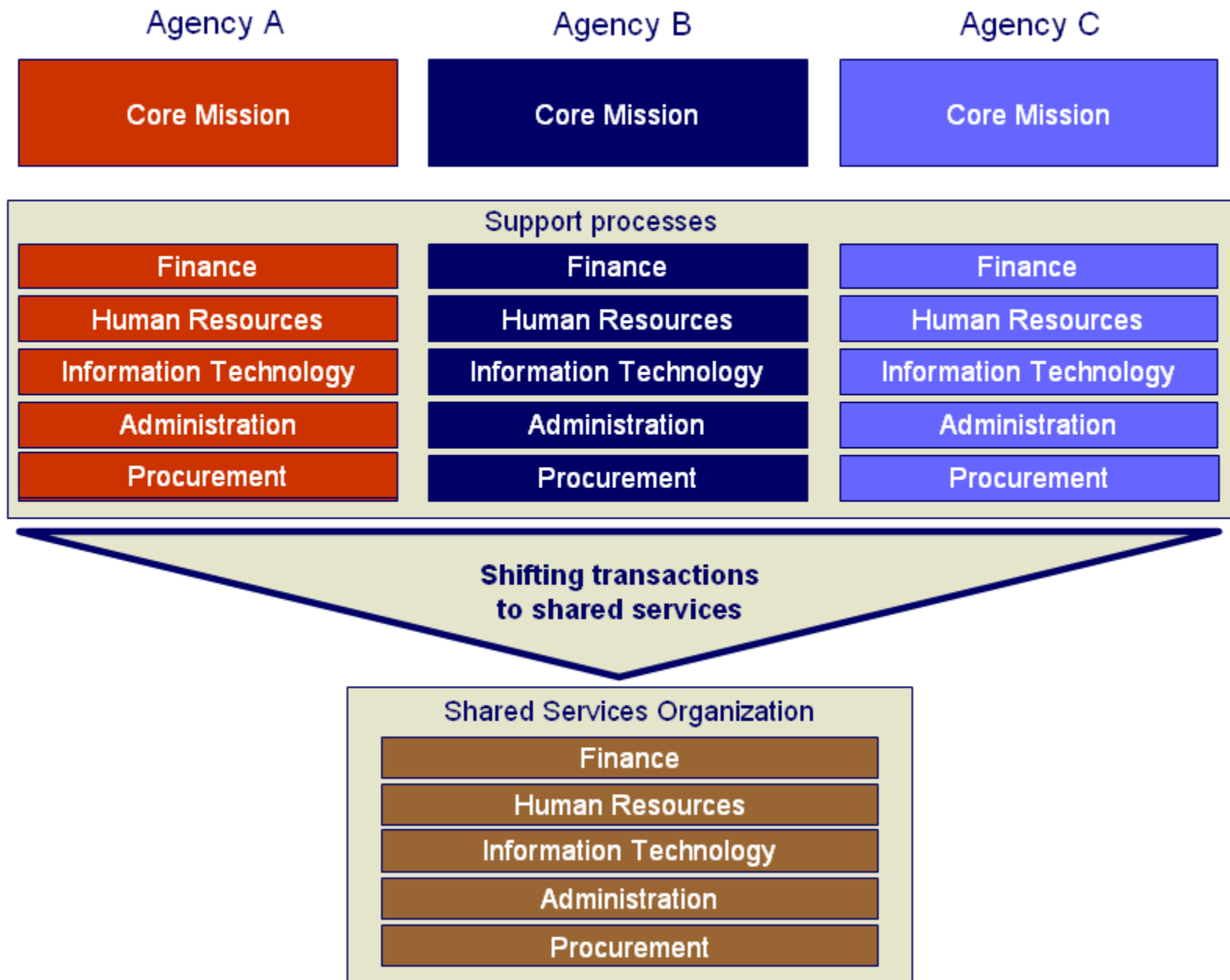
		Key Finance Drivers	State of Ohio
Efficiency	Total Cost	●	
	Transaction Processing Cost	●	
	FTEs & Productivity	●	
	Cycle Time	●	
	Technology Leverage	●	
Effectiveness	Role of Finance	●	
	Talent Management	●	
	Value of Analysis	●	
	Quality	●	
	Economic Return	●	
	Information Access	●	



● Most KPIs for the Key Driver are at or near World-Class

● Some KPIs for the Key Driver are at or near World-Class

# What is Shared Services?



# Benefits Realization Assessment Scope

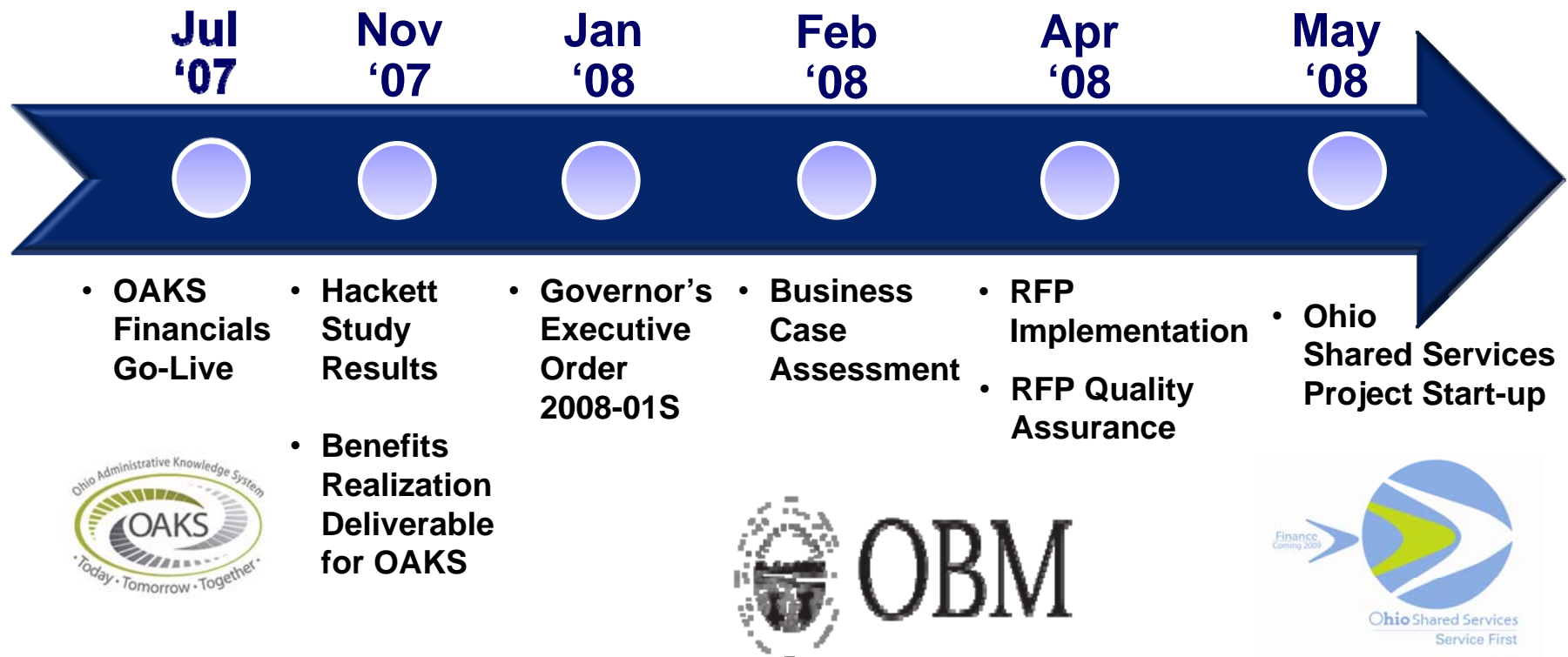
## State of Ohio

Procure to Pay	Record to Report	Order to Cash	Hire to Retire	Technology Services	Other
Vendor Data Mgmt	Fixed Assets	Inbound Sales	Strategic Workforce Planning	Infrastructure Mgmt	Product Design
Acquisition & PO Processing	Interagency Accounting	Outbound Sales	Staffing Services	End User Support	Manufacturing
Supplier Scheduling	General Ledger	Order Mgmt	Total Rewards Planning	Infrastructure Development	Inventory Mgmt
Receipt Processing	Cost Accounting	Collections	Total Rewards Administration	Application Maintenance	Warehousing
Accounts Payable	External Reporting	Customer Billing	Time & Attendance	Application Dev & Implementation	Distribution
Travel & Expense	Compliance Mgmt	Cash Application	Payroll Administration	IT Business Planning	Facility Mgmt
Procuring Execution	Planning & Performance Mgmt	Cash Mgmt	Data Mgmt, Reporting, & Compliance	Enterprise Architecture Planning	Real Estate
Supplier Mgmt & Development	Business Analysis	Capital & Risk Mgmt	Workforce Dev Services	Emerging Technologies	Warranty Mgmt
Procuring & Strategy	Finance Function Mgmt		Organizational Effectiveness Services	Quality Assurance	Marketing/Public Relations
Compliance Mgmt			HR Function Mgmt	Risk Mgmt	Legal
Government Function Mgmt				IT Function Mgmt	Internal Communication

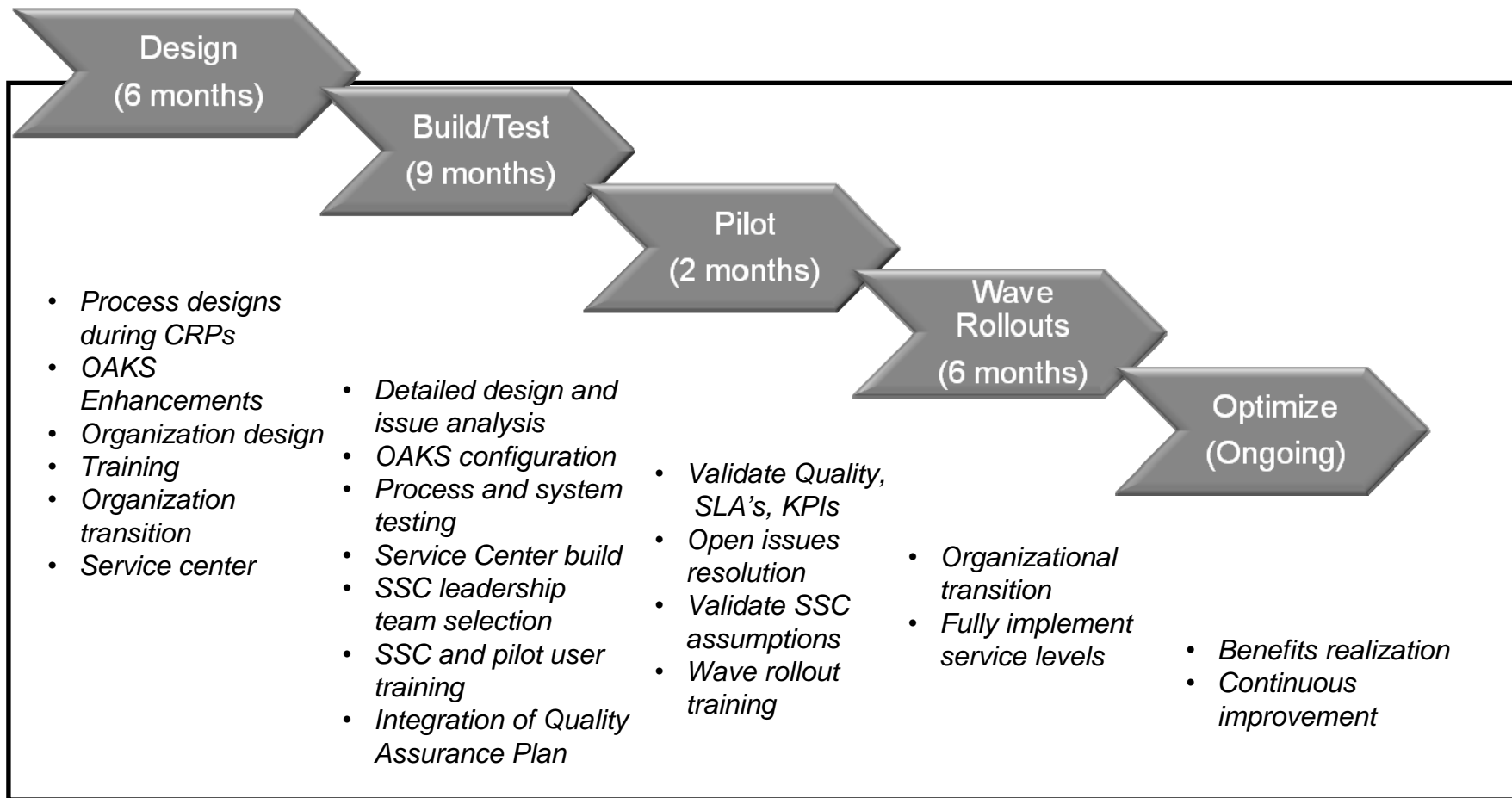
**Legend**

- Recommended Assessment Scope
- Most frequently in Shared Services
- Typically in Shared Services
- Typically not in Shared Services

# Looking Back: How we got to today



# Project Timeline



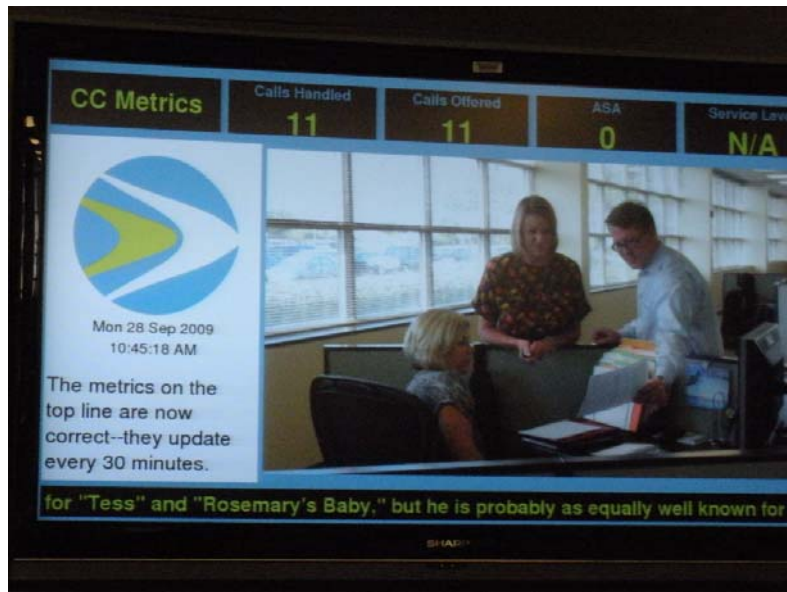


Ohio  
Shared  
Services

4310

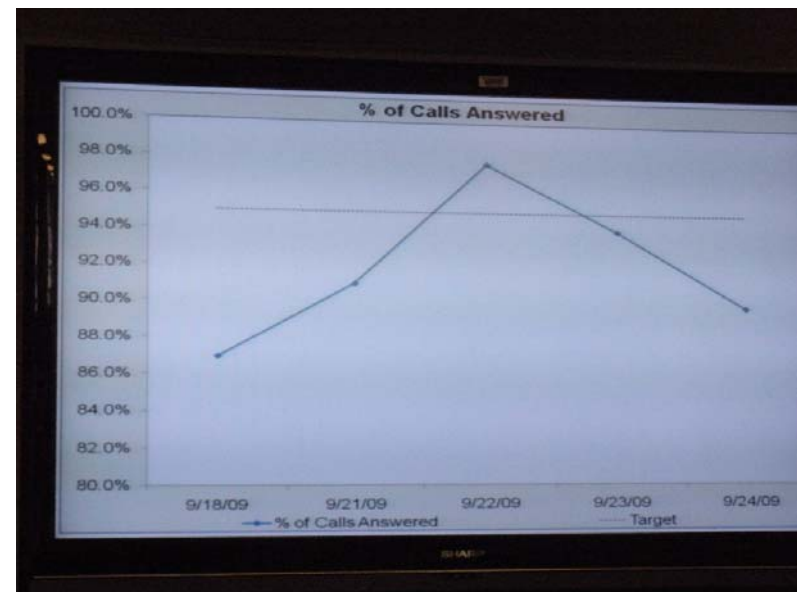






**Contact Center Daily Scorecard as of: 09/24/2009**

Operational Metrics	9/18	9/21	9/22	9/23	9/24	Stabilization Target	Target Met?	5 Day Avg. Improvement
# of Calls Answered	100	101	129	126	123			
# of Calls Offered	115	111	132	134	137			
<b>% of Calls Answered</b>	87%	91%	98%	94%	90%	> 95%		
<b>Average Speed to Answer (in seconds)</b>	128	88	29	57	101	< 180		
Opening Email Balance	127	66	80	81	79			
(+) Emails Received	36	54	78	51	83			
(-) Emails Processed	47	40	77	53	19			
Email Backlog at End of Day	116	90	81	79	143			
Cases Open at Beginning of Day	86	90	72	84	96			
(+) # of Cases Opened	94	115	126	105	96			
(-) # of Cases Closed	70	133	114	93	105			
Open Cases at End of Day	90	72	84	96	86			
Case Throughput % (Closed/Opened)	74%	116%	90%	89%	111%	> 100%		
Avg. Cases Opened per SSA	NA	NA	NA	NA	NA			
<b>Aging of Open Cases</b>								
0-3 Days Volume	64	51	65	81	74			
<b>0-3 Days %</b>	71%	71%	77%	84%	86%	> 80%		
4-5 Days Volume	11	11	8	7	6			
<b>4-6 Days %</b>	12%	15%	10%	7%	7%	< 15%		
6+ Days Volume	15	10	11	8	6			
<b>6+ Days %</b>	17%	14%	13%	8%	7%	< 5%		





**“In the pursuit of excellence,  
there is no finish line.”**

- Lieutenant General Robert H. Forman



**“We will be known  
by the tracks we  
leave behind.”**

*- Dakota Proverb*



**Onward and Upward!**



**ORACLE<sup>®</sup>**

**High Performance Government in Action:  
Ohio Shared Services**

**J.D. Williams  
Vice President - Application Solutions  
Oracle State & Local Government**