Scott County Delivers
Investments in Technology
September 17, 2019

Panel Representatives:
Julie Hanson  Property & Customer Service Manager
Troy Beam    Transit & Fleet Manager
Jeff Peichel  County Information Officer
Connie Perila Business Relationship Manager
Kari Ouimette Economic Assistance Director
Cindy Geis   Community Services Director
Adam Pirri   Chief Deputy Sheriff

Results Map:
- Responsible: Accountable, innovative and efficient government
- Responsible: Sustained fiscal health through a well-run organization
- Responsible: Provides a high quality workforce dedicated to good customer service
- Responsible: Provides understandable and accurate information
- Livable: Reliable roads, trails and sidewalks, and transit options are available to all
- Safe: Children and vulnerable adults are protected and their basic needs are met
- Safe: Enforce laws, be prepared and respond to emergency situations

Scott County Board Objective/Strategy:
- Objective: Responsible Government: Providing accountable, innovative and efficient programs and services
  - Strategy: Fulfill the role of county government through recruiting and maintaining a quality professional workforce, enabling technology and fostering creative thinking
  - Strategy: Invest in technology so that everyone can increasingly perform County business anywhere at any time
    - Provide staff mobility – 100% by 2019
    - Provide activity for citizens to obtain information and purchase/apply online
  - Strategy: Use clear, reliable information to develop and communicate service priorities, budget decisions, and value for taxes paid

What goal are you trying to accomplish:
Scott County created a technology roadmap that identified the business needs for more timely, agile, and effective Information Technology services to support the changes and needs of the County’s operations. There is a focused effort to keep software current, replace antiquated software, or acquire new technologies in order to minimize the need for additional staff as workloads increase and add efficiencies where possible. The goal is to:
- Provide customers electronic transaction options anywhere and anytime
- Be more nimble in service delivery
- Implement technologies more quickly
- Move away from custom built solutions
- Understand business processes, mobility and utilize technology to make business most efficient

Background:
Scott County is one of the fastest growing Counties in the state. The County prides itself on being able to serve both internal and external customers in the most knowledgeable and efficient manner. Data trends from business process reviews and data mining from applications guide department leaders on smart choices for investments (people, process and technology).
There is an internal strategy outlined in the approved technology roadmap requiring resource dedication from business units and the Enterprise Business Technology department that will focus on research to guide business units on identifying short-term and long-term technology efforts to improve their business processes and customer service. Business units, along with staff from the Enterprise Business Technology department, must think out of the box and dedicate the resources necessary to make sound decisions on these components:

- Limitation of space and ability to ‘work smarter’
- Clear understanding of data and Key Performance Indicator’s/drivers and use the data to drive better business decisions
- Reviewing job roles – consider changes to ensure we hire the right skills for the changing environment and applications (analysts, Business Information/System Specialist, application experts, etc.)
- Leverage a mobile workforce and digital files (eliminate paper) for greater efficiencies
- Understand business processes through process mapping to identify gaps, opportunities, and other improvements and dedicate resources to implement these changes to gain efficiencies and automation

The subject of discussion throughout the research was expected to discover the department technology needs and establish a work-plan that could be implemented that would address the following five topics:

- Improved customer experience in performing transactions anytime, anywhere
- Improved staff experience with increased mobility, work space improvements and technology agility, access, and uptime through use of ‘As-A-Service’ technology services
- Understand and implement process improvements to drive efficiencies, performance and excellence
- Increased performance and transparency through improved data management, data use and data retention
- Increased performance in technology hardware equipment, services, use, device rotation and security, particularly in the areas of desktops and mobile devices, networking and fiber

County leadership and staff have met and have continued conversations regarding space, people, and process and how technology can relate and assist in addressing gaps and opportunities, especially in light of the new buildings and renovations to existing facilities. Due to limited financial resources, leaders and staff must be innovative and be able to measure every investment in order to address the following:

- Space – How does the County leverage technology through mobility, ‘working smarter’ and open work areas to address work space demands?
- People – How does the County leverage technology to help address increasing workloads?
- Process – How does the County leverage technology and space to improve efficiencies in customer service and operations?

As needs increase and resources remain limited, departments all need to be open to change; look for continuous improvements in how services are delivered; talk to our peers on the best strategies to deliver with the use of technology and process improvements; and finally understand that adding people does not always address the problems we face. We all must be creative in how best to overcome the challenges of government and the people we serve.
The following projects and software implementations are the focus of this presentation:
- CaseWorks for Economic Assistance (Income Maintenance, Child Support)
- CityView for E-Permitting Building Permit Portal (Phase I & Mobile Implementation)
- AssetWorks for Fleet Vehicle Maintenance and Repair Prevention
- Agile Fleet Controller for Fleet Tracking, Mileage Reimbursement & Costing
- Novus for Transit Medical Appointment Scheduling and Tracking
- Creditron for Property Tax Payment Processing
- RecordEASE for Land Records Document Recording
- MNLARS for Driver Vehicle Services
- E-Pollbooks for Election Day Processing of Voter Registrations and Roster Signing
- Computer Rotation for tracking of device support and enhanced mobility
- Costs to Maintain and Support technology – Technology Roadmap Strategy
- Law Enforcement Technology Group for the purpose of maintaining and exchanging data for police, fire, dispatch, jail, etc.
- GIS & Addressing System of Record used to ensure accurate address for 911 Dispatch

Key Performance Indicators (KPIs):
- Preventative Maintenance Compliance
- Reimbursement by Department
- Medical Assistance Provider Trips Percent Of On-time Appointments
- Percent of Supplemental Nutrition Assistance Program Expedited Applications Processed Within One Business Day
- Percent of Cash Assistance and Supplemental Nutrition Assistance Program Applications Processed Timely
- E-Recorded Documents

Supporting Measure(s)
- Costs Per Mile By Year
- Total Miles
- Investments in Technology 2014-2018
- IT Staffing Levels
- Staff Allocation in Land Records 2014-2019 (year to date)
- Tax Payment Posting
- Driver Motor Vehicle Processing Times
- Customer Service Wait Times
- Number of Devices by Device Type
- Over the Counter Permit Totals
- Over the Counter Permit Staff Hours
- People Served Before and After Document Management System Implementation
- Accuracy of County Locational Data for E911 Dispatch
- E-Pollbooks Staff time Saved
- Law Enforcement Technology Group

What’s working well and why?
- As an organization, the County recognized improvements in efficiency due to investments in technology enabling electronic processing of data
- Staff are more mobile, allowing them to best address customer issues and gain efficiency in gathering data and updating applications
- A conscious effort to address customer needs allowing them to conduct business anywhere anytime is actively being pursued and implemented
Governance model was overhauled and the changes made ensure resources are being focused on requests/projects that score high as they relate to the County’s results maps, division plans, cost/benefit, and resource capacity to deliver.

Projects are readied by ensuring proper documentation is complete in each stage gate in order to move forward.

Customer satisfaction trends up, which is a positive reflection of the dedicated staff that strive to meet the needs of the ever growing population.

Applications, such as New World Systems and TriMin, reside on platforms that are no longer supported have been replaced with applications that can be readily managed and supported. It is difficult to find programmers and support people for applications that reside on the AS400 platform.

A Total Cost of Ownership site was created to track all the various applications. This site is used to help departments understand and plan for future projects and to ensure that funding streams and staffing resources to support application replacements or upgrades are planned for and available.

**What’s not working well and why?**

- Consistency across the organization in following process for requesting both Capital Improvement Projects and operational projects in order to allow them to be scored and delivered by Governance or internal resource working teams.
- Full use of modules within systems are not utilized due to: application knowledge, staff time, and lack of access, analysis, data mining skillset or enterprise tool.
- Analysis of all the data elements to be able to measure Return on Investment (hard & soft) post implementation/process change is not always tracked due to: staff resources and/or lack of data in a system.
- Accountability across the County, that guarantees all levels of staffing, from front line staff to leadership, is clearly focused on ensuring the most efficient use of time and talent is being utilized.
- Frequent review and updating of process and procedure documents that will allow management and staff to continually make improvements to address needs, gaps, and opportunities and allow for long-term plans to address technical needs.
- Application research and development, support, and accountability by some vendors and inability for County to contractually hold them accountable for deliverables causes additional cost and inefficiencies.
- As systems are moved off premise, hardware is replaced, applications are upgraded or replaced, the technical support and management of the applications, servers, and any other supports are not tracked that would show whether the decisions made caused any real positive impact to the Information Technology department’s overall operations.
- Hosted and Software as a Service solutions are still maturing and have not been able to fully deliver on the promise of “zero internal Information Technology support needed” in most cases. As the County’s overall technology spend has increased it has put additional pressure on internal Information Technology staff, although not at the same level if solutions were hosted on-premises. The potential capacity from moving to hosted and Software as a Service solutions in existing areas has been quickly back-filled with implementation and support for new software solutions as adoption has increased across business units.

**Next Steps / Future Program Development and why?**

- Track the measurable outcomes expected from each project/investment and create snapshots on findings.
- Expectation of division directors, managers and supervisors to create, review, and maintain current state definitions and process documents.
- Utilize the Process Improvements Playbook for gaps and opportunities and track the implementation/change in order to measure the outcome of the change.
• Establish a reporting calendar of Return on Investment to Governance for the approved and implemented Capital Improvement technology projects once measures have been attained (6-18 months)
• Track all the functionality of software and create a calendar to ensure all modules are implemented if value can be gained from them
• Additional resources are needed for data analysis in order to assist departments in extracting data, implementing changes that would gain efficiency, and utilize software to the fullest maximization
• Address the issues in the Customer Service area with the long wait and processing times for Driver and Vehicle Services. Add technology to inform the public on their mobile device as to current wait times
• Evaluate our current project queueing process, Information Technology staffing model and direction to ensure they are aligned with the volume and velocity desired for execution of project work

Report on the following as they will be implemented during 2020-2021:
• CityView Workspace – hosting option
• Tyler Technologies – Tax & Computer-Assisted Mass Appraisal (CAMA) system implementation – track portal usage, customer service efficiencies and other charter measures
• Land Records – Migration of all documents to electronic images
• Health and Human Services Document Management system implementation
• Kiosks/Queue Management System – usage in Customer Service and Health and Human Service areas
• Cartegraph – asset tracking tool for Facilities and Transportation Services
• Vitals, License, Permits portal – online application for vital statistics (birth, death, marriage) and misc. licenses
• Advanced Traffic Management System implementation
• Body/Squad Cameras
• Mental Health Center application (Vireo) hosting
• CaseWorks application hosting

Funding Description

Explanation of Funding Information
The Priority Based Budgeting (PBB) sheets for programs that relate to the topics covered in this presentation are included in the packet. These profile sheets include both program revenue from outside sources, levy contributions to the program, and program costs. It is important to note that the PBB model includes administrative and management expenses not included in the operating statements as these expenses are allocated across the PBB programs through a standard allocation process. In addition, the program description on the form includes the following:
• Direct: is the total of Personnel costs + Non Personnel costs
• Total: is Direct + Admin
• Personnel: direct program staff allocated to the program and support staff allocated by FTE
• Non Personnel: Any expenses that are not direct staff costs
• Admin: management costs allocated by FTE that may not be reflected in the program operating statement
• Revenue: is program revenue from state, federal or other grant sources
• Levy: is county levy costs associated with the cost of running this program
### Resources:

<table>
<thead>
<tr>
<th>Resource Type</th>
<th>Title</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>KPI</td>
<td>Preventative Maintenance Compliance</td>
<td>Fleet Performance Measures, 9012 KPI</td>
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<tr>
<td>Snapshot</td>
<td>Costs Per Mile By Year</td>
<td>Fleet Performance Measures, 9011C(2)</td>
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<tr>
<td>Snapshot</td>
<td>Total Miles</td>
<td>Fleet Performance Measures, 9020</td>
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<td>KPI</td>
<td>Reimbursement by Department</td>
<td>Fleet Performance Measures, 9016 KPI</td>
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<td>KPI</td>
<td>Medical Assistance Provider Trips – Appointment On Time Percentage</td>
<td>Transit Performance Measure, KPI 44</td>
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<td>Snapshot</td>
<td>Investments In Technology 2014-2018</td>
<td>Information Technology Snapshot Technology Investment</td>
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<td>KPI</td>
<td>E-Recorded Documents</td>
<td>Land Records Performance Measures KPI 110e</td>
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<td>Snapshot</td>
<td>Land Records Staff Time Allocation</td>
<td>Land Records Performance Measures Snapshot Timecard Reporting</td>
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<td>Snapshot</td>
<td>Tax Payment Posting</td>
<td>Customer Service Performance Measures Snapshot Creditron</td>
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<td>Snapshot</td>
<td>DMV Processing Times</td>
<td>Customer Service Performance Measures Snapshot DMV Process Times</td>
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<td>Snapshot</td>
<td>Customer Service Wait Times</td>
<td>Customer Service Performance Measures Snapshot Wait Times</td>
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<td>Number of Devices by Device Type</td>
<td>Enterprise Business Technology Performance Measures Snapshot #Device Form Factor</td>
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<td>Snapshot</td>
<td>OTC Permits Totals</td>
<td>Property and Taxation Measures and KPIs Snapshot 142a</td>
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<td>Snapshot</td>
<td>OTC Permit Staff Hours</td>
<td>Property and Taxation Measures and KPIs Snapshot 142b</td>
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<td>KPI</td>
<td>% of SNAP Expedited Applications Processed Within One Business Day</td>
<td>Income Maintenance Performance Snapshot #10 (Efficiencies)</td>
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<tr>
<td>KPI</td>
<td>% of Cash Assistance and SNAP Applications Processed Timely</td>
<td>Income Maintenance Performance Snapshot #12 (Efficiencies)</td>
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<td>Snapshot</td>
<td>People Served Before and After Doc Management System Implementation</td>
<td>Income Maintenance Performance Snapshot #17</td>
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<td>Snapshot</td>
<td>Accuracy of County Locational Data for E911 Dispatch</td>
<td>Planning and GIS Performance Measures Snapshot 9025a</td>
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<td>Snapshot</td>
<td>E-Pollbooks Time Saved</td>
<td>Elections Performance Measures Snapshot #38b</td>
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<tr>
<td>Snapshot</td>
<td>LETG</td>
<td>Sheriff Performance Measures Snapshot LETG</td>
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</table>

### Related Program Profile Sheet:

| Program Number | Program Name |
|----------------|--------------|--------------|
|                |              |              |
**About this measure:**
This measure shows the percentage of all of our preventative maintenance work that was completed when it came due to be performed.

**Why does this matter?**
All of our preventive maintenance is based on manufacturer's recommendations. It is important to do the preventive maintenance on time to prevent other repair costs that may have been avoided if scheduled routine maintenance had been provided on time.

**PREVENTIVE MAINTENANCE COMPLIANCE**

<table>
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<th>Year</th>
<th>LATE</th>
<th>ON TIME</th>
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<tr>
<td>2016</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>2017</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>2018</td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td>2019</td>
<td>10%</td>
<td>90%</td>
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</table>

*Source: AssetWorks - Scott County Fleet Maintenance Software*  
*PM Compliance Report at 1 mile over*
About this measure:
The top graph (Costs per Mile by Year) measures the cost per mile for motorpool usage and the mileage reimbursement rate per mile. The bottom graph (Savings per Year) outlines the dollars saved by using motorpool verses paying out mileage reimbursement.

Why does this matter?
These measurements are important because it helps us identify the total cost of using motor pool vs paying out mileage reimbursement.
Delivering What Matters
Fleet

About this measure:
This measure allows us to see the total number of miles that were put on by mileage reimbursement and motor pool with a grand total for each year.

Why does this matter?
This graph allows us to see how many miles we utilize to operate our businesses each year. In addition, this gives us a quick view of how many of the total miles are driven in motor pool vehicles vs mileage reimbursement. We have a goal of miles paid out in reimbursement to be a maximum of 75,000 miles.

Total Miles

Source: Fleet Controller, Asset Works and Infor Financial software
About this measure:
This measure indicates the dollars spent on mileage reimbursement by the top ten departments from 2015 - 2018.

Why does this matter?
This measurement is important because it helps us narrow down our spending patterns by department so that we can focus on high needs areas, analyze data, work on ways to address needs for fleet cars, and work with business units on ways to reduce our costs.
About this measure:
Medical Assistance Provider's Appointment On Time Performance is a measure of their service dependability. "On time" is defined as arriving at the destination by the requested appointment time.

Why does this matter?
Our goal is to be 100% on time because the passenger looks for their provider to be on-time to every one of their medical appointments. On-time performance dramatically affects the confidence that our citizens have in the services we help to provide.

Source: SmartLink Trapeze
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Information Technology

About this measure:
This measure shows the technology spend across all departments for the major components of technology used by the County. The bulk of this spend is on software subscriptions and licenses. The Technology Roadmap reflects a strategy for applications to move to As-A-Service type model. By moving through these next steps, Scott County will enjoy more of the benefits including Information Technology agility, improved up-time, increased security, capacity planning and accountability as well as level Information Technology expenditures.

Why does this matter?
The investment in technology continues to increase over time, much of which is simply to keep pace with the changing landscape of work the County needs to do to serve our citizens. New applications enable greater efficiency and throughput, through increased paperless processes and online transactions, while making the experience for citizens better. All of this comes at a cost, in capital up front, and support ongoing to ensure everything continues to stay up to date and secure. The alternative to this would be a much larger curve in having to add staff to manually process all the transactions received by County staff.

Source: Infor Accounting and Budget

Investments in Technology between 2014 - 2018

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Capital Technology</td>
<td>759,538</td>
<td>1,428,039</td>
<td>420,324</td>
<td>1,084,051</td>
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<td>IT Hardware Maint/Warranty</td>
<td>-</td>
<td>141,284</td>
<td>65,059</td>
<td>220,801</td>
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<td>Hardware Repair</td>
<td>-</td>
<td>3,327</td>
<td>10,730</td>
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<td>Software Subscriptions</td>
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<td>Software Maintenance/Support</td>
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<td>Software</td>
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<td>Hosting &amp; Application Mgmt</td>
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<td>404,091</td>
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<td>Technology Equipment &lt;$5,000</td>
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<td>Workstation Computers</td>
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<td>49,478</td>
<td>4,569</td>
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About this measure:
This measure shows the number of electronically recorded (E-Recorded) documents, as well as, the percentage to all documents recorded. Until June of 2014, Scott County was only able to E-Record five document types. Currently there are hundreds of document types available.

Why does this matter?
E-Recording documents is becoming the process of choice for many title companies, banks and others. The process involves a 3rd party trusted submitter preparing the documents for recording. They are then submitted to the County electronically and are recorded on the same day. Using this process also reduces the amount of work in the Land Records Office.

Source: RecordEase software
About this measure:
This measure shows the percentage of time spent by six Land Records staff on the four major functions of their position. Note that Elections is cyclical, mostly on even years.

Why does this matter?
In 2014 we transitioned to a new software system for recording, called RecordEase. This E-Record process takes 80% less time to process than a paper document. This has allowed for staff reassignments to other work areas.
About this measure:
This measure shows the amount of hours spent by staff per tax cycle both pre-Creditron implementation and post. This takes into account time spent both by department staff and by those in other areas that would come to help us hand-post payments.

Source: Manual tracking

Why does this matter?
This system is a good example of smart investing. The cost of this system was $7,000 - compare that with the soft cost savings of nearly $25,000 per year; $85,000 since it's inception in early 2015. We can process payments more quickly and efficiently and with less burden on other departments. The tax system is updated faster, which enables external customers to self-serve on the website and verify taxes are current. That also results in payments going to the bank more rapidly. We are able to complete an entire tax cycle within days rather than weeks.
About this measure:

This measure shows processing times from pre-2017 and today. Since July of 2017, we have implemented both MNLARS (for motor vehicle) and Fast Drivers License. These changes have resulted in more than doubling process times (on average). Real and Enhanced Drivers License data is not available for the "Pre" numbers as they were not implemented until October 2018.

Why does this matter?

When this information is considered along with the wait times data, it can be better understood how and why they are affiliated. There is hope that when MNLARS is replaced some efficiency gains in the tab and title area will be realized - but we will still have the same responsibilities as far as entering additional information, which is time consuming. The Fast Drivers License system is very efficient and in most cases user friendly, but the document requirements are lengthy and often confusing for both staff and the public. We are working with the State of MN to try to streamline processes and communications as much as possible. Not only do transactions take longer to process, but the quantities of each are increasing. Motor vehicle transactions are up more than 9,000 as compared to 2017 and driver’s license up 7,500. In 2018, not taking into account any of our other services (vital records, property tax payment receipting, DNR, etc.) 199,996 transactions were completed for customers, which is 766 per day.
About this measure:
This measure shows wait times from pre-2017 and August 2019. Since July of 2017, we have implemented both MNLARS (for motor vehicle) and Fast Drivers License. There are still occasions where a customer can walk in and get straight to the counter, but they are happening much less often.

Why does this matter?
This measure matters because people expect to get what they need right away, with very little wait. One of the side effects of having a longer wait time is the frustration that comes from waiting and not being able to process your transaction. A recent survey we did involving the nearest deputy registrars showed significantly shorter wait times here when compared to other offices.
About this measure:
The measure depicts the conversion to mobile devices thus creating a mobile workforce to meet "21st Century Workforce" needs.

Why does this matter?
In alignment with the Board Strategy of a “21st Century Workforce,” a work location that is mobile enables employees to work from disparate locations depending on their schedules or workloads. Creating a mobile office using technology and software, such as laptop, Software as a Service applications, Skype for Business and Office 365 drives greater efficiency and effectiveness in achieving job outcomes.

Scott County recognized the need for mobile devices (laptops, tablets and phones) for staff that work in the field or at client locations. As part of annual device rotation and based on the type of work, staff devices were changed to mobile devices thus increasing productivity by eliminating duplicate work, providing real time access to data from any location and reducing devices to function ratio.

Source: Manual tracking
**Delivering What Matters**

**Building Inspections**

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**About this measure:**
This measure relates to the process by which builders, homeowners, and developers make application for building permits. Cityview is the current software used to issue permits. Over-The-Counter permits do not require a plan review. Currently a project is underway for online permits and applications that do require a plan review which is much more time intensive to process.

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**Why does this matter?**

The County is always encouraging departments to look for ways to increase customer satisfaction and overall experience and improving staff processing times in providing a service. The online permitting portal has provided many benefits to applicants, such as: expedited permit issuance, time saved in driving to the County, as well as cost savings in mileage and other travel costs. As more people utilize the online portal, greater efficiencies are gained by staff as the time it takes to process these permit applications is a fraction of those received by paper.
About this measure:

This measure shows the hours it takes the Building Inspections staff to process the Over-the-Counter portal permits compared to the Over-the-Counter paper permits.

Why does this matter?

As more people use the online portal, greater efficiencies are gained. The time it takes to process these permit applications is a fraction of the time it takes to process paper permits. Understanding where time is spent, helps managers know how to best allocate staff to cover workloads.

Source: CityView
About this measure:
This measure looks at the difference between the application date and the date the first benefit payment is issued for expedited SNAP (Supplemental Nutrition Assistance Program) food support applications. It compares total expedited SNAP applications to those that were processed within one business day. It also indicates when the initial document management system was implemented.

Why does this matter?
SNAP applicants are given expedited service when they have little to no other resources available to pay for food and, therefore, need basic safety net programs to meet a crisis. Efficient and timely processing of these applications help ensure that people’s basic need for food is met. This performance target is an established target through the Human Services Performance Management (HSPM) system through the Department of Human Services (DHS). The initial document management system was implemented in 2010, and timely processing increased by 12.5% the following year - a significant improvement. The County has continued to perform at levels between 9 - 19% higher than before the document management system was available.

Source: Human Service Performance Management Report
About this measure:

This measure looks at the difference between the application date and the date processed for SNAP (Supplemental Nutrition Assistance Program) for food support and each of our cash programs. Timely is defined as processed within 30 days. It also indicates when the initial document management system was implemented.

Why does this matter?

Cash and food assistance are a way to help people meet their basic needs. Timely processing of applications is one measure of how well counties are able to help people meet their basic needs. The initial document management system was implemented in 2010, and timely processing increased by 6.1% the following year. The County has continued to perform at levels between 3-18% higher than before the document management system was available, and is well above the state average every year.
Delivering What Matters
Income Maintenance

About this measure:
This measure looks at the number of people served in Child Support and Income Maintenance programs at two points in time - in 2010 when the original ScottWorks (now CaseWorks) document management system was implemented, and current day.

Why does this matter?
From 2010 to 2019, the number of people served in these programs has increased by 49%, while the staffing complement has increased by only 19%. CaseWorks has played an important role in staffs’ ability to manage the volume of documents associated with this significant growth, through automation of critical processes and workflows. It has also helped to improve service delivery and customer service by providing real-time access, to all documents, from anywhere. It has also helped to mitigate physical space and storage limitations.

Source: PRISM, MAXIS and METS systems reports
About this Measure
The Metropolitan Emergency Services Board (MESB) ensures that 9-1-1 calls get delivered to the correct dispatch center with accurate caller information. Automatic Location Identification (ALI) correlates the site address of the land line telephone from which the call was placed with the 911 center’s displayed address. When a 9-1-1 call is received at an incorrect dispatch center or the caller location is in error, it is reported as an ALI error. The industry standard is to have accurate location information for 99.5 percent of 911 calls.

Why does this matter?
Even a small number of errors can be critical, especially in situations where someone can’t speak due to a medical condition or because they’re being threatened and fear being heard on the phone. County GIS and Addressing staff have worked diligently to reduce the number of ALI errors. Collectively, by correcting address irregularities and street range information in our GIS database, staff have reduced the number of errors from 10% down to 5%. They continue to strive toward a 0% error rate.

Source: Metropolitan Emergency Service Board
Delivering What Matters
Elections Administration

About this measure:
After each election, the County is required to update or create voter records with election day registrations and voter history. It is imperative that this information is updated within the statutory timelines to ensure no voter has voted twice or has been ineligible to vote based upon citizenship, residency, or felony conviction.

Why does this matter?
In the past, the post-election data entry process took 3-4 people up to 6 weeks to manually enter all of the voter records in the Statewide Voter Registration System. Some handwritten forms were hard to read. Some registrations were missing key data. Since the implementation of data elements in election day registrations, updating of the voter record is more accurate and the process is extremely efficient.

Source: Infor Time Entry

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
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<tr>
<td>Cost</td>
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LETG is multifaceted and includes multiple software applications dependent upon business function. The benefits to internal operations include:

- Accessibility to the systems by giving partners limited access in order to search for information;
- Less data entry as the old system required duplicative entries;
- Ability to create and disperse own mobile forms;
- Integration with state services.

Challenges we encounter today include limited customer service and lack of research and development by the vendor. There have been no enhancements or upgrades made by the vendor since implementation. We currently have 64 unanswered requests for services within the vendor’s service portal.