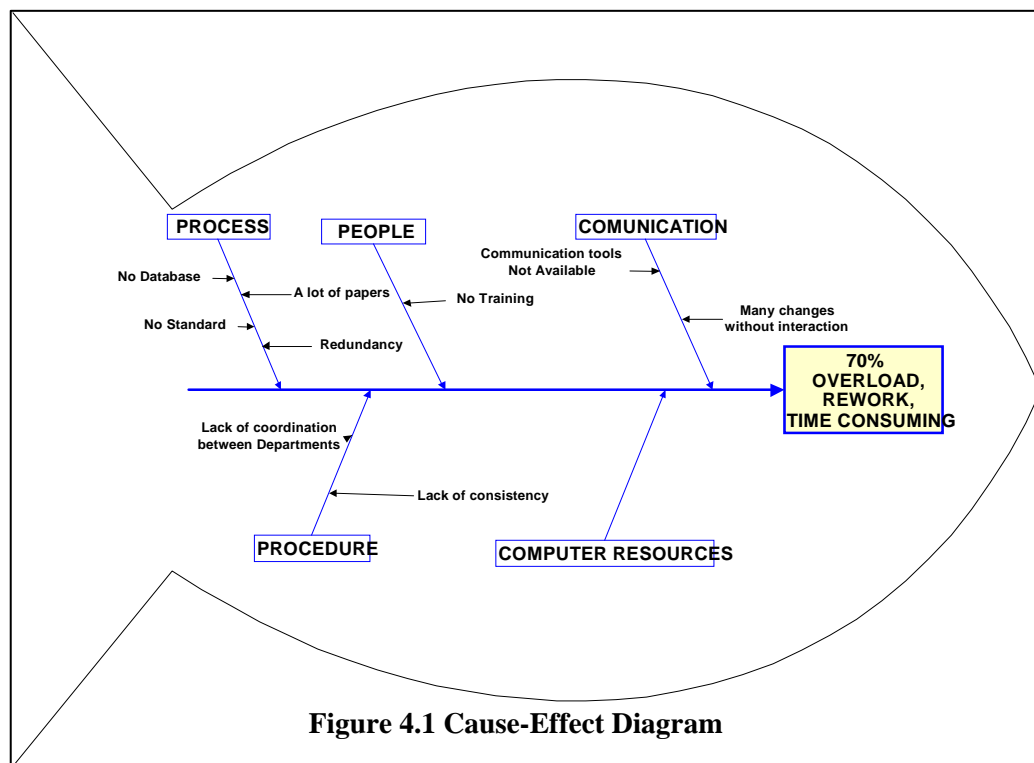


SECTION 4 - RESULTS

4.1 Business Process Evaluation Results

The existing business process for Phase I and II of the Agenda Process is less than ideal. The primary strength of the existing process is the adaptability and cooperation of the people involved. The primary weakness is the unreliability and difficulty of using the existing document management system. Other weaknesses include inconsistent file names and locations, paper instead of digital, and no auto routing. The major objective of the P&D is to improve the level of customer service and much of this can be achieved by better managing the Agenda Process.

Approximately 70% of P&D's employees are overloaded and waste time due to inconsistencies in the current system. The current system does not provide document tracking, searching capability, or information linking capability between Divisions.





Low scores in the Phase II Agenda Review Process indicate that a new system or process development in this Phase would have the most impact. Reliability and responsiveness in this phase are in need of improvement.

In order to improve the Agenda Process in P&D we need to implement business changes. The new process needs to:

1. Facilitate better communication.
2. Provide a higher level of reliability.
3. Be simpler and more user friendly.
4. Facilitate trust in the system.
5. Provide information and feedback to the user.
6. Provide a reminder system for users.

To achieve these objectives, it is recommended that new software and processes be put into place. A review of potential software solutions should be conducted along with the ability to implement these in the Seminole County P&D environment. Acceptance of the new system should be monitored and modifications put into place based on user feedback on a real-time development basis. Solutions that are essentially non-proprietary, flexible, and able to meet exact user needs will be required to meet this objective.

The table below shows how we can improve the Agenda Process.

Performance Attribute or Category	Performance Metrics	Actual	Parity	Advantage	Superior	Parity Gap	Opportunity
Supply Chain Delivery Reliability (1)	Item delivery performance	75	95	85	90	15	15%
	Perfect order fulfillment	75	95	85	90	15	15%
Supply Chain Responsiveness (2)	Order fulfillment lead time	79	95	87	92	13	13%
Supply Chain Flexibility (3)	Supply chain response time	80	97	88.5	90	10	10%
Supply Chain Cost	Cost (4)	100	50	75	65	35	35%
	Item return (5)	90	45	67.5	55	35	35%
Profitability (6)	Operating income	90	100	95	95	5	5%

Actual: Data based on an average of the current process from the business evaluation criteria.

Parity: Data that indicates how employees can improve the process by thinking of an ideal system.

Advantage: Data that indicates the best practices and literature review researches.

Superior: Data that indicates how employees can work toward satisfying internal and external customer needs by working with new technology

Parity Gap: Indicates our ideal system and the gap between the current system (Actual) and the ideal system (Superior).

Opportunity: Indicates in percentages how great an improvement will be made.

The terminology used is standard SCOR terminology. To better understand how this applies to the Agenda Process, the following footnotes are supplied:

- 1) **Reliability:** Describes the performance of the Agenda Process in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned department.
- 2) **Responsiveness:** Describes how quickly the Agenda Process provides the services to the correct customers.

- 3) **Flexibility:** Describes the ability of the Agenda Process to respond to customer changes.
- 4) **Cost:** Describes the cost associated with operating the Agenda Process in terms of man-hours.
- 5) **Item return cost:** Describes the cost associated when the Agenda Item goes back and forth through the whole process in term of man-hours.
- 6) **Profitability:** Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

1. Phase I – Building & Fire Inspection

Reliability

Perfect Order Fulfillment: Describes the performance of Building & Fire Inspection in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item Application delivered to the correct Project Manager?	25.0%	90.0%	22.5%
Is the Agenda Item reviewed at the right time?	25.0%	70.0%	17.5%
Does the Agenda Item contain the necessary documentation?	25.0%	90.0%	22.5%
Is the Agenda Item assigned to the right Project Manager?	25.0%	90.0%	22.5%
Criteria Total			85%
Other (Item Delivery Performance)	100.0%	95%	95%
Overall Score			90%

In the Building & Fire Inspection Division, the Agenda Item application is assigned or delivered to the correct Project Manager 90% of the time. In situations where the item is not assigned to the correct Project Manager, the applicant does not have sufficient information or is unsure what building permit type should be issued. The Division usually reviews the Agenda Item 70% of the time, which is due to the lack of searching capability. It is determined that the Agenda Item contains the necessary documentation 90% of the time and is very rarely returned due to lack of documentation.

Responsiveness

Lead Time: Describes how quickly Building & Fire Inspection provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the assigned Project Manager?	33.33%	90.0%	30.0%
Is the Agenda Item provided at the right time to the Agenda Review Process?	33.33%	70.0%	23.3%
Is the Agenda Item provided at the right time to BCC?	33.33%	70.0%	23.3%
Overall Score			76.6%

In the Building & Fire Inspection Division, the Agenda Item is provided at the right time to the assigned Project Manager 90% of the time. It is very rarely provided at the right time for the Agenda Review Process (70%), which is Phase II of the Agenda Process. This situation is caused by a lack of information about the property owner and the lack of linking information among Divisions. This situation causes a delay in providing the Agenda Item to the scheduled BCC 70% of the time. It is determined that the Agenda Item responsiveness in this Division is approximately equal to 76.6%, due to lack of documentation and data integration.

Flexibility

Response Time: Describes the ability of the Agenda Process in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	90.0%	45.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	80.0%	40.0%
Overall Score			85%

The Agenda Item changes are communicated to the external customers 90% of the time, either via fax or calling. Changes are communicated to internal customers 80% of the time. It is determined that the response time of this Division is equal to 85%, indicating that this Division needs to improve its communication methods.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item returned to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item returned to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours.			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In the Building & Fire Inspection Division, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by the Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth among staff to gather information). This situation is caused by the lack of searching capability and data integration.

Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to Seminole County (e.g. job opportunities and the mutual benefit between small businesses and the community).



2. Phase I - Development Review

Reliability

Perfect Order Fulfillment: Describes the performance of Development Review in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned Department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item Application delivered to the correct Project Manager?	25.0%	100.0%	25.0%
Is the Agenda Item reviewed at the right time?	25.0%	90.0%	22.5%
Does the Agenda Item contain the necessary documentation?	25.0%	90.0%	22.5%
Is the Agenda Item assigned to the right Project Manager?	25.0%	100.0%	25.0%
Criteria Total			95%
Other (Item Delivery Performance)	100.0%	98%	98%
Overall Score			96.5%

In the Development Review Division, the Agenda Item application is assigned and delivered to the correct Project Manager in all cases (100%). The Agenda Item is reviewed at the right time in the majority of cases (90%). It is determined that the Agenda Item contains the necessary documentation 90% of the time and is very rarely returned due to lack of documentation.

Responsiveness

Lead Time: Describes how quickly Development Review provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the assigned Project Manager?	33.33%	100.0%	33.3%
Is the Agenda Item provided at the right time to the Agenda Review Process?	33.33%	90.0%	30.0%
Is the Agenda Item provided at the right time to BCC?	33.33%	90.0%	30.0%
Overall Score			93.3%

In the Development Review Division, the Agenda Item is provided at the right time to the assigned Project Manager in all cases (100%) and assigned for the Agenda Review Process 90% of the time. Sometimes this situation causes a delay based on the current system's lack of searching capability. This causes a very short delay in providing the Agenda Item to the scheduled BCC 90% of the time. It is determined that the division's Agenda Item responsiveness is over 90%, a very positive indication.

Flexibility

Response Time: Describes the ability of Development Review in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	90.0%	45.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	90.0%	45.0%
Overall Score			90%

The Agenda Item changes are communicated to the external and internal customers 90% of the time. The response time of this Division is satisfactory over 90% of the time, indicating that this Division has a way to communicate even though the system does not provide a good searching capability.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item returned to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item returned to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In the Development Review Division, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by the Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to Seminole County (e.g. job opening opportunities and the mutual benefit between small businesses and the community).

3. Phase 1 - Community Resources

Reliability

Perfect Order Fulfillment: Describes the performance of the Agenda Process in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item Application delivered to the correct Project Manager?	25.0%	100.0%	25.0%
Is the Agenda Item reviewed at the right time?	25.0%	70.0%	17.5%
Does the Agenda Item contain the necessary documentation?	25.0%	90.0%	22.5%
Is the Agenda Item assigned to the right Project Manager?	25.0%	100.0%	25.0%
Criteria Total			90%
Other (Item Delivery Performance)	100.0%	95%	95%
Overall Score			92.5%

In the Community Resources Division, the Agenda Item application is assigned and delivered to the right Project Manager in all cases (100%). This Division has some obstacles reviewing the Agenda Item 70% of the time. This situation is based on the inconsistencies created when the support staff has to make changes on the Agenda Item. It is determined that the Agenda Item contains the necessary documentation 90% of the time.

Responsiveness

Lead Time: Describes how quickly the Agenda Process provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the assigned Project Manager?	33.3%	100.0%	33.3%
Is the Agenda Item provided at the right time to the Agenda Review Process?	33.3%	90.0%	30.0%
Is the Agenda Item provided at the right time to BCC?	33.3%	100.0%	33.3%
Overall Score			96.6%

In the Community Resources Division, the Agenda Item is provided in a timely fashion to the assigned Project Manager 100% of the time and for the Agenda Review Process 90% of the time. There is no delay in providing the Agenda Item to the scheduled BCC. It is determined that the Division's Agenda Item responsiveness is over 95%, a very positive indication.

Flexibility

Response Time: Describes the ability of the Agenda Process in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	90.0%	45.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	90.0%	45.0%
Overall Score			90%

The Agenda Item changes are communicated to the external and internal customers 90% of the time. It is determined that the response time of this Division is 90%.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item returned to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item returned to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours.			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In the Community Resources Division, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by the Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to the Seminole County (e.g. job opportunities and the mutual benefit between small businesses and the community).

4. Phase I - Planning & Zoning

Reliability

Perfect Order Fulfillment: Describes the performance of Planning & Zoning in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item Application delivered to the correct Project Manager?	25.0%	100.0%	25.0%
Is the Agenda Item reviewed at the right time?	25.0%	70.0%	17.5%
Does the Agenda Item contain the necessary documentation?	25.0%	90.0%	22.5%
Is the Agenda Item assigned to the right Project Manager?	25.0%	100.0%	25.0%
Criteria Total			90%
Other (Item Delivery Performance)	100.0%	90%	90%
Overall Score			90%

In Planning and Zoning, the Agenda Item application is always assigned or delivered to the right Project Manager in all the cases (100%). This Division sometimes does not review the Agenda Item at the right time (30% of the time), which is due to the lack of searching capability. It is determined that the Agenda Item contains the necessary documentation 90% of the time and is very rarely returned due to lack of documentation.

Responsiveness

Lead Time: Describes how quickly Planning & Zoning provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the assigned Project Manager?	33.3%	100.0%	33.3%
Is the Agenda Item provided at the right time to the Agenda Review Process?	33.3%	70.0%	23.3%
Is the Agenda Item provided at the right time to BCC?	33.3%	80.0%	26.7%
Overall Score			83%

In the Planning and Zoning Division, the Agenda Item is provided in a timely fashion to the assigned Project Manager 100% of the time, but it is very rarely provided at the right time for the Agenda Review Process (70%). This situation is caused by the lack of linking information among Divisions. This situation causes a delay in providing the Agenda Item to the scheduled BCC 80% of the time. It is determined that the Agenda Item responsiveness in this Division is approximately equal to 83%, due to lack of documentation and data integration.

Flexibility

Response Time: Describes the ability of the Agenda Process in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	80.0%	40.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	80.0%	40.0%
Overall Score			80%

The Agenda Item changes are communicated to the external and internal customers 80% of the time. It is determined that the response time of this Division is equal to 80%, indicating that this Division has a way to communicate even though the system provides no searching and linking capabilities. Potential for improvement exists in this portion of the process.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item returned to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item returned to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In the Planning and Zoning Division, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by the Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to Seminole County (e.g. job opening opportunities and mutual benefit between small businesses and the community).

5. Phase II - Agenda Review Process

Reliability

Perfect Order Fulfillment: Describes the performance of the Agenda Process in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item delivered to the Administration Department when it is needed?	25.0%	60.0%	15.0%
Is the Agenda Item reviewed at the right time?	25.0%	60.0%	15.0%
Does the Agenda Item contain the necessary documentation when it is delivered to the Administration Department?	25.0%	90.0%	22.5%
Is the Agenda Item delivered to the scheduled BCC?	25.0%	80.0%	20.0%
Criteria Total			72.5%
Other (Item Delivery Performance)	100.0%	75%	75%
Overall Score			73.75%

In general, the Agenda Item package is very rarely delivered to the Administration when it is needed (60% of the time). This situation is caused by a lack of searching, linking and tracking capabilities in the current system. It is determined that the Agenda Item contains the necessary documentation 90% of the time and is very rarely returned due to lack of documentation.

Responsiveness

Lead Time: Describes how quickly the Agenda Process provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the Administration Department?	25.0%	60.0%	15.0%
Is the Agenda Item provided at the right time to the Attorney's Office?	25.0%	80.0%	20.0%
Is the Agenda Item provided at the right time to the Director?	25.0%	70.0%	17.5%
Is the Agenda Item provided at the right time to the BCC?	25.0%	80.0%	20.0%
Overall Score			72.5%

In Phase II, the Agenda Item is very rarely provided at the right time to the Administration (60%), causing a delay in providing it to the Attorney's Office 80% of the time. This in turn causes a delay in providing the Agenda Item package to the Director of the Department 70% of the time, and delays the Agenda Item to the BCC 80% of the time. It is determined that the responsiveness in this Division is 72.5%, which is due to lack of control of the process both internally and externally.

Flexibility

Response Time: Describes the ability of the Agenda Process in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	70.0%	35.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	80.0%	40.0%
Overall Score			75%

The Agenda Item changes are communicated to the external customers 70% of the time and to the internal customers 80% of the time. It is determined that the response time of this Division is equal to 80%, indicating that this Division has a way to communicate even though the system provides no good searching, linking, or tracking capabilities. This process has the potential for improvement if better communication and accountability can be provided.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item returned to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item returned to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours.			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In the Agenda Review Process, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by the Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to Seminole County (job opportunities and mutual benefit between small businesses and the community).

6. Phase III - After BCC Hearing

Reliability

Perfect Order Fulfillment: Describes the performance of the Agenda Process in delivering the service to the correct place, within the right time frame, in the condition required, with the necessary documentation, to the assigned department.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item delivered to the assigned Department?	33.3%	100.0%	33.3%
Is the Agenda Item reviewed at the right time?	33.3%	90.0%	30.0%
Does the Agenda Item contain the necessary documentation?	33.3%	100.0%	33.3%
Criteria Total			96.6%
Other (Item Delivery Performance)	100.0%	97%	97%
Overall Score			96.8%

In Phase III, after the BCC hearing and as a follow-up to the Board's decision, the Agenda Item package is delivered to the issuing Department 100% of the time. It is determined that the Agenda Item contains the necessary documentation 90% of the time and is very rarely returned due to lack of documentation.

Responsiveness

Lead Time: Describes how quickly the Agenda Process provides the services to the correct customers.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item provided at the right time to the assigned Department?	50.0%	100.0%	50.0%
Is the Agenda Item provided at the right time to the right place?	50.0%	100.0%	50.0%
Overall Score			100%

In Phase III, the Agenda Item package is provided to the assigned department 100% of the time. It is determined that the Agenda Item responsiveness in this Division is approximately equal to 100%, indicating that this Phase responds to the flow of the Agenda Process.

Flexibility

Response Time: Describes the ability of the Agenda Process in responding to customer changes.

Criteria	Weight	Score Evaluation	Total
Are the Agenda Item changes communicated to the external customers?	50.0%	90.0%	45.0%
Are the Agenda Item changes communicated to the internal customers?	50.0%	90.0%	45.0%
Overall Score			90%

The Agenda Item changes are communicated to the external and internal customers 90% of the time. It is determined that the response time of this Division is 90%, indicating that this Division has a way to communicate even though the system does not provide either a good linking or tracking capability.

Cost

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any cost?	33.3%	100.0%	33.3%
Is the Agenda Item return to the front desk people?	33.3%	90.0%	30.0%
Is the Agenda Item return to the assigned department?	33.3%	90.0%	30.0%
Cost (Based on the first question): Describes the cost associated with operating the Agenda Process in terms of man-hours.			100%
Item Return (Based on questions 2 & 3): Describes the cost associated when the Agenda Item goes back and forth through the whole process in terms of man-hours.			90%
Overall Score			93%

In Phase III, the Agenda Item is associated with a cost 100% of the time. Unlike the other criteria, a high score in this category indicates a greater opportunity for improvement. The time spent by Project Managers and staff is associated with a cost in terms of man-hours. The Agenda Item is typically passed through more personnel than is necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.



Profitability

Operating Income: Describes the effectiveness of the Agenda Process in managing assets to support demand satisfaction.

Criteria	Weight	Score Evaluation	Total
Is the Agenda Item associated with any income?	100.0%	90.0%	90.0%
Overall Score			90%

The profitability that an Agenda Item provides is related to the investment that an approved item offers to Seminole County (e.g. job opportunities and the mutual benefit between small businesses and the community).

4.2. Technical Evaluation Results

Three potential approaches to the software development were found: OnBase, .NET based custom development, and DayStar. DayStar (<http://www.daystarnet.com/compinfo.html>) provides agenda and legislative tracking and has a large installed base of users, but employs proprietary technology that makes it unattractive for the purpose of the project.

Both OnBase and .NET were found to be acceptable solutions for Agenda management for the P&D Department. Based on their overall scores, use of either software approach would provide a significant improvement over the current practices.

The results on the current interface of the Agenda Process are shown on the following table:

<i>Critical Features of the Software for HTE</i>	<i>Score</i>	<i>Subtotal</i>
Usability and Integration Overall Weight: 40%	1.5	0.6
Scalability and Maintainability Overall Weight: 25%	3	0.75
Development Cycle Overall Weight: 15%	3.5	0.525
Security and Reliability: 5%	5	0.25
Solution Provider Capability Overall Weight: 15%	3.75	0.5625
Total evaluation		2.6875

<i>Critical Features of the Software for OnBase</i>	<i>Score</i>	<i>Subtotal</i>
Usability and Integration Overall Weight: 40%	9	3.6
Scalability and Maintainability Overall Weight: 25%	7	1.75
Development Cycle Overall Weight: 15%	9.6	1.44
Security and Reliability: 5%	10	0.5
Solution Provider Capability Overall Weight: 15%	7	1.05
Total evaluation		8.34

<i>Critical Features of the Software for .NET</i>	<i>Score</i>	<i>Subtotal</i>
Usability and Integration Overall Weight: 40%	10	4
Scalability and Maintainability Overall Weight: 25%	8.5	2.13
Development Cycle Overall Weight: 15%	8.9	1.34
Security and Reliability: 5%	10	0.5
Solution Provider Capability Overall Weight: 15%	8	1.2
Total evaluation		9.16

The score for .NET shows the greatest potential, however, data for these results were still being collected when the Seminole County Technology Steering Committee approved a competing request submitted independently by its Information Technology Department. The request was for purchase of a Workflow module of the OnBase software package, sold based on the fact that IT already had in place a separate OnBase module utilized for Imaging.

The OnBase Workflow module targets implementation of **Phase II** of the Agenda Process, when the package is passed from the Director to the County Manager. Unfortunately, this software does little to address the needs of Phase I. **Phase I** of the Agenda Process includes the process by which external customers make requests and provide input so staff can prepare and submit applications to have an item included on the BCC agenda. This phase involves the largest number of staff countrywide and requires the greatest amount of software flexibility due to the diversity of the items.

Results of countywide interviews conducted by the SCI.NET team indicate a great need for an improved Agenda Process, which exceeds what the OnBase solution can provide. The Seminole County Board of County Commissioners support of the SCI.NET project rests on the crucial ability to develop technology based solutions that are customer driven-- a model that was not exercised in the selection process of OnBase. This is paramount to the success of an integrated government service system. Therefore, Planning & Development will proceed as directed by the Board to work with UCF to re-engineer the internal process for their Department, with the intent to serve as the base for an enterprise wide solution for Seminole County.

Because the Seminole County Information Technology Department currently utilizes software for document management and had made a recent purchase of a module designed to allow the flow and approval of documents, the OnBase software was evaluated as part of the technical analysis. This analysis was a departure from the traditional flow of an analysis report as the software had not been installed and was not being utilized for current document flow. The intention of the IT Department was to use this software to assist in the management of the Agenda Process. Results of the comparison of OnBase to other management tools for the Agenda Process are included as part of this document.

The overall needs will require a solution that is able to integrate the existing software. The IT department is planning to use the OnBase software for Agenda Management in Departments other than Planning & Development. The solution that has the greatest flexibility is .NET, and with the integration requirement, this is the only solution that will truly meet the needs of

the entire process. The Seminole County IT Department will be responsible for the implementation of the OnBase software for those departments that use this software.

Additional factors for the basis of this recommendation:

- The capabilities of the software are designed to meet many of the needs that are outlined in the business recommendations.
- The software demonstrates an ability to integrate with other systems.
- The software provides a simple development life cycle and shortened development time.
- The software provider has the ability to provide in-house vendor support.
- Expertise in the software methodology.

A. Evaluation of OnBase, Current HTE™, and a .NET based custom solution.

Usability and Integration Overall Weight: 40%

		On Base	.NET	Current System
Criteria	Weight	Score	Score	Score
The software development methodology (SDM) will be able to create and process custom web forms. Forms should be able to allow entry of any desired textual or selected information.	30%	10	10	0
The SDM will allow for the complete ability to store and retrieve any type of data, either textual or binary.	30%	10	10	0
The SDM will be able to interface (share or retrieve information) with other systems.	20%	10	10	5
The SDM has demonstrated successes in the development of similar systems.	10%	5	10	0
The SDM does not employ proprietary technology.	10%	5	10	5
TOTAL	100%	9	10	1.5

OnBase website has the ability to create and process custom web forms and store any type of data. The principal weakness is that the current system is not integrated, which causes re-entries and reworks. The OnBase system has demonstrated success with a number of other clients; however, the product is relatively new without a large established base of clients.

OnBase is open and proprietary, and the current system has a mixture of both – proprietary

and user supported solutions. A custom application will need to provide the highest level of usability and integration, because it will be developed specifically to meet the needs of the client.

Scalability and Maintainability Overall Weight: 25%

		OnBase	.NET	Current System
Criteria	Weight	Score	Score	Score
The selected SDM will utilize a technology that can be supported by the existing knowledge base of the IT Department employees.	10%	10	5	5
The selected SDM will utilize a technology that is currently being supported by the existing IT Department without current maintenance difficulties.	15%	5	10	5
Potential employees can be hired with expertise in the SDM.	10%	2	10	5
Hardware and Software support systems will be available for the projected life of the software.	5%	10	10	10
The software supplier has a demonstrated a history of supporting software systems (or provides a feasible low cost upgrade ability).	5%	5	5	0
Assistance is available from any software suppliers for issues with the software.	15%	10	5	0
The SDM has the demonstrated ability to add functionality after the primary development cycle.	15%	10	10	5
The SDM has a demonstrated ability to modify functionality after the primary development cycle.	15%	5	10	0
Software supplied by the vendors does not require a maintenance plan or agreement (However maintenance should be available).	10%	5	10	0
TOTAL	100%	7	8.5	3

The IT department has users and personnel experienced with the support of other OnBase software modules. The HTEtm based solution also has support on a per pay basis, with County expertise in the supporting GIS systems. A shortcoming of the OnBase system is the inability to hire technicians with experience in maintaining this system. The current system has a major shortcoming because of the difficulty of obtaining cost effective updates to meet County needs. A custom application can meet scalability needs; however, it falls short

because it requires all maintenance to be fulfilled by existing personnel. Hiring of staff with .NET expertise is not an issue, but finding staff with the ability to know and understand the Seminole County business environment will be difficult.

Development Cycle Overall Weight: 15%

		OnBase	.NET	Current System
Criteria	Weight	Score	Score	Score
Documentation and examples exist for the SDM for the required Elements of the system.	25%	10	8	0
The SDM demonstrates a relative ease of development for the system requirements.	30%	10	8	0
The SDM has minimal requirements for the setup of development and production environments.	20%	8	10	5
The SDM demonstrates an ease of transfer of compiled or interpreted code or subsystems from the development to the production environment.	25%	10	10	10
TOTAL	100%	9.6	8.9	3.5

The existing system requires no development, but would score low on documentation and modification needs. OnBase has a simple development environment and would provide an excellent framework for development of software. A custom solution would require the development of support tools, code, and documentation.

Security and Reliability: 5%

		OnBase	.NET	Current
Criteria	Weight	Score	Score	Score
The SDM provides necessary security features.	100%	10	10	5
TOTAL	100%	10	10	5

Some of the processes in the government environment require a high level of security. This criterion dictates the level of security a software solution can support. The current system

does not provide any level of security, with the exception of some fields which can not be modified by some users. Both Custom Solution and OnBase are capable of all levels of security required by the client.

Solution Provider Capability Overall Weight: 15%

		OnBase	.NET	Current
Criteria	Weight	Score	Score	Score
The vendor has positive references from similar clients.	15%	10	10	5
The vendor is the original developer of the software.	40%	5	10	5
The vendor has demonstrated expertise in support of the software.	20%	10	5	5
The vendor charges reasonable amounts for updates or requested changes to software.	20%	5	5	0
The vendor does not charge for supplying an estimate for required Software changes.	5%	10	10	0
TOTAL	100%	7	8	3.75

The primary points of concern are the vendor's ability to provide timely and cost-effective support for the software. OnBase has demonstrated the ability to provide support, but there is still a question about the cost for support. For a custom solution, support is provided by the existing IT staff at Seminole County. Short-term assistance will be provided by UCF.