



### **SECTION 4 - RESULTS**

#### **4.1 Business Process Evaluation Results**

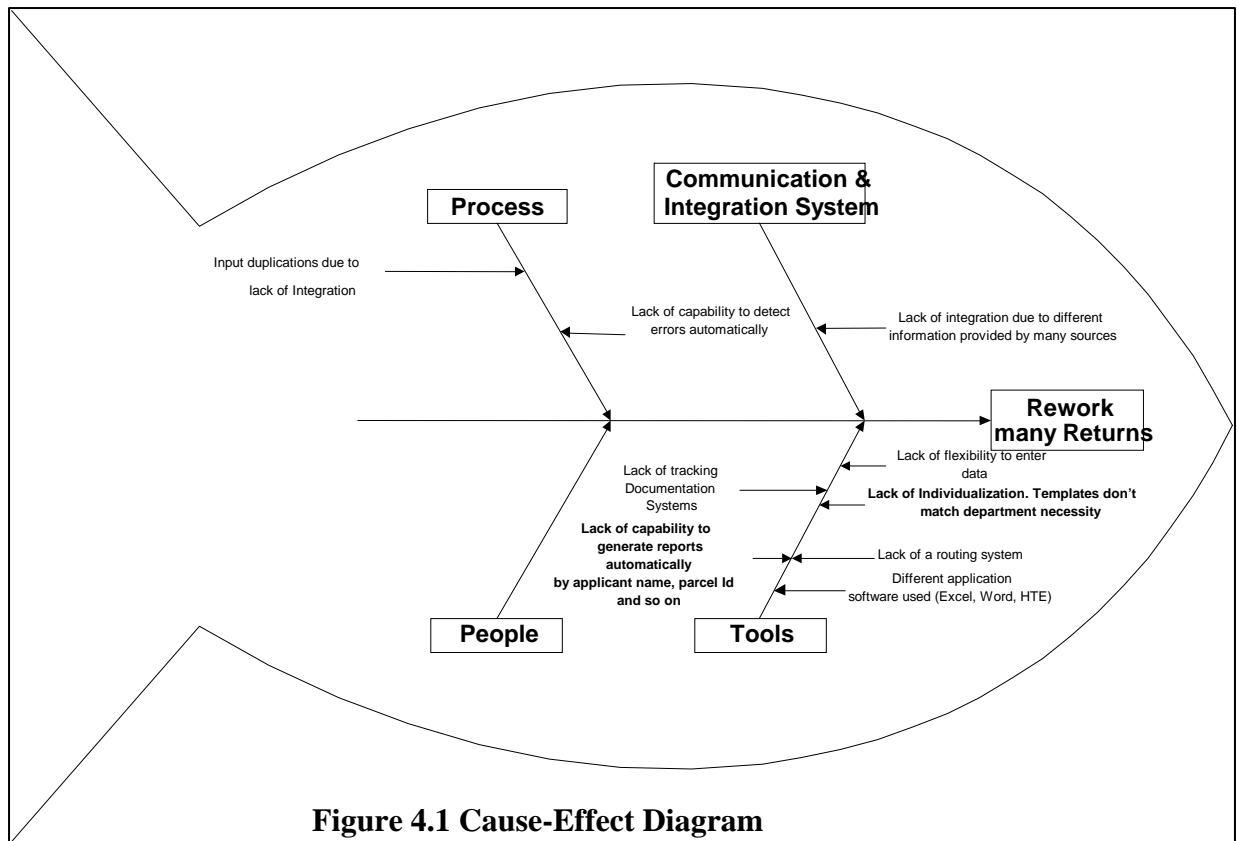
The existing business process for managing the Cash Receipt, Impact Fees, and Concurrency processes is less than ideal. The primary strength of the existing process are the people involved who have demonstrated the ability to adapt, change, and cooperate to help the process flow more smoothly. The current process has multiple weaknesses:

- It is difficult to find information due to the lack of integration between the Financial Section and the Cash Receipt and Impact Fees Sections.
- The process requires that cash receipts are processed in batches and the current system does not provide the right tools to generate batches.
- Human errors on the daily cash flow because the current system does not provide the necessary screen templates.
- Lack of integration of procedures and software applications among the seven different cities.
- Information tracking is complicated for an applicant refund of impact fees because the system does not have the ability to view this information.
- The current HTE screens are not individualized for user needs
- The current system lacks the capability to print out customizable and functional reports to verify that an applicant's permit has been already issued.

Approximately 65% of the employees in the Impact Fees, Concurrency, and Cash Receipt Sections are overloaded. They perform redundant tasks and waste time due to inconsistencies in the current system. The current system does not provide a document-tracking tool, searching capability, or information linking capability between Sections, Divisions, or between the cities and Seminole County.

A major objective of the Planning & Zoning Department at Seminole County is to improve the level of customer service and much of this can be achieved with the ability to better manage the Impact Fees, Concurrency, and Cash Receipt processes.

The figure below shows the cause-effect diagram for the three Sections. The major problem is reworking due to issues with the current processes, communication tools, and with computer support.



Low scores in the evaluation process indicate that reliability, responsiveness, and flexibility in these sections are in need of improvement.



## ***Cash Receipt, Impact Fees, and Concurrency***

In order to improve the Impact Fees, Concurrency, and Cash Receipt Sections at Seminole County we need to implement business changes. The new process needs to have the following:

1. Standardize Impact Fees, Concurrency, and Cash Receipt procedures in order to provide a consistent way to manage these processes.
2. Provide the right information to customers about the fees involved in the process.
3. Facilitate better communication among Seminole County Divisions, Departments, and cities involved.
4. Design an e-payment system.
5. Provide a secure tracking system due to the existence of external Seminole County departments.
6. Facilitate trust in the system.
7. Provide information and feedback to the user.

To achieve these objectives it is recommended that new software, processes, and an e-payment system be put into place. A review of potential software solutions should be conducted along with the ability to implement these in the Planning & Development Department at Seminole County. The acceptance of the new system should be monitored and modifications be 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 Impact Fees, Concurrency, and Cash Receipt procedures by working toward a new system.

Performance Attribute or Category	Performance Metrics	Actual	Parity	Advantage	Superior	Parity Gap	Opportunity
Supply Chain Delivery Reliability (1)	Perfect order fulfillment	83.1%	95.0%	95.0%	95.0%	11.9%	11.9%
Supply Chain Responsiveness (2)	Order fulfillment lead time	85.0%	95.0%	95.0%	95.0%	10.0%	10.0%
Supply Chain Flexibility (3)	Supply chain response time	85.0%	95.0%	95.0%	95.0%	10.0%	10.0%
Supply Chain Cost	Cost (4)	100.0%	60.0%	70.0%	60.0%	40.0%	40.0%
	Item return (5)	85.0%	40.0%	30.0%	30.0%	35.0%	35.0%
Profitability (6)	Operating income	90.0%	100.0%	100.0%	100.0%	10.0%	10.0%

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

**Parity:** Data that indicates how employees can improve the process by working towards 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 the gap between the current system (Actual) and the ideal system (Superior).

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



## ***Cash Receipt, Impact Fees, and Concurrency***

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The terminology used is standard SCOR terminology. To better understand how this applies to the Cash Receipt, Impact Fees, and Concurrency processes the following definitions are supplied:

1. **Reliability:** Describes the performance of the Cash Receipt, Impact Fees, and Concurrency processes 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 the speed at which Cash Receipt, Impact Fees, and Concurrency provide services to the correct customers.
3. **Flexibility:** Describes the agility of Cash Receipt, Impact Fees, and Concurrency in responding to customer changes.
4. **Cost:** Describes the cost associated with operating the Cash Receipt, Impact Fees, and Concurrency processes in term of man-hours.
5. **Item return cost:** Describes the cost associated when Cash Receipt, Impact Fees, and Concurrency go back and forth through the whole process in term of man-hours.
6. **Profitability:** Describes the effectiveness of the Cash Receipt, Impact Fees, and Concurrency processes in managing assets to support demand satisfaction.



### **4.1.1 Impact Fees Procedures**

#### **Reliability**

Describes the performance of the Impact Fees Section in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned Division.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested delivered to the correct staff?	25.0%	85.0%	21.25%
Is the procedure requested reviewed at the right time?	25.0%	85.0%	21.25%
Does the procedure requested contain the necessary documentation?	25.0%	70.0%	17.50%
Is the procedure requested assigned to the right staff?	25.0%	85.0%	21.25%
<b>Overall Score</b>			<b>81.25%</b>

In the Impact Fees Section, the procedure requested is assigned and delivered to the right staff 85% of the time. In situations where the procedure requested is not delivered to the correct staff, it is due to the lack of communication among Divisions and Departments at Seminole County, and also because the requester does not have the information needed. This Section usually reviews the procedure 85% of the time because the lack of searching capability does not allow the employees to work faster to find and process the information. The procedure requested contains the necessary documentation only 70% of the time.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Responsiveness**

**Lead Time:** Describes the speed at which the Impact Fees Section provides the services to the correct customers.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested provided at the right time to the assigned staff?	50.0%	85.0%	42.5%
Is the procedure requested provided at the right time for the next step in the process?	50.0%	85.0%	42.5%
<b>Overall Score</b>			85.0%

The procedure requested is provided at the right time to the assigned staff 85% of the time, and it is provided at the right time for the next step 85% of the time. This situation is caused by lack of communication and results in a delay in the next step in the process 85% of the time. It is determined that responsiveness in Impact Fees is approximately 85% due to lack of documentation and data integration.

### **Flexibility**

**Response Time:** Describes the agility of the Impact Fees Section to respond to customer changes.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Are the changes communicated to the external customers?	50.0%	85.0%	42.5%
Are the changes communicated to the internal customers?	50.0%	85.0%	42.5%
<b>Overall Score</b>			85.0%

The changes are communicated to the external and internal customers 85% of the time. It is determined that the response time of this Section is equal to 85%. This indicates that this Section needs to improve the communication tools to provide a better service to both internal and external customers.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Cost**

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any cost?	33.3%	100.0%	33.3%
Is the procedure requested returned to the step before?	33.3%	85.0%	28.3%
Is the procedure requested returned to the assigned department?	33.3%	85.0%	28.3%
<b>Cost (Based on the first question):</b> Describes the cost associated with operating the process in terms of man-hours			33%
<b>Item Return (Based on the question 2 &amp; 3):</b> Describes the cost associated when the item goes back and forth through the whole process in term of man-hours.			56.6%
<b>Overall Score</b>			89.9%

In the Impact Fees Section, each procedure 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 Impact Fees staff is associated with a cost in terms of man-hours. The process is typically passed through more personnel than necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

### **Profitability**

Describes the effectiveness of the Impact Fees Section in managing assets to support demand satisfaction.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any income?	100.0%	90.0%	90.0%
<b>Overall Score</b>			90.0%





### **4.1.2 Concurrency Process**

#### **Reliability**

Describes the performance of the Concurrency 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 Division.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested delivered to the correct staff?	25.0%	88.0%	22.0%
Is the procedure requested reviewed at the right time?	25.0%	88.0%	22.0%
Does the procedure requested contain the necessary documentation?	25.0%	75.0%	18.75%
Is the procedure requested assigned to the right staff?	25.0%	88.0%	22.0%
<b>Overall Score</b>			<b>84.75%</b>

In the Concurrency process, the procedure requested is 88% of the time assigned and delivered to the right staff. Situations where the procedure requested is not delivered to the correct staff are due to the lack of communication among Divisions and Departments at Seminole County, and also because the requester does not have the information needed. This Section usually reviews the procedure 88% of the time because the lack of searching capability does not allow the employees to work faster to find and process the information. It is determined that the procedure requested contains the necessary documentation 75% of the time.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Responsiveness**

**Lead Time:** Describes the speed at which the Concurrency process provides the services to the correct customers.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested provided at the right time to the assigned staff?	50.0%	85.0%	42.5%
Is the procedure requested provided at the right time to the next step in the process?	50.0%	85.0%	42.5%
<b>Overall Score</b>			<b>85.0%</b>

In the Concurrency Process, the procedure requested is provided at the right time to the assigned staff 85% of the time, and it is provided at the right time for the next step 85% of the time. This situation is caused by lack of communication and information needed. This situation causes a delay in the next step of the process 85% of the time. It is determined that the Concurrency process responsiveness is approximately 85% due to lack of documentation and data integration.

### **Flexibility**

**Response Time:** Describes the agility of the Concurrency process in responding to customer changes.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Are the changes communicated to the external costumers?	50.0%	85.0%	42.5%
Are the changes communicated to the internal costumers?	50.0%	85.0%	42.5%
<b>Overall Score</b>			<b>85.0%</b>

The requested changes in procedure are communicated to the internal and external customers 85% of the time. It is determined that the response time of the Concurrency process is equal to 85%. This indicates that this Section needs to improve the communication tools to provide a better service to both internal and external customers.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Cost**

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any cost?	33.3%	100.0%	33.3%
Is the procedure requested returned to the step before?	33.3%	85.0%	28.3%
Is the procedure requested returned to the assigned department?	33.3%	85.0%	28.3%
<b>Cost (Based on the first question):</b> Describes the cost associated with operating the process in term of man-hours			33%
<b>Item Return (Based on the question 2 &amp; 3):</b> Describes the cost associated when the item goes back and forth through the whole process in term of man-hours.			56.6%
<b>Overall Score</b>			89.9%

In the Concurrency process, each procedure 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 staff is associated with a cost in terms of man-hours. The process is typically passed through more personnel than necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

### **Profitability**

Describes the effectiveness of the Concurrency process in managing assets to support demand satisfaction.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any income?	100.0%	90.0%	90.0%
<b>Overall Score</b>			90.0%



### **4.1.3 Cash Receipt Process**

#### **Reliability**

Describes the performance of the Cash Receipt Section in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned Division.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested delivered to the correct staff?	25.0%	85.0%	21.25%
Is the procedure requested reviewed at the right time?	25.0%	88.0%	22.0%
Does the procedure requested contain the necessary documentation?	25.0%	75.0%	18.75%
Is the procedure requested assigned to the right staff?	25.0%	85.0%	21.25%
<b>Overall Score</b>			<b>83.25%</b>

In the Cash Receipt Section, the procedure requested is assigned and delivered to the right staff 85% of the time. Situations where the procedure requested is not delivered to the correct staff are due to the lack of communication between Divisions and Departments at Seminole County, and between the city and the county. This Section usually reviews the procedure requested 88% of the time because of the lack of searching capability. It is determined that the procedure requested contains the necessary documentation 75% of the time.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Responsiveness**

**Lead Time:** Describes the speed at which the Cash Receipt Section provides the services to the correct customers.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested provided at the right time to the assigned staff?	50.0%	85.0%	42.5%
Is the procedure requested provided at the right time for the next step in the process?	50.0%	85.0%	42.5%
<b>Overall Score</b>			<b>85.0%</b>

In the Cash Receipt Section, the procedure requested is provided to the assigned staff 85% of the time, and it is provided at the right time for the next step 85% of the time. This situation is caused by the lack of communication and information needed. It is determined that the responsiveness of the Cash Receipt process is approximately 85% because of a lack of documentation and data integration.

### **Flexibility**

**Response Time:** Describes the agility of the Cash Receipt Section in responding to customer changes.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Are the changes communicated to the external costumers?	50.0%	85.0%	42.5%
Are the changes communicated to the internal costumers?	50.0%	85.0%	42.5%
<b>Overall Score</b>			<b>85.0%</b>

The changes are communicated to the external and internal customers 85% of the time. It is determined that the response time of the Cash Receipt Process is equal to 85%. This indicates that Cash Receipt needs to improve the communication tools to provide a better service to both internal and external customers.



## ***Cash Receipt, Impact Fees, and Concurrency***

### **Cost**

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any cost?	33.3%	100.0%	33.3%
Is the procedure requested returned to the previous step?	33.3%	85.0%	28.3%
Is the procedure requested returned to the assigned Department?	33.3%	85.0%	28.3%
<b>Cost (Based on the first question):</b> Describes the cost associated with operating the Process in terms of man-hours			33%
<b>Item Return (Based on the question 2 &amp; 3):</b> Describes the cost associated when the item goes back and forth through the whole process in term of man-hours.			56.6%
<b>Overall Score</b>			89.9%

In the Cash Receipt Section, each procedure 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 staff is associated with a cost in terms of man-hours. The process is typically passed through more personnel than necessary (going back and forth between staff to gather information). This situation is caused by the lack of searching capability and data integration.

### **Profitability**

Describes the effectiveness of the Cash Receipt Section in managing assets to support demand satisfaction.

<b>Criteria</b>	<b>Weight</b>	<b>Score Evaluation</b>	<b>Total</b>
Is the procedure requested associated with any income?	100.0%	90.0%	90.0%
<b>Overall Score</b>			90.0%

### **4.2. Technical Evaluation Results**

The purpose of these measurements is to assist in the evaluation of software development methodologies (SDM) used in meeting the objectives of the SCI.NET project. The SDM is the utilization of various programming languages, techniques, and products in various combinations.

<b>Overall Criteria</b>	<b>Evaluation</b>
Usability and Integration Overall Weight: <b>40%</b>	0.8
Scalability and Maintainability Overall Weight: <b>25%</b>	1.31
Development Cycle Overall Weight: <b>15%</b>	0.6
Security and Reliability: <b>5%</b>	0
Solution Provider Capability Overall Weight: <b>15%</b>	0.64
<b>Total evaluation</b>	<b>3.35</b>

#### **Usability and Integration Overall Weight: 40%**

<b>Criteria</b>	<b>Weight</b>	<b>Score</b>
The SDM will be able to create and process custom web forms. Forms should allow entry of any desired textual or selected information.	20%	0
The SDM will be able to store and retrieve any type of data, either textual or binary.	20%	5
The SDM will be able to interface (share or retrieve information) with other systems.	20%	0
Has the SDM demonstrated successes in development of similar systems?	20%	5
The SDM does not employ proprietary technology.	20%	0
<b>Total</b>		<b>0.8</b>



## ***Cash Receipt, Impact Fees, and Concurrency***

The lack of integration among different applications and the lack of individualization are major problems in the current system, causing multiple re-entries and an inefficient use of time. The current system does not have the capability to create and process custom web forms or to store any type of data and generate the required statistical data to control the processes. A custom (individual) application is going 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%**

<b>Criteria</b>	<b>Weight</b>	<b>Score</b>
The selected SDM will utilize a technology that can be supported with the existing knowledge base of the IT Department employees.	15%	10
The selected SDM utilizes a technology that is currently being supported by the existing IT Department without current maintenance difficulties.	10%	5
Potential employees can be hired with expertise in the SDM.	10%	10
Hardware and software support systems necessary for the SDM will be available for the projected life of the software.	15%	5
Software suppliers do not have a demonstrated history of supporting software systems (or providing a feasible low cost upgrade ability).	10%	5
Assistance is available from any software suppliers for issues with the software.	10%	5
The SDM has a demonstrated ability to add/modify functionality after the primary development cycle.	20%	0
Software supplied by the vendors does not require a maintenance plan or agreement. (However maintenance should be available.)	10%	5
<b>Total</b>		<b>1.31</b>





## ***Cash Receipt, Impact Fees, and Concurrency***

### **Development Cycle Overall Weight: 15%**

<b>Criteria</b>	<b>Weight</b>	<b>Score</b>
Documentation and examples exist for the required elements of the system.	25%	0
The SDM demonstrates relative ease of development for the system requirements.	25%	5
The SDM has minimal requirements for the setup of development and production environments.	25%	10
The SDM demonstrates an ease of transfer of compiled or interpreted code or subsystems from the development to the production environment.	25%	5
<b>Total</b>		<b>0.6</b>

The lack of documentation for the structure of the HTE and the procedures for interfacing with other software applications are principal issues found during the technical evaluation of the SCI.NET project. A custom solution would require the development of support tools and documentation.

### **Security and Reliability: 5%**

<b>Criteria</b>	<b>Weight</b>	<b>Score</b>
The SDM provides necessary security features.	100%	0
<b>Total</b>		<b>0</b>

The current system does not provide any level of security.

### **Solution Provider Capability Overall Weight: 15%**

<b>Criteria</b>	<b>Weight</b>	<b>Score</b>
The vendor has positive references from other clients.	20%	5
The vendor is the original developer of the software.	10%	10
The vendor has demonstrated expertise in support of the software.	20%	0
The vendor charges reasonable amounts for updates or requested changes to software.	30%	0



## ***Cash Receipt, Impact Fees, and Concurrency***

The vendor does not charge for supplying an estimate for required software changes.	20%	10
<b>Total</b>		<b>0.64</b>

Although Concurrency, Impact fees, and Cash Receipt are different Sections, most of their processes are inter-related.

The technical interface of these processes is built with HTE software, with some GIS and Microsoft software applications such as Excel and Word. The proprietary nature of the HTE system is one of the principal weaknesses of this process, causing multiple re-entries and waste. This system does not have the capability to create and process custom web forms and store any type of data.

The usability level of the interface is negatively affected because of its lack of individualization. None of the software used for these processes have been designed to meet the needs of a client. The screens are non-user friendly and ineffective because the information that a client has to input is not the critical information for the business processes. As a result, the overall punctuation of the criteria is very low.

The Scalability and Maintainability criteria evaluate how the product can be maintained. The HTE based solution has been supported on a pre-pay basis, with county expertise in the supporting GIS system. The principal shortcoming is the inability to obtain cost effective updates to meet the county needs and/or finding staff with the ability to understand the Seminole County business environment.

The lack of documentation of the architecture of the HTE system and the procedures to interface with GIS are principal issues discovered during the technical evaluation phases of the SCI.net project. This module was not adapted to the business requirement for Cash Receipt and Impact Fees. A custom solution would require the development of supporting tools, code, and documentation.



## ***Cash Receipt, Impact Fees, and Concurrency***

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The lack of integration among different applications causes the re-entry of information, and the time lost during these updating processes causes confusion and excessive delays in the process.

The principal weaknesses of the current interfaces are:

- Lack of integration.
- Lack of a tracking documentation system.
- Lack of capability to recognize error.
- Lack of special accountability features.
- Lack of capability to generate reports.