SECTION 6 - RECOMMENDATIONS

6.1 Business Process Recommendations

Process Oriented Computer Information System

The main recommendation is to design and implement a Process-Oriented Computer Information System to replace the current Task-Oriented System.

General Business Evaluation Recommendations

1. Internal Process Assessment

It is recommended that the Planning & Development Department (P&D) of Seminole County standardize the procedures for all fees and payments. This should include standardized billing, payment procedures, and access to customer payment records. Customers should be able to get a record of all payments and payment statuses from a single source. This should include payments to all county Departments and Divisions, and payment options should include both online and offline acceptance of credit cards, debit cards, checks, and cash.

A committee should meet on a regular basis to review the payment system and processes and make recommendations for improvement and implementation of new technologies and payment methods. The committee should be formed with a set of goals and objectives that are consistent with the goals of Seminole County.

2. Provide Information to Customer

It is recommended that the P&D provide to the customer all the requirements needed to complete the Impact Fees, Concurrency, and Cash Receipt processes in both online (web) and non-digital formats. These requirements should be easy to locate and keyword indexed for easy access via a search mechanism.

Customers should be able to access the status of all fee payments online. This will require a common system to track payments.

3. Communication Improvements

The communication system among Seminole County's Departments, Divisions, and seven cities within Seminole County need to undergo improvement. This can be achieved by implementing a software system to provide inter-Division, inter-Department, and city-county feedback and a set of office policies that require communication.

The cities that accept fee payments will need to implement the same software and procedures that will be used by Seminole County.

4. E-payment Solution

Seminole County needs to create an online e-payment system to pay fees involved with any process in order to improve the procedures and to eliminate activities that are not adding value to the process. This e-payment system should meet the following goals:

- The site should be intuitive and user-friendly.
- The site should provide 24-hour service.
- The site should provide all necessary security.
- The site should be a "virtual terminal" to process offline orders (telephone, fax, e-mail, and in-person).
- The site should support recurring billing service and customer service packages that include professional integration support.
- The site (and also the offline payment system) should support multiple payment types (debits and credits).
- The site should allow customers to view their current information and status of all bills and payments.
- The site should be capable of producing on-line reports.
- The site and the entire financials system should integrate with ERP, finance and/or accounting applications.
- The site should provide low transaction rates, low monthly fees, and professional customer service.

- The site should be capable of credit card fraud management.

This e-payment system will have the following benefits:

Streamline Processes. Eliminate the need to process requisitions, purchase orders, invoices, checks, expense reports, and accounts payable paperwork.

Reduce Costs. By improving processes operating costs are reduced significantly, and employees can use their time more effectively for activities of greater value.

Better Control. Maximize the use of approved budgets, more strictly monitor funds and expense policy compliance, effectively evaluate vendor charges, and pre-set individual employee spending limits.

Access to Information. Allow the access of enhanced data that may be integrated with the new organization's systems.

Maximize Information Management. Seminole County will be able to use information obtained through the e-payment system to generate customized reports that meet their business requirements.

Increase Effectiveness of Government Initiatives. When incorporated with systems such as e-purchasing or expense management, this new system will produce even greater benefits and cost savings.

Empower Employees. Appropriate front-end controls allow employees to make purchases without multiple approval levels and time-consuming paperwork.

Convenient Payment Method. The new e-payment system will make the option of deferring payment of government services faster and secure.

Guarantee Payments. The financial institution will assume the risk for transactions not paid by the cardholder, reducing the costly and time-consuming handling of returned checks due to insufficient funds and eliminating the concern over delinquent accounts.

Improve Cash Flow. Funds are made available sooner than those made by checks, increasing cash flow and interest earnings.

Reduce Handling Costs. The high cost of handling checks and cash, costs paid to collection agencies, and similar administrative expenses are reduced or altogether eliminated.

5. Tracking System

The new system needs to track the status of any request in order to charge the right fees. The data should be connected in the whole process in order to find and update information. A requirements policy should be implemented to ensure that all employees involved in the process follow these policies. This system must incorporate continuous tracking so that the status of any project can be found at all times.

6. Feedback

A reminder system that provides feedback directly to employees should be developed. This reminder system should provide warnings of impending deadlines. The process should also provide feedback of employee performance based on the measures developed for the assessment. This feedback should be available to employees and management.

Improving Results

The block diagram below visually explains the role of the new **Impact Fees, Concurrency, and Cash Receipt Processes-Oriented Information System.** The new **Impact Fees, Concurrency, and Cash Receipt processes** will be designed to better support customers and to improve the current results, providing end-to-end integration of all the activities of the process.

Customers
Results
New Process-Oriented Information System

The results that can be improved are summarized in the table below and are explained in detail in Section 4 of this report.

Results	**Improvement Opportunity**
Reliability Describes the performance of the Impact Fees, Concurrency, and Cash Receipts 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.	11.9%
Responsiveness Describes how quickly the Impact Fees, Concurrency, and Cash Receipts processes provide the services to the correct customers.	10.0%
Flexibility Describes the ability of the Impact Fees, Concurrency, and Cash Receipts processes to respond to customer changes.	10.0%
Cost Describes the cost associated with operating the Impact Fees, Concurrency, and Cash Receipts processes in terms of man-hours.	40.0%
Profitability Describes the effectiveness of the Impact Fees, Concurrency, and Cash Receipts processes in managing assets to support demand satisfaction.	10.0%

6.2 New Impact Fees, Concurrency, and Cash Receipt Flow Charts

The new **Impact Fees, Concurrency, and Cash Receipts Flow Charts illustrate the end-to-end integration of all activities in the process.** The new system will be able to save approximately 40% in man-hours, which will in turn reduce costs and improve accountability, reliability, and flexibility in these Sections (See Figures 6.1 to 6.8).

FIGURE 6.1 PROCESSING CITY IMPACT FEES SINGLE-FAMILY

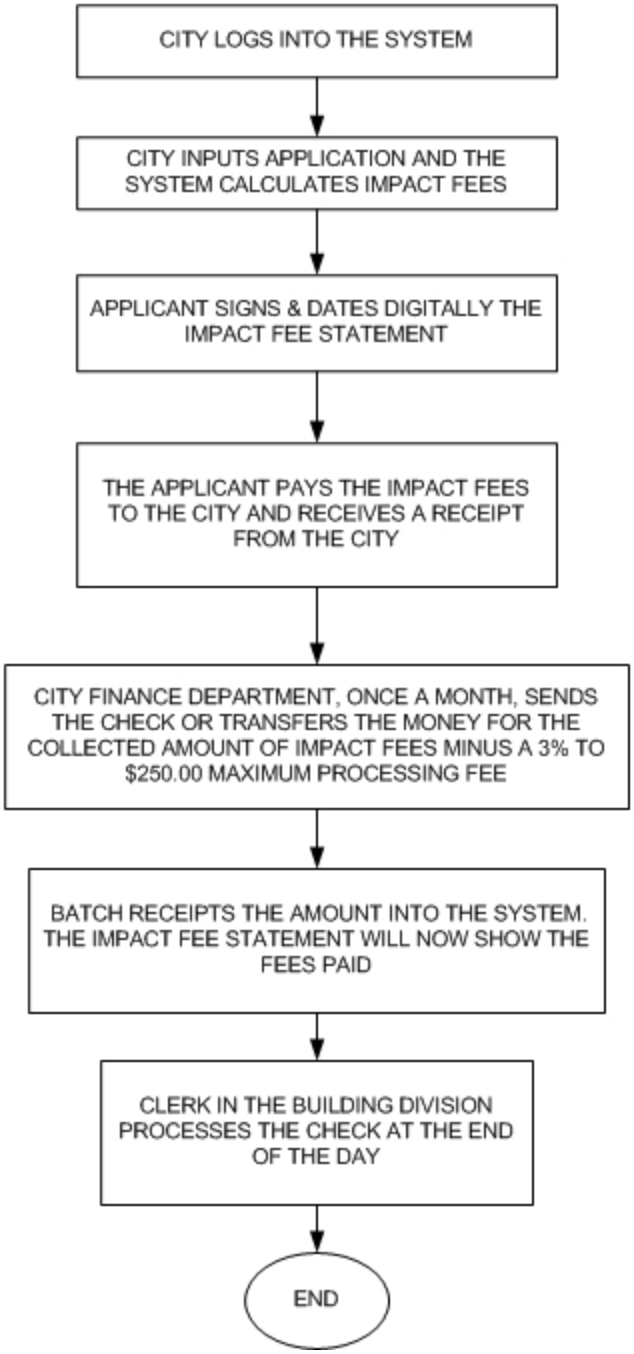


FIGURE 6.2 PROCESSING CITY IMPACT FEES COMMERCIAL/OFFICE/INDUSTRIAL/MULTI-FAMILY RESIDENTIAL & OTHER

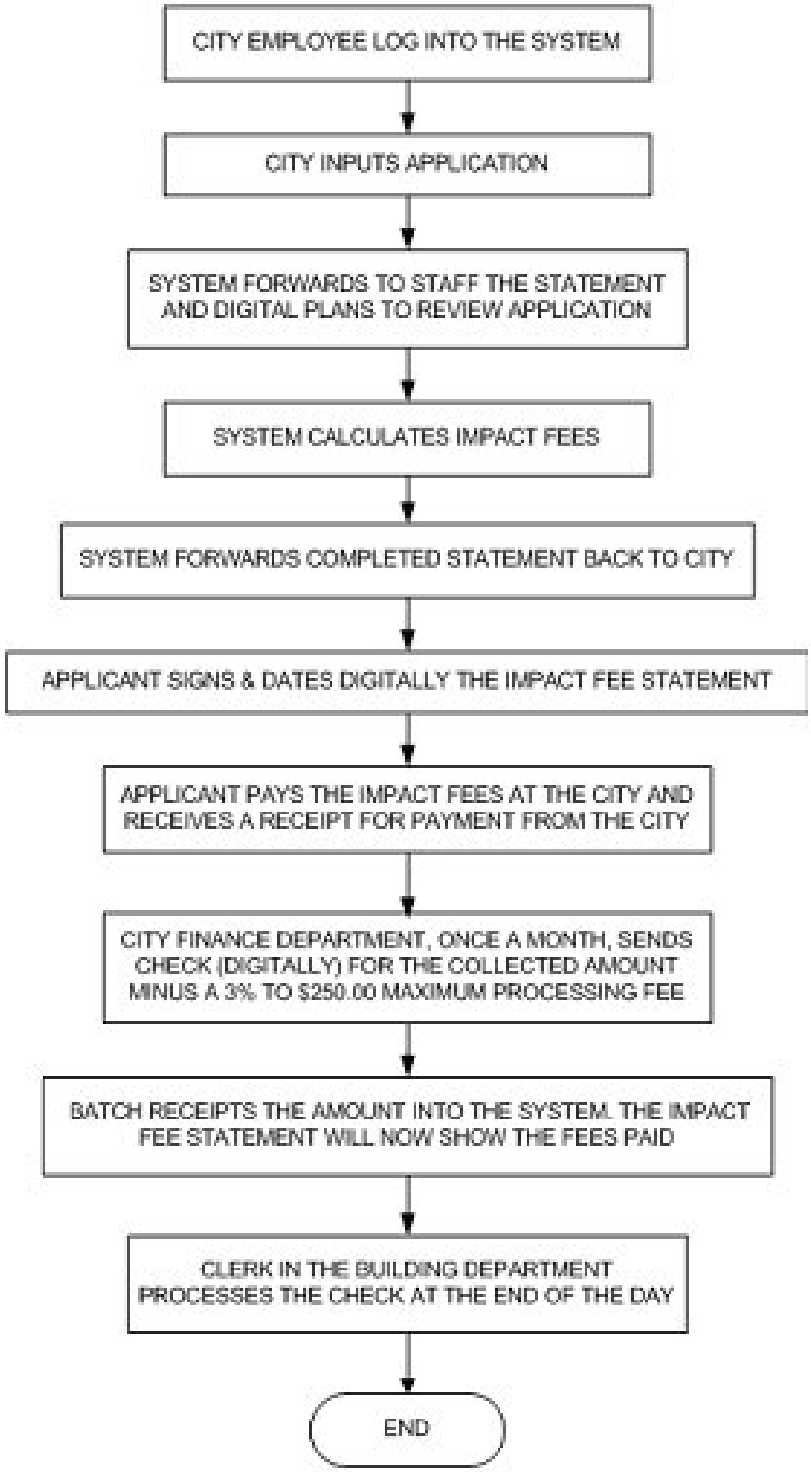


FIGURE 6.3 PROCESSING SEMINOLE COUNTY IMPACT FEES SINGLE-FAMILY RESIDENTIAL

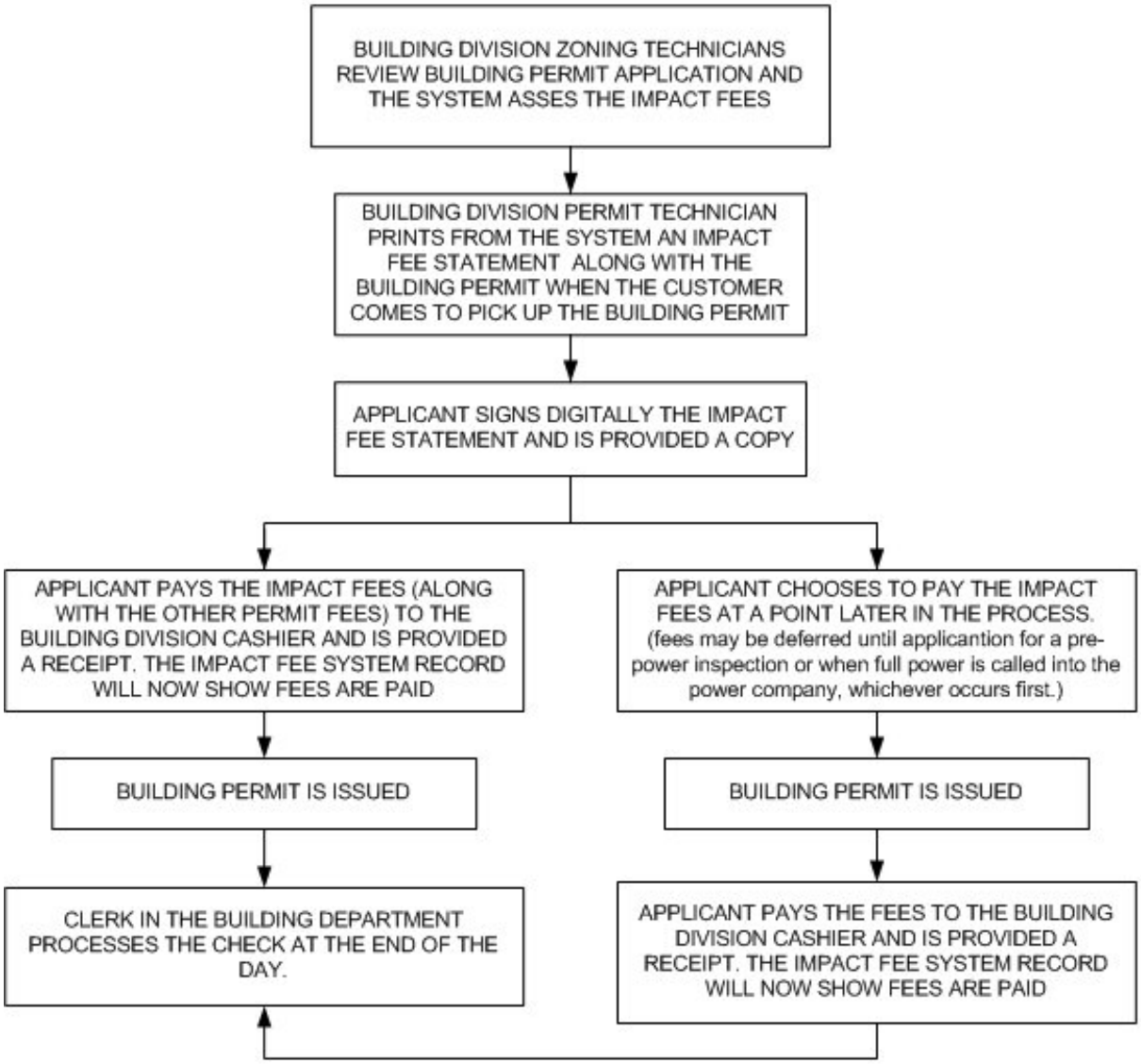


FIGURE 6.4 PROCESSING COUNTY IMPACT FEES NON-RESIDENTIAL

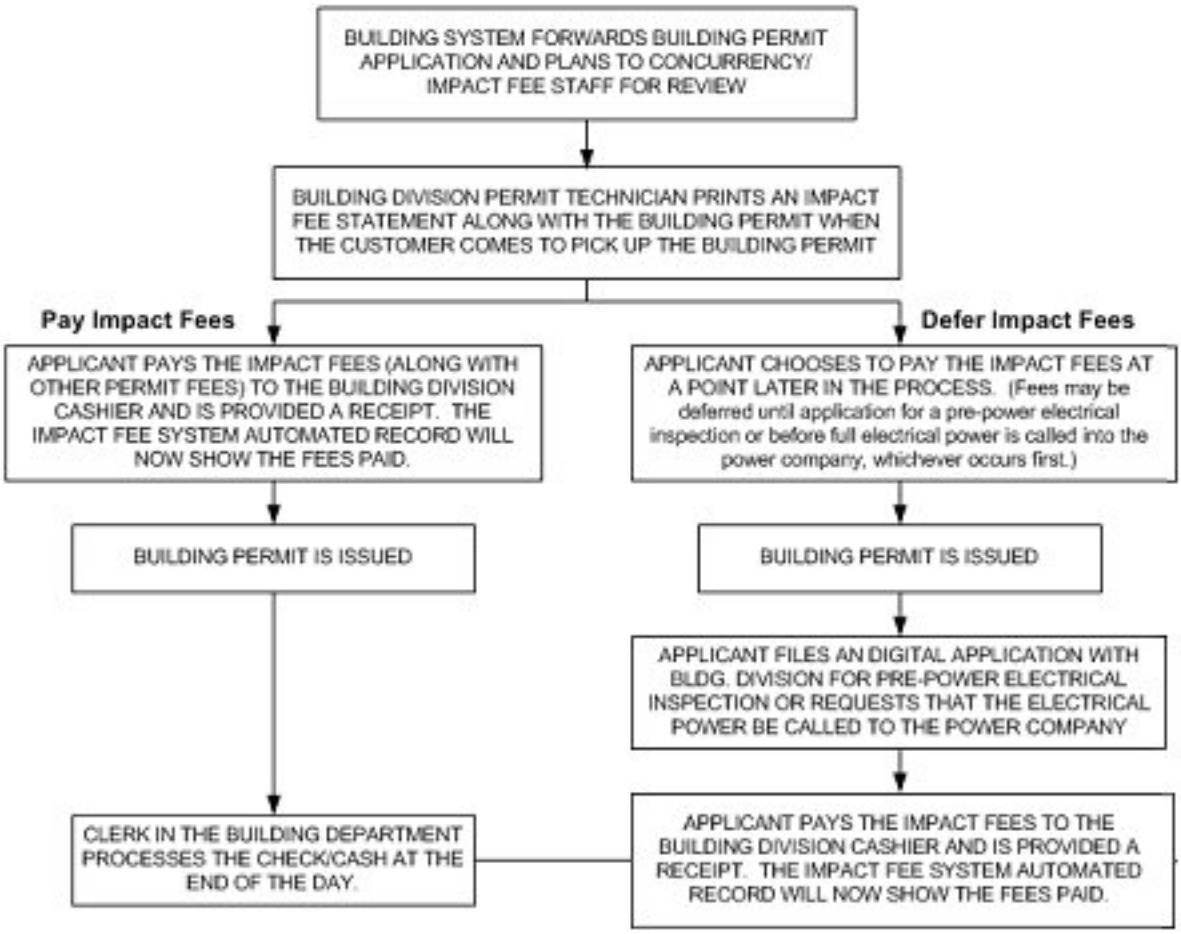


Figure 6.5 Refund Impact Fees Procedure

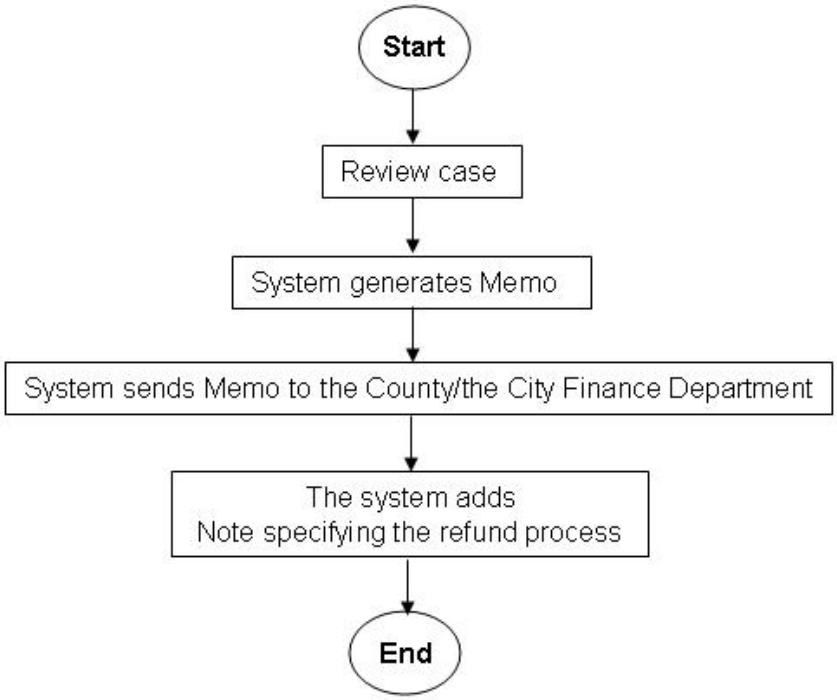


FIGURE 6.6 IMPACT FEE-APPEAL PROCEDURE

FIGURE 6.7 CONCURRENCY PROCESS

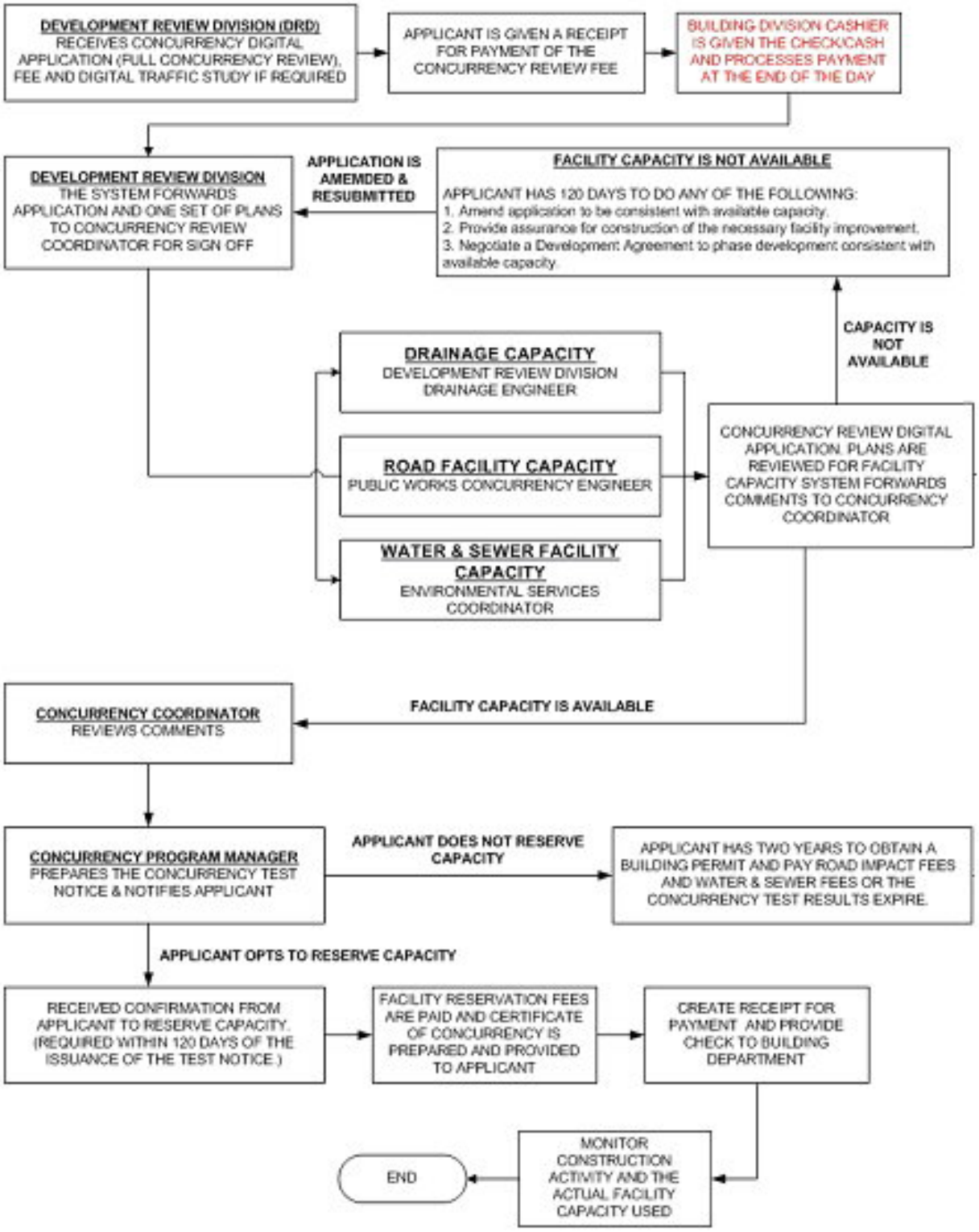
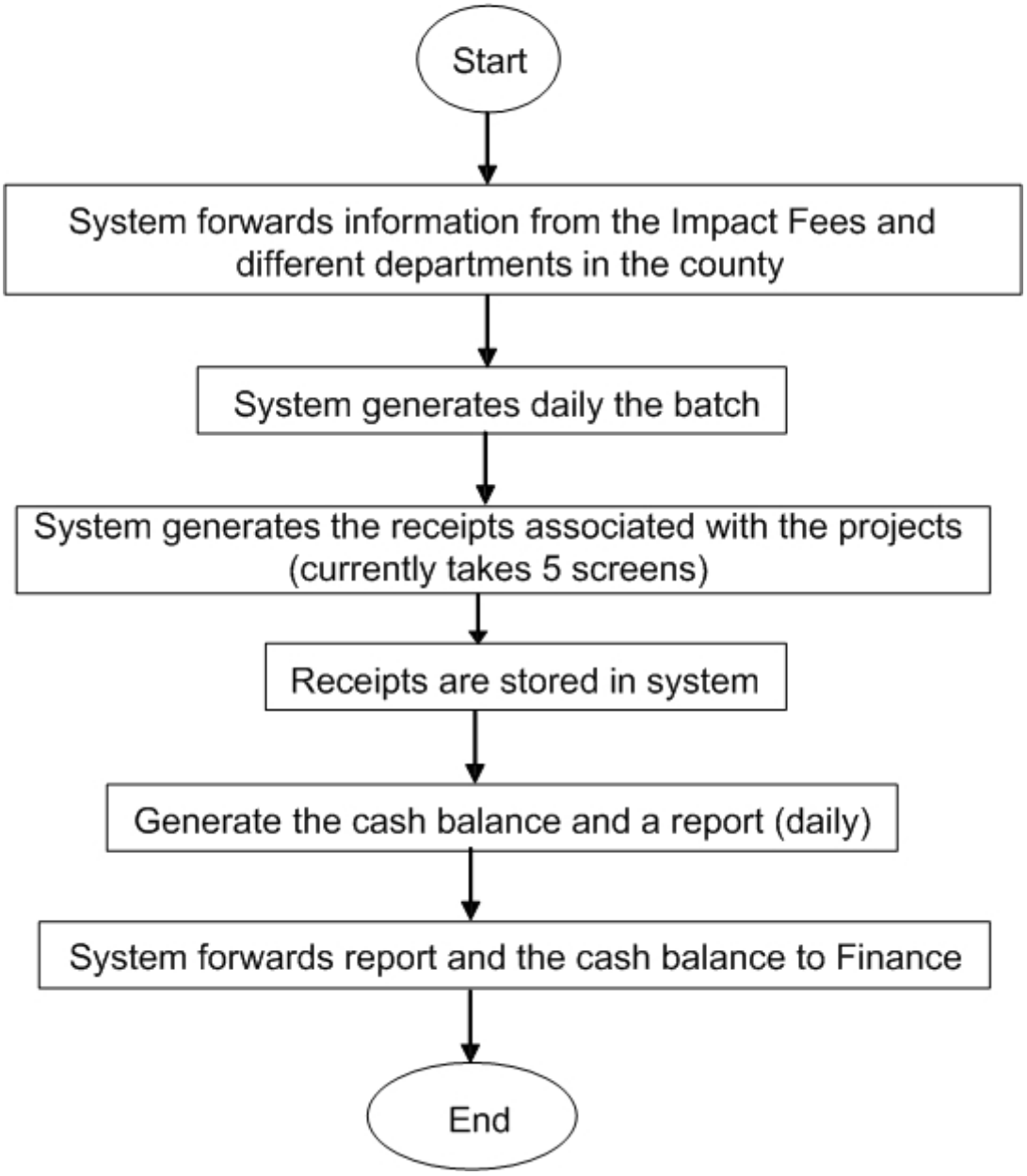


Figure 6.8 Cash Receipt Procedure

Currently takes about 1 minute to generate a receipt. Cash balance takes 1 ½ hrs. Reports take 1 ½ hrs.



6.3 Technical Recommendations

Internet Development Framework

In order to have an **Impact Fees, Concurrency, and Cash Receipt Processes-Oriented Information System** it is necessary to select an Internet Development Framework that provides a unified environment where the different software modules can be integrated (Reference: Agenda Report).

Banking systems and financial management systems have state and federal guidelines that make custom development of these systems expensive and time consuming. Most financial system providers are capable of providing these custom services as part of their basic packages. It is recommended that Seminole county not develop custom software in this situation.

A number of banking services have been researched to determine whether the banking services can provide the level of service required for the county.

The specific services that must be provided by the chosen provider need to include:

1. The County should have the ability to track payments by:
    a. Customer.
    b. Revenue Line.
    c. Transaction Code – A distinct code for each type of service provided and paid for.
    d. Payment Type – In what form was the payment made.
    e. Payment Date.

2. The Customer should have the ability to:
    a. Make direct payments in response to online billing.
    b. Receive a report of current payment status and billing.

3. Ability to provide reports (daily, monthly, weekly, and annual)

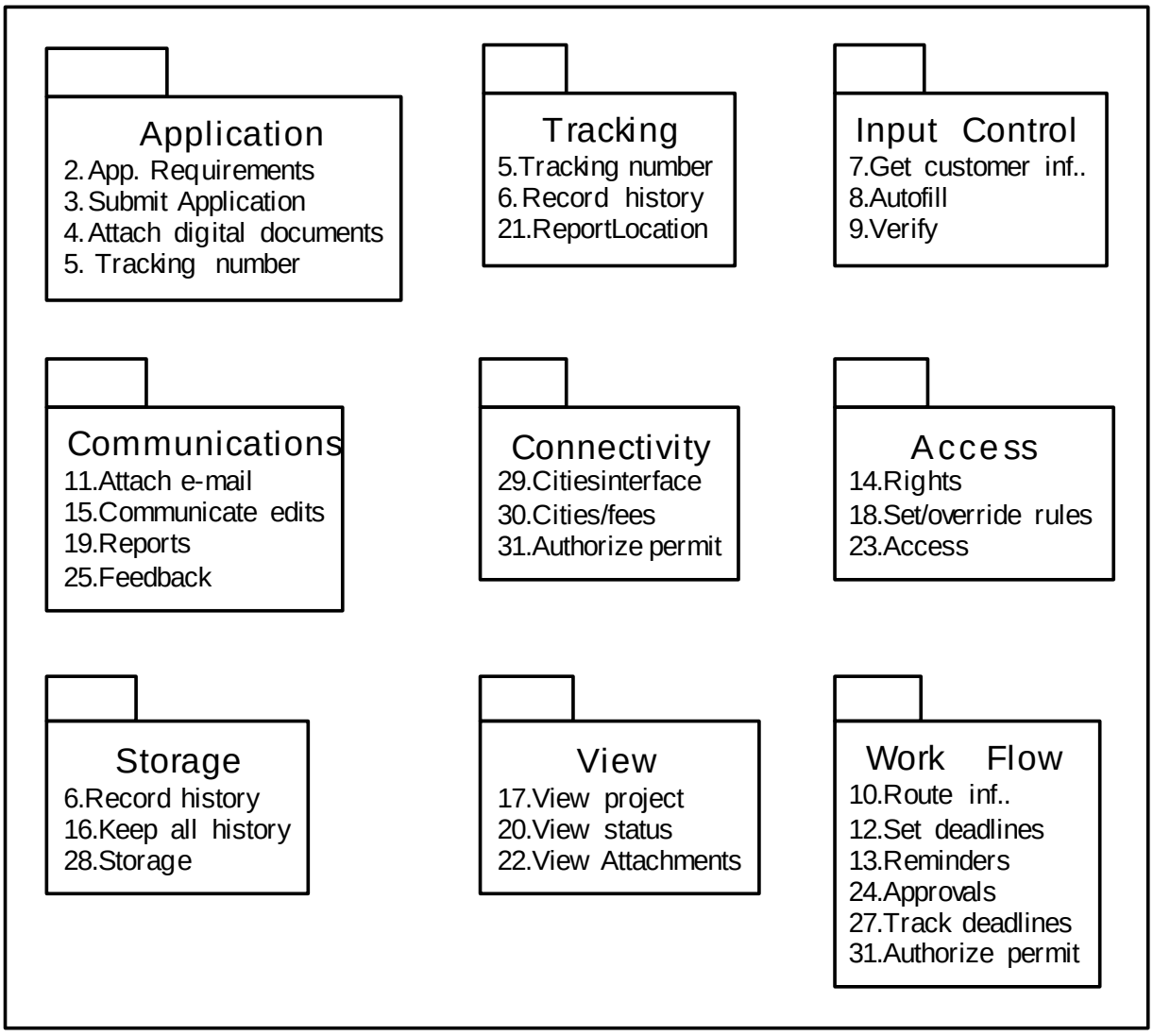
a. Billing by Revenue and transaction code.
b. Billing for Customer.

4. Ability to allow 3rd party entities (cities) to make transactions for customers at those locations (Cities can service as a payment entity).

5. Transaction Codes should be linked to a textual description of the transaction type for simplicity to the customer.

6.3.1 System Architecture

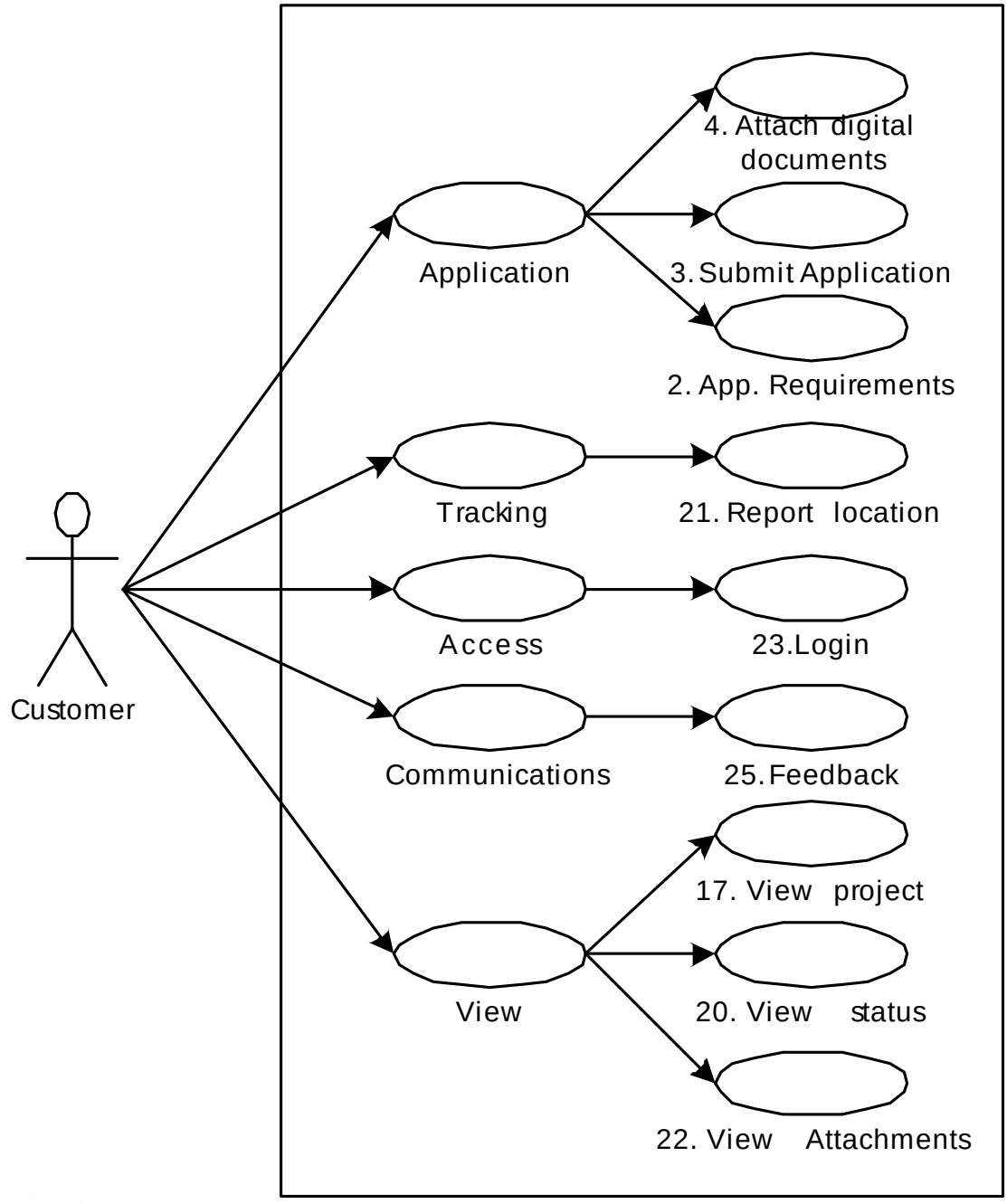
The new **Impact Fees, Concurrency, and Cash Receipts Process-Oriented Information System** should be designed to satisfy the expectations and corresponding use cases thus far identified. Below is a list of modules recommended in order to meet the identified expectations. For detailed information about the expectations and use cases please refer to Section 5.



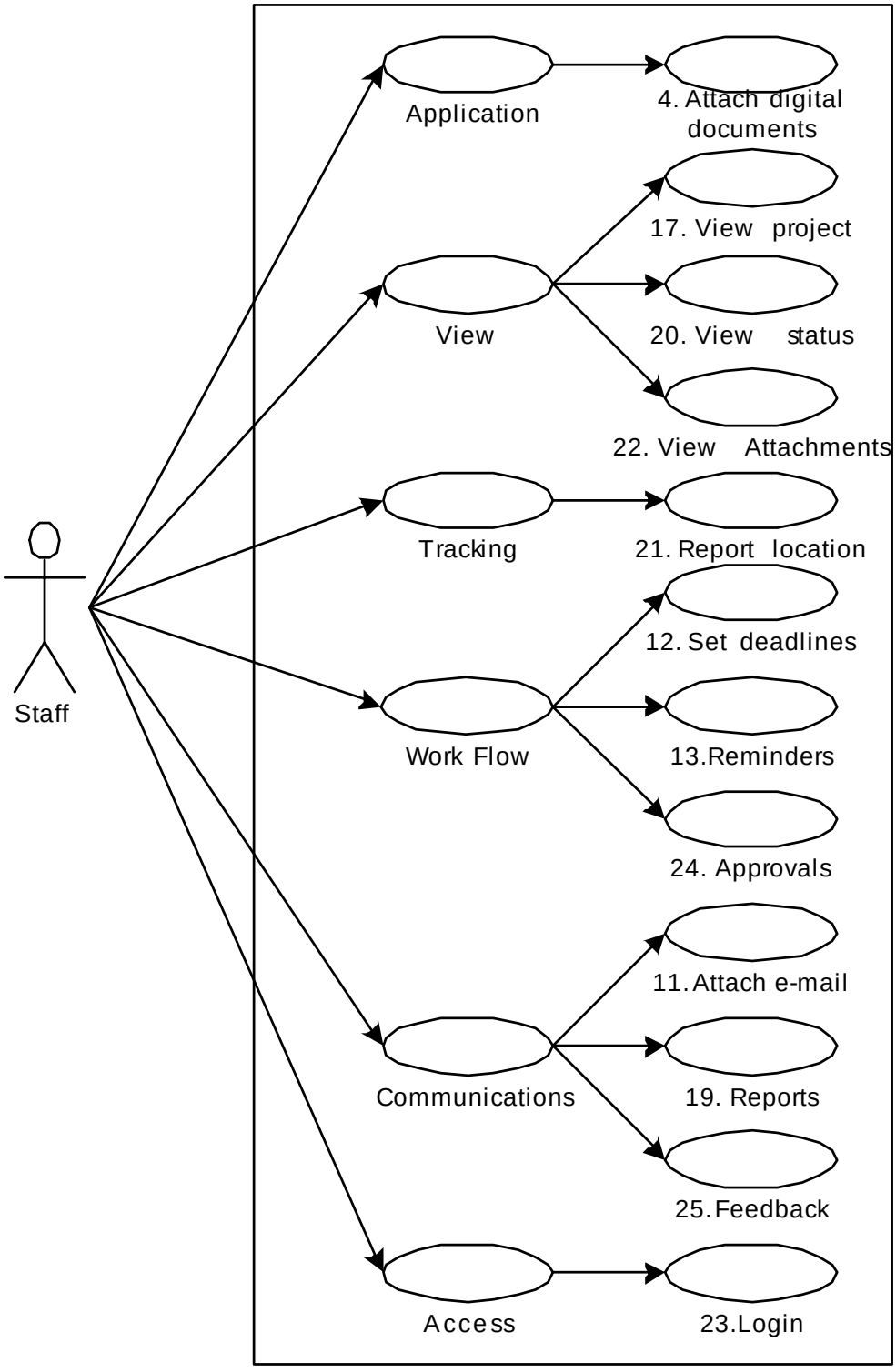
6.3.2 Use Case Diagram

The following Use Case diagrams summarize the recommendations in terms of access to the different modules and activities of the new **Impact Fees, Concurrency, and Cash Receipt Processes-Oriented Information System.**

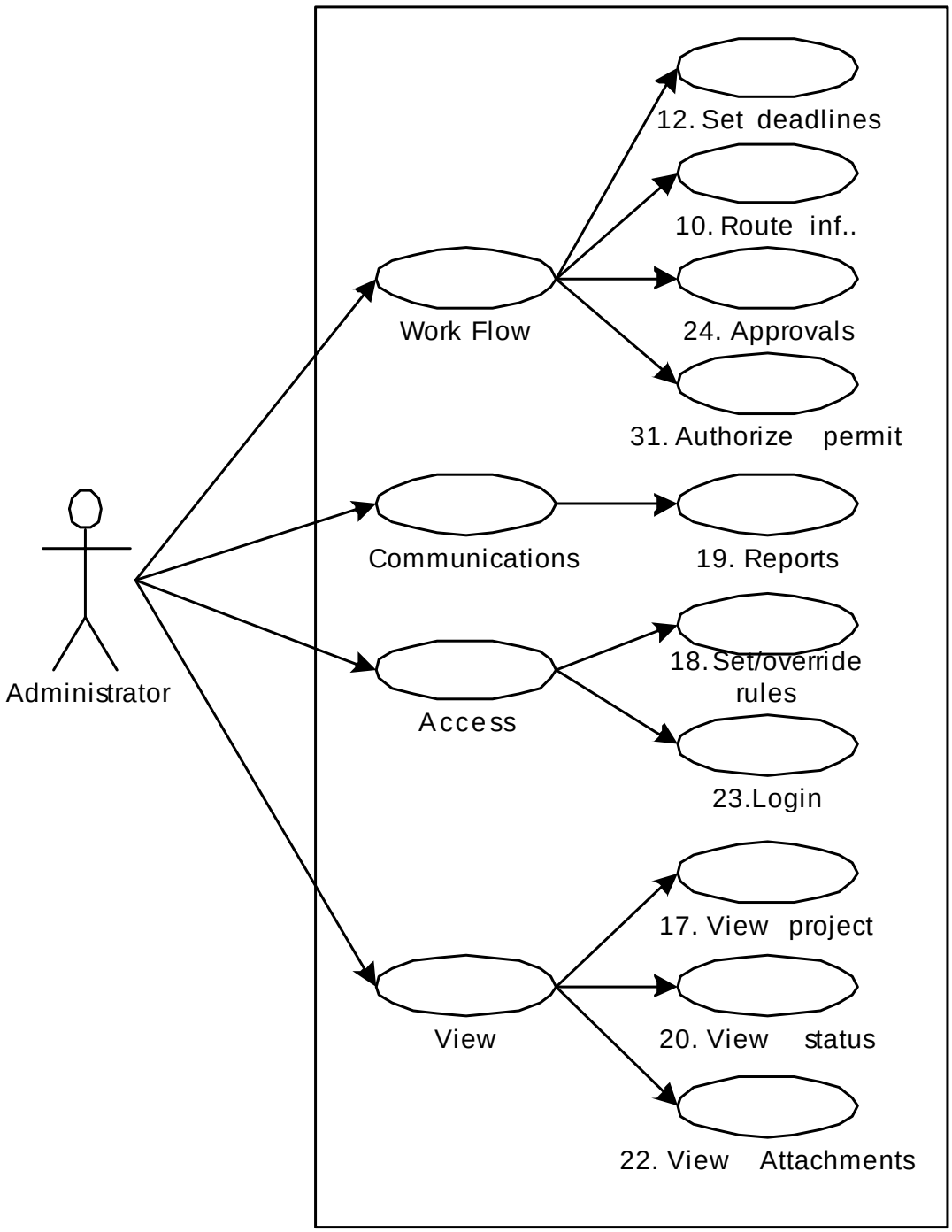
Customer



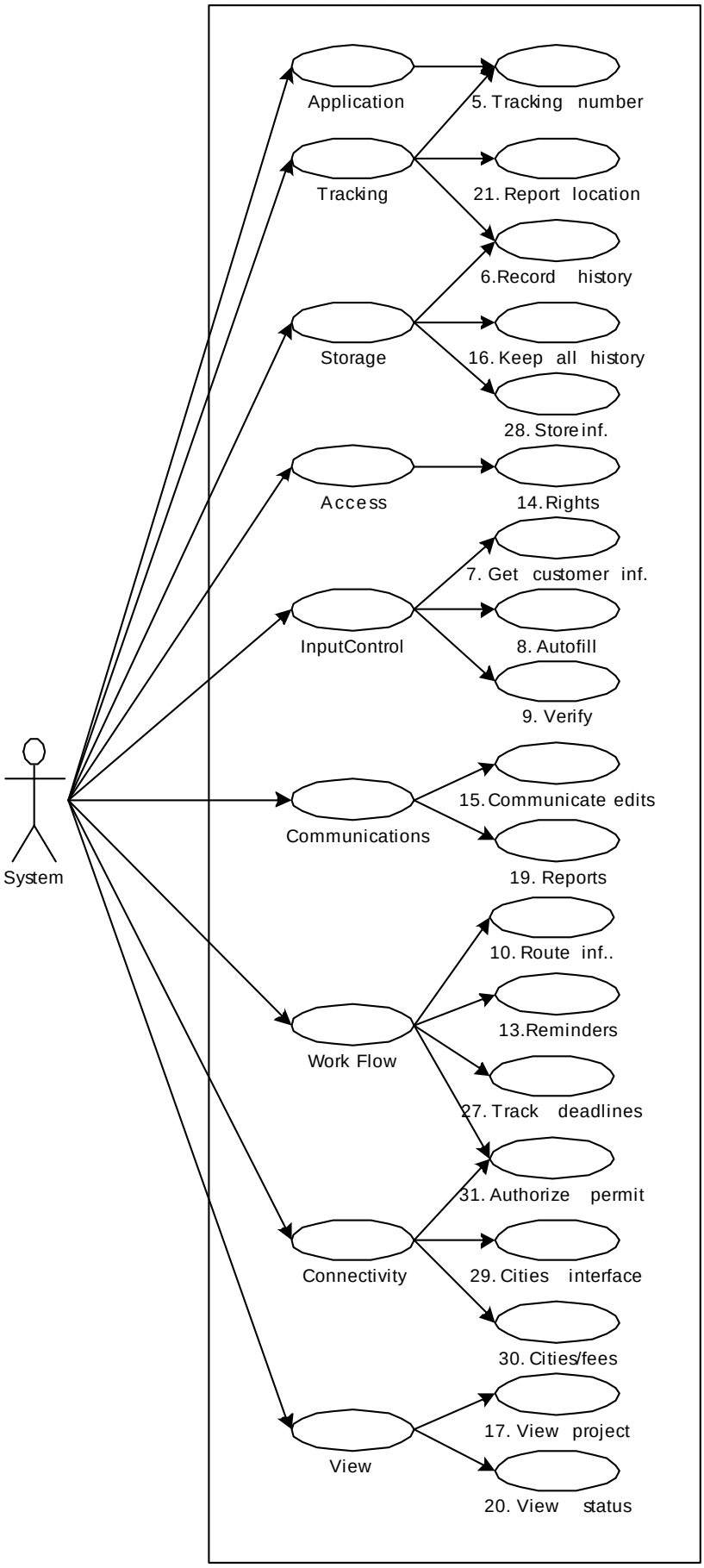
Staff


Staff
Application
4. Attach digital documents
View
17. View project
20. View status
22. View Attachments
Tracking
21. Report location
Work Flow
12. Set deadlines
13.Reminders
24. Approvals
Communications
11. Attach e-mail
19. Reports
25. Feedback
Access
23.Login

Administrator



System


Application
5. Tracking number
Tracking
21. Report location
6.Record history
Storage
16. Keep all history
28. Store inf.
Access
14. Rights
7. Get customer inf.
InputControl
8. Autofill
9. Verify
System
15. Communicate edits
Communications
19. Reports
10. Route inf..
13.Reminders
Work Flow
27. Track deadlines
31. Authorize permit
Connectivity
29. Cities interface
30. Cities/fees
17. View project
View
20. View status