OPTIMIZING GOVERNMENT BY IMPLEMENTING BUSINESS PROCESS STANDARDIZATION & AUTOMATION

Key Findings

Through diligent assessment, EKI-Digital identified key value opportunities in excess of $1 billion that were within the county's reach using proven best practices in government. It also examined the county's capacity to seize these opportunities, uncovering the central issues preventing the county from achieving the efficiencies it sought. Key takeaways included:

- The county lacked a cohesive strategy for maximizing the collection of non-tax revenue sources
- Cost was driven by uncoordinated vendor spend and escalating personnel expense, despite falling headcount
- Technology was excessively costly, lacked coordination, and exposed the county to significant risks
- Core processes were manual, overly paper-based, and subject to errors and delays

The EKI-Digital Approach

EKI-Digital interviewed 90+ county officials and staff and conducted deep-dive process analysis and workshops on procurement and property tax. Simultaneously, it examined:

- Financials
- Vendor spend
- Headcount
- Budgets
- Process performance metrics
- In-depth IT capabilities
- Consolidation potential
- Transformation requirements of data centers

- Voice/Data network
- Mainframe-midrange computing
- Business continuity
- End-user support
- Web portal applications
- Database
- Skills and staffing
- ERP readiness and vendor review

After creating essential tools for budget analysis and headcount strategy assessment, EKI-Digital evaluated implementation capacity and improvement opportunities for impact and level of difficulty.

Recommendations

EKI-Digital recommended a two-tiered approach, starting with building the capacity to execute the county's transformation by:

- Adopting a new model of service delivery
- Modernizing the enterprise architecture
- Establishing an Enterprise Program Management Office (EPMO) as the engine of implementation

The second recommendation was to implement four integrated programs that would address the key sources of cost reduction, revenue enhancement, technology delivery, and productivity that the county required (figure 2, next page).

> "EKI-Digital conducted an extensive assessment of the county's operations and uncovered practical opportunities for substantial savings and efficiencies that offer the potential to transform our productivity. Additionally, EKI-Digital designed the roadmaps for building our capacity and delivering the identified value."
> - CFO, Cook County, Illinois

Figure 2:

| PROGRAM	INITIATIVE	RATIONALE
CORE PROCESS PROGRAM	1. Procurement strategy / process	• Attacks process most critical to saving on all county external spend
	2. Property tax process	• Provides assurance of issuing tax bills on time
	3. Enterprise content management	• Develops generic capability to move from manual-paper to digital processes
CORE SYSTEMS PROGRAM	1. ERP: Financial/HR/Procurement	• Enables core finance, accounting, controls
	2. Timekeeping and attendance	• Reduces costly errors and fraud in timekeeping and attendance
	3. Business intelligence capability	• Provides ability to scan broadly for data anomalies for new revenues and fraud detection
E-GOVERNMENT PROGRAM	1. Web portal consolidation	• Provides core integrated platform for digital processing leading to reduced hiring needs
	2. Self-service: employees/citizens	• Enables access to core services online
	3. Digitization of paper	• Digitizes existing paper to reduce current staff time wasted searching for paper
	4. Attrition management	• Manages to reduced new hiring targets
IT TRANSFORMATION PROGRAM	1. Business continuity capability	• Establishes viable business continuity capability
	2. Voice/Data network rationalization	• Captures available $100M in cost savings across entire effort (over 4 years)
	3. End user support capability	• Speeds employee access to right computing capability and connectivity
	4. Data center unification	• Brings disparate data centers under one roof
	5 Legacy systems migration	• Begins credible plan to move off outdated mainframe technology
	6 Relational database extension	• Establishes database that will connect citizens and county data in one place

The Outcome

These programs will enable Cook County to powerfully drive productivity, consolidate and leverage resources for efficiency, and deliver targeted value from reengineering. Additionally, these new programs will drive cost and risk out of IT and reduce new hires by automating work and implementing processes that require fewer people. Cook County is poised to save more than $1 billion over the next four years.

## Figure 3: Execution Playbook Produced for Cook County, IL
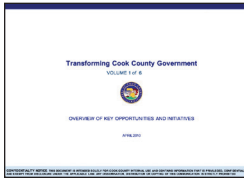
Vol. 1: Overview of Key Opportunities and Initiatives
- An examination of the major components of the county's more than $1 billion savings and revenue opportunity
- Compendium of opportunities gathered through interviews and analysis, prioritized according to level of difficulty and scale of value (estimates not yet validated)
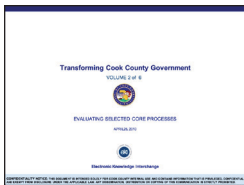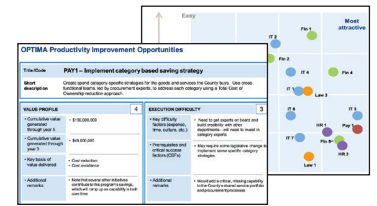
Vol. 2: Evaluating Selected Core Processes
- Detailed examination of the county's procure-to-pay process with process analysis results and proposed solutions
- Organization and sources of value
- Implementation program
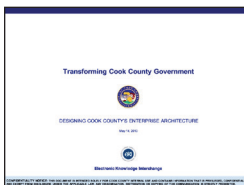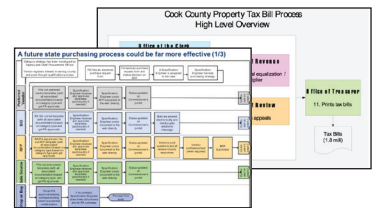
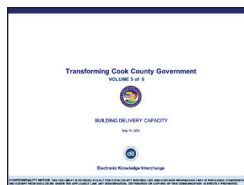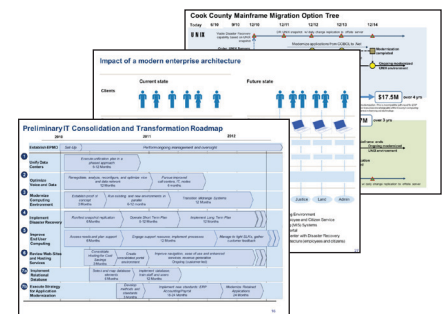**Vol. 3: Designing the Enterprise Architecture**
- Step-by-step determination of the structure and content of the county's enterprise architecture
- Service sector process classification
- Functional process classification
- Business requirements
- Supporting technical elements
- Technology stack standards framework
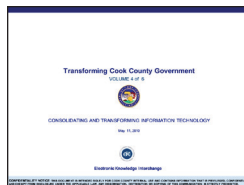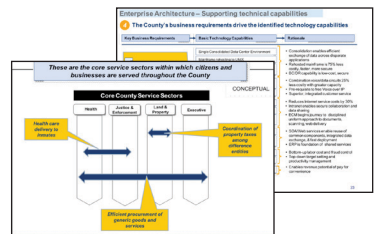
**Vol. 4: Transforming Information Technology**
Detailed examination of consolidation and transformation requirements in IT:
- Data centers
- Voice/Data network
- Mainframe midrange computing
- Business continuity
- End user support
- Web portal
- Business applications
- Skills and staffing

Vol. 5: Building Delivery Capacity
- Examination of the roots of capacity building for execution and delivery
- Alignment with operating models
- Leveraging of Enterprise Architecture design
- Organizational models
- Governance systems and protocols
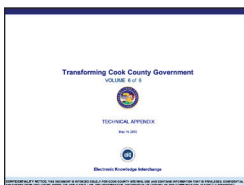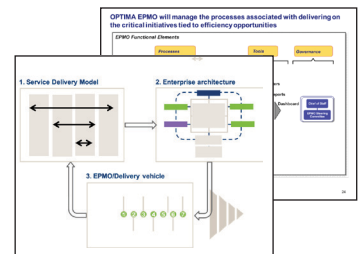
Vol. 6 Technical Appendix
- Spend cube database
- Online e-bidding system
- Online commissioner's portal
- Procurement bridging strategy