

The City and County of Denver Automate Business Processes and Improve Citizen Engagement with Zia Consulting

Customer

City and County of Denver

<http://www.denvergov.org/>

Technologies

- Zia Fresh Workflow
- Zia Agile Development Methodology
- iPhone SDK
- Alfresco Enterprise 3.3
- Oracle ESB
- PeopleSoft Financials and CRM
- Ephesoft

Background

The City and County of Denver has a population of over 600,000 people and is the 21st largest city in the United States. It employs more than 10,000 people and has an operating budget of \$1 billion. Like many cities, Denver's information technology functions were previously federated within the 70+ separate agencies. As a result, the city amassed a complex technology environment including 14 separate document management systems none of which interfaced with each other.

In 2005, the mayor created a centralized IT group called Technology Services to provide a unified technology strategy for the city while helping to managing IT costs. The group quickly realized that it needed to consolidate on one document management system that could serve as the backbone for many document-centric business processes and applications. First and foremost, the Technology Services Group had to address Denver's contract records system which stored all city contracts and associated financial records. This system was outdated, hard to search, lacked sufficient security and needed to be rebooted every night.

With the city facing a number of fiscal pressures, technology investments needed to be strategic, cost effective, easy to integrate, and quick to implement. After reviewing several content management technologies, the city selected Alfresco Enterprise Content Management because it was cost-effective, robust, scalable, based on open standards and easy to integrate with their existing use of PeopleSoft and Oracle Enterprise Service Bus (ESB).

Solution

In 2009, Denver turned to a local technology firm and Alfresco Platinum Partner, Zia Consulting, to help implement and support a new consolidated content management strategy. Zia worked with the Technology Services Group to design a multi-phased approach to implement Alfresco and automate key business processes without any disruption in city services. As a result, Denver has been able to better allocate resources, plan technology roll outs, and provide technology services quickly to employees and citizens.

Over a 15-month period, two Zia consultants partnered with the Technology Services Group to implement Alfresco and integrate it with PeopleSoft and other key applications using Oracle ESB. The consultants worked for periods of six to 12 weeks on implementing specific projects, configuring the systems, designing workflows and user interfaces, writing new web services as well as testing new applications for roll out and performing migrations. This approach has allowed the city's IT services team to roll out new services to employees on a regular basis, increase user adoption and incorporate user feedback.

Results

- Projected five year savings estimated at \$1.5 million by consolidating on one content management system and eliminating multiple licensing and maintenance costs
- Improved citizen engagement through online and mobile applications
- Shortened the time it took to approve city contracts by automating the request and approval process
- Replaced Denver's contract records system with Alfresco
- Automated and simplified multiple business process including contract management and procurement
- Established a records management system for improved auditing of city contracts and financial documents
- Developed reusable Web services to integrate key technology applications
- Created a flexible workflow process to manage document approvals

Phase one consisted of implementing Alfresco and replacing Denver's outdated contract records system with an Alfresco application for storing and managing approved contracts. Key to the application's success was its integration with PeopleSoft, which has allowed city employees to search, and view contracts directly from PeopleSoft and see attached metadata. This has saved employees' time and has provided the city with one unified system that is secure and adheres to audit requirements.

Next the city focused on automating its paper-based procurement process for improving the tracking of invoices, receipts, and purchase orders in PeopleSoft Financials. Using the CMIS content management standard, Denver easily wrote a web service to communicate and move documents between Alfresco and PeopleSoft. Within weeks, the city rolled out a new integrated procurement process that included an Alfresco content repository for storing, tracking and managing all retention policies on financial documents.

To support the city's initiative to improve citizen engagement, Zia and the Technology Services Group made the Denver 311 service available online and through iPhone, iPad, and iPod devices. This service allows citizen's to easily report non-emergency items such potholes, dogs barking or graffiti. Reusing the Web services already created, Zia integrated Alfresco with the city's call center and CRM technology and created a metadata form that can be filled out online or through an iPhone/iPad application. Once submitted, a ticket is created in the CRM system and a city worker is assigned to investigate.

Receiving positive feedback from employees on the new Contract Records System, the city wanted to fully automate the process for requesting, writing and approving contracts. To do this, Denver augmented Zia's Fresh Process product, creating a 'boot strap' workflow structure in Alfresco that integrates directly with PeopleSoft. Understanding that workflows can change quickly or vary from contract to contract, Zia has designed the contracting workflow to be flexible without creating a burden on the Technology Services Group and budget. The 'boot strap' workflow allows users to hand off one workflow to another, such as an RFP workflow to a Contract workflow once a vendor has been selected. Zia built digital signatures into the application using Alfresco's single sign on to ensure that each step of the process had the appropriate approvals. In addition, the system includes a user dashboard highlighting a person's tasks and where contracts are in the approval process. This helps city management ensure that contracts are moving quickly through the process and not delayed.

Denver plans to continue automating other business processes using the Alfresco, PeopleSoft and Oracle ESB infrastructure and Zia will be there every step of the way. Leveraging the technology used for the 311 application, Zia plans to extend the city's licensing, inspection and permitting process online and to mobile devices for both citizens and city employees. In addition, Zia is helping Denver further consolidate its content management systems by migrating Documentum content to Alfresco. The city estimates that this will save them \$1.5 million over 5 years by consolidating on one content management system and eliminating multiple licensing and maintenance costs. Other projects on the horizon include Human Services Case Management which will include integrating with Ephesoft scanning and faxing technology.

Decision Factors:

The decision to go with Zia Consulting was easy for the City of Denver. Not only did Zia have the right technology background and skills, its agile development approach aligned with the Technology Services Group philosophy. More importantly, Zia consultants have broad ECM, systems integration and business process experience, allowing them to take on many different responsibilities. For example, Zia project managers and lead business analysts are also technical ECM architects. With Zia, Denver does not need multiple people to fill the roles of project manager, architect, QA lead, lead engineer, or business analyst. Instead, Denver can leverage two Zia consultants that work with their existing team saving the city money and resources.

Zia Consulting works closely with Denver to help maximize their technology investments by identifying where they should make strategic technology purchases and how to integrate it with existing technologies. Equally important, Zia's ability to leverage open source technology and open standards helps the city reduce costs and do more with less.

"Zia Consulting is a true partner! They have helped us consolidate technologies, automate key business processes, and use technology to better engage with our citizens. They have been able to deliver quick, cost effective results that provide real value to the City of Denver. We have been able to leverage Zia's expertise in automating document-centric business processes while allowing us to easily roll out new applications and maintain them. This has been a winning combination for the city!"

Chuck Fredrick, CIO, City of Denver

"Zia Consulting is a top Platinum Partner for Alfresco. Their deep expertise in ECM and Alfresco's platform enables true innovation and forward-thinking solutions for their clients. The City of Denver project continues to be a powerful example of our great collaboration and valued partnership."

Martin Musierowicz, VP Sales Americas Alfresco