

Case Study

County of San Diego

The County of San Diego has seen its population double over the past 25 years to about 2.9 million people—making it the third most populous of California’s 58 counties.

Like many municipalities, the County of San Diego (www.sdcounty.gov) meets the increased demands of a growing population by using information technology to support everything from fighting crime to maintaining public health and preserving the environment. The County of San Diego was recently named one of the most technologically advanced county governments in the U.S. by the Center for Digital Government and the National Association of Counties.

An excellent example of technology in action at the County of San Diego is the municipality’s extensive use of Cardiff’s content capture and business process management software. The County deploys several installations of Cardiff® TeleForm®, along with an enterprise public access license of Cardiff® LiquidOffice™. Hershey Technologies, a leading system integrator and reseller of document imaging, document management and business process automation solutions, recommended LiquidOffice because of its unique ability to automate online and hard-copy employment applications.

In addition, Hershey (www.hersheytech.com) persuaded several other agencies to invest in Cardiff TeleForm, a high-volume content capture solution that automates paper-to-digital processes. Key users include Agriculture, Vital Records, Housing, General Services, Customer Service, Environmental Health, and Mental Health.

The Challenge: Stemming Costs

As a fast-growing municipality, the County of San Diego faces continued pressure to control expenses and streamline operations. Several areas were targeted for efficiency improvements:



Recruitment in the Department of Human Resources: The County employs more than 15,000 people, and receives in excess of 7,000 job applications each year. The applicant recruitment process prior to the Hershey Technologies engagement was extremely dependent on manual processing paper-based employment applications. In order to receive and complete listings of job applications, citizens and or existing County workers typically would drive to one of the five County HR satellite offices or wait for County HR staff to mail applications. Staff were required to not only respond to citizen service requests but also maintain an up-to-date inventory listing of currently available job applications at the five regional offices. After receiving an applicants’ completed handwritten or occasional electronic form, County staff then performed a range of non-integrated, often redundant tasks such as re-keying applicant data into the Sigma applicant tracking system, completing records management processes and using email and fax communications to expedite and monitor the recruitment-to-hire process.

Key Business Drivers

- Reduce and/or eliminate dependence on County HR staff.
- Automate online and offline applications, and significantly reduce printing costs.
- Support applicant submissions that mirror the paper process to ensure compliance and compatibility with the County’s existing IT and line-of-business applications (i.e. Sigma, Documentum, PeopleSoft).
- Adopt an online self-serve model where job applications are available for public submission 24x7.

Customer at a Glance

County of San Diego

Profile: The County of San Diego is one of the fastest growing municipalities in the country. Its population has more than doubled in the past 25 years. Today, approximately 2.9 million people call the county home—the third most populous of California’s 58 counties

Situation: Facing continued pressure to control expenses and streamline operations, the County of San Diego targeted two departments for efficiency improvements: the Department of Human Resources and the Agriculture Weights and Measures Department. Using Cardiff’s content capture and business process management software has enabled the County to implement an enterprise-wide public facing egovernment model available 24x7 that improves citizen services and reduces costs and waste associated with manual processes, printing and storage of previously paper-based application forms.

Application: Employment applications, pesticide inspection reports, vital records, building permits and others.

Industry: Local government.

Solution: Cardiff LiquidOffice; Cardiff TeleForm

Integration: Fujitsu Duplex Scanners, Oracle and Microsoft SQL Databases, Oracle /PeopleSoft HR, Documentum content management systems, and Hershey Technologies ImageNet WEB Services.

- Extend business hours with no direct labor and/or facility overhead.
- Leverage Documentum content management and workflow system to support applicants' submittal archival and workflow processes.

Pesticide Enforcement in Agriculture Weights and Measures Department: Local counties are mandated to report pesticide usage to the State of California Department of Pesticide Regulation. Data collection tasks are further challenged when changes to the amount and type of data is required to ensure pesticides are used responsibly. As a result, the County faces the prospect of continuously rising program administration costs—without new funding to accommodate their inspection needs.

The Solution: Cardiff TeleForm and Cardiff LiquidOffice

On the recommendation of Cardiff One-Source partner Hershey Technologies, the County of San Diego selected Cardiff's BPM solutions to cut costs and boost efficiency in several departments including HR and Agriculture Weights and Measures.

Cardiff LiquidOffice is now hosted on the County's website to support paperless, online job application submittal and secure routing of public and county employment applications filed from the municipality's website to the appropriate hiring manager for review.

Cardiff's AutoMerge Publisher feature was used to support the need to submit supporting paper-based attachments with an online application. As soon as an employment application is complete, it is exported seamlessly to the County's Documentum document management system, and released for review to the appropriate hiring manager.

"(Cardiff) has dramatically streamlined our recruitment process," says Tom Castiglia, Director of Technical Services at Hershey's

system architect for the County of San Diego. "With the help of LiquidOffice, more candidates apply online, saving the agency money in printing and file distribution costs and making it easier for the County to find the best applicants possible."

The County's Agricultural Weights and Measures department has had similar success using Cardiff TeleForm, which can process thousands of paper forms per day with superior accuracy, speed and efficiency.

County agricultural inspectors take advantage of the point-and-click capabilities of TeleForm Form Designer to quickly and easily create new pesticide inspection forms or redesign existing ones. Ease-of-use is critical. Some forms have been redesigned numerous times to accommodate changes to State of California regulations governing pesticide use as well as the unique reporting requirements.

With these forms, inspectors measure and record the impact of pesticide residues in the state's groundwater, farmland, golf courses, parkland and lawns. Once complete, the forms get electronically transmitted to a TeleForm workstation for processing. The forms can be faxed, emailed, sent by digital sender or the Internet with the TeleForm eForm option. TeleForm converts the data with near 100% accuracy and archives original forms in the County's ImageNet record management system for storage and retrieval.

The Benefits of Cardiff: Dramatically Lower Costs

Cardiff's content capture and BPM solutions delivered a rapid return on investment for the County of San Diego.

LiquidOffice helped the County reduce the waste associated with manual processes, printing and storage of paper-based application forms. The municipality also elimi-

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—Neal Fischer, Hershey Technologies

nated data entry errors by incorporating database validations, calculations and other intelligent eForm features. Additionally, the County raised employee productivity by adding automated business rules to application forms to eliminate redundant tasks.

"The benefits of the online applications process at the County of San Diego are beyond measure," says Neal Fischer, Hershey Technologies president. "LiquidOffice has helped make applying and hiring simpler for all involved—at a fraction of the time and effort it took previously."

TeleForm also paid dividends for the County's Agricultural Weights and Measures department. By replacing costly manual data entry with efficient paper-to-digital processing, TeleForm contributed to a considerable reduction in man-hours at practically every step of the County's once onerous Pesticide Inspection and Data Reporting obligations.

"Thanks to (Cardiff) TeleForm, we've been able to reduce the man-hours spent re-keying data by up to 90% over the manual alternatives that we relied on previously," said Vince Acosta, inspector for Agriculture Weights and Measures.

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