

City of Durham, North Carolina

Increasing Efficiency with Munis[®] Financials

Winner of 2008 munis Public sector excellence award

Industry: City Government

Employees: 2,752

Budget: \$355 Million

Location: Durham, NC

Tyler products used: Munis[®] Financials

Years as Tyler client: 3

The Facts: Durham, founded in 1881, is the fifth largest city in North Carolina with a population of 222,000. It is the home of Duke University and North Carolina Central University, and is also a key corner of North Carolina's Research Triangle area, and home of the Research Triangle Park. Known as the City of Medicine, USA, Durham's identity is built on its outstanding hospitals and major national and multinational healthcare companies. It is internationally known for its cutting-edge research companies, specialty clinics, nationally-recognized medical teaching facilities, and acclaimed centers for weight management. Durham now has more than 300 medical and health-related companies and medical practices, with a combined payroll that exceeds \$1.5 billion annually.

In Their Own Words:

"Many changes in City processes have been used in the past that did not result in what we've seen with Munis. We have surpassed our goals."

—Keith Herrmann
Interim Finance Director

Key Challenges

- Implement a solution to replace antiquated paper-based system
- Create smooth workflow where all 26 City of Durham departments can access Purchasing and Human Resource Management applications
- Revise current processes and procedures to be more effective

Benefits: Financial and Beyond

- Electronic processing, with a drastic reduction in the time it takes to complete tasks, has overtaken outdated paper processing—translating to both hard and soft costs for the City
- Significant savings in personnel time, delayed actions, and cutting of payroll checks
- Elimination of unnecessary travel between far-flung departments

City of Durham's Best Practices:

- Created detailed specifications, a successful selection of company and product, and implementation of the solution
- Identified and dedicated resources to ensure collaboration and effective communication
- Employees stay informed and up to date on progress

Why Tyler?

- Tyler provides all consulting, product enhancement, implementation, training, and support services
- The Munis Enterprise Resource Planning (ERP) suite is a fullyintegrated software solution
- Tyler is the largest sole provider of software and services for the public sector, covering all solutions for Financial, Education, Document, and Pension Management; Land and Vital Records; Appraisal and Tax; Courts & Justice; Public Safety; and Citizen Services

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Paper-based System a Threat to City Operations

The City of Durham, NC has an important job—its 26 departments and 2,752 employees serve a highly educated citizenry of 222,000, including students at two major universities. With decentralized operations, all of the City's departments are free to manage the initiation of requisitions and personnel actions through the Purchasing and Human Resources functions.

Over the years, it became apparent that the process and handling of paper-based requisitions and personnel actions was not working. Managers and employees were seeing increasing instances of papers being held up in in-baskets, arriving incomplete or unreadable—or lost altogether. They saw frequent delays in completing action as paperwork funneled through the internal mail system.

In short, there were too many instances of purchase orders and personnel actions not being processed in a satisfactory manner. The issue was compounded by the City's scattered employees making daily trips to City Hall to deliver actions that needed prompt attention. In time, this approach allowed bad practices to become the norm.

A New Automated Workflow

In 2005, Durham purchased Munis Financial Software Solution for its Purchasing and Human Resource functions. Automated workflow was implemented in all 26 departments for both functions, paving the way for rapid review, authorization and approval across the board.

In addition, Munis Scheduler and TylerForms were used for purchase order printing and distribution. The new process ensured each department's needs were met promptly, efficiently, and accurately. The high impact value, reflected in Return on Investment (ROI), was soon evident.

“Outstanding” Outcome in Purchasing

According to Keith Herrmann, Durham's interim finance director, the implementation of Munis had a tremendous effect. “We gained outstanding efficiency in our purchasing process, as evidenced by an issuance of 24,477 purchase orders in Fiscal Year 2008.” Herrmann said the average time for a requisition to be converted to a purchase order—written, processed, reviewed, converted, posted, printed, and sent—was 2.73 days.

The new system eliminated unnecessary travel, provided an audit trail of approvals, and allowed the Purchasing staff to address other functions in a timelier manner. Additionally, the implementation of Commodity Codes in the requisition process automatically gave Durham the opportunity to identify items that could be put out to bid.

Human Resource Function Sees Significant Savings

The automation of the personnel actions approval process has greatly improved Durham's ability to update payroll and personnel records. With an electronic flow of information, data cannot be held up on someone's desk or lost in the mail.

Automatic approval forwarding eliminates human error. Using Munis, HR staff can easily see all personnel actions and attachments. The automated workflow provides significant savings in personnel time, delayed actions, the cutting of payroll checks, and greater visibility into ongoing activities.

“We Have Surpassed Our Goals”

According to Herrmann, City of Durham employees were surprised in the effectiveness of the Munis implementation. “Many changes in City processes have been used in the past that did not result in what we've seen with Munis. We have surpassed our goals.”