

BUREAU OF LAND MANAGEMENT



HYPERION INTELLIGENCE HELPS RAISE PERFORMANCE AND STRENGTHEN ACCOUNTABILITY ACROSS BUREAU OF LAND MANAGEMENT.

CUSTOMER SUCCESS



Bureau of Land Management streamlines business practices to provide enhanced public services with Hyperion.

AT A GLANCE

Industry

Government

Geography

Washington D.C. headquarters; 300 field offices throughout United States

Usage

Operational and financial reporting, activity based accounting, management analysis, performance monitoring, planning, budgeting

Hyperion Products

Hyperion® Intelligence

Hyperion Partner

Advanced DataTools

Benefits

Online, Web-based access to key business and management data for reporting and analysis

Ongoing performance measurement data allows for precise evaluation of key metrics against established criteria

Savings of more than \$1.6 million annually in printing, distribution and labor costs

The Bureau of Land Management (BLM) built, with the help of Hyperion Partner, Advanced DataTools, is a Web-based financial management system (MIS) that provides reports to more than 7,000 BLM personnel in 300 field offices. With Hyperion® Intelligence, they see their office's current budget status, year-to-date workload, performance measure accomplishments, and what must be done to meet annual goals. This is not a management system or an Executive Information System – it is a system designed for daily use by “regular” employees. Every employee can improve his performance with access to this critical data. Key reports indicate, by program, funds appropriated by Congress, funds collected from the public, all expenses to-date by project and program, and accomplishments for every dollar spent.

MIS enables BLM to make significant management decisions to improve programs and services to the public. MIS is estimated to save the agency \$1.6 million per year in printing, distribution, and labor costs. As a result of this system, BLM is a model agency in implementing the Government Performance Reporting Act (GPRA), Activity Based Accounting (ABC), and cost management.

“ONE OF THE REAL BENEFITS OF MIS IS THAT DATA IS AVAILABLE TO ALL EMPLOYEES. EXCEPT FOR CONFIDENTIAL PAYROLL INFORMATION, ANY EMPLOYEE CAN SEE ANY DATA FROM ALL OFFICES AND PROGRAMS. THIS RESULTS IN A HIGHER DEGREE OF EMPLOYEE EMPOWERMENT AND ACCOUNTABILITY.”

*Terry Brokovich, Chief Information Officer and IRM Advisor for Business and Fiscal Resources
Bureau of Land Management*

BACKGROUND

BLM, an agency within the U.S. Department of the Interior, administers 262 million acres of America's public lands, located primarily in 12 Western states. Its mission is to sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

Decisions were based on stale data contained in paper reports that were produced monthly and mailed to each field and state office. Reports were often six weeks old and enormous, making specific data difficult to locate. Data was re-entered into local spreadsheets for analysis and status reporting. These local spreadsheets were then collected at year-end in a “massive exercise” to determine overall performance against goals and establish the next year's goals and budget.

Since BLM employees (field offices, state offices, and DC) had different data, it was very difficult to make decisions based on real, reliable, and shared information. BLM's goal was to improve business practices and public services

by providing all BLM managers with online access to the Bureau's business and management data, and to eliminate redundant automated systems and data entry in procurement, finance, budget, and other business systems.

SOLUTION SELECTION AND IMPLEMENTATION

The sheer size of BLM makes IT projects challenging. Most employees are scattered across large, sparsely populated Western states, but many work in larger regional offices or at headquarters in DC. The information needs of field employees are generally different from the needs of staff in regional offices or headquarters. As most BLM employees are non-technical, MIS had to be easy to use and require virtually no training. Prior to MIS implementation, BLM employees had many methods of preparing reports and maintaining records.

In designing MIS, BLM had to evaluate and standardize all these processes, keeping in mind that the system needed to work at all levels of the organization. There were three critical success factors that empowered BLM to deliver a successful solution:

1. Establishing a vision and designing a system to meet that vision.
2. Designing a system to meet 90% of users needs, thus making the system immediately relevant.
3. Support and ownership of the system by its users. BLM made a point of soliciting a core team of users to help design and nurture the system. Through the continued support and dedication of these core users, the system is continuously being enhanced to meet the changing needs of the overall user community.

During the five years since the first modules of MIS were implemented, BLM has achieved its information delivery goals. The entire project has been conducted with the design and implementation assistance of Advanced DataTools, a Hyperion consulting and training partner that provides consulting, design, implementation services and training for enterprise data warehouse systems.

The initial deployment included the Financial Management Information System (FMIS) data warehouse, which focused on Budget and Fund Status. Over time, the system has been continually enhanced with modules added in the following order:

- Performance and workload measures
- Activity based accounting and managerial cost data
- Customer satisfaction
- Collections from the Collections and Billing System
- Budget Planning System
- Billings from the Collections and Billing System

The MIS project utilized some "best practices" in designing, implementing and maintaining a solution that worked at the outset and still meets users' needs today:

- Establish and communicate a vision of how information can be collected, delivered and utilized.
- Design the data warehouse and business intelligence solution to be flexible and evolve to meet changing needs.
- Build the system and initial reports to immediately meet user needs and therefore accelerate user adoption.
- Sequentially add modules and features, building on previous successes.

- Construct reports and report access so every employee has access to and uses information for their individual job function.
- Evolve the system to accommodate user requests and changing market conditions.

SOLUTION DESCRIPTION

MIS is a Web-based financial management system for all levels of the BLM organization. It provides critical information for operational and financial decisions, while saving costs and increasing the outputs that benefit the public. MIS supports three key financial and managerial activities:

- Budget – Data is used to prioritize needs and opportunities for submission to Office of Management and Budget, and Congress. Once the budget is approved, the reports are then used to assist in the allocation of funds to state and field offices.
- Financial Planning – Data is used to enable managers to make informed decisions.
- Performance Measures – Data is used to evaluate the overall performance of BLM against established criteria.

MIS currently supports approximately 7,000 active users. This includes program staff, financial analysts, and budget staff in remote offices. All of these users have access to more than 300 pre-summarized reports and data sets including:

- Budget and fund status
- Program status
- Performance and workload measures status
- Collections
- Cost management reports

Approximately 3-5% of the active users are more specialized financial analysts and budget staff (power users) that also submit ad hoc queries to the data warehouse for more detailed analysis. In addition, every BLM employee (approximately 13,000 permanent, part-time and seasonal) can access the MIS Web site (mis.blm.gov) to retrieve reports and conduct analysis.

SOLUTION SPECIFICATIONS AND OPERATION

The MIS warehouse currently resides on a Solaris Enterprise-10000 running on Sun 8 with an Informix database containing approximately 800 MB of raw data. Each night, financial and labor transactions are staged, audited, and loaded into the data warehouse. Informix-stored procedures are used to update and maintain summary tables designed to satisfy 90% of the queries. This reserves processing cycles for drilling down into the detail, and for more complex ad hoc queries.

The MIS Data warehouse draws from three main source systems:

- Federal Financial System (FFS) – Financial data loaded from FFS creates budget and fund status and transactional reports.
- Collections and Billing System – Tracks collections activities, reconciles funds received, and facilitates information sharing between agencies.
- Budget Planning System – Provides current information for budget decisions that enable BLM to better achieve its priorities with limited resources.

BLM's Hyperion environment consists of an Enterprise Server with both an OnDemand Server and Broadcast Server. BLM has 7,000 Hyperion Insight users

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and 100 Explorer users. Over 300 standard reports and predefined query models are scheduled, generated, and published to the OnDemand Server as part of the nightly data load. A team of less than six full-time employees, with a total budget of more than \$1 million, keeps MIS and the Hyperion environment working.

“One of the real benefits of MIS is that data is available to all employees. Except for confidential payroll information, any employee can see any data from all offices and programs. This results in a higher degree of employee empowerment and accountability,” asserts Terry Brokovich, Chief Information Officer and IRM Advisor for Business and Fiscal Resources, BLM. “Decision-makers can identify which offices or programs are accomplishing the best results at the lowest costs and use that information to improve their business practices. Our management team now easily provides current program and appropriations status reports to the Department of the Interior, Office of Budget and Management and Congress.”

There have been many cost savings and performance gains with the system. For instance, during the first year of operation, the OMB called BLM the day before Christmas asking for a report that would normally have taken several weeks and many person-hours to generate. With the new MIS, BLM was able to prepare and send the report that same afternoon.

One example of how BLM used the MIS to improve its business process is the National Wild Horse and Burro Program, which removes excess animals from public lands, and puts them up for adoption. In 1998, BLM went through an activity-based cost exercise to comply with GPRA. It used the data warehouse to see how many animals the program was collecting from overgrazed public lands and how much it spent to feed them. As a result of this analysis BLM now collects more animals and spends less. Previously, BLM workers captured animals and left them in feedlots until adoption. After reviewing the MIS reports and data, the process was changed to capture animals just before scheduled adoptions, freeing up funds to capture more animals. In fiscal 1998, BLM collected slightly more than 5,700 animals. After changing the process in 1999, it collected more than 7,700 animals and reduced the cost to hold and feed the animals by \$600,000.

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