CITY OF OAKLAND

Agenda Report   2005 MAY 12 PM 8: 17

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: May 24, 2005

RE: **RESOLUTIONS AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE TWO SEPARATE PROFESSIONAL SERVICES AGREEMENTS, WITHOUT RETURNING TO COUNCIL, WITH MUNICIPAL SOFTWARE CORPORATION AND WITH IMAGESOURCE CORPORATION FOR AN INTERFACED PERMIT, ENFORCEMENT, AND RECORDS TRACKING SYSTEM (PERTS) FOR A COMBINED TOTAL AMOUNT NOT TO EXCEED THREE MILLION SIX HUNDRED THOUSAND DOLLARS ($3,600,000)**

SUMMARY

Two resolutions have been prepared authorizing the City Administrator to execute separate professional services agreements, without returning to the City Council, for combined aggregate contract amounts not to exceed $3,600,000 for hardware installation, software configuration, and licensing agreements of proprietary software for the Building Services and Planning and Zoning Divisions of the Community and Economic Development Agency (CEDA). Specifically, ImageSource Corporation will provide a new Electronic Document Management System (EDMS) and Municipal Software Corporation will provide a new Permit and Code Enforcement Tracking System software (PCETS) to replace the archaic Permit Tracking System (PTS). Both new systems will be electronically interfaced into a combined Permit, Enforcement, and Records Tracking System (PERTS). Two companion resolutions have also been prepared authorizing the City Administrator (1) to amend the contracts, without returning to Council, for changes in scopes-of-work so long as the combined aggregate amounts of the contracts do not exceed $3,600,000 and (2) to reauthorize the prior re-allocation of unexpended Capital Improvement Program technology appropriations and the prior supplemental appropriation of permit fees assessed for technology enhancement and records management.

In July 2004, staff reported to the Finance and Management Committee that an impasse in contract negotiations for an EDMS had been reached with Xerox Corporation, one of the primary finalists, and therefore, staff was requesting authorization to expand negotiations to include two additional EDMS finalists. Negotiations have now been successfully concluded with ImageSource Corporation, one of the primary EDMS finalists, and with Municipal Software Corporation, a primary PCETS finalist. The vendors have completed discovery discussions between their technical staff and have agreed to the City's contractual requirement for stopping progress payments five months after the execution of the contracts should the vendors fail to demonstrate that each software can electronically send data and images to and receive them from the other.

Progress payments to the EDMS vendor (not-to-exceed $2,820,000) and the PCETS vendor (not-to-exceed $780,000) are conditioned upon final acceptance of a fully interfaced PERTS. Both vendors will also provide performance securities. The anticipated duration of the PERTS project is eighteen months with the first PERTS module (code enforcement) completed within nine months of execution of the contracts.

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FISCAL IMPACT

The not-to-exceed $4,000,000 "full-cost" expenditures for the PERTS project ($3,719,000 unexpended) are funded from a combination of prior-year CIP technology project appropriations (Resolution 78315 - $2,484,000 unexpended), two Building Services development permit fees assessed for technology enhancement and records management permit fee (Resolution 78313 CMS - $835,000 unexpended), and Building Services budgeted baseline appropriation ($400,000 unexpended). A PERTS upgrade of the City's Sun/ Unix Server has been completed (Resolution 78314 CMS - $281,000 expended).

Expenditures for the EDMS and PCETS professional services contracts, including allowances for Contract Compliance fees, applicable sales taxes, and contingencies, will not exceed a combined aggregate total of $3,600,000, as originally recommended in the December 9, 2003, report to the City Council. An additional $400,000 of PERTS expenditures, including supplemental hardware for inspectors' mobile office, SLBE training of staff, and SLBE vendor scanning of CEDA records, will be funded from Building Services FY 2005- 2007 baseline appropriation.

Funding allocations are as follows:

RESO No.	PRIOR FUND	PRIOR PROJECT *	PRIOR AMOUNT	CURRENT FUND	CURRENT PROJECT	CURRENT AVAILABLE
78315	1010	C198310	$ 390,000	1010	C198610	$ 184,000
	5500	C198310	1,100,000	5500	C198620	2,300,000
	5500	C198620	500,000			
	5500	C198310	200,000			
	5500	C192110	500,000			
		subtotal	$ 2,690,000			$ 2,484,000
78313	1010	P249910	910,000	1010	P249910	835,000
		subtotal	$ 3,600,000			$ 3,319,000
CEDA baseline	1010	n.a.	400,000	1010	n.a.	400,000
					subtotal	$ 3,719,000
78314				expended on Sun/Unix server		281,000
	PERTS not-to-exceed total		$ 4,000,000			$ 4,000,000

* Project Descriptions: C198310 = computers/ code and construction inspection
C198610 = permit and code enforcement tracking system
C198620 = permit and code enforcement tracking system
C192110 = CEDA grant/ loan system
P249910 = PERTS technology enhancement

BACKGROUND

Automation

CEDA's current Permit Tracking System (PTS) was installed in 1987 with limited features and restricted flexibility and continues to run on an obsolete computer server (IBM AS 400). Both historic and newly received CEDA records and documents are manually processed, cataloged by various archaic methods, and stored in scattered locations. The proposed PERTS project will automate over 2,100 development permit and code enforcement functionalities that will significantly improve the City's efficiency, accountability, quality, productivity, revenues, and customer service. PERTS is designed to provide a flexible and user-friendly system that will allow City staff to automate future changes in business practices and new enforcement programs without necessarily having to rely on the vendors.

Typical PERTS automation improvements to the code enforcement programming will include full assessments of fees and penalties; timely and comprehensive abatement noticing to affected property owners; "on-line" filing and monitoring of complaints by the public; "24/7" on-line retrieval (internet) of violation documents, including photographs, video and audio records; reduction of inspector paperwork; enhanced monitoring of land use approvals during and after construction and problem property abatements.

Typical PERTS automation improvements to the development permit program will include a consolidated parcel data base that will allow City staff and the public to easily access all applicable records to facilitate accurate and timely processing of permits; a fully integrated and automated workflow system that will track, monitor and link permit review among various departments; a "24/7" on-line system (telephone and internet) for accessing, filing, tracking, and responding to permit applications and for scheduling permit inspections; a reliable system to assure full assessment of all applicable permit fees, and an automated system that can be easily modified for future changes in business practices and new permit programs.

Vendors

The recommended PCETS vendor, Municipal Software Corporation, was founded in 1982 and is headquartered in Canada. Municipal maintains sales offices in Colorado, Georgia, Illinois, and California, and currently has over 140 clients in the United States and Canada. Municipal is currently completing an installation for the City of San Mateo, California. CEDA staff has visited the City/ County of Denver, Colorado, and the cities of Huntington Beach and Ontario, California, and interviewed their staff about their "on-line" software installations. Municipal's proprietary software, "CityView", has multiple modules that will be configured for CEDA, including code enforcement, land development, mobile office/ e-government, and GIS integration, and has additional modules that can be configured in the future for other citywide applications, including emergency services, public infrastructure, property management, and youth services. CityView is designed with an open architecture and will easily interface with other software.

The recommended EDMS vendor, ImageSource Corporation, was founded in 1994 and is headquartered in Washington state. ImageSource recently merged with Stellant Corporation, a leader in EDMS content-management software applications. ImageSource's proprietary software is being used by the public and private sectors, including installations for the US Department of Commerce, Washington Department of Transportation, Colorado State Department of Human Services, City of Seattle and King County, Washington, Kaiser Permanente, and the City of Berkeley, California. ImageSource is currently in

contract negotiations with the County of Alameda, California. ImageSource uses the Rapid Application Deployment methodology to rapidly define user requirements and quickly develop prototype modules for evaluation and testing by staff.

KEY ISSUES AND IMPACTS

The City Council directed staff to include a condition in the EDMS and the PCETS contracts that would require the two vendors to demonstrate mutual transfer of data and images between their software within five months of executing the contracts or progress payments would be stopped. Both vendors have agreed to this condition. In addition, the EDMS vendor has already demonstrated its software's ability to send images to and receive them from the City's Sun/ Unix server.

Both vendors have also agreed to condition all progress payments upon final acceptance of the fully interfaced PERTS project. Should PERTS not operate as detailed in the contract scopes-of-work, the City will have the option of returning the software to the vendors and receiving a full refund of its payments.

SUSTAINABLE OPPORTUNITIES

The December 9, 2003, report to the Committee detailed the extensive opportunities that the PERTS software will provide for economic, environmental, and social equity sustainability.

DISABILITY AND SENIOR CITIZEN ACCESS

The December 9, 2003, report detailed the extensive required and desirable functions included in the EDMS and PCETS bid documents for disabled access. Each recommended software currently meets federal handicapped accessibility regulations and are expanding their capabilities to most of the desirable functions identified by the City.

RECOMMENDATIONS

Staff recommends that the Committee accept this report and forward the four proposed resolutions to the City Council.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept this report and adopt four proposed resolutions:

- authorizing the City Administrator to execute a professional services agreement, without returning to the City Council, with ImageSource Corporation for a contract amount not to exceed $2,820,000 for hardware installation, software configuration, and licensing agreements of proprietary software for a new Electronic Document Management System (EDMS) that will be electronically interfaced into a new Permit, Enforcement, and Records Tracking System (PERTS); and

- authorizing the City Administrator to execute a professional services agreement, without returning to the City Council, with Municipal Software Corporation for a contract amount not to exceed $780,000 for software configuration and licensing agreements of proprietary software for a replacement Permit and Code Enforcement Tracking System (PCETS) that will be electronically interfaced into a new Permit, Enforcement, and Records Tracking System (PERTS); and

- authorizing the City Administrator to amend the contracts, without returning to Council, with Municipal Software Corporation and with ImageSource Corporation for changes in scopes-of-work for professional services not to exceed a combined aggregate contract amount of three million six hundred thousand dollars ($3,600,000); and

- authorizing the City Administrator to re-allocate unexpended prior fiscal year CIP technology funds ($2,484,000) and re-appropriate permit fees ($835,000) for the PERTS project.

Respectfully submitted,

CLAUDIA CAPPIO
Development Director
Community and Economic Development Agency

Prepared by:

Raymond M. Derania
Interim Building Official
Building Services Division

APPROVED FOR FORWARDING TO THE
FINANCE AND MANAGEMENT COMMITTEE

OFFICE OF THE CITY ADMINISTRATOR

Attachments: Resolution - City Administrator authorization to execute an EDMS contract
               Resolution - City Administrator authorization to execute a PCETS contract
               Resolution - City Administrator authorization to adjust contract amounts
               Resolution - City Administrator authorization to re-allocate and re-appropriate funds
               Exhibit A   - EDMS scope of work
               Exhibit B   - PCETS scope of work
               Exhibit C   - December 9, 2003, PERTS report to the City Council

Exhibit A

EDMS Scope Of Work

ImageSource, Inc.

Digital Solutions

City of Oakland, California

CEDA Electronic Document Management and Workflow System

Statement of Work

ImageSource, Inc.

Digital Solutions

612 5th Avenue SW, Suite 204
Olympia, Washington 98501
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Terry Butler
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Chief Technology Officer

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Director - Business Analysis

February 8, 2005

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ImageSource, Inc.

Digital Solutions

City of Oakland Statement of Work

Project Name: CEDA Electronic Document Management and Workflow System

Overview

Project Business Purpose

To implement an Electronic Document Management and Workflow System and related components to support the City of Oakland Community & Economic Development Agency (CEDA). This system will support a future integration with a PCET system to be implemented as a separate project.

Document Purpose

The purpose of this Statement of Work is to outline the scope of services, software, and hardware for the project. Detailed deliverables, acceptance criteria, and schedules will be part of a Project Plan to be developed based upon this Statement of Work.

Project Scope

Overview

Modules

Exhibit D of the PERTS Operating Modules dated December 9, 2003 details the following modules which are covered by this Statement of Work:
1) Permits & Enforcement
2) System Interfaces
3) E-Government
4) Mobile Office
5) CEDA Process and Project Management
6) Process Integration with Other City Agencies

Phases

The project will be divided into the following technology based phases. Each phase may deliver functionality for one or more of the modules listed in the Scope Description. This strategy will roll applications out into multiple departments, starting with the simplest and moving into more complex technologies.

Phase	Description
1) Base Archive System	Base system to scan, store, and retrieve documents.
2) Records Management	Records management functions.
3) Automated Business Process	Add electronic workflow, digital signatures, and toolkits.
4) eForms	Electronic forms management.
5) Web Based Content Management	Web based project information and content management.
6) PCETS Integration	Services to integrate EDWMS with PCETS modules.

Scope by Phase

Phase Contents

Each phase will include:
1) Research, design, documentation, and project management services resulting in a Project Plan for that phase.
2) A Project Plan that documents:
    a) Specific deliverables for the phase, including:
        i) System design, including
            (1) Process Flow Maps
            (2) Specifications for documents
            (3) Configuration settings, etc.
        ii) Hardware and software requirements
        iii) Rollout, including:
            (1) End User Training.
            (2) System Administrator Training.
            (3) Implementation support.
        iv) Documentation.
        Each deliverable is a billable milestone.
    b) For each deliverable:
        i) Acceptance criteria for testing completion of each deliverable.
        ii) Roles and responsibilities for ImageSource, City of Oakland, and other team members
        iii) Risks and mitigation plans for key risks.
    c) A schedule for deliverables.
    d) Payment schedule based on deliverables.
    e) Project administrative standards for communications, change requests, and testing.

City of Oakland, CEDA
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f) Systems hardware and operating system recommendations for servers, workstations, and other infrastructure components provided by City of Oakland.
3) Hardware and software needed to support the deliverables outlined in each project plan.
4) Development, implementation, testing, training, documentation, and project management services required for each deliverable.
5) A System Summary document outlining the system delivered in that phase.

Phase 1: Base Archive System

1) Design, install and configure Document Management applications to capture, store, and retrieve documents and electronic reports for:
   a) Permits
   b) Code Enforcement
   c) CEDA and City Clerk
   d) Property Liens
   e) Legal
   f) Emergency Response Resource
   g) FEMA Reimbursement
   h) Planning Commission
   i) Land Development and Code photos, video, GPS data and documents
   j) HUD reports
   k) Claims and Litigation
   l) Staff Reports and other historical data related to meetings
   m) Loans
   n) Contract Documents including
      i) Archived contracts
      ii) Certificates of Installation
   o) Version controlled MS Word Templates for:
      i) Legal documents containing standardized wording and clauses
      ii) Generation of citations and penalties.
   p) **Document Management Restrictions.** Applications are limited to out-of-the-box functionality. This includes a 1:1 relationship between index fields and index values. For example, a document can have only one permit number. Exceptions to these restrictions will be handled through the Change Control procedure.
2) Development of integrations to allow:
   a) Access to County records for property ownership verification.
   b) Allow for review of business tax permit status.
   c) Retrieval of iManage documents from the CAO system
3) The system will include support for:
   a) Capture of hardcopy, fax, emailed, and electronically produced documents
   b) Setting of security levels to restrict access to documents.
   c) Auditing of selected document lifecycle "events" including electronic markups, modifications, deletions, and approvals.
   d) Version control and tracking.
   e) Full Text Indexing of selected documents.

f) Remote access via web.
g) Full or partial redacting of confidential documents so that users must go to the City Attorney Office to request a copy.
h) Use of a universal viewer for most document formats.
a) Restricting users to only valid addresses and parcel numbers based on the City's Master Address Database (MAD).
i) Retrieval of documents related to an address or parcel number.
j) Support for ad hoc reports based on available data.
4) Install and configure one Plasmon Jukebox for storage of images and other objects.
5) Install and configure Dev/Test System that will mirror functionality and capability of production system us much as possible. Will be used for development and test of changes before rolling them into the production system.
6) Proved process recommendations for Disaster Recovery based on scheduled backups. Will not be an automatic failover.

Phase 2: Records Management

1) Design, install, and configure Records Management and Document Applications functions to support:
   a) Management of a documents life cycle.
   b) More detailed auditing options of selected document lifecycle "events."
   c) Destruction of stored electronic documents based on retention schedules.
2) **GIS/GPS.** Integration of GIS system to document management system to allow for retrieval of related documents for each address or parcel. Allow GIS users to:
   a) Select a parcel or address and retrieve all related documents.
   b) Select a radius distance from a selected parcel and retrieve a list of addresses within that distance for notifications.
3) **Dev/Test System.** Update Dev/Test System with new functionality developed for this phase.
4) **Disaster Recovery.** Update of Disaster Recovery process recommendations for backups and restoration.

Phase 3: Automated Business Process

1) **Workflow Restrictions.** In general processes will route permit packages to correct review and approval authorities. Will include predefined alert and automated escalation procedures for missed milestones. Processes will not perform more advanced functions such as automated scheduling that will eventually be handled by the PCET system. Limited to out-of-the-box functionality. Help files with description of out-of-the-box functionality will be provided separately. Exceptions to these restrictions will be handled through the Change Control procedure.
2) **Workflows.** Design, install, and configure automated business processes to support selected City workflows. Processes will include
   a) **Permit Tracking.** Workflow will route permit packages to correct review and approval authorities. Will include predefined alert and automated escalation procedures for missed milestones. Two key business process flows that are part of Permit Tracking are:
      i) **Land Development process.** Preparatory to the Permit business process.

    ii) **Permitting process.** Permitting processes involving applications, plan checks, inspections, and approvals.

  b) **Code Enforcement.** Process will automate enforcement requests, notifications, assignments, and escalation. Two key business process flows that are part of Code Enforcement are:

    i) **Problem Properties.** Administrative enforcement actions for violations of Oakland Municipal Code and regional regulations.

    ii) **Public Nuisance.** Escalated enforcement actions, formerly referred to as Demolition process.

  c) **External Systems.** Workflows for:

    i) **Lien Number Assignment.** Send Liens to County Recorder via workflow or website to allow for assignment of numbers.

    ii) **Outstanding Liens.** Send annual packet of outstanding liens to County Assessor.

  d) **Loan Servicing.** Process will manage loan applications and rehabilitation contracts. Will allow homeowners to see loan and construction activity progress via website.

  e) **Permits & Enforcement**

    i) Workflow to manage and coordinate site inspections and abatement activities by internal and external agencies

    ii) Allow field inspectors to issue multiple agency work orders for abatement actions

    iii) Allow agencies responding to emergencies access to inspection results.

  f) **Agenda Management.** Workflow will manage agenda process for Planning Commission, CDBG Board Proceedings, and Rent Arbitration Board Proceedings. Will include:

    i) Automated notifications for agenda items requested.

    ii) Automated public notifications based on GIS integration.

    iii) Staff report preparation and approval routing.

    iv) Automated posting and distribution of meeting minutes

  g) **Contract Management.** Workflow to manage contracting process. Will include ability to:

    i) Route contracts to multiple parties for approval.

    ii) Monitor contract milestones and notify staff when milestone was not met.

    iii) Accept electronically submitted proof of completion by engineers and contractors.

3) **Dev/Test System.** Update Dev/Test System with new functionality developed for this phase.
4) **Disaster Recovery.** Update of Disaster Recovery process recommendations for backups and restoration.

Phase 4: eForms

1) Design, install and configure eForms Library of 20 1-3 page standardized documents. Could include zoning review declarations, requirement checklists, applicant notices, and inspection comments.
2) Train City of Oakland staff to configure additional documents beyond the original 20 documents.
3) **Mobile Office.** Configuration of support for Mobile Office operations including the ability to:

a) Fill out standard forms in the field. Could include citations, permits, utility service notifications, and work orders.

b) Archive documents, photographs or videos, created in the field. Would be done via wireless connection or when docked.

4) **Dev/Test System.** Update Dev/Test System with new functionality developed for this phase.

5) **Disaster Recovery.** Update of Disaster Recovery process recommendations for backups and restoration.

Phase 5: Web Based Content Management

1) *Content Management Restrictions.* Functionality for the Content Management servers will be limited to Stellent Universal Content Management will be limited to out-of-the-box functionality. Exceptions to these restrictions will be handled through the Change Control procedure.

2) Design, install, and configure Web Based Content Management software to support the following functions:

   a) **Permits.**

   i) **Status Tracking.** Self-Service status tracking options via Internet for permits.

   ii) **Public Portal.** Ability for contractors, engineers, and architects to retrieve permit and *inspection history documents.*

   b) **CEDA and City Clerk Documents.**

   i) Parsed audio and video records

   ii) A "snapshot" of dynamic forms such as forms filled out on the internet.

2) **Planning Commission Workflow.** Process will manage scheduling and coordination of planning commission meetings.

   a) Agenda will be available via Internet to public

   b) Public will be able to retrieve related documents via Internet.

3) **External Systems.** View grant deeds for current property owner via external systems.

4) **Web Management.** Universal Content Management for web pages to support CEDA, DAO, CMO, City Clerk, and Oak Ast Cntr web sites.

5) **E-Business**

   a) Public Self-Service access to selected documents and information via Internet. Will include:

   i) Document management system with access to :

      (1) Contracts

      (2) Escrow Lien demands

      (3) Document templates such as "3R" report/Cert of Occupancy

      (4) Parsed video and audio records

   ii) Status tracking site for complaints and inspections

   iii) Chat Room for Land Development Questions.

   iv) Function to allow users to request documents with an official watermark, collect fee, and print them remotely.

6) **Project Management.** Web based project sites for land development projects. Will contain *project documents* in centralized area.

   a) Site will allow secure access for internal and external users.

b) Will have Internet based checklists, project milestones, and deliverables for participants.

c) Will be able to have automated Email notifications for late project milestones.

d) Will be able to coordinate timetables for associated projects and activities by viewing milestones for selected projects. Example: Users such as PG&E, SBC, Fire, Police, and Public Works will all be able to view schedules and milestones on line.

e) Coordinate parallel plan checks between multiple agencies and organizations. Example: Planning & Zoning, Building, and PWA can all view the same map sets along with comments.

7) **Agenda Management.** Ability to capture, store, and retrieve Audio/Video clips based on subject, project, and agenda number for Planning Commission, CDBG Board, and Rent Arbitration Board Proceedings.

8) **Dev/Test System.** Update Dev/Test System with new functionality developed for this phase.

9) **Disaster Recovery.** Update of Disaster Recovery process recommendations for backups and restoration.

Phase 6: PCETS Integration

1) Integration of the EDWMS with the PCET System. Will allow for the following types of integrations.

a) Retrieval of related documents based on information on a PCETS Screen. Example: All documents for the permit number on a PCETS screen would be retrieved and could be displayed.

b) Scraping of information from a PCETS Screen to document index fields. Example: The permit number and home owner name on a PCET screen could populate the index fields for the document being displayed.

c) Scraping of information from a PCETS Screen to field values in a workflow package. Example: The permit number and home owner name on a PCET screen could populate the package fields on the active workflow package.

d) Population of fields in a PCETS Screen based on index field values in a document. Example: The Complaint Number on a bid quotation document could be transferred to the appropriate PCET Screen.

e) Population of fields in a PCETS Screen based on field values in a workflow package. Example: The Complaint Number field value on a bid quotation workflow package would be transferred to the appropriate PCET Screen.

2) Scope of Integration:

a) Up to five screens for each type of integration will be configured.

b) Appropriate configuration tools and training to configure additional screens will be provided to the City.

c) If the PCETS system is implemented before completion of other phases, the integration will be completed in parallel with PCETS system installation.

3) **Dev/Test System.** Update Dev/Test System with new functionality developed for this phase.

4) **Disaster Recovery.** Update of Disaster Recovery process recommendations for backups and restoration.

Pricing by Phase

The software and hardware recommended is based on our understanding of the City of Oakland's requirements. Recommendations for each phase will be finalized as part of the project plan.

Phase 1: Base Archive System

Phase 1: Base Archive System						
Cost Type	**Item**	**Units**	**Unit Cost**	**Sub Total**	**Total Year 1 Mnx**	**Total Year 1 Cost**
Systems & Application Software						
	Stellent Imaging and Business Process Management					
	Level III Concurrent Access Licenses: ENTERPRISE	1	$420,750	$420,750	$92,565	$513,315
	Production Client Seat Licenses - Site License	1	$17,500	$17,500	$5,500	$23,000
	Web View Public License - 50 concurrent users	1	$0	$0	$7,084	$7,084
	OCR - Full Text Indexing - 500K pages per month	1	$6,690	$6,690	$2,101	$8,791
	Full Text Enhancement	50	$70	$3,500	$22	$3,522
	Kofax Ascent Capture					
	Scan/Index Stations - 5K per month	8	$700	$5,600	$219	$5,819
	Workstation Licenses	4	$2,100	$8,400	$1,320	$9,720
	Kofax VRS	1	$370	$370	$0	$370
	ProLYNX ENTERPRISE Integration Suite					
	Stellent SDK	1	$10,000	$10,000	$2,200	$12,200
	ProLYNX Import Agent	1	$33,500	$33,500	$1,200	$34,700
	ProLYNX Release Script- Enterprise	1	$34,500	$34,500	$7,370	$41,870
	Dev/Test System Software					
	Stellent Level 3 Concurrent License for Test Environment (based on the 200-399 LEVEL)	3	$0	$0	$0	$0
	Stellent Level 3 Client License for Test Environment	1	$0	$0	$0	$0
	ProLYNX Import Agent- (No cost but full software assurance)	1	$0	$0	$1,200	$1,200
	ProLYNX Release Script- (No cost but full software assurance)	1	$0	$0	$7,370	$7,370
	Kofax Ascent Capture V 6 for Test Environment	1	$995	$995	$219	$1,214
	SubTotal			$541,805	$128,370	$670,175

City of Oakland, CEDA
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Digital Solutions

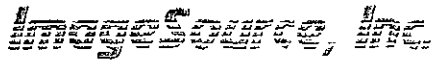| Hardware and Supplies | | | | | | |
|---|---|---|---|---|---|
| BL 20 Blade Server-Production: Stellent IBPM - Applications | 1 | $7,503 | $7,503 | $345 | $7,848 |
| BL 40 Blade Server-Production: Stellent IBPM - OCR | 1 | $30,579 | $30,579 | $345 | $30,924 |
| BL 20 Blade Server-Dev/Test: Stellent IBPM | 1 | $7,503 | $7,503 | $345 | $7,848 |
| DL 380 Server-Production: Ascent Capture, Stellent IBPM Web | 1 | $10,776 | $10,776 | $772 | $11,548 |
| DL 380 Server-Dev/Test: Ascent Capture, Stellent IBPM Web | 1 | $10,776 | $10,776 | $772 | $11,548 |
| Server Hardware: Racks, Keyboards, etc. | 1 | $19,548 | $19,548 | $0 | $19,548 |
| Plasmon G24 Library Jukebox, incl Adapter, Cable (24x7x4 O/S Service) | 1 | $11,755 | $11,755 | $2,134 | $13,889 |
| 30 GB WORM Disks | 10 | $60 | $600 | $0 | $600 |
| **SubTotal** | | | **$99,040** | **$4,713** | **$103,753** |
| **Services** | | | | | |
| Professional Services | N/A | N/A | | N/A | |
| Training Days | N/A | N/A | | N/A | |
| End User: 5 | N/A | N/A | | N/A | |
| System Administrator: 5 | N/A | N/A | | N/A | |
| Rollout Support Days: 2 | N/A | N/A | | N/A | |
| **SubTotal** | 1 | $143,240 | $143,240 | | $143,240 |
| **Phase Total** | | | **$784,085** | **$133,083** | **$917,168** |

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Phase 2: Records Management

Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
Phase 2: Records Management						
Systems & Application Software						
	Stellent Imaging and Business Process Management					
	Additional Full Text Enhancement	50	$70	$3,500	$770	$4,270
	Records Manager Server	1	$19,000	$19,000	$4,180	$23,180
	Records Manager CAL for Admin Functions	25	$420	$10,500	$2,310	$12,810
	Records Manager eMail	25	$68	$1,700	$374	$2,074
	Dev/Test System Software					
	Records Manager Server	1	$ 19,000	$19,000	$4,180	$23,180
	Records Manager CAL	1	$ 420	$420	$92	$512
	Records Manager eMail	1	$ 68	$68	$15	$83
	SubTotal			$54,188	$11,921	$66,109
Hardware and Supplies						
	BL 20 Blade Server-Production: Stellent IBPM	0	$0	$0	$0	$0
	BL 20 Blade Server-Dev/Test: Stellent IBPM	0	$0	$0	$0	$0
	SubTotal			$0	$0	$0
Services						
	Professional Services	N/A	N/A		N/A	
	Training Days	N/A	N/A		N/A	
	End User: 2	N/A	N/A		N/A	
	System Administrator: 2	N/A	N/A		N/A	
	Rollout Support Days: 1	N/A	N/A		N/A	
	SubTotal	1	$108,200	$108,200		$108,200
	Phase Total			$162,388	$11,921	$174,309

Phase 3: Automated Business Process

Phase 3: Automated Business Process						
Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
Systems & Application Software						
	Stellent Imaging and Business Process Management					
	Valyd Enterprise Digital Signature Server	1	$2,200	$2,200	$550	$2,750
	ePad with Valyd eSign Software	25	$200	$5,000	$50	$5,050
	Integrated Adobe Capture, Cluster Edition	1	$3,800	$3,800	$0	$3,800
	SubTotal			$11,000	$600	$11,600
Hardware and Supplies						
	BL 20 Blade Server-Production: Stellent IBPM	1	$7,503	$7,503	$345	$7,848
	SubTotal			$7,503	$345	$7,848
Services						
	Professional Services	N/A	N/A		N/A	
	Training Days	N/A	N/A		N/A	
	End User: 10	N/A	N/A		N/A	
	System Administrator: 5	N/A	N/A		N/A	
	Rollout Support Days: 5	N/A	N/A		N/A	
	SubTotal	1	$462,100	$462,100		$462,100
	Phase Total			$480,603	$945	$481,548

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Phase 4: eForms

Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
Phase 4: eForms						
Systems & Application Software						
	Stellent Imaging and Business Process Management					
	Additional Full Text Enhancement	100	$70	$7,000	$2,200	$9,200
	Liquid Office Forms Management (Perpetual License Options)					
	Liquid Office Workgroup Bundle	1	$45,000	$45,000	$9,900	$54,900
	Liquid Office Form Server	1	Included	Included	Included	Included
	Liquid Office Named User License	100	Included	Included	Included	Included
	Liquid Office Named User License - ADDITIONAL	100	$150	$15,000	$3,300	$18,300
	Forms Management eForms Designer License	5	Included	Included	Included	Included
	Additional Designer Licenses	5	$2,250	$11,250	$2,475	$13,725
	ImageSource ProLYNX connect agent for Liquid Office and Stellent IBPM	1	$2,500	$2,500	$550	$3,050
	Signature Software			$0	$0	$0
	ePad with Valyd eSign	75	$200	$15,000	$50	$15,050
	Dev/Test System Software					
	Liquid Office Form Server	1	$15,000	$15,000	$3,300	$18,300
	Liquid Office Named User License	5	Included	Included	Included	Included
	SubTotal			$110,750	$21,775	$132,525
Hardware and Supplies						
	BL 20 Blade Server-Production: Liquid Office	1	$7,503	$7,503	$345	$7,848
	BL 20 Blade Server-Dev/Test: Liquid Office, Stellent UCM	1	$7,503	$7,503	$345	$7,848
	SubTotal			$15,006	$690	$15,696

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Digital Solutions

Services

Professional Services	N/A	N/A		N/A		
Training Days	N/A	N/A		N/A		
End User: 4	N/A	N/A		N/A		
System Administrator: 2	N/A	N/A		N/A		
Rollout Support Days: 3	N/A	N/A		N/A		
SubTotal	1	$262,000	$262,000		$262,000	
Phase Total			$387,756	$22,465	$410,221	

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Phase 5: Web Based Content Management

Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
Phase 5:	**Web Based Content Management**					
Systems & Application Software						
	Stellent Imaging and Business Process Management					
	Additional Full Text Enhancement	50	$70	$3,500	$22	$3,522
	Web View Public License - 50 concurrent users	1	$22,540	$22,540	$4,959	$27,499
	Stellent Electronic Content Management					$0
	Universal Content Management Server	1	$50,000	$50,000	$11,000	$61,000
	UCM Contributor Licenses	50	$1,500	$75,000	$330	$75,330
	Collaboration Management Module	1	$25,000	$25,000	$5,500	$30,500
	Web Content Management	1	$25,000	$25,000	$5,500	$30,500
	Digital Asset Management Module	1	$30,000	$30,000	$6,600	$36,600
	Content Integration Suite	1	$30,000	$30,000	$6,600	$36,600
	Dynamic Watermark	1	$15,000	$15,000	$3,300	$18,300
	Volano Chat Room Add In	1	$2,000	$2,000	$0	$2,000
	Dev/Test System Software					
	Universal Content Management Server	1	$5,000	$5,000		$5,000
	UCM Contributor Licenses	1		$0		$0
	Collaboration Management Module		$0	$0		$0
	Digital Asset Management Module	1	$0	$0		$0
	Content Integration Suite		$0	$0		$0
	Dynamic Watermark	1	$300	$300		$300
	Volano Chat Room Add In	1	$2,000	$2,000		$2,000
	SubTotal			$285,340	$43,811	$329,151
Hardware and Supplies						
	BL 40 Blade Server-Production: Stellent UCM	1	$30,579	$30,579	$345	$30,924
	SubTotal			$30,579	$345	$30,924

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Services						
	Professional Services	N/A	N/A		N/A	$232,000
	Training Days	N/A	N/A		N/A	
	End User: 5	N/A	N/A		N/A	
	System Administrator: 4	N/A	N/A		N/A	
	Rollout Support Days: 3	N/A	N/A		N/A	
	SubTotal	1	$232,000	$232,000		$232,000
	Phase Total			$547,919	$44,156	$592,075

Phase 6: PCETS Integration

Phase 6: PCETS Integration						
Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
Systems & Application Software						
	ProLYNX ENTERPRISE Integration Suite					
	ProLYNX Application Integration Toolkit	1	$35,500	$35,500	$7,370	$42,870
	SubTotal			$35,500	$7,370	$42,870
Hardware and Supplies						
	BL 40 Blade Server-Production: CityView	1	$30,579	$30,579	$345	$30,924
	BL 40 Blade Server-Dev/Test: CityView	1	$30,579	$30,579	$345	$30,924
	SubTotal			$61,158	$690	$61,848
Services						
	Professional Services	N/A	N/A		N/A	
	Training Days	N/A	N/A		N/A	
	End User: 5	N/A	N/A		N/A	
	System Administrator: 3	N/A	N/A		N/A	
	Rollout Support Days: 3	N/A	N/A		N/A	
	SubTotal	1	$147,500	$147,500		$147,500
	Phase Total			$244,158	$8,060	$252,218

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Pricing Summary

Phase	Software	Hardware	Services	Sub Total	Year 1 Mnx	Year 1 Total
Phase 1: Base Archive System	$541,805	$99,040	$143,240	$784,085	$133,083	$917,168
Phase 2: Records Management	$54,188	$0	$108,200	$162,388	$11,921	$174,309
Phase 3: Automated Business Process	$11,000	$7,503	$462,100	$480,603	$945	$481,548
Phase 4: eForms	$110,750	$15,006	$262,000	$387,756	$22,465	$410,221
Phase 5: Web Based Content Management	$285,340	$30,579	$232,000	$547,919	$44,156	$592,075
Phase 6: PCETS	$35,500	$61,158	$147,500	$244,158	$8,060	$252,218
TOTAL	**$1,038,583**	**$213,286**	**$1,355,040**	**$2,606,909**	**$220,629**	**$2,827,538**

Optional Items

RightFax Integrated Fax System

An integrated Fax system for sending and receiving faxes. Based on digital lines with a centrally located fax system.

Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Mnx	Total Year 1 Cost
RightFax Integrated Fax System (DIGITAL)						
	Fax Server	1	$5,000	$5,000	$0	$5,000
	8 Port Digital Board	1	$7,495	$7,495	$4,995	$12,490
	Enterprise Server License	1	$1,995	$1,995	$1,696	$3,691
	(5) Line Licenses	5	$795	$3,975	$676	$4,651
	MS Exchange Connectivity	1	$1,600	$1,600	$0	$1,600
	Premium Support Plan for Fax System	1	$0	$0	$1,795	$1,795
	Professional Services for installation	N/A	N/A	$32,000	N/A	$32,000
	Option Total			**$52,065**	**$9,162**	**$61,227**

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City Budget Items

These items to be purchased via separate part of project budget by City of Oakland. May be purchased through ImageSource via GSA Contract, competitive bid, or from other vendor.

Cost Type	Item	Units	Unit Cost	Sub Total	Total Year 1 Max	Total Year 1 Cost
Kofax Capture Hardware and Services						
	Kofax Adrenaline 650i Scanner interface board	9	$890	$8,010	$1,431	$9,441
	Fujitsu *fi* 4220C Scanners	8	$1,795	$14,360	$960	$15,320
	Fujitsu *fi* 4750C Scanners	1	$6,950	$6,950	$1,650	$8,600
	Vidar Systems Select 42 Wide Format Monochrome Scanner	1	$12,300	$12,300	$0	$12,300
	Kofax Adrenaline interface cable	9	$80	$720	$180	$900
	Installation Services	1	$40,000	$40,000		$40,000
Total				$82,340	$4,221	$86,561

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Exhibit D Functionality Mapping

The following table shows the modules from Exhibit D of the PERTS Operating Modules, the functionality to be provided for each, and the phase in which it would be delivered.

Module	Functionality to Be Provided	Phase
Permits & Enforcement	**1) Permits**	
	a) Document Management applications to capture, store, and retrieve Permit documents.	1
	b) Permit Tracking Workflow "lite." Process will route permit packages to correct review and approval authorities. Will include predefined alert and automated escalation procedures for missed milestones. Will not perform more advanced functions such as automated scheduling that will eventually be handled by the full PERTS system. Limited to out-of-the-box functionality. Two key business process flows will be addressed: i) **Land Development process.** Preparatory to the Permit business process. ii) **Permitting process.** Permitting processes involving applications, plan checks, inspections, and approvals.	3
	c) Self-Service status tracking options via Internet[1].	5
	d) Forms Library for standardized documents. Could include zoning review declarations, requirement checklists, applicant notices, and inspection comments.	4
	i) Public Portal. Ability for contractors, engineers, and architects to retrieve permit and inspection history documents.	5
	2) Code Enforcement	
	a) Document Management applications to capture, store, and retrieve Code Enforcement documents.	1

[1] IVR tracking option for self service not included in this proposal.

Module	Functionality to Be Provided	Phase
	b) Code Enforcement Workflow "lite" to automate enforcement requests, notifications, assignments, and escalation. Will not perform more advanced functions such as automated scheduling that will eventually be handled by the full PERTS system. Limited to out-of-the-box functionality. Two key business process flows will be addressed: i) **Problem Properties.** Administrative enforcement actions for violations of Oakland Municipal Code and regional regulations. ii) **Public Nuisance.** Escalated enforcement actions, formerly referred to as Demolition process.	3
3) Document Capture		
	a) Document Management applications to capture, store, and retrieve CEDA and City Clerk documents.	1
	b) Applications will support capture of:	
	i) Hardcopy, fax, emailed, and electronically produced documents	1
	ii) Parsed audio and video records	5
	iii) A "snapshot" of dynamic forms such as forms filled out on the internet.	5
	iv) Land Development and Code documents for photos, video, and GPS data.	1
	c) Applications will allow for security levels to restrict access to documents.	1
4) Records Management		
	a) Records Management and Document Applications functions to support:	
	i) Management of a documents life cycle.	2
	ii) Auditing of selected document lifecycle "events" including electronic markups and approvals.	1,2[2]
	iii) Version control and tracking.	1,2
	iv) Support destruction of stored electronic documents based on retention schedules.	2
	v) Allow access to documents based on user and document security level. Includes remote access.	1
	vi) Allow for full or partial redacting of confidential documents so that users must go to the City Attorney Office to request a copy.	1

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[2] Some auditing and version control will be available in Phase 1. Additional functionality will be added in Phase 2.

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Module	Functionality to Be Provided	Phase
	vii) Archived documents can be viewed with universal viewers for most document formats.	1
	5) Business Recovery	
	a) Process recommendations for Disaster Recovery system based on scheduled backups. Will not be an automatic failover.	1-5[3]
	b) Centera storage server with replication of documents for secure, controlled, document storage.	1
	c) System will have web based access to EDWMS for first responders and other authorized agencies.	1
System Interfaces	**10) Financial Management.** Document Management applications to capture, store, and retrieve property liens. Will be part of Permits application.	1
	11) Internal Systems.	
	a) Document Management applications to capture, store, and retrieve Legal, Emergency Response Resource utilization, FEMA Reimbursement, Planning Commission documents. Will:	1
	i) Allow for identification and retrieval of relevant documents.	1
	ii) Allow for review of business tax permit status.	1
	iii) Storage of Imanage documents from the CAO document system.	1
	b) Planning Commission Workflow. Process will manage scheduling and coordination of planning commission meetings.	5
	i) Agenda will be available via Internet to public	5
	ii) Public will be able to retrieve related documents via Internet.	5
	12) External Systems.	
	a) Workflow or website to send Liens to County Recorder to allow for assignment of numbers.	3
	b) Application or workflow to send annual packet of liens to County Assessor for outstanding liens.	3
	c) View grant deeds for current property owner via external systems.	5
	d) Store and transmit reports generated from other systems, such as HUD reports.	1

[3] Initial recommendations provided in Phase 1. Will be updated as part of system administration documentation for each Phase.

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Module	Functionality to Be Provided	Phase
	13) **Web Management.** Universal Content Management for web pages to support CEDA, DAO, CMO, City Clerk, and Oak Ast Cntr web sites.	5
	14) **GIS/GPS.** Integration of GIS system to document management system to allow for retrieval of related documents for each address or parcel.	
	a) Allow GIS users to:	
	i) select a parcel or address and retrieve all related documents.	2
	ii) Select a radius distance from a selected parcel and retrieve a list of addresses within that distance for notifications.	2
	b) Allow EDMS users to:	
	i) use only valid addresses and parcel numbers based on the City's Master Address Database (MAD).	1
	ii) Retrieve documents related to an address or parcel number.	1
E-Government	1) **E-Business**	
	a) Public Self-Service access to selected documents and information via Internet. Will include:	
	i) Document management system with access to :	
	(1) Contracts	5
	(2) Escrow Lien demands	5
	(3) Document templates such as "3R" report/Cert of Occupancy	5
	(4) Parsed video and audio records	5
	ii) Status tracking site for complaints and inspections	5
	iii) Chat Room for Land Development Questions.	5
	iv) Function to allow users to request documents with an official watermark, collect fee, and print them remotely.	5
Mobile Office	1) **Mobile Office**	
	a) Ability to fill out standard forms in the field. Could include citations, permits, utility service notifications, and work orders.	4
	b) Ability to archive documents, photographs or videos, created in the field. Would be done via wireless connection or when docked.	4
CEDA Process and Project	1) **Asset Management.** Ability to retrieve documents and records related to infrastructure for maintenance and monitoring.	1
	2) **Project Management**	

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Module	Functionality to Be Provided	Phase
Management	a) Web based project sites for land development projects. Will contain project documents in centralized area.	5
	b) Site will allow secure access for internal and external users.	5
	c) Will have web based checklists, project milestones, and deliverables for participants.	5
	d) Will be able to have automated Email notifications for late project milestones.	5
	e) Will be able to coordinate timetables for associated projects and activities by viewing milestones for selected projects. Example: Users such as PG&E, SBC, Fire, Police, Public Works will all be able to view schedules and milestones on line.	5
	f) Coordinate parallel plan checks between multiple agencies and organizations. Example: Planning & Zoning, Building, and PWA can all view the same map sets along with comments.	5
	3) **Claims / Litigation**	
	a) Document Management applications to capture, store, and retrieve Claims and Litigation related documents. Based on requirements this may be part of one of the other document management applications. Applications will:	1
	i) Allow for retrieval of historical and current documents.	1
	ii) Allow for redaction of selected documents	1
	iii) Contain MS Word templates for legal documents containing standardized wording and clauses.	1
	iv) Contain MS Word templates to allow for generation of citations and penalties.	1
	b) System to allow access to County records for property ownership verification.	1
	4) **Loan Servicing**	
	a) Document Management applications to capture, store, and retrieve historic and current loan documents.	1
	b) Workflow to manage loan applications and rehabilitation contracts.	3
	c) Allow homeowners to see loan and construction activity progress via website	3
Process Integration with Other City Agencies	1) **Permits & Enforcement**	
	a) Workflow to manage and coordinate site inspections and abatement activities by internal and external agencies	3
	b) Allow field inspectors to issue multiple agency work orders for abatement actions	3

Module	Functionality to Be Provided	Phase
	c) Allow agencies responding to emergencies access to *inspection results.*	3
	2) Agenda Management	
	a) Workflows to manage agenda process for Planning Commission, CDBG Board Proceedings, and Rent Arbitration Board Proceedings.	3
	i) Automated notifications for agenda items requested.	3
	ii) Automated public notifications based on GIS integration.	3
	iii) Staff report preparation and approval routing.	3
	iv) Automated posting and distribution of meeting minutes.	3
	b) Support for ad hoc reports based on available data.	1
	c) Document Management applications to capture, store, and retrieve:	
	i) Audio/video clips based on subject, project, and agenda number.	5
	ii) Staff reports and other historical data related to meetings.	1
	3) Contract Management	
	a) Document Management application to:	
	i) Capture, store, and retrieve contract documents, including:	
	(1) Archived contracts	1
	(2) Certificates of installation	1
	ii) Store and manage version controlled contract MS Word templates.	1
	b) Workflow to:	
	i) Route contracts to multiple parties for approval.	3
	ii) *Monitor contract milestones and notify staff when milestone was not met.*	3
	iii) Accept electronically submitted proof of completion by engineers and contractors.	3

Roles & Responsibilities

Following is a table showing project roles and responsibilities. For items not listed it is assumed that the client is responsible.

Area	ImageSource	City of Oakland
Hardware	Provide and install hardware listed on approved sales order. Could include: • Scanners • Signature pads • Specialized storage devices such as Centera devices • Servers and workstations	Provide, install, and configure other hardware needed to support the solution not purchased through ImageSource. Could include: • Scan Workstations • Servers • Client Workstations • Network devices • Backup hardware (such as tape drives or media) • Active Directory Infrastructure to support servers. • Uninterrupted Power Supply systems • Suitable data center environment with all required connectivity to the COO Enterprise environment and to the Internet.
Software	Provide all software listed on the sales order. Install and configure: • Kofax to support Business Process. • Stellent to support Business Process. • Stellent Thick Client on five workstations. • Stellent Web Client Plug-in on three workstations. • Up to three searches for each Stellent Document Application. • Provide procedure to setup additional workstations. • Configure rights for security groups with IS provided applications. • Integrations with GIS Software.	Provide other software needed to support the solution. Install and configure: • Operating System Software. • Web Server. • Stellent Thick Client and Web Client Plug-in on additional workstations. • Security groups, including assignment of users to groups. • Oracle Databases, including required views. • MS SQL Server CALS needed for Infobroker. • GIS (ESRI) Products software. • Backup software (other than Centera software) • Remote server management capabilities

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Area	ImageSource	City of Oakland
Testing	Before user acceptance testing, test: • *Components (custom and standard)* • Integrations. • End-to-end process. Provide input to User Acceptance Testing Plan	Provide: • *Sample documents representative of common scenarios.* • Test databases. • User Acceptance Testing.
Training	Operations Training: • End User training • System Admin training OJT Training: • Code Walkthrough on Custom Components. See each phase for number of days of training for each phase. Number of days is based on the scope for each phase.	Classroom and workstations. Configure classroom workstations. Reproduce all training materials needed from electronic copy provided by ImageSource.
Documentation	Standard Capture, Retrieval, and Workflow documents that can be customized by client. Standard System Admin document that can be customized by client. System Summary document that covers system delivered in each phase "as built."	Customization as required of ImageSource provided documents.
Rollout	On-site rollout support after go-live for each phase. See each phase for number of days of training for each phase. Number of days is based on the scope for each phase.	Have staff and appropriate documents available at go-live to fully use the new system during the rollout support period.
Custom Components	Custom Component documentation outlining installation and configuration. Source code for custom components.	User Acceptance Testing of custom components Purchase licenses for development tools for custom components if Source Code is provided. Populate databases with address or other information as needed.
Project Management	Standard ImageSource: • Status reports • Project list updates • Project Plan	Teleconference lines as needed. Timely response to issues raised as part of project.

Exhibit B

PCETS Scope Of Work

Statement of Work
Permit and Code Enforcement Tracking System

Version March 3, 2005

Prepared by: Municipal Software Corporation
and the City of Oakland

Date: March ___, 2005

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1   EXECUTIVE SUMMARY

1.1   PROJECT DESCRIPTION

This Statement of Work (SOW) is for the Permits and Code Enforcement Tracking System (PCETS) that Municipal Software Corporation (Municipal) will provide the City of Oakland's Community and Economic Development Agency (City).

This is a "design/ build" project which will require Municipal, with input from the City, to develop, design, and deploy PCETS, and interface the PCETS suite of software with other software systems, including the Electronic Document Management System (EDMS) which the City is procuring from ImageSource, Inc.

1.2   PROJECT PURPOSE

Municipal will be responsible for delivering a PCETS solution that is open-architectured, facilitates interfaces with the City's and other governmental agency's software systems, is scalable, to meet the City's anticipated future city-wide use, and is capable of managing the Community and Economic Development Agency's (CEDA) business activities and interactions with other City and governmental agencies.

1.3   PROJECT EXPECTED RESULTS

1.3.1   Final Acceptance

In a full-production environment following Final Acceptance by the City, PCETS will provide the "out-of-the-box" functional capabilities listed in Municipal's PCETS proposal.

1.3.2   User Groups

In its full-production environment, PCETS will be used by the departments within CEDA (Planning, Building, Housing, Redevelopment, and Administration), and to a more limited extent, other City agencies (City Manager, Public Works, Finance, etc.).

1.3.3   Transfer of Knowledge

It is the intention of the City to maximize staff involvement and knowledge transfer from the Municipal team to the City throughout the implementation of PCETS. However, it remains the responsibility of Municipal to ensure that all requirements in this SOW are implemented in a timely manner.

1.4 PROJECT ESTIMATED TIMELINE

Municipal will complete the PCETS project within approximately 40 weeks. The following table details the phases and estimated time duration for each phase:

PHASE	PURPOSE	ESTIMATED DURATION
I	PERTS Interface Demonstration	2 weeks
II	Project Planning and Scope	6 weeks
III	Code Enforcement, Inspections, and Complaint Tracking Implementation	20 weeks
IV	Building Permitting, Inspections, and Contractor Licensing Implementation	10 weeks
V	Integration Services	4 weeks

1.5 PROJECT PRICE

PCETS Project

Municipal Best and Final Proposal

ITEMS	DESRIPTION	COMMENTS	PROPOSAL PRICING
1,7,8,10	Licensing	100 concurrent licenses includes first year maintenance	$ 262,500
9,22,35	Installation Services		12,276
11,27,39	Training (Train the Trainer)		80,339
2	Data Collection		15,959
3	Infrastructure Review		16,504
4,5	Scope Document		8,184
19,32	Prototype Forms	200 Forms	122,760
20,33	User Review		17,732
21,34	Form Refinement	200 Forms	122,760
13-17, 22,35, 26,38, 44-47	On site Implementation Services		55,242
25,37	Data Conversion	estimated	34,100
23,24,36	Cash Drawer - Hardware & Integration		2,000
	Total Project Price	includes sales taxes, where applicable, shipping, and travel expenses	$ 750,356

1.6   PROJECT

1.6.1   Project Phases

Municipal will implement PCETS project in five phases:

- Interface Demonstration
- Project Planning and Scope
- Code Enforcement, Inspections and Complaint Tracking Implementation
- Building Permitting, Inspections and Contractor Licensing Implementation
- Integration Services

Inherent in these phases will be planning for the Internet and Field automation, where applicable. The first phase will include training of key City staff (system administrators and super users) to give them a better understanding of what has been done and what can be done with the CityView system. Phase I will include a business process review, data collection and Phase Implementation Plans. The content of each phase will be finalized in the PERTS Implementation Plan, which will be completed during development of the Scope Document in Phase I.

1.6.2   Critical Path Milestones

The Parties (Municipal, ImageSource, Inc. and City) will establish and agree to the PERTS Implementation Plan that will identify joint Critical Path Milestones (CPM) throughout the PERTS project where PCETS and EDMS must interface. These interface points will be included in the Implementation Plans. Municipal and the City will separately establish and agree upon the Acceptance Testing Criteria, including CPM, for each PCETS phase. Subsequent to the completion of the Acceptance Testing will be a tollgate and "go-live" release into production (Reliability Test Period, as defined in Section 21 of the Agreement) as well as a CPM. If a CPM is not successfully met, the City will invoke the provisions of Section 21 of the Agreement. The successful completion of a CPM shall be considered the City's Conditional Acceptance (as defined in Section 21 of the Agreement) of that phase.

1.6.3   Final Acceptance

The City's Final Acceptance of PCETS will occur when all PCETS phases, with all components and all interfaces, including all interfaces with the EDMS, are fully operating in the PERTS environment and all phases and components have passed their Reliability Test Periods.

Final Acceptance of the PERTS system will entitle Municipal and ImageSource, Inc. to their last CPM payment and will start the PCETS and EDMS 180 day Warranty Periods. During the Warranty Periods, Municipal and ImageSource, Inc. shall take all such steps as are necessary to determine their respective responsibility for and to correct any warranty issues (claims, problems) that arise. If a warranty claim is not satisfactorily resolved by

Municipal, the City shall treat that failure as a breach of warranty by Municipal and remedy that breach as is provided in the City's Agreement with Municipal.

2   PROJECT SCOPE

2.1   SCOPE SUMMARY

The scope of this project is to develop, design, and deploy PCETS for the City. PCETS will interface with the EDMS and the City's GIS, as well as other PERTS related systems (e.g., City Business Tax) as specified in the PCETS RFP and as may be amended in the Scope Document. PCETS will also include cashiering hardware that Municipal will procure and install.

The PCETS project is composed of five phases:

- Phase I – PERTS Interface Demonstration
- Phase II - Project Planning and Scope
- Phase III - Code Enforcement, Inspections and Complaint Tracking Implementation
- Phase IV - Building Permitting, Inspections and Contractor Licensing Implementation
- Phase V - Integration Services

Municipal has determined that the most effective strategy for implementing PCETS will be to analyze each phase individually and as part of the full PERTS system such that all phases will relate to each other as a complete and seamless whole.

2.2   SCOPE DESCRIPTION

2.2.1   PERTS Implementation Plan

Upon authorization to proceed, the Parties (Municipal, ImageSource, Inc. and City) will agree to and complete an umbrella PERTS Implementation Plan as part of Phase 1 that will identify and establish joint Critical Path Milestones (CPM) throughout the PERTS project where PCETS and EDMS must interface.

2.2.2   PCETS Phase I - PERTS Interface Demonstration

Upon installation of PERTS hardware by ImageSource, Inc., Municipal will install its "Best Practices" Library and, based on discussions with the Parties which will identify integration points to be included, complete a PERTS interfacing demonstration between PCETS and EDMS. The demonstration will test the industry standard interfacing mechanisms for the document management software, Stellent Electronic Content Management, that ImageSource, Inc. is implementing as part of the EDMS project and the business process automation software Municipal is implementing for PCETS.

Since the final interface cannot be tested until the finished configured systems are complete, the demonstration will be done with "out of the box" installations of EDMS Stellent Electronic Content Management software and PCETS CityView software. The demonstration will be deemed successful when a CityView user can accomplish the following tasks:

- EDMS - electronically receive, index, store, and manage PCETS generated documents
- PCETS - electronically retrieve documents stored in EDMS based on specified search criteria
- PERTS - produce a technical report describing the specific server and application requirements to make the interfacing work properly.

2.2.3 PCETS Phase II – Project Planning and Scope

In Phase II, Municipal will conduct system administrator and super user training, complete the review of business processes and the collection of data, complete the data base review of the City's legacy computer application, and install the following CityView suite of software on PERTS hardware (which will be procured and installed by ImageSource, Inc.):

- CityView (including CityView Server)
- Map Objects
- CityView Best Practice Modules (BPM's)

Municipal will also prepare PCETS Implementation Plans for Phases III, IV, and V. Whether or not the Phase Implementation Plans are acceptable shall be as judged by the City at its sole discretion. Each Phase Implementation Plan will include an Acceptance Testing Plan that will satisfy the conditions set forth in the City's PCETS Request For Proposal (RFP). The following items will be included in the Acceptance Testing Plan:

- Module Functionality

  These tests will verify that the required functional capabilities and features have been delivered and they function as required. This includes functional requirements as well as operational and design features. With a phased implementation, module acceptance testing must be conducted at the conclusion of each phase for each component included in that phase.
- System Reliability

  These tests will demonstrate and verify that the CityView suite of software operates at not less than 99% of nominal performance reliability for an extended period.
- Response Time

  These tests will verify that the PCETS software are performing at the performance levels set forth in the PCETS RFP.

2.2.4 PCETS Phase III - Code Enforcement, Inspections and Complaint Tracking Implementation

Municipal will develop and refine prototype forms, import parcel, complaint, scheduling, and financial data from the City's legacy computer system (IBM AS400 – Cobol/ RPG applications); develop and design PERTS interfaces; develop and design the parcel, cashiering, code enforcement, complaint, and service requests, and scheduling modules; procure and install cash drawer hardware; provide the train-the-trainer program for a City selected trainer and provide systems administrator training; provide on-site system configuration refinements in the testing environment; and deploy the phase into a production environment ("go live").

2.2.5 PCETS Phase IV - Building Permitting, Inspections, and Construction Licensing Implementation

Municipal will develop and refine prototype forms, import permitting, contractor, scheduling, and financial data from the City's legacy computer application, develop and design PERTS interfaces, develop and design the permitting and contractor modules, further design the cashiering and scheduling modules, provide the train-the-trainer program for a City selected trainer and provide systems administrator training, provide on-site system configuration refinements in the testing environment, and deploy the phase into a production environment ("go live").

2.2.6 PCETS Phase V – Integration Services

Municipal will complete the remaining PERTS interfaces, including those with the EDMS, GIS and Oracle Financial systems, and will provide other functionalities as set-forth in the PCETS RFP. Various integration components will have been deployed during the deployment of previous phases.

2.2.7 Mobile Deployment

The next major release of CityView, version 9.0, will have an inherent capability to run in a connected or disconnected state on a variety of devices (wireless, unplugged, etc.). Version 9.0 is expected in the last quarter of 2005, most likely before we would be ready to implement mobile capability in the PCETS project. There is no additional cost of this new CityView functionality as it is all contained within the ASM fees (that don't start until one year after contract signing). The only additional cost will be the hardware (the handheld or notebook devices) required to support the envisioned system, which should be evaluated closer to the time of deployment to ensure the best price and performance for the then current technology, as well as a high level of acceptance by the Oakland field personnel.

2.2.8　Web Deployment

The CityView software is inherently Web enabled, and every form or report that is developed within CityView can be saved into a browser version that can be deployed over the City's Intranet or over the Internet for use with constituents, developers, contractors, etc., literally with the click of a button. Included with the software licensing that the City will be receiving are all components necessary to deploy your forms and reports to a browser.

When designing your forms and reports, our implementation personnel will ensure that the design incorporates the desire to deploy the forms and reports to the Web. This will ensure an absolute minimum amount of work, and therefore difficulty, when the City begins to start exposing certain parts of their business process on the Web.

Before deploying business process over the Internet to the public at large, the City will need to purchase the Public Portal Server at an annual cost of $10,000. It is included in the first year at no additional charge, and the annual fee will coincide with the Annual Software Maintenance (ASM) fees related to the CityView licensing.

3   PROJECT APPROACH

3.1   PROJECT PHASES

Municipal will develop, design, and deploy PCETS in phases. Initially, Municipal will be on-site to install its suite of software, train key City staff, refine the scope of the project, and refine prototype forms and reports. Subsequently, Municipal will continue the refinement of additional prototype forms and reports, and be on-site to train City staff, install remaining software, and assure successful "go live" deployment of its configured modules into production.

3.2   PROJECT MANAGEMENT

Municipal will provide internal project management for the PCETS project. Upon commencement of the project (Project Kickoff), an umbrella PERTS Implementation Plan will be defined by the City, Municipal, and ImageSource, Inc. that will specify the interactive processes and tools to be used for coordinating the PCETS and EDMS projects. This will include a schedule of status update meetings and issue tracking. The key project risks will be tracked throughout the project and actively mitigated to ensure project success.

3.3   INFRASTRUCTURE REVIEW

Municipal is familiar with the City's physical facilities and computer system environment and is satisfied that its suite of software will perform in this environment as specified in the PCETS RFP.

Municipal Software Corporation will conduct an on-site review of City's existing infrastructure and hardware. The product of this comprehensive review is a scope document summarizing the hardware and network infrastructure, including appropriate recommendations that will assure a successful implementation.

3.4   TRAINING

Municipal will initially provide on-site training for the City's subject matter experts (super users). This classroom training will explain the software features and capabilities to the City's subject matter experts that are required for them to participate in forms and reports design. The City will determine the actual mix of students and classes within this budget. Subsequent classes will convey the information needed to maintain the CityView suite of software, such as System Administrator Training, Mapping Administrator, Report and Developer, CityView Server and Form Designer.

Municipal will provide the following training to the City's system administrators and subject matter experts (super users):

CityView Training

Training Course	Duration	Students	Total
Subject Matter Expert	2 days	10	7,911
Essentials	2 days	10	$5,456
Source Training Material		Unlimited Reproductions	$10,230
Application Training	3 days	10	$5,865*
Source Application Training Material		Unlimited Reproduction	$20,460
System Administration Training	1 day	10	$4,092*
Designer	1 day	10	$4,092*
Mapping Administrator	1 day	10	$4,092
Reporter	1 day	10	$4,092
CityView Server & Web Form Design	2 days	10	$5,865*
Train the Trainer	1 day	10	$8,184*
			$80,339

3.5 SCOPE DOCUMENT

In Phase I, Municipal will be on site conferring with ImageSource, Inc. and the City (super users and end users) to collect data, collect documentation on and analyze business processes, review the PTS data base, and determine the City's requirements for forms, reports and technical environment. Municipal will use this information to complete a Scope Document, which will include Implementation Plans for Phases III, IV, and V.

3.6 PROTOTYPE FORMS

Following completion of the Scope Document, Municipal's Database Developer will develop the prototype on-screen forms, reports, and web forms which will include fields, database schema, preliminary lookup tables and fee expressions in a non-production or alpha environment. The total number of forms and reports is estimated at 200. The actual number and cost will be finalized in the Scope Document and during the User Review.

During development, Municipal will incorporate forms and reports from various modules in its "Best Practices" library to design the City's database structures, forms, reports, workflow automation, business logic and business process optimization.

3.7 USER REVIEW

Following the design of the prototype forms for each of the phases, Municipal's Project Manager will confer with City SME's to review changes to the prototype forms and reports and configurations, finalize the tailoring of the various PCETS modules, and complete a Forms Refinement document.

3.8 DATA CONVERSION (CITY'S LEGACY COMPUTER APPLICATION)

Municipal will migrate ("port") data records in the City's legacy Permit Tracking System or PTS (Cobol/ RPG application) to PCETS. Municipal's estimated cost for this data conversion may be revised once the actual data has been reviewed during the Scope Document on-site visit.

CityView's® Data Exchange wizard allows for the importing of a number of different data formats to ensure that any data new and existing is captured for use in CityView®

3.9 INSTALLATION SERVICES

Municipal will install and configure the CityView suite of software and to assist the City with completing the Acceptance Testing test scripts.

3.10 ACCEPTANCE TESTING REFINEMENTS

During the Acceptance Testing of configured modules, Municipal's Database Developers will be available to revise, refine, and re-test the configurations.

3.11 HARDWARE

Municipal will provide and install up to two cash drawers, which will not require custom programming beyond that which would not be included in a general release of the CityView product.

4 PROJECT TEAM

Municipal

Role	Name
Executive Sponsor	Robert Bennett, Founder and President
Project Principal	Rick Stack Manager, Client Services
Account Manager	Dave Robinette, VP Enterprise Sales
Project Manager	David Saxton, Project Manager Team Lead
Chief Technical Contact	Robin Gwynne, IT Coordinator
Database Developer	

City

Role	Name
Executive Sponsor	Claudia Cappio, CEDA Director
Project Principal / Chief Technical Contact	*Mohssen Yassini,* IT Director for CEDA
Project Manager	Ray Derania
Program Manager I	Miloanne Hecathorn
Program Manager II	
Program Manager III	

5   PROJECT DELIVERABLES

Municipal will implement its CityView suite of software in phases. Inherent in each phase will be planning for Internet and Field automation, where applicable, and a full suite of training. The following items are the specific project deliverables that will be procured, installed, developed, designed, and deployed to and for the City as part of the implementation of the PCETS project.

5.1   PERTS IMPLEMENTATION PLAN

The Parties (Municipal, ImageSource and City) will agree to and complete an umbrella PERTS Implementation Plan (including CPM and timeline) that will identify, establish, and resolve functional overlaps and opportunities for synergy between PCETS and EDMS.

The Project Managers for the Parties will coordinate on an ongoing basis for the life of the project to review and refine the PERTS Implementation Plan. The City reserves the right in its sole discretion to make changes to the PERTS Implementation Plan in accordance with the Change Control Process (Section 17 of the Agreement).

Municipal's Scope Document will be used to prepare the PERTS Implementation Plan by the City, Municipal, and ImageSource.

5.2   PCETS PHASE I - PERTS INTEGRATION DEMONSTRATION

5.2.1   PERTS Interfacing

Municipal will demonstrate bi-directional communications of electronic documents, as determined by the Parties, between PCETS and EDMS (PERTS interfacing) initially to test the specific technical mechanisms that will be implemented subsequently in the phased "go-live" deployments of PERTS. The interface demonstration will be done with "out of the box" (non-configured) installations of the EDMS Stellent Electronic Content Management software and PCETS "Best Practices" library (Code Enforcement Module). The demonstration will be deemed successful when a CityView user can accomplish the following tasks:

5.2.1.1   Produce Documents In PCETS

Electronically generate the following documents in CityView from the "Best Practices" library:
- Notice of Violation
- Letter of Compliance
- Problem Property Report

5.2.1.2 Transfer Documents From PCETS To EDMS

Electronically transfer the documents created in CityView to EDMS, where Stellent Electronic Content Management will electronically receive, store, index, and manage the transferred documents.

5.2.1.3 Retrieve Documents From EDMS To PCETS

As a logical part of the business process, electronically search in CityView for the documents stored in the Stellent Electronic Content Management repository and retrieve them from the EDMS based on the following "default" metadata criteria:

- address
- owners name
- other user-defined criteria

5.2.1.4 Technical Report

Municipal will produce a technical report describing the specific, server, and application requirements to make the interfacing work properly.

5.3 PCETS PHASE II - PROJECT PLANNING AND SCOPE

Phase II will include the following deliverables:

5.3.1 Initial CityView Licenses

5.3.1.1 Installation Services

Municipal will install the following software with its certified technicians on the PERTS hardware:

- CityView (including CityView Server)
- Map Objects
- CityView Best Practice Modules (BPM's)

5.3.1.2 Best Practices Modules

Municipal will install its library of "Best Practices" modules (BPM) on the PERTS hardware. These modules are "best of breed" solutions currently used by Municipal's clients across North America and will be used as the foundation for the PCETS. During implementation, Municipal will use these modules to meet much of the City's RFP requirements. Specific functional and business process requirements will be developed from the Scope Document and applied during the system prototype. The City's database structures, forms, reports, workflow automation, business logic and business process optimization will be based on the Scope Document.

5.3.1.3 Testing and Tuning

After Municipal has completed the initial installation of the CityView suite of software, it will perform testing and tuning of the data base to validate that the software is correctly configured to meet PERTS system requirements. This will include the following tasks:

- create software test plan to outline testing procedures and objectives
- define software test cases
- execute test cases to validate the software behavior
- *review and examine performance to identify possible software bottlenecks*
- tune SQL databases
- provide documentation of all software configurations.

5.3.2 Subject Matter Expert Training

This training will occur prior to Municipal's initial visit by its database developers to collect data for the Scope Document. *This course helps departmental leaders become subject matter experts (SME) in understanding how* CityView automates their specific departmental business processes to enable the SME to prepare more effectively for the business review by the Municipal Project Manager.

5.3.3 Business Process Review and Data Collection

Municipal's Project Manager will be on-site at the City to observe and assist in defining the business processes to be automated. During this time, business process documentation and information regarding the sources of data, forms and technical environment will be collected and reviewed by Municipal.

5.3.4 Infrastructure Review

Municipal has included an Infrastructure Review as a Project Deliverable. *This will be used to assess the City's* technical infrastructure and to report the status.

5.3.5 Scope Document

Municipal will prepare a Scope Document that will include a review of its data collection, an analysis of the City's business processes, and detailed Phase Implementation Plans for the design and deployment of the PCETS phases.

5.3.6 Phase Conditional Acceptance

Conditional Acceptance will occur with the acceptance of Infrastructure Review document, Scope Document, Subject Matter Expert training, and installation and testing of the software. Any major issues (as agreed upon by Municipal and the City; see Section 21 of the Agreement) that have been identified will be documented and resolved *before conditional acceptance signoff*

5.4   PCETS PHASE III - CODE ENFORCEMENT, INSPECTIONS, AND COMPLAINT TRACKING IMPLEMENTATION

5.4.1   Forms Prototyping

Municipal will develop prototype on-screen forms, reports, and web forms that will include fields, database, preliminary lookup tables and fee expressions in a non-production (alpha) environment. Municipal's modules will be configured to emulate the City's parcel, complaint (tracking, inspection, assessment, and notification), inspection scheduling, and cashiering (invoice and lien) PTS modules.

Municipal estimates that the total number of forms and reports for all modules will be 200. The actual number of forms and cost will be determined after completion of the User Review during preparation of the Form Refinement document.

5.4.2   User Review

Following the design of the prototype forms and reports by Municipal, the City will review the proposed configuration and prepare a summary of the changes and refinements it determines are necessary to assure full implementation of the functionalities set forth in the PCETS RFP.

5.4.3   Form Refinements

Following User Review by the City, Municipal will complete the Forms Refinement document which will detail the City's changes and refinements necessary for final tailoring of the modules Municipal will re-configure.

5.4.4   Installation Services

Municipal will be on-site at the City to install each module following re-configuring as set forth in the Forms Refinement document.

5.4.5   Cashiering

The City's requirements for cashiering will be met without any custom programming of the source code beyond that which would not be included in a general release of the CityView product. All data entry screens, reports, etc. will be determined as part of the data collection and system prototype.

5.4.6   Cashiering Hardware Installation

Municipal will procure and install the cash drawers without any custom programming of the source code beyond that which would not be included in a general release of the CityView product.

5.4.7 Data Import

Municipal will import Cobol/ RPG records from the City's Permit Tracking System (PTS), including data from the PTS complaint, parcel, scheduling, and cashiering modules. The City will provide record file formats, but the data will not be comma delimited.

5.4.8 Training - Systems Administration and End User

Systems Administration Training will provide the information needed to maintain the CityView suite of software, such as System Administrator Training, Mapping Administrator, Report and Developer, CityView Server and Form Designer. The City will determine the actual mix of students and classes within this budget.

End User Training will focus on end users and will include day-to-day work tasks necessary to implement PERTS, including information needed to manage and modify the system. The City will be responsible for providing this End User training. Municipal and ImageSource, Inc., in conjunction with a City contracted SLBE vendor, will develop training material that is custom and specific to the PERTS system (PCETS and EDMS). The delivery of training will be both by "train the trainer" and providing electronic copies of the source training material, so that on-going training can be provided internally by the City.

5.4.9 Acceptance Testing

Once each module has been re-configured as set forth in the Forms Refinement document and installed, user testing will be performed as set forth in the Acceptance Testing Plan developed in the Phase Implementation Plan.

5.4.10 Module Launch

After successful completion of Acceptance Test criteria and scripts, Municipal will launch the modules into the production environment ("go live" release to end users).

5.4.11 Phase Conditional Acceptance

After the Phase has been launched, a 30-day Reliability Testing period will occur where end users will use the system in a production environment. Any major issues (as agreed upon by Municipal and the City; see Section 21 of the Agreement) that have been identified will be documented and resolved before conditional acceptance sign-off.

5.5 PCETS PHASE IV - BUILDING PERMITTING, INSPECTIONS AND CONTRACTOR LICENSING IMPLEMENTATION

5.5.1 Forms Prototyping

Municipal's Database Developer will develop prototype on-screen forms, reports, and web forms that will include fields, database, preliminary lookup tables and fee expressions in a non-production (alpha) environment. Municipal's

modules will be configured to emulate the City's permitting (application, routing, assessment, permit inspection, and contractor PTS modules) and to complete the cashiering and inspection scheduling modules previously configured in Phase III.

5.5.2 User Review

Following the development of the prototype forms and reports by Municipal, the City will review the proposed configuration and prepare a summary of the changes and refinements it determines are necessary to assure full implementation of the functionalities set forth in the PCETS RFP.

5.5.3 Form Refinements

Following User Review by the City, Municipal will complete the Forms Refinement document which will detail the City's changes and refinements necessary for final tailoring of the modules Municipal will re-configure.

5.5.4 Installation Services

Municipal will install each module following re-configuring as set forth in the Forms Refinement document.

5.5.5 Cashiering

The City's requirements for cashiering will be met without any custom programming of the source code beyond that which would not be included in a general release of the CityView product. All data entry screens, reports, etc. will be determined as part of the data collection and system prototype.

5.5.6 Data Import

Municipal will import Permit Tracking System (PTS) data residing on IBM AS/400, including data from the PTS permit, contractor, inspection, and cashiering modules. The City will provide record file formats, but the data will not be comma delimited.

5.5.7 Training - Systems Administration and End User

Systems Administration Training will provide the information needed to maintain the CityView suite of software, such as System Administrator Training, Mapping Administrator, Report and Developer, CityView Server and Form Designer. The City will determine the actual mix of students and classes within this budget.

End User Training will focus on end users and will include day-to-day work tasks necessary to implement PERTS, including information needed to manage and modify the system. The City will be responsible for providing this End User training. Municipal and ImageSource, Inc., in conjunction with a City contracted SLBE vendor, will develop training material that is custom and specific to the PERTS system (PCETS and EDMS). The delivery of training will

be both by "train the trainer" and providing electronic copies of the source training material, so that on-going training can be provided internally by the City

5.5.8 Acceptance Testing

After each module has been re-configured as set forth in the Forms Refinement document, user testing will be performed as set forth in the Acceptance Testing Plan developed in the Phase Implementation Plan.

5.5.9 Module Launch

After successful completion of Acceptance Test criteria and scripts, Municipal will launch the modules into the production environment ("go live" release to end users).

5.5.10 Phase Conditional Acceptance

After the Phase has been launched, a 30-day Reliability Testing period will occur where end users will use the system in a production environment. Any major issues (as agreed upon by Municipal and the City; see Section 21 of the Agreement) that have been identified will be documented and resolved before conditional acceptance sign-off.

5.6 PCETS PHASE V - INTEGRATION SERVICES

5.6.1 EDMS

Throughout the phased implementation of PCETS, Municipal will develop and deploy PERTS interfaces with EDMS as set forth in the umbrella PERTS Implementation Plan.

5.6.2 GIS

Municipal will interface its suite of software with the City's GIS as set forth in the PCETS RFP and Phase Implementation Plans. CityView incorporates ESRI's MapObjects and is compatible with ArcIMS and ArcSDE.

5.6.3 Oracle Financials

Municipal will interface its suite of software with the City's Oracle Financial system (Sun Solaris platform) as set forth in the PCETS RFP and Phase Implementation Plans.

5.6.4 Other Integration

Other integration may be performed as covered in the PCETS RFP and Proposal from Municipal.

Summary Table

PROJECT MILESTONES	PROJECT DELIVERABLES			CONDITIONAL ACCEPTANCE NOT LATER THAN
	SOW	DESCRIPTION	Ref.	
		Project Kickoff Meeting (City, Municipal, ImageSource)	1	_/_/05
PCETS Phase I Integration Demonstration	5.3.1	PCETS & EDMS Interfacing	2	
	5.3.1.1	Produce Documents in PCETS	3	
	5.3.1.2	Transfer Documents From PCETS to EDMS	4	
	5.3.1.3	Transfer Documents From EDMS to PCETS	5	
	5.3.1.4	Technical Report	6	
		Conditional Acceptance	7	
PCETS Phase II Project Planning and Scope	5.2.3	Business Process Review and Data Collection	8	
	5.2.4	Infrastructure Review	9	
	5.2.5	Scope Document	10	
	5.1	PERTS Implementation Plan	11	
		Conditional Acceptance	12	
	5.2.1	Initial CityView Licenses	13	
	5.2.1.1	Installation Services	14	
	5.2.1.2	Best Practices Modules	15	
	5.2.1.3	Testing and Tuning	16	
	5.2.2	Subject Matter Expert Training	17	
		Conditional Acceptance	18	
PCETS Phase III Code Enforcement, Inspections, and Complaint Tracking Implementation	5.4.1	Forms Prototyping	19	
	5.4.2	User Review	20	
	5.4.3	Forms Refinements	21	
	5.4.4	Installation Services	22	
	5.4.5	Cashiering	23	
	5.4.6	Cashiering hardware installation	24	
	5.4.7	Data import	25	
	5.3.2	PERTS Interfacing	26	
	5.4.8	System administration training - deployment	27	
		User training not provided by MSC, not part of acceptance. Train the trainer material is provided.	28	
	5.4.9	Acceptance testing	29	

	5.4.10	Module launch (production)	30	
	5.4.11	**Conditional Acceptance**	31	
PCETS Phase IV Building Permitting, Inspections, and Contractor Licensing Implementation	5.5.1	Forms Prototyping	32	
	5.5.2	User review	33	
	5.5.3	Forms refinements	34	
	5.5.4	Installation services	35	
	5.5.5	Cashiering	36	
	5.5.6	Data import	37	
	5.3.2	PERTS Interfacing	38	
	5.5.7	System administration training - deployment	39	
		User training not provided by MSC, not part of acceptance. Train the trainer material is provided.	40	
	5.5.8	Acceptance testing	41	
	5.5.9	Module launch (production)	42	
	5.5.10	*Conditional Acceptance*	43	
Phase V Integration Services	5.6.1	EDMS	44	
	5.6.2	GIS	45	
	5.6.3	Oracle Financials	46	
	5.6.4	*Others as covered in the City PCETS RFP, and Municipal Proposal and Scope Document*	47	
		Conditional Acceptance	48	
		Final Acceptance	49	

6 INVESTMENT

6.1 SUMMARY TABLES

The Project Pricing Details specified in Section 1.5 of this SOW provide the corresponding detailed component breakdown on which the payments in the Milestone Summary Table specified in Section 6.4 of this SOW is derived.

6.2 FEES AND BILLING

This is a "not-to-exceed" fixed price contract. Sales taxes, where applicable, shipping, and other expenses such as travel, lodging, per diem and similar out-of-pocket expenses are included in the total cost of the project, as specified in Section 1.5 of this SOW.

Municipal will invoice upon approval by the City of CPM for associated deliverables, as specified in Section 6.4 of this SOW, and will take advantage of all advance purchase, discounts, and/or suggestions from vendors and the City to control procurement costs.

6.3 OVERTIME WORK

Not applicable to this project.

6.4 MILESTONE SUMMARY

INVESTMENT		CPM	PROJECT DELIVERABLE (Section 5.7 - Summary Table)	PAYMENT *	
MILESTONE	PAYABLE			BEST & FINAL	ON CONDITIONAL ACCEPTANCE
		1	CityView software licenses (including Best Practice Modules) – Initial payment Ref: 13, 14, 15, 16	$ 131,250	$ 131,250
Phase I Integration Demonstration	bi-directional communication	2	PCETS & EDMS interface demonstration (remainder of license payment) Ref: 2, 3, 4, 5, 6	$ 0	$ 0
Phase II Project Planning and Scope	installation and analysis	3	Remainder of License Payment	$ 131,250	$ 131,250
		4	Business Process Review and Data Collection Ref: 8	$ 15,959	
			Infrastructure Review Ref: 9	$ 16,504	
			PCETS scope document Ref: 10	$ 8,184	
			PERTS Implementation Plan Ref: 11	$ 0	$ 40,647
		5	CityView Subject Matter Expert training Ref: 17	$ 7,911	$ 7,911
Phase III Code Enforcement, Inspections, and Complaint Tracking Implementation	configured modules	6	Forms prototyping (estimated 60 forms) Ref: 19	$ 36,828	
			User Review Ref: 20	$ 8,866	$ 45,694
		7	Forms Refinement (estimated 75 forms) Ref: 21	$ 46,035	
			Installation Services Ref: 22	$ 6,138	
			Cashiering and cash drawer (est. 15 forms) Ref: 23, 24	$ 11,207	$63,380
		8	Data import (est. 50% of legacy PTS system) Ref: 25	$ 17,050	
			PERTS interfacing Ref: 26	$ 0	
			System Administrator Applications, Systems Admin, Designer, Reporter Ref: 27 Contained in next item	$ 27,007	$ 44,057
		9	Small/ Local Business Enterprise Trainer, Train the Trainer, Training Material Ref: 28	$ 18,414	
			On-site refinements and acceptance testing Ref: 29, 30, 31	$ 27,621	$ 46,035

Phase IV Building Permitting, Inspections, and Contractor Licensing *Implementation*	configured *modules*	7	Forms prototyping (estimated 125 forms) Ref: 32	$ 76,725	
			User Review Ref: 33	$ 8,866	$ 85,591
		10	Forms Refinement (estimated 125 forms) Ref: 34	$ 76,725	
			Installation Services Ref: 35	$ 6,138	$ 82,863
		11	Cashiering Ref: 36	$ 0	
			Data import (est. 50% of legacy PTS system) Ref: 37	$ 17,050	
			PERTS interfacing Ref: 38	$ 0	
			System Administrator Training Ref: 39, 40	$ 27,007	$ 44,057
		12	On-site refinements and acceptance testing Ref: 41, 42, 43	$ 27,621	$ 27,621
Phase V Integration Services	software interfacing	13	EDMS – as part of Phases III and IV GIS, Oracle Ref: 44, 45, 46, 47	$ 0	
			Final Acceptance Ref: 49	10% total project retention	10% total project retention

7 PROJECT RESPONSIBILITIES

7.1 MUNICIPAL RESPONSIBILITIES

Unless otherwise specified in Section 7.2 of this SOW as the responsibility of the City, Municipal will be responsible for all elements of this Statement of Work, including the following tasks:

7.1.1 Provide a single point-of-contact (typically the Project Manager with approval authority) to work with the City.

7.1.2 Staff the PCETS project adequately with key personnel knowledgeable regarding all hardware and software required for the PERTS information technology environment.

7.1.3 Staff the PCETS project adequately with key personnel who have the capability to define PCETS as outlined in Section 3 Project Scope of this SOW. These resources will be the key players for future enhancements to the system and will be responsible for carrying out Municipal's obligations through the completion of the Project.

7.1.4 Provide adequate PCETS project staffing during normal business hours as the orderly progress of the work requires.

7.1.5 Install all desktop services required by the PCETS and EDMS integration.

7.1.6 Provide all PCETS deliverables and PERTS interfaces as specified Section 5 Deliverables of this SOW.

7.1.8 Coordinate communication with appropriate City staff.

7.1.9 Use the workspace the City provides only for PCETS project-related activities.

7.1.10 Provide overall project management for the project.

7.1.11 Assure that the documentation of workflows provided to the City contains the detail needed to carry out all responsibilities of this SOW and the Agreement.

7.1.12 Municipal will install and test all Municipal-provided Software and hardware and any upgrades thereto in accordance with the Acceptance Testing provisions in the Agreement.

7.2 CITY RESPONSIBILITIES

The City will be responsible for the following tasks:

7.2.1 Provide a single point-of-contact (typically the Project Principal or Project Manager with sign-off authority) to work with Municipal.

7.2.2 Provide timely access to key personnel with access to all hardware and software required for assessing the current information technology environment.

7.2.3 Assist Municipal as required to enable it to fulfill its responsibilities as defined herein.

7.2.4 Provide accessibility during normal business hours to the all work areas.

7.2.5 Coordinate communication with appropriate Municipal personnel.

7.2.6   Provide a workspace for Municipal staff (includes telephone to communicate internally and externally, network connections for access to internal resources like printers and external access to Municipal and vendor support sites, etc).

7.2.7   Assist Municipal as required with the documentation of City workflows for each process including number of steps and participants in the workflow.

7.2.8   Assemble a project team of City staff who will be readily available to participate in applicable project meetings, workshops, tollgate reviews, training, and system testing throughout the life of the project, and will assist Municipal with designing the system and system administration parameters.

7.2.9   Assist Municipal as reasonably necessary so that it can interface with City database software, including Oracle.

7.2.10   Provide all appropriate computer facilities including physical space, conditioned power, suitable environment, etc.

7.2.11   Provide network infrastructure and any expansion as a result of the implementation of the solution.

7.2.12   Provide any standard utilities the City wishes to operate on any systems including system and network monitoring, firewalls, virus protection, etc. including system OS and any database engines (SQL Server, Oracle) as required.

7.2.13   Provide system and application administration for ongoing operations of the production system after Final System Acceptance.

7.2.13   Provide desktop end-user hardware and City- standard software support.

7.2.14   Provide all CityView end user training

7.2.15   Ensure that City designated staff are present in a timely manner at all scheduled meetings, training sessions, and other events as necessary.

7.2.16   Provide ultimate responsibility for the completion of the Umbrella PERTS Implementation Plan described in Section 5.1 of the SOW.

7.2.17   Define the business processes to be automated in enough detail to provide the basis of the definition of the Scope Document as described in Section 5.2.3 of the SOW.

7.2.18   Provide access to the business process architects (Program Managers) throughout the design process to address issues as they relate to the applications being developed.

7.2.19   Manage expectations of the business process architects and users to the agreed upon execution of the business process.

8 PROJECT ASSUMPTIONS AND RISKS

8.1 PROJECT ASSUMPTIONS

This Statement of Work assumes that:

8.1.1 Municipal has verified that the information City provided prior to the development of this Statement of Work is accurate.

8.1.2 Municipal will work with the City to determine the total amount of forms and reports that the Project will require.

8.1.3 Any equipment or computers that will be needed for the user or system administration training will be provided by City.

8.1.4 Upon project start, a detailed project plan will be developed that includes all tasks or deliverables to be under the Agreement.

8.1.5 The City will be responsible for on-going system administration in the production environment after Final Acceptance.

8.1.6 The City will be responsible for system development after Final Acceptance.

8.2 PROJECT RISKS

8.2.1 PCETS will interface with the EDMS system. ImageSource, Inc. is developing EDMS. To minimize whatever risk this need-to-integrate presents, Municipal and ImageSource, Inc. will develop the timing and details for integrating their respective systems as part of the umbrella PERTS Implementation Plan. As used herein, interfacing means basic communication via queries to and from each system.

8.2.2 If Municipal and ImageSource, Inc. do not correctly, completely and accurately cooperate, then the configuration of PERTS, may be incomplete, misleading or inaccurate, thus requiring rework.

9 PROJECT SCHEDULE

Municipal estimates that this project, including procurement, implementation, and orientation, will take approximately 40 weeks to complete following the Project Kickoff meeting. After this Statement of Work is initiated, Municipal will negotiate the detailed project schedule, including start date, completion date, and other milestones as appropriate.

10   PROJECT CHANGE REQUEST

Project changes shall be as specified in Section 17 (Change Control Process) of the Agreement and will utilize the *format on the following page:*

Project Change Order Form
Municipal Software Corporation
City of Oakland

SECTION A: CHANGE REQUEST DESCRIPTION

Request Date:		Change #:	
Requestor:			
Created By:			

Description of the Requested Change :

Reason for Change:

SECTION B: IMPACT ASSESSMENT (Estimated Impact to budget, work effort and schedule)

Total Estimated Cost		Estimated Revised Completion Date:	

SECTION C: CLIENT PROJECT MANAGEMENT APPROVAL

Comments By:		Date:	

	Print Name	Signature	Date
Executive Sponsor:			
Client Project Manager:			
MSC Executive:			
MSC Project Manager:			

Exhibit C

December 9, 2003, PERTS Report To The City Council

CITY OF OAKLAND
AGENDA REPORT

ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency and Finance and Management Agency
DATE: December 9, 2003

RE: **A REPORT FOR THE PURCHASE AND INSTALLATION OF COMPUTER HARDWARE AND SOFTWARE AND PROFESSIONAL SERVICES FOR AN INTEGRATED PERMIT, ENFORCEMENT, AND RECORDS TRACKING SYSTEM (PERTS) FOR A TOTAL AMOUNT NOT TO EXCEED FOUR MILLION DOLLARS ($4,000,000).**

RESOLUTIONS AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE SEPARATE PROFESSIONAL SERVICES CONTRACTS WITH MUNICIPAL SOFTWARE CORPORATION AND WITH XEROX GLOBAL SERVICES CORPORATION FOR PERTS.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO AMEND THE PROFESSIONAL SERVICES AGREEMENTS WITH MUNICIPAL SOFTWARE AND XEROX GLOBAL SERVICES FOR CHANGES IN SCOPES-OF-WORK.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO RE-ALLOCATE UNSPENT TECHNOLOGY PROJECT APPROPRIATIONS, APPROVED AS PART OF THE FY 01/03 CAPITAL IMPROVEMENT PROGRAM BUDGET WITHIN THE COMMUNITY AND ECONOMIC DEVELOPMENT AGENCY (CEDA), TO FUND PERTS.

AN ORDINANCE AMENDING THE MASTER FEE SCHEDULE TO ESTABLISH A NEW TECHNOLOGY SERVICE FEE ASSESSED BY THE BUILDING SERVICES DIVISION OF CEDA TO FUND PERTS.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO APPROPRIATE SUPPLEMENTAL REVENUE TO A NEW PROJECT FROM THE NEW TECHNOLOGY SERVICE FEE AND FROM AN INCREASED COLLECTION OF AN EXISTING RECORDS MANAGEMENT SERVICE FEE, AND TO INCREASE THE FY 03/ 05 EXPENDITURE BUDGET OF THE BUILDING SERVICES DIVISION OF CEDA TO FUND PERTS.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO UPGRADE THE CITY'S SUN/ UNIX SERVER AND TO ESTABLISH A SERVICE LEVEL AGREEMENT WITH CEDA TO SUPPORT PERTS.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A FINANCING AGREEMENT WITH XEROX GLOBAL SERVICES CORPORATION TO FUND PERTS.

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SUMMARY

Approval of the attached resolutions and ordinance will authorize the City Manager to implement far reaching enhancements to the development permit and code enforcement programs through the installation of a fully integrated and automated system for processing, tracking, and records management (see *Exhibit A* for a project summary). The proposed system (Permit, Enforcement, and Records Tracking System or PERTS) will automate over 2,100 functions that will significantly improve the city's efficiency, accountability, quality, productivity, revenues, and customer service. In the long run, revenues will increase and expenditures will decrease to offset the cost of the proposed system. PERTS is designed to provide a flexible and user-friendly system that will allow city staff to automate easily future changes in city business practices and new enforcement programs.

Typical improvements to the code enforcement program will include full assessments of fees and penalties for repeat offenders; timely and comprehensive abatement notices to the affected property owners; potential automation of enforcement process by other agencies and departments; "on-line" filing and monitoring of complaints by the public (oaklandnet.com website); 24/7 electronic retrieval of violation documents (including photographs, video, and audio); reduction of inspector paperwork, enhanced monitoring of hotels/ motels/ liquor store annual inspections (deemed approved), schools, and land use conditions of approval; and automation of public nuisance and problem property abatement processes.

Typical improvements to the development permit program will include a consolidated parcel data-base system that will allow city staff and the public easy access to all applicable records to facilitate accurate and timely processing of permits; a fully integrated and automated workflow system that will track, monitor and link permit review among various departments; a 24/7 "on-line" system for accessing, filing, tracking, and responding to permit applications and for scheduling permit inspections; a reliable system to assure full assessment of all applicable permit fees; and an automated system that is easily modifiable for future changes in business practices and new permit programs.

PERTS is designed to generate (ad hoc) reports of statistical data that will track performance measures, revenues, economic indicators, code enforcement actions, and other data than may be valuable to the city (see *Exhibit C*). PERTS is also designed to conform with the recommendation in the Endimyon Report for sustainable business after a major seismic event.

CEDA's current Permit Tracking System (PTS) was installed in 1987 with limited features and flexibility and runs on an obsolete computer server (IBM AS 400) that requires increasingly costly maintenance. The city is phasing out the use of the AS 400 and will convert ("port") all remaining city computer applications still running on it to the new Sun/ Unix platform. Since 1987, the city has adopted numerous programs, fees, and business practices that cannot be automated on PTS, and therefore, must be manually processed. Both historic and newly received CEDA records and documents are similarly manually processed, cataloged by various archaic methods, and stored in

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scattered locations. This perpetuates a very onerous environment for the public and city staff to have access to all applicable documents and information for making accurate and informed decisions.

After an extensively formal and comprehensive Request For Proposal (RFP) process with an evaluation of twenty-five potential vendors, staff is recommending Municipal Software Corporation and Xerox Global Services Corporation (a certified Local Business Enterprise or LBE firm) as the preferred vendors for PERTS. They both are the lowest bidders and have very flexible, effective, and user-friendly systems that will meet the city's current and future needs.

Xerox Global Services (see *Exhibit B* for a company profile) will provide the primary software ("Documentum"), companion specialty software, and hardware for the Electronic Document Management System component (new electronic library) of PERTS. Municipal Software (also see *Exhibit B* for a company profile) will provide the primary software ("CityView") and companion specialty software for the Permit and Code Enforcement Tracking System component (PTS replacement) of PERTS. The total cost for the 18 month implementation of PERTS is $4,000,000. Municipal Software's contract will be not-to-exceed $780,000. Xerox Global Services contract will be not-to-exceed $2,820,000. The city will separately contract for a $300,000 upgrade of the Sun/ Unix server, and will separately purchase $100,000 of mobile office equipment for inspectors (cameras, PDAs, notebook PCs, etc.).

Should a shortfall of funding occur during the implementation of PERTS, either in CIP funds or the projected revenue from an existing CEDA fee and a proposed new CEDA fee, an alternative vendor financing option that will not impact the city's General Purpose Fund budget is available and is discussed in the Fiscal Impact section of this report.

After PERTS is installed and operational, the anticipated yearly continuing costs of PERTS will be $370,000 for licensing and computer maintenance, software and staff computer upgrades, and scanning of newly submitted documents. This annual cost will be funded by CEDA's proposed new Technology service fee (5% of permit and code enforcement fees). An increase in fees is required to offset increases in yearly continuing costs related to the provision of services for which fees are charged. There will also be an indirect cost savings from eliminating a major computer software application (PTS) on the AS 400. No new staffing to operate PERTS is proposed.

After the proposed contracts have been negotiated and signed by the City Manager, PERTS will be implemented over 18 months in sequenced module "roll-outs". The initial modules will be operational within the first 5 months (see *Exhibit D* for the timeline of each module).

Staff recommends that the City Council approve the resolutions and ordinance attached to this report that authorize the negotiation and execution of professional services contracts with the two recommended vendors, the purchase of required computer hardware, the adoption in the Master Fee Schedule of a new Technology service fee, the re-allocation of unspent funds from the Capital Improvement Program budget, the appropriation of supplemental revenue from the proposed new fee and an existing fee to a new CEDA project, and the potential negotiation of a vendor financing agreement as a funding alternative for any unanticipated shortfall in appropriated funding.

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EXHIBIT	PROVIDES
A	summary of PERTS functions, costs, funding, and anticipated users
B	descriptions of PERTS recommended vendors and their proposed products
C	proto-type GIS map display of a PERTS ad hoc report
D	PERTS planned and potential operating modules (for multiple City agencies)

FISCAL IMPACT

PERTS will be implemented during Fiscal Years 2003- 2005. Sequenced module "roll outs" will begin within five months following approval of the contracts. Yearly continuing costs will begin in Fiscal Year 2006 (see Exhibit E for itemization of PERTS implementation and continuing costs and funding sources)

The FY 03/05 implementation costs (18 months):

- $ 3,600,000 for Xerox and Municipal contracts (software, hardware, professional services, licensing, and contingency allowances)

- $ 300,000 for Sun/ Unix domain separation and added document storage capacity, and

- $ 100,000 for mobile office and "desktop" scanning equipment (purchased from approved local and State of California Multiple Award Schedule vendors), specialized software, local vendor scanning (new documents), and sales taxes and Contract Compliance fees

will be funded from:

- $ 2,690,000 either from unspent FY 01/03 CIP allocations to CEDA (initially approved for PTS, Mobile Office, and Loan Servicing), and

- $ 940,000 from an increased collection in FY 03/05 of CEDA's existing records management service fee assessed at the rate of 9% on permit and code enforcement charges, and

- $ 370,000 from a proposed new CEDA technology service fee assessed at the rate of 5% on permit and code enforcement charges.

The yearly recurring costs after FY 05:

- $95,000 annually for new document scanning and technology enhancements, and

- $275,000 annually for licensing/ upgrades and maintenance costs

will also be funded from the proposed new CEDA technology service.

The increased revenue from the proposed Technology service fee will offset the recurring annual costs associated with PERTS licensing, local vendor scanning of newly submitted documents, and technology and service upgrades with "no net gain". CEDA has conservatively estimated that

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assessing a new 5% service fee on permit and code enforcement charges will generate an additional $370,000 in supplemental revenue to support PERTS recurring costs. 80% of this revenue ($275,000) will be reserved for annual licensing and upgrade payments. The remaining amount, which may fluctuate annually depending upon the economy's effect on permit revenues, will be used for outsourced scanning to local firms of newly submitted "non-standard" documents (poster board colored renderings, equipment diagrams, etc.) and "volume" documents (bound specifications, maintenance catalogs, etc) and for purchasing the most up-to-date replacement technology (mobile office PDA/ tablet PC, permit kiosks, specialized software, etc.). An ordinance amending Ordinance 12,504 CMS (Master Fee Schedule) is attached as *Exhibit L* to establish a new Technology service fee for CEDA.

CEDA and IT are recommending the purchase of an "Enterprise-License" for the software that enables other city agencies to easily use PERTS components for minimal additional cost. Several of the city agencies that participated in the RFP vendor selection process have already identified key functions they intend to implement once the enterprise system is in place. In addition to permit processing, CEDA's implementation plan includes the sequenced "roll out" of modules and functions (see *Exhibit D*). After the modules are designed by CEDA (with input from other agencies) and tested, they will be available to designated users in other agencies, such as the City Manager, City Attorney, Mayor, and City Council. The cost for other agencies to use PERTS components (additional enterprise licensing charges) and to modify the module functions to suit their individual needs or to electronically store their scanned documents will vary depending on the professional services needed to modify functions (less complex modifications can be done by administrative users) and additional hardware needed (scanners, Windows server, and/ or Sun document storage memory).

Increased revenues from CEDA's existing Records Management service fee (which were recently identified during an extensive system-wide programming change to CEDA's archaic PTS software) will be used for outsourced scanning of CEDA's 6,000,000 archived documents (microfiche, linen maps, deteriorated drawings, etc.) to local firms over five years. CEDA has conservatively estimated that increased collections will generate an additional $540,000 annually in FY 06 and subsequent fiscal years. For the records management system to be reliable, it is critical that a substantial volume of these archived documents be scanned.

Alternative Implementation Funding Options

If an unanticipated funding shortfall during the 18 month implementation should occur, either from the CIP ($2,690,000) or from expected additional revenue ($940,000 records management fee and $370,000 technology service fee) or both, financing could be obtained from Xerox Global Services. Repayment of the principal and interest would be appropriated from the $540,000 annual set-aside (beginning FY 06) in the records management fee and (if additionally required) from an increase of the technology fee from the proposed 5% to 6.5%. This financing alternative would delay completion of the scanning of CEDA's archive document library which, in turn, would impact the reliability of the records management system.

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EXHIBIT	PROVIDES
E	itemization of PERTS implementation and continuing costs and funding sources

BACKGROUND

The Community and Economic Development Agency (CEDA) and the Finance and Management Agency (FMA), along with other city agencies and departments, are ready to retire 19th century manual methods for processing records and data and institute 21st century technology ("stone age to space age") to provide expedited and expanded "one-stop" citywide permitting, future licensing, and enforcement services. CEDA annually processes 15,000 development permits, 12,000 Municipal Code complaints, and 500,000 documents; responds to 150,000 telephone inquires (information, code enforcement complaints, and inspection scheduling) and 60,000 walk-in customers at the Permit Center, makes 70,000 field inspections; issues 900 contracts; presents 400 staff reports to the Planning Commission, Landmarks Board, and the City Council; and manages a 6,000,000 document archive library. These activities continue to be carried out primarily using manual processes and an antiquated "stand alone" computer program (the circa 1987 Permit Tracking System or PTS) that was designed to operate on the city's soon-to-be-mothballed server (AS 400).

In addition, the reduction of a significant portion of budgeted staffing over the prior two fiscal years and "customary" staffing turn-over (and pending retirements) continue to challenge CEDA's ability to provide the highest quality of service. CEDA, along with other city agencies, is now poised to discard its increasingly archaic manual methods for processing records and data and institute industry standard methodologies that will dramatically expand the "one stop" paradigm established by the City Council for providing service.

Developers, businesses, property owners, and renters have become much more demanding about their expectations for receiving rapid, efficient and thorough service from the city; yet continuous changes in regulations and laws make the process more complex and onerous. Every-day information that businesses and citizens commonly obtain from government, such as multi-language forms, consolidated payment statements, documents researched and printed over the Internet, and automated mailing/ telephone/ e-mail notification, is not currently available in Oakland. 24/7/365 remote electronic service enhancements to resource-intensive processing, such as automated agendizing/ notifications for commission and board hearings, electronic approval routing, and "one-stop" citywide records research (which individually would be too costly to implement) are readily achievable through the proposed Permit, Enforcement, and Records Tracking System (PERTS).

PERTS Benefits For Internal And External Stakeholders

- Satisfies historical concerns of stakeholders for monitoring land use conditional approvals
- Enables round-the-clock code enforcement reporting and stakeholder abatement monitoring
- Satisfies historical concerns of stakeholders for streamlining processes and monitoring performance
- Enhances revenue opportunities while simultaneously decreasing developer and business user costs
- Replaces CEDA's pre-1906 earthquake records tracking systems with post-Y2K "electronic library"

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- Replaces historical permitting and enforcement "adversarial" interactions among stakeholders with a "partnering" paradigm shift
- Enables multiple agency automated interactions for tracking of potential "neighbor nuisance" projects and abatement of "Public Nuisance" properties
- Removes a major software system from the city's decaying IBM AS400 server

PERTS can be considered analogous to an "electronic" library. The records-tracking software (EDMS) is the "chief librarian" who manages the stacks and card catalog, and the data-analyzing software (PCETS) is the "author" who writes the books. To be effective, the card catalog (filing system) must automatically index books and the individual pages, paragraphs, sentences, and words for quick retrieval so that library "users" (city staff and the public) can easily research information. CEDA's archaic "author" PTS software (developed in-house in 1987) incompletely processes permitting and enforcement data. CEDA has no "librarian" software, and its filing systems (dating back to the early 1920's) inadequately index and store records, which severely hinder the ability of staff to route documents and retrieve records in a timely manner (in accordance with the city's Sunshine Ordinance requirements) and analyze content. PERTS will electronically synchronize all permitting, future licensing, and enforcement actions for CEDA and associated City, County, and State agencies and can be expanded to assist other city agencies with their electronic library needs (scanning, cataloging and routing, tracking revisions, agendizing and noticing, etc.). Because PERTS software is designed with intuitive self-tutorials, users (both casual and routine) will effectively become "assistant librarians" who will be able to develop "broadbanded" skills that will enable them to navigate throughout all the rooms, stacks, books, pages, paragraphs, sentences, and words in the electronic library with minimal training and minimum assistance from other staff with specialized expertise ("administrative" users).

In the Fiscal Year 2001/2003 (FY 01/03) Capital Improvement Program (CIP) budget, the City Council and Mayor had the foresight to allocate substantial resources to ensure that CEDA would be able to obtain proven, "low maintenance" technology to streamline its approval, permitting, future licensing, and enforcement processes. To prepare for issuing Request For Proposals (RFPs) funded by the CIP, CEDA evaluated its existing activities and interviewed staff from the City Council and the Mayors Office, FMA, and other city agencies. In July and September 2002, the Information Technology Division (IT) of FMA and CEDA jointly issued two professional services RFPs with over 2,100 technical requirements for a new integrated computerized data analyzing and records tracking system. During this time period, CEDA also reorganized its work units, established the One-Stop Permit Center, accelerated staff cross-training, and developed "streamlining" protocols in anticipation of the new technology.

The Office of the City Clerk received proposals from eight responders to the data-analyzing RFP (PCETS) and seventeen responders to the records-tracking RFP (EDMS). Both RFPs contained the same detailed evaluation process to appraise the relative strengths of each responder's proposed software and merits of their professional services with respect to CEDA's 2,100 functional requirements. Many factors were used for the evaluation, including:

- An "in-production" system that is meeting the expectations of jurisdictions similar to Oakland
- Software that:

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minimizes
> staff training
> system technician workload,
> programming modifications (off-the-shelf product), and
> long-term dependence on the vendor for software modifications;

and maximizes
> ease of use/ system intuitiveness,
> ADA and multi-lingual accessibility,
> Internet and wireless use (cellular telephone, PDA, etc.),
> open architecture design ("handshakes" with other software), and
> usage and users (citywide "enterprise" & e-government capabilities).

- An implementation that will incorporate the city's small/ local business content goals.

- A pricing structure that minimizes the city's long-term cost of ownership (staffing, installation, licensing, upgrades, modifications, hardware).

After an initial screening of the RFPs by IT and CEDA staff, four of the eight data-analyzing vendors (PCETS) and eight of the seventeen records-tracking vendors (EDMS) were invited to present separate product demonstrations, which included pre-scripted scenarios detailing interagency work-day processes and discovery sessions on the technical inter-workings of the software and proposed installation methodology. One of the twelve vendors declined to proceed further in the RFP process.

Staff from CEDA, IT, and other city agencies (Public Works, Finance and Management, City Attorney, etc.) evaluated the software functions and vendor capabilities during the eleven demonstrations. At the conclusion of the discovery sessions, the eleven vendors were invited to submit best-and-final pricing offers for licensing and installing their proposed systems (four different data-analyzing applications and four different records-tracking solutions).

CEDA staff then analyzed the demonstration and discovery session evaluations along with the Best-and-Final pricing proposals. Seven finalists were short-listed (four data-analyzing and three records-tracking) from the eleven demonstrators. CEDA staff conducted detailed telephone reference checks of "in-production" corporate and government clients identified by the seven finalists and other users suggested by the references during the telephone interviews. Staff also visited three "in-production" cities in California (Ontario and Huntington Beach) and Colorado (City and County of Denver).

IT and CEDA are recommending the following companies as the vendors and products providing the best citywide "enterprise" solution for the least cost of ownership:

PERTS VENDOR RECOMMENDATIONS

Data Analyzing RFP		Records Tracking RFP	
primary software	*primary contractor*	*primary software*	*primary contractor*
"CityView"	Municipal Software	"Documentum"	Xerox Global Services

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KEY ISSUES AND IMPACTS

REPLACEMENT OF EXISTING SYSTEMS

PERTS capabilities

PERTS will provide CEDA and other agencies with an "electronic" library that will integrate state-of-the-art technologies, such as:

- Imaging - document scanning and automated indexing;
- Work flow - automated commission calendaring/ report routing/ notification;
- Collaboration - computer database interfacing (Oracle, County Recorder, etc.);
- E-government - ADA/ multi-lingual Internet transactions (permits, payments, records, etc.).
- Document management - records lifecycle (routing, revision control, retention schedule, etc.)

PERTS will allow seamless and highly secure interactions among city staff, businesses, contractors, the public, and policy makers by creating an electronic infrastructure that synchronizes data-analyzing with records- tracking. Enhanced analyzing of and access to information will more fully empower all users and better assist them with making informed choices at each step in their decision processes, both for development permitting (building and planning codes) and Oakland Municipal Code enforcement (housing code, blight ordinance, creek protection ordinance, construction debris reduction ordinance, noise ordinance, problem properties/ repeat offenders, etc.).

PERTS will correct perceived performance inadequacies and unresponsiveness during complex approval processing or enforcement processes associated with segmented accountability and changing variables. Readily available and detailed reports will provide quantifiable measurements for staff and customers to monitor and evaluate quality of service. Further, PERTS can be configured by city staff to initiate and maintain customer dialog through multi-lingual and ADA compliant outreach.

PERTS will provide 24/7/365 remote electronic access to processed data and historical records, such as:

- "problem-property"/ vacant building/ surplus land identification (street map location, site photographs, neighborhood demographics, ownership, city liens, purchase assistance, etc.),
- land survey monuments, utility location, and landslide geotechnical reports,
- commission agenda and "parsed" audio/ visual meeting records,
- inspection and complaint scheduling and result monitoring,
- electronic permit submittals and approval tracking,
- abatement notices and itemized lien "payoffs,"
- permit and certificate of occupancy records, and

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- land use condition monitoring.

PERTS will also provide new citywide services, such as:
- GIS complaint mapping and GPS safety locating,
- multi-lingual electronic forms and website navigation,
- automated commission calendaring and public noticing,
- electronic filing and digital signatures (permits, encrypted payments),
- wireless inspection scheduling (cellular telephone, website, mobile office units),
- "one-stop" collection of citywide accounts receivable (blight citations, garbage liens, parking tickets, etc.), and
- city website records search with restricted viewing, and watermarked and certified-copy remote printing.

PERTS will also improve and streamline work processes and enable city agencies to electronically retain institutional knowledge from retiring staff.

Existing IT hardware and CEDA software

CEDA's archaic permit tracking software (PTS) runs on the city's aging IBM AS400 mainframe computer, which is scheduled for decommissioning in FY 04/05. Consequently, one of the two systems, either the archaic PTS or the new records-tracking component of PERTS, must be installed on IT's up-to-date Sun/ Unix computer in this two-year budget cycle. If PERTS is deferred until a later budget cycle, IT will transfer ("port") PTS software and records to the Sun/ Unix system at an undetermined cost due to the complexity the PTS archaic structure. PERTS would still have to be purchased in a future budget cycle, most likely at a significantly higher cost through a repeated RFP process, in order to satisfy the escalating automation needs of city staff and public officials and performance demands of the public.

DEFERRED COSTS

Document Scanning

The records-tracking RFP (EDMS) requested a "backfile conversion" price quotation for third-party scanning of CEDA's archived records, such as microfiche permits, drawings stored offsite, and Planning Commission staff reports. RFP price quotations ranged from $800,000 to $1,300,000 for non-paper records (microfiche, linen maps, etc.) and as much as $4,000,000 for paper records (deteriorated drawings, commission staff reports, etc.). CEDA is electing to forego contracting with an RFP vendor to complete quickly the scanning of over 6,000,000 archived documents into electronic images and extend the time well beyond the current two fiscal years. The increased collection from the existing Records Management service fee, which became available recently due to extensive reprogramming by CEDA of its archaic PTS software, would be used for outsourced scanning to local firms of archived documents over five years, or postponed should Council elect to allocate the revenue either to replenish the CIP or repay vendor financing.

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CEDA staff will expand their current duties to include the scanning of routinely submitted paper files and drawings with their workday schedule. Scanning of "non-standard" documents, such as poster board colored renderings and bound construction specifications, require highly specialized equipment and unique operator expertise, and therefore, will be outsourced to local firms as funding becomes available from the proposed new technology service fee (5%) and from increased collection of the existing records management fee (unless funds are reallocated for replenishment of the CIP allocation or repayment of vendor financing). The remaining portion of the existing records management service fee authorized in the Master Fee Schedule (9% of permit and code enforcement charges) will continue to fund the costs of the existing records management staff.

CRM Tracking System

CEDA is similarly electing to postpone (or forego) the installation and licensing of a separate Customer Relationship Management (CRM) system (RFP price quotations ranged from $500,000 to $700,000) until the evaluation of a more robust system, which includes telephone "311", is completed by IT. Instead, CEDA will use the out-of-the-box functions packaged with the data-analyzing (PCETS) and records-tracking (EDMS) software to accomplish some of the CRM functions (e.g., automated routing of complaints submitted through the city website, inspection call-center scheduling, etc.)

COST OF OWNERSHIP

Non-Recurring and Recurring Costs

IT and CEDA have been diligent throughout the RFP evaluation process to ensure that all potential costs associated with PERTS, both non-recurring and recurring, would be identified and analyzed. The initial steps in the evaluation of RFP responders focused on the responsiveness of their proposals, the robustness of their software, and the value added by their professional services. The difficult task of selecting two finalists from the seven short-listed vendors included comprehensive reference checks and site visits, and a detailed comparison of "go-live" installation costs and future "expansion" costs, including following factors:

- recommended computer hardware,
- *additional FTE administrators required,*
- necessity for on-going vendor assistance,

- user license purchasing flexibility,
- *software flexibility and ease-of-use, and*
- complexity of professional services needed.

Hardware and Software Maintenance

Although PERTS is a very robust and state-of-the-art computerized system, its open-architecture design and off-the-shelf components will require fewer dedicated system technicians for the day-to-day operation of the PERTS hardware and software than the customized systems the city is currently using, such as the AS400 and the archaic PTS. Many technical software functions (adding users, changing user security codes, etc.) and hardware functions (adding screen icons to PCs, establishing wireless connectivity, etc.) can be accomplished as additional occasional duties by non-dedicated staff ("administrative" users) who will be trained by the vendors during the PERTS implementation.

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CEDA will determine the anticipated three CEDA system technician FTEs (two for the data-analyzing/records-tracking software, one for Windows hardware) who will maintain PERTS. The three positions will be re-deployed from CEDA's other existing assignments or filled from retirement vacancies, and therefore, no net increase ("net-zero") in budgeted baseline staffing will occur. IT and CEDA will also establish a Service Level Agreement for domain maintenance of enterprise PERTS software on the Sun/Unix server.

SHARED EFFICIENCIES, COST SAVINGS, AND ADDED REVENUE

PERTS will improve processing efficiencies from day-one of a "go-live" installation, as the sequenced "roll-out" of the system progresses. The availability and use of processed data and electronic documents for staff and the public through different media and devices (GIS map, touch-screen kiosk, Internet "one-click" screen icons, PDAs, cellular telephones, etc.) will be state-of-the-art. Decision-making milestones will be more "determinate" and accountability and monitoring will be more "discernable" for staff, the public, and policy makers. Cross-functional staff costs will be significantly reduced for retrieving, analyzing and reporting information. Material and equipment costs for storing, reprinting and distributing documents will be similarly reduced.

PERTS automated ability to process data and track records electronically will transform users citywide from processing "siloists" to "generalists" with minimal training through intuitive screen designs and self-help screen icons. PERTS will be ADA and native-language compliant for the physically challenged and multi-lingual users (Ordinance 12324 CMS). PERTS will incorporate simple-to-understand "one click" screen icons and navigational aides to automatically:

- respond 24/7/365,
- link computer data bases,
- route work for approvals,
- track performance measures,
- check citywide accounts receivable,
- sort data and publish ad hoc reports,
- remotely print legally certified copies,
- process payments and verify signatures,
- increase security for the City's public records
- restrict access by unauthorized individuals,
- display processed data on GIS maps (*Exhibit C*),
- monitor project progress and send e-mail reminders, and
- schedule hearings and inspections and notify interested parties.

The initial investment in PERTS will be recouped quickly through a combination of cost savings (both for the city and the public) and added revenue. Savings will occur from reductions of indirect costs, by

- increasing staff productivity,
- decreasing collection time span,
- using work space more efficiently,
- integrating processing efficiencies,
- redeploying existing staff and reallocating retirement vacancies, and
- automating customer interactions and ensuring accurate and timely responses, and
- reducing multiple individuals responding to duplicate complaints and service requests,

and from reductions of direct costs, by

- decreasing overtime,
- decreasing data entry errors and routing delays,
- eliminating multiple files of the same documents,
- streamlining document preparation and approval processing
- decreasing time spent filing and searching for misplaced documents,
- validating property owners prior to issuing correction and abatement notices,
- reducing distribution and duplication expenses (postage, paper, toner, maintenance),
- minimizing third-party charges (off-site records storage, specialized duplication, etc.), and
- decreasing the duplication of similar work activities between agencies and work units.

The added revenue will occur from:

- proposed future Internet e-business charges (on-line permits, escrow processing, port hazardous material cargo berthing, etc.), and
- enhanced collections from traditional sources (citywide accounts receivable, business tax, abatement charges, etc.).

TECHNOLOGY RETURN ON INVESTMENT

The National Alliance for Building Regulatory in the Digital Age, a public-private sector initiative begun in 1996, has been working with states and localities to promote the adoption and implementation of efficient regulatory practices and streamlined processing using state-of-the-art information technology. The following jurisdictions have analyzed how the new technology (similar to the proposed PERTS) has streamlined their permit processing and reported their estimated return on investment:

- Fairfax County, VA

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The county developed and implemented on-line permitting processes and inspection request systems that are available 24/7/365. Over a three year time period, the county reduced its average processing time for minor permits from over 4 hours to less than 1 hour, and it estimated its cost savings in 2001 at $1.5 million as compared to its costs in 1998.

- San Diego, CA, Savannah, GA and Portland, OR

  The three cities adopted a streamlining model, called *Process 2000*, which accelerated the permitting process and fast-tracked plan reviews and tracking by applying computer technology. The system reduced the permit processing time by more than 60%. Over a four year time period, San Diego estimated its cost savings at $10 million, and the construction industry it serves reported costs savings of $3.4 million in direct labor savings.

PROPOSED NEW SERVICE FEE

New Technology service fee to offset licensing, scanning, and upgrading costs

CEDA has evaluated the potential for establishing a new technology service fee to fund the recurring PERTS costs for:

- software and equipment licensing and maintenance ($275,000 annually),
- continuing outsourced scanning to local firms of routinely submitted "non-standard" documents (poster-board colored renderings, equipment diagrams, etc.), and "volume" documents (maintenance catalogs, computer analysis print-outs, etc.) , and
- continuing hardware and specialized software purchases for changing technology and service improvements (mobile office, touch-screen kiosks, audio/ video recording, automated telephone response, increased computer capacity, etc.).

Annual software licensing will include regular upgrades and "help-desk" service by the vendor and manufactures. Annual hardware maintenance will include extended warranties for trouble-shooting problems and replacing parts. Outsourced scanning is necessary because many types of documents submitted to CEDA require specialized equipment and unique operator expertise, which would not be cost-effective for the city to purchase and support. The rapidly changing technology market requires that CEDA plan for upgrading obsolete equipment and expanding services almost yearly.

CEDA proposes to institute a new Technology service fee immediately upon approval by the City Council of one the two alternative ordinances attached to this report as *Exhibits L* and *O* amending the Master Fee Schedule. The proposed new service fee will be 5% of the combined charges collected for development permit processing and code enforcement actions. This supplemental revenue is conservatively estimated to be $370,000 annually. This amount will assure full funding of recurring licensing and maintenance costs ($275,000) for software and hardware as well as incremental funding (minimum $95,000 annually) for scanning new documents and technology upgrades, along with repayment of vendor financing interest, should Council approve this funding alternative. Should permit and code enforcement charges increase in future budget years, the

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increased revenue from the proposed new service fee would enable CEDA to accelerate the outsourced scanning of archived documents, expansion of services, and upgrading of equipment.

Future E-business fee to offset website development costs (*oaklandnet.com*)

CEDA has received requests in recent years and has had discussions with its clients about the need for establishing e-government transactions and the potential for establishing a new service fee to fund continuing website development costs on *oaklandnet.com* website. An e-business service fee would be self-assessed at the discretion of the user (business or general public) when the user determined that the cost for the specialized service would provide a clear benefit to their business transactions with the city. Fees would be both monthly subscription (pre-paid "pin" account) and per-document (encrypted payment), and records could be printed remotely by the user with watermarked certification.

Potential clients include:

attorneys	subpoenaed records (unless restricted by CAO)
land surveyors	property corner monuments, prior surveys
title companies	escrow lien payoffs (watermarked certification)
utility companies	excavation permits (debited pre-payment account)
real estate brokers	permit history 3R reports (verify secondary units)
rental owners and tenants	abatement notices, invoices, liens, and payments
contractors/ architects/ developers	permits, drawings, and certificates of occupancy
neighborhood groups and citizens	automated agenda notification of designated items
Port of Oakland cargo scheduling	hazardous/ explosive material berthing approval

CEDA estimates that continuing website development costs of $20,000 annually would be defrayed by a combination of a per-document fee (remote printing) and a monthly specialized subscription fee paid by users. Non-certified copies would be viewable at no cost to authorized Internet users (unless a document was electronically restricted due to state law, city ordinance or policy, or City Attorney action). Copies of electronic documents would also be available through traditional methods and wait-time (mail, in-person) at the statutory fee established by the Sunshine Ordinance.

SUSTAINABLE OPPORTUNITIES

Economic

The proposed PERTS contracts provide significant local benefits. 78% of the PERTS contract dollars will be paid to Xerox, a certified Local Business Enterprise firm. Approximately $18,000 in sales tax will be incurred by Xerox in Oakland. The Project Manager for the Xerox Implementation Team will be based at Xerox offices located in City Center. Municipal and Xerox will be using an Oakland S/LBE to develop and conduct the PERTS training program.

As funds become available, CEDA will use LBE firms with specialized equipment to scan non-standard documents on a regular basis. Once CEDA is able to begin the outsourced conversion of its archived documents, it is anticipated that up to $5 million could be paid to LBE firms to convert the wide array of documents currently stored at its offices and at the City's off-site storage facilities in Alameda.

Environmental

Approximately 92% of the PERTS contracts (83% of the PERTS total cost) will be spent for software and professional services, areas that generally do not have a negative impact on the environment. The Windows servers that will be purchased are produced by Hewlett-Packard (HP), a company with a "strong commitment to delivering leading Environmental, Health and Safety (EHS) performance." HP also actively promotes its *Planet Partners Program* which allows consumers and businesses to recycle unwanted computers and equipment from any manufacturer. For more than a decade, Xerox Corporation has had a strong international EHS program that has produced significant results for its products, work places and manufacturing facilities. As of 2002, all its manufacturing operations were registered to ISO 14001. The majority of its products are ENERGY STAR® compliant. It has also developed the industry's most comprehensive supplies return program which enables consumers to recycle used supplies that would have gone into landfill. *Exhibit F* provides more details about breadth of the EHS programs implemented by both companies.

The proposed PERTS will have a notable impact on increasing the City's EHS environment. For example, the electronic storage, retrieval, and routing of documents will significantly decrease the number of paper documents generated by the city while reducing the daily use of printer and copy machine toner (toxic substance). PERTS record tracking software will dramatically enhance the security protections available for "soft target" documents (potential use by terrorists) and will quickly provide reliable information to "first responders" (police, fire, etc.) to emergencies.

Social Equity

The proposed PERTS will provide the full spectrum of e-government functionality, thereby dramatically increasing the ease by which residents and businesses can access City services. Access will now be available through the medium with which a person is most comfortable: regular and cellular telephones, PDAs, any personal computer, touch-screen kiosks, and personal visits to the downtown office. For those individuals that aren't computer literate or who don't have direct access to the Internet, they will have the option of using any public location that provides Internet access, such as libraries, recreation and senior centers, city/ county offices, or schools. By using public sites, individuals will also be able to obtain guidance that will expand their "computer literacy" skills.

Both "CityView" and "Documentum," as well as the associated specialized software products listed in Exhibit B, comply with federal government standards for handicapped accessibility. The PERTS website will be ADA and multi-lingual compliant. Both recommended vendors have also indicated they will be

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able to configure the site functions to comply with the additional requirements contained in the city's draft Web Accessibility Guidelines (based on ADA 508 Regulations).

EXHIBIT	PROVIDES
F	provides summary of continuing environment-related programs for Xerox and Hewlitt-Packard

RECOMMENDATIONS AND RATIONALE

IT and CEDA staff assembled an extremely comprehensive list of 2,100 functional requirements describing the citywide "enterprise" expectations for PERTS. The four data-analyzing vendors and seven records-tracking vendors which were invited to submit Best-and-Final Offers all provided progressive demonstrations of, and rationale for, their recommended software and thorough responses about their technical capabilities for installing it. Staff used criteria established in the RFP to short-list this group further, selecting seven finalists (four for data-analyzing and three for records-tracking). Staff further evaluated these finalists by interviewing corporate and government clients identified by the finalists and their references (combination of telephone interviews and site visits). CEDA has elected to forego RFP vendor scanning of archived documents (microfiche, maps, photographs, etc.) as part of the PERTS contract and accomplish the task over time with local firms. Newly received documents will be scanned by existing records management staff or similarly outsourced to local firms.

The quality of the software and the professional services proposed by each of the finalists was extremely high. Consequently, the majority of criteria established in the RFP did not delineate significant differences among vendors. The following RFP criteria, however, did provide consistent differentiation for selecting the recommended vendors:

Local Business Content - level at which vendors will meet goals established by the City Council

Technology contracts, which usually are heavily weighted with specialized professional services not readily available in our local area, historically have had a lower incidence of meeting local business content goals than other capital improvement projects, such as infrastructure construction and facility improvements. Six of the seven finalists are not a certified Small or Local Business Enterprise.

Xerox Global Services is a certified LBE. While not a S/LBE, Farrallon Geographics, a subcontractor to Xerox, is the city's current vendor for updating the GIS parcel base layer and is based in San Francisco.

CEDA has requested that both Xerox and Municipal combine their proposed training funds into one PERTS training program. Training and associated materials will be done by a certified S/LBE selected by both vendors and CEDA.

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The combined PERTS resident Oakland business content for the data-analyzing (PCETS) and records-tracking (EDMS) contracts is 71%.

Reference Checks - experiences of corporate and government users with the vendor's team members during installation and the software after "go-live" installation

Reference checks (and site visits) revealed clear satisfaction or dissatisfaction with the software and vendor implementation teams. Staff also determined that two finalists had not yet installed the proposed software modules for any other jurisdiction or company. All references favorably rated the Municipal and Xerox teams during implementation and their recommended software after "go-live" installation.

User Changes - ability of CEDA staff to modify the installed software without assistance from city technical staff or vendor interaction

The proposed software had clear differences among them for "ease-of-use" and "transfer of knowledge" from each vendor to city staff. For data-analyzing, product demonstrations showed, and reference checks confirmed, that vendor interaction with Municipal and "CityView" was significantly less necessary to implement system modifications after the software was installed. For records-tracking, the differentiation during product demonstrations was less distinct but reference checks revealed that vendor interaction was noticeably less necessary with Xerox and "Documentum".

Recurring and Non-Recurring Costs - annual licensing fees, additional FTE required to administer PERTS software, prices of software and recommended hardware, and vendor software installation fees

Cost differentials among vendors were clearly appreciable. The differences between the Best and Final offers of the two recommended vendors (Municipal and Xerox) and the other finalists exceeded 120% for the data-analyzing RFP (PCETS) and 35% for the records-tracking RFP (EDMS).

The following table compares the Best-and-Final offers of the two recommended vendors, Municipal (data-analyzing RFP) and Xerox (records-tracking RFP), with the two finalists who were next-lowest in price. The table combines similar products and professional services proposed by the vendors. Vendors' proposals for archived document scanning are not included in the table, and are not included in the proposed contract amounts. The process for selecting local vendors (LBE) for future scanning of newly submitted and archived documents will comply with city purchasing ordinance requirements.

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PERTS BEST AND FINAL OFFERS

	Data Analyzing RFP		Records Tracking RFP	
	LOWEST $	NEXT LOWEST $	LOWEST $	NEXT LOWEST $
Vendors	**Municipal**	Next finalist	**Xerox**	Next finalist
Software & Implementation	$685,000	$1,480,000	$2,000,000	$2,660,000
Software Licenses	50,000	135,000	175,000	180,000
Best & Final offers [1]	$735,000	$1,615,000	$2,175,000	$2,940,000
Miscellaneous costs [2]	45,000	n.a.	375,000	n.a.
Windows hardware			270,000	
not-to-exceed Contract amounts	$780,000		$2,820,000	

[1] Comparison of similar products and professional services proposed (vendors' cost proposals for hardware and archived document scanning not included).

[2] Contract Compliance fees, sales taxes, CEDA contingency cost allowances for implementation, and business recovery solution

IT and CEDA are recommending Municipal Software Corporation as the preferred PERTS vendor for the data-analyzing RFP (PCETS) and Xerox Global Services as the preferred PERTS vendor for the records-tracking RFP (EDMS).

ACTIONS REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council approve the following proposed resolutions and ordinances as summarized on page 21 of this report:

I. PERTS Spending (recommend approval of *Exhibits G* through *K*)

    A. *Exhibit G* - approve the proposed resolution authorizing the City Manager to negotiate and execute a professional services agreement with Municipal Software Corporation to provide, install, and license "CityView" data-analyzing software and companion mobile office software for an amount not to exceed $780,000; and

    B. *Exhibit H* - approve the proposed resolution authorizing the City Manager to negotiate and execute a professional services agreement with Xerox Global Services Corporation to:

        1. provide, install, and license "Documentum" records-tracking software and companion imaging, forms, reports, and business recovery software for an amount not to exceed $2,550,000, and

        2. purchase and install computer hardware for an amount not to exceed $270,000, and

    C. *Exhibit I* - approve the proposed resolution authorizing the City Manager to amend either or both of the professional services agreements for changes in the scope-of-work, for as long as the combined aggregate cost of the two agreements does not exceed $3,600,000; and

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D. *Exhibit J* - approve the proposed resolution authorizing the City Manager to appropriate supplemental revenue from the proposed new Technology service fee and from an increase in the collection of an existing Records Management service fee to a new CEDA project to fund PERTS, and to increase the FY 03/ 05 expenditure budget of the Building Services Division with an increased appropriation of the funds in the new project; and

E. *Exhibit K* - approve the proposed resolution authorizing the City Manager to upgrade the city's existing Sun/ Unix server for an amount not to exceed $300,000 with an appropriation from the collection of CEDA fees to support PERTS; and to establish a five-year Service Level Agreement between IT and CEDA to support PERTS; and

II. PERTS Funding (recommend approval of *Exhibits L, M, and N*)

A. *Exhibit L* - approve the proposed ordinance amending the Master Fee Schedule to establish a new 5.0% Technology service fee assessed by the Building Services Division of CEDA; and

B. *Exhibit M* - approve the proposed resolution authorizing the City Manager to reallocate prior year unspent technology project appropriations, approved as part of the FY 01/ 03 Capital Improvement Program (CIP) for CEDA, from Projects C198610 ($1,490,000), C198620 ($500,000), C198310 ($200,000), and in C192110 ($500,000) for a combined total of $2,690,000 to fund PERTS; and

C. *Exhibit N* - approve the proposed resolution authorizing the City Manager to negotiate a financing agreement with Xerox Global Services Corporation to fund PERTS for an amount of principal not-to-exceed *$2,690,000 and of interest not-to-exceed $600,000 with repayment over 5 years with an appropriation from the collection of CEDA fees.*

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SUMMARY OF PROPOSED RESOLUTIONS AND ORDINANCES

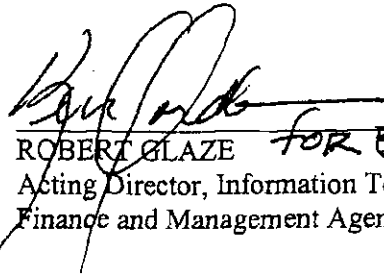| APPROVAL	EXHIBIT	ACTIONS REQUESTED OF THE CITY COUNCIL	AMOUNT
I **Spending**	**G** Resolution	**Municipal Software** - professional services agreement to purchase and install data-analyzing and specialty software	$4,000,000
	H Resolution	**Xerox Global Services** – professional services agreement to purchase and install records-tracking and specialty software plus Windows hardware	
	I Resolution	**Municipal and Xerox** - increase or decrease contract amounts for approved changes in scopes-of-work	
	J Resolution	**Building Services** - appropriate increased revenue from an existing records management fee and a new technology enhancement fee to a new project & increase the FY 03/05 *expenditure budget with an appropriation of the funds from the* project	
	K Resolution	**Sun/ Unix** - upgrade the existing Sun/ Unix server for citywide PERTS enterprise use and establish a 5-year Service Level Agreement between IT and CEDA to support PERTS	
II **Funding**	**L** Ordinance	**Master Fee Schedule** - add new CEDA technology service fee (5%) to fund PERTS	$370,000
	M Resolution	**CIP** - re-allocate unspent FY 01/ 03 CIP project funds to fund PERTS	$2,690,000
	N [1] Resolution	**Xerox Global Services** - financing agreement (for unanticipated funding shortfall) with repayment from CEDA fees	

[1] postpones completion of archive library scanning

Respectfully submitted,

CLAUDIA CAPPIO
Development Director,
Community and Economic Development Agency

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ROBERT GLAZE   FOR Bob Glaze
Acting Director, Information Technology Division
Finance and Management Agency

Prepared by:

CALVIN N. WONG
Director, Building Services Division
Community and Economic Development Agency

APPROVED AND FORWARDED
TO THE FINANCE COMMITTEE

OFFICE OF THE CITY MANAGER

Attachments

Exhibit A: PERTS Summary
      B: PERTS Recommended Vendor Profiles
      C: Proto-type GIS Map Display Of A PERTS Ad Hoc Report
      D: PERTS Operating Modules
      E: PERTS Cost Of Ownership
      F: Summary Of Xerox Global Services Environmental-Related Programs
G through N: Proposed Resolutions and Ordinances

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PERTS SUMMARY

SYSTEM   integrates permitting, future licensing, and code enforcement activities citywide
replaces manual filing, routing and approvals with new records tracking software
replaces CEDA's archaic PTS system with new data-analyzing software
operates on City's Sun/Unix (Oracle compatible) and Windows servers
available 24 hours/day, 7 days/ week

RECOMMENDED   Municipal Software - "CityView" data-analyzing and specialty software
VENDORS   Xerox Global Services - "Documentum" records tracking and specialty software

LOCAL CONTENT   71% of implementation costs
Xerox Global Services - certified LBE firm
hardware - city will retain sales tax from purchases
implementation trainer - certified S/LBE firm

CITYWIDE USERS   Mayor, City Council, City Clerk, City Attorney, City agencies,
emergency responders, hazardous material handlers,
County Recorder & Tax Assessor, utility companies,
contractors & developers, title companies, architects & engineers,
tenants & rental owners, neighborhood groups & non-profit organization,
libraries & senior citizen centers, Port of Oakland & maritime shipping

MODULES   see *Exhibit D* for details   CEDA 'go-live'

Permit & Enforcement	FY 04
System Interfaces	04
CEDA Process/ Project Management	04/ 05
Other Agency Integration	04/ 05
E-Government	04/ 05
Mobile Office	05

RFP PROCESS   07/02 - data-analyzing RFP issued
09/02 - records tracking RFP issued
07/02 & 10/02 – RFP pre-proposal conferences held
10/02 & 11/02 - bidder tours at CEDA to review documents and storage facilities
09/02 & 11/02 - 27 RFPs submitted
10/02, 01/03, 02/03 & 04/03 - scripted vendor demonstrations held
02/03 & 03/03 – half- day discovery sessions held
02/03 & 04/03 - Best and Final Offers submitted
04/03, 05/03, & 06/03 - vendor reference checks conducted
05/03 - site visits to three jurisdictions with operational data-analyzing systems
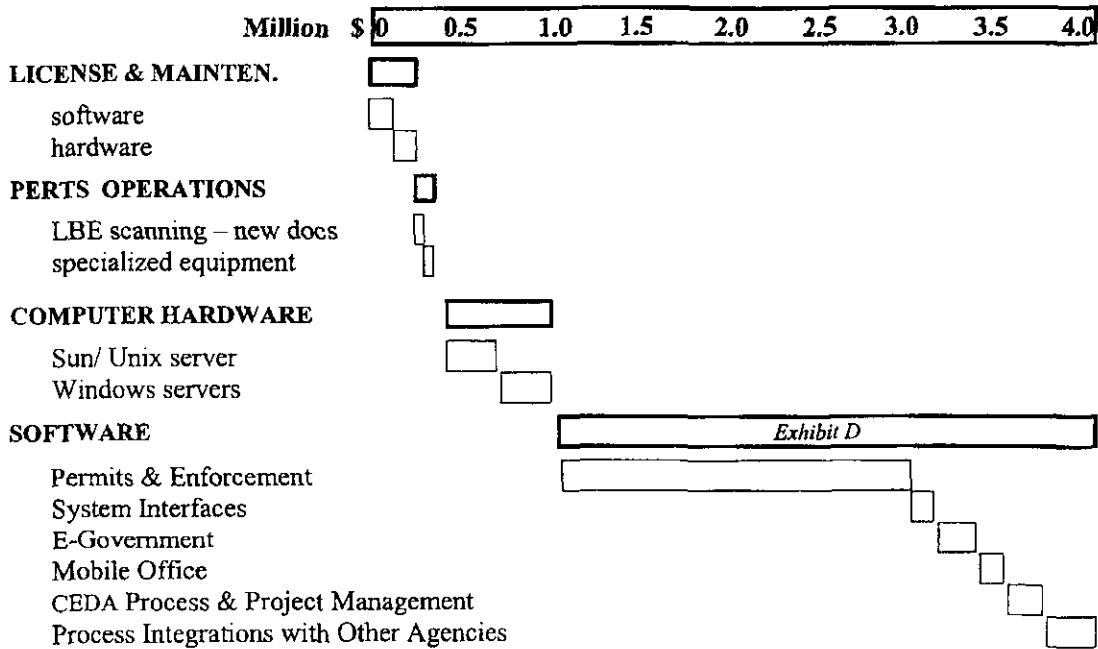06/03 - records tracking finalist vendor demonstrations

COMPLETION   18 month implementation with sequenced "roll-outs" of modules
beginning 5 months after contracts have been signed by City Manager

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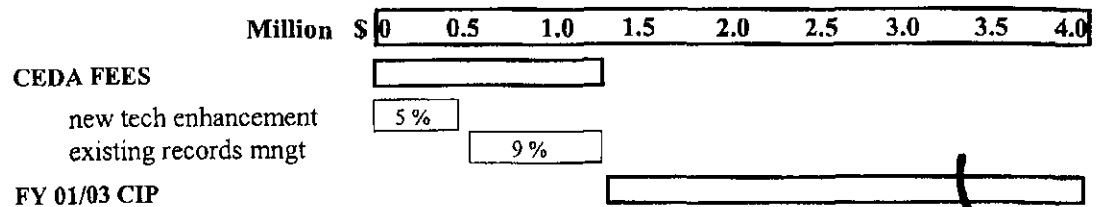December 9, 2003

PERTS SUMMARY

COSTS   FY 03/ 05 Implementation - $4,000,000
   includes sales tax, contract contingencies, and Contract Compliance fees

FY 06 Yearly Recurring - $370,000
   includes software licensing/ upgrades, hardware maintenance, technology
   enhancements, and specialized scanning for newly submitted documents

FUNDING   FY 03/ 05 Implementation - $1,310,000 from CEDA fees (existing + new) plus
   $2,690,000 from CIP

FY 06 Yearly Recurring   - $370,000 new 5.0% technology enhancement fee
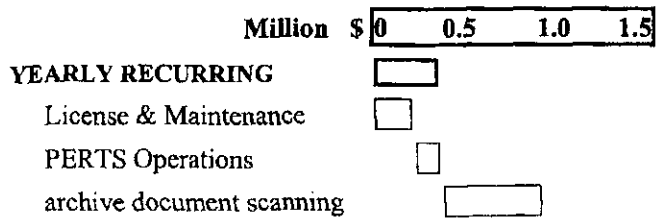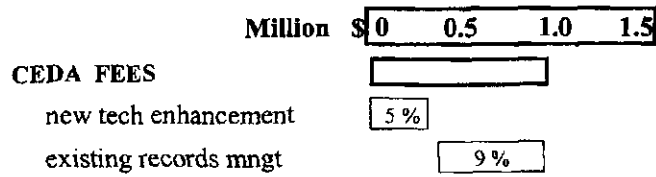
PERTS 18 MONTH IMPLEMENTATION COSTS

Million $ | 0 | 0.5 | 1.0 | 1.5 | 2.0 | 2.5 | 3.0 | 3.5 | 4.0

LICENSE & MAINTEN.
   software
   hardware
PERTS OPERATIONS
   LBE scanning – new docs
   specialized equipment
COMPUTER HARDWARE
   Sun/ Unix server
   Windows servers
SOFTWARE   *Exhibit D*
   Permits & Enforcement
   System Interfaces
   E-Government
   Mobile Office
   CEDA Process & Project Management
   Process Integrations with Other Agencies

PERTS IMPLEMENTATION FUNDING

Million $ | 0 | 0.5 | 1.0 | 1.5 | 2.0 | 2.5 | 3.0 | 3.5 | 4.0

CEDA FEES
   new tech enhancement   5 %
   existing records mngt   9 %
FY 01/03 CIP

Item:

Finance and Management Committee
December 9, 2003

PERTS SUMMARY

PERTS FY 06 RECURRING COSTS

	Million $	0	0.5	1.0	1.5
YEARLY RECURRING					
License & Maintenance					
PERTS Operations					
archive document scanning					

PERTS RECURRING FUNDING

	Million $	0	0.5	1.0	1.5
CEDA FEES					
new tech enhancement	5 %				
existing records mngt		9 %			

Item: _____
Finance and Management Committee
December 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
Permits & Enforcement	Business Recovery	CEDA Finance/IT	Recovering all recent transactions if the system unexpectedly goes down. Minimizing critical records stored on personal computers.	Backup for all PERTS activities based on server function (e.g., back up of primary functions on a transaction basis and all servers on a nightly basis). Minimize risks associated with fire or other disasters by maintaining back-ups off-site. PERTS available to first responders and other critical systems during emergencies.	√ √	√
		All agencies	Quickly resuming business operations after a disaster.	Maintain duplicates of critical paper documents that could be destroyed in an emergency.		
System Interfaces	Financial Management	CEDA Oracle Financials Budget Office	Timely collection of accounts receivable. Tracking and analyzing revenue receipts. Establishing and monitoring Pre-payment Accounts and Performance Deposits.	Scofflaw pattern analysis. Central repository for all property liens. "On Demand" Fee Statements for monies owed to the City by individuals.	√	√ √
		Public Works Police Fire Services	Citywide liens Citywide collections Procurement documentation	Citywide "one-stop" fee payments. Auto tow billing False alarm billing Hazmat/ CUPA inspection invoices & fee collections		
	Internal Systems	CEDA CAO City Clerk Oracle HR	City Clerk management of Planning Commission Lawsuit actions Emergency response resource utilization records FEMA reimbursement records	Planning Commission scheduling, noticing and meeting minutes. Identification of all documents pertaining to lawsuits. Coordination of legal briefs, depositions, subpoenas, and calendaring with the CAO. HR payment rates for emergency personnel and work orders.	√	√ √ √

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  Agency lists those participating in PERTS or those that have indicated they would make use of PERTS components.
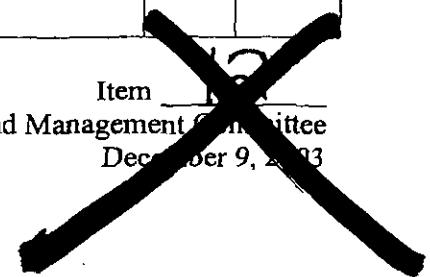 Implemented indicates the fiscal year in which the function will be implemented.

Finance and Managem̶e̶n̶t̶ ̶C̶ommittee
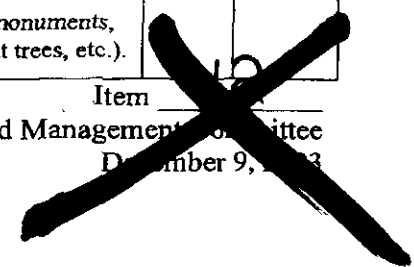D̶e̶c̶e̶m̶b̶er 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
System Interfaces	Internal Systems cont.	Finance Public Safety EOC OPW Library Museum	Determining status of Business Tax certificates issued to contractors, architects, engineers, etc. Public Safety Records Management System	Common search for citywide accounts receivable owed by individuals and businesses. Automatic notification sent to Business Tax about entities receiving permits. Automatic look-up of authorized Public Safety information (e.g., code violation reports, problem properties, hazmat sites, fire sites). Automatic look-up of PERTS information by Public Safety RMS. OPW illegal dumping, graffiti, and sidewalk repair coordination. Historical records research (link with Library's and Museum's historical collections).		
	External Systems	CEDA State agencies County Recorder County Assessor Utility companies	Validating information and documents submitted via fax, Internet or in person. Automatically verifying State-issued licenses. Obtaining current owner and Agent for Process information. Submitting requests for Title Encumbrances to the County. Certified Mailings	Use Post Office's bar coding and certified mail cost-reduction program. Validate grant deeds, current property owner(s) name and address, status of State licenses. Automatically record liens/releases with County. Automatically transmit health, hazard and selected permit information to the County. Automatically authorize utility companies to turn on/off water, gas and/or electricity. Automatically prepare and transmit specialized Federal/State/County/non-profit reports (e.g., ICMA Center for Performance Measurement, CDBG, Census Bureau, ABAG) Automatically transmit/receive State substandard housing remittances.	√	√ √ √ √ √ √
		Federal agencies Army Corps of Engineers	Determining status of State and Federal permits impacting a permit or project. Grant monitoring and reporting.			

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Implemented indicates the fiscal year in which the function will be implemented.

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
System Interfaces	Web Management	CEDA CAO CMO City Clerk Oak Ast Cntr LEA CPRB AHHS Parks & Rec. Budget Office Cntrct Cmplnc	Centralized Web page management for ADA compliance and "branding" consistency. Providing searchable Web pages in multiple languages. Publishing "parsed" audio and video records along with traditional records. Creating, publishing, routing and processing secure electronic forms with authenticated signatures. Encrypting and validating payments.	Easily updating web pages by authorized super users (timelines, requirements, deadlines, services, new links). Publishing Council and Commission agendas automatically linked to staff reports and meeting records (including parsed video/audio clips). Interfacing dynamic multi-lingual forms to other back-end systems.		√ √
	GIS/ GPS	CEDA CMO City Council Oaklanders Assistance Center	Performance Improvements Code and Zoning Enforcement Incident Mapping Statistic Mapping Homeland Security Permit Research Loan Program	Track performance indicators (e.g., activity type, status, days open) for specified areas. Determining addresses for public notices and mailings. Apply different criteria (e.g., active complaints, code violations by type, abatement notices) for pinpointing activities in specified areas. Retrieve specialized information by address, parcel or radius range (e.g., zoning regulations, conditional uses, permit history, code violation abatement requirements). Generate ad hoc reports of mapped data. Researching permit requirements (e.g., creek proximity, waterflow rates, view corridors, easements, rights of way). Select parcel to determine eligibility for CEDA administered loans or grants.	√ √	√ √ √ √ √
		Fire Services Police Parks & Rec. Public Works	Document and information retrieval	Retrieve authorized information and documents for an address or radius range (e.g., building plans when first responders select a parcel). Viewing infrastructure records (corner monuments, sewer/utility lines, hydrants, significant trees, etc.).		

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Item ___

Finance and Management Committee
December 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
E-Government	E-business	CEDA CAO City Clerk Contract Compliance	Researching address and parcel history. Researching permit requirements. Researching City-sponsored loan/ grant options. Self-service records delivery. Noticing and bidding on contracts. Submitting complaints and service requests. Submitting permit and loan applications. Submitting required documents and correcting documents previously submitted. Issuing permits. Scheduling or re-scheduling inspections.	Public access to PERTS available at library branches, senior centers and recreation centers with public computers.		√
				Self-service information retrieval in multiple languages.		√
				Customized completion lists (e.g., remodel, tear down, change of use, new construction) with links to code regulations and other internal/external agencies that may have additional requirements.		√
				Status tracking of complaint resolution and inspection results.		√
				Abatement and demolition contract bids, awards and payments.		√
				"Hotline" chat room for specific land development questions.		√
				"3R" report/ Cert. of Occupancy on demand.		√
				Checklists and links for starting or modifying a business.		√
				Self-service escrow lien demands.		√
				Remotely printed watermarked documents on demand.		√
				Direct access to "parsed" video and audio records of public testimony and staff presentations at Commission and Council meetings.		√

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MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED FY 04	IMPLEMENTED FY 05
E-Government	E-business cont.	Fire Public Works CPRB Police CMO Library Finance Museum Parks & Rec.	License issuance and renewals. Submitting grant applications. *Purchases and payments.*	Port of Oakland anchorage/ berthing approvals. Special activity and rave/cabaret/concert permits. *Residential Parking Permits.* Petition management (e.g., speed bump additions and street name changes). Crime report purchases. Fines, fee and *ticket payments.* Online billing. *Business-to-Business procurement agreements.*		
Mobile Office	**Mobile Office**	**CEDA**	**Inspections** **Code enforcement** **Emergency response** **Monitoring Conditional Use permits** **Providing inspectors with field access to all information concerning a property, inc. availability of documents on file.**	**Reviewing selected historical information on site.** **Immediately submitting inspection results.** **Field notification of utility companies for service turn on or turn off.** **Verifying contractor's license and permit status.** **On-the-spot citation, change order and permit issuance.** **On-the-spot provision of information about applicable Home Maintenance/ Rehabilitation loans and grants, as well as loans available through the One Stop Capital Shop.** **Primary system available to Inspectors during emergencies.** **Attaching photographs and/or videos to document activities.**		√ √ √ √ √ √ √ √
		Fire Services Police Parks & Rec. Public Works	Monitoring assets *Monitoring property*	First Responders Vegetation management Fire incident reports/ referrals *Environmental hazard inventory* Assigning GPS coordinates to assets.		

Item ~~12~~

Finance and Management Committee
December 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
CEDA Process and Project Management	**Asset Management**	**CEDA**	Infrastructure maintenance and monitoring.	All City-owned properties.	√	
				Brown fields and vacant lots.	√	
				Monitoring activities concerning properties used as collateral for City loans.	√	√
		Public Works Parks & Rec. Fire Services Finance	Public infrastructure records (inc. photos/video, maintenance instructions and history, value). GASB 34	Street trees Street lights Fire hydrants Street medians Sewer lines Parking meters Sidewalk repairs Pavement management Park stewardship program Hazmat occupancies and storage facilities		
	Project Management	**CEDA Mayor City Council CMO Fire Services Public Works External agencies Home owners Businesses Developers** All agencies	**Coordinating, preparing/storing all documents, and monitoring all phases of simple and complex land development projects. Supporting and tracking multi-hearing processes for complex projects. Streamlining the preparation and approval of completeness reviews, declarations, EIRs, and staff reports using standard templates that compile information from project documents. Generating ad hoc reports using any field(s), or combination of fields, for which data is collected. Coordinating parallel Plan checks. Workload balancing.**	**Establishing virtual project sites and assigning secure access rights to internal and external members for each project.**	√	
				Establishing checklists, project milestones and document deliverables for internal and external participants.	√	
				Automatic project milestone e-mail notifications and escalation procedures.	√	
				Centralizing project documents at the virtual project site for ease of reference.	√	
				Coordinating timetables for associated projects and activities being undertaken by internal and external agencies.	√	

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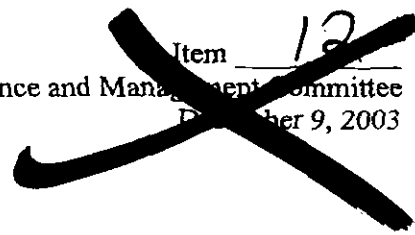
Finance and Managem~~nt~~ ~~Co~~mmittee

12

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
CEDA Process and Project Management	Claims/ Litigation	CEDA CAO	Problem Properties	Automated citations/penalties	√	
			Abatement proceedings	Standardized wording/ clauses	√	
			Repeat offenders	Property ownership verification		√
			Hold harmless agreements	Audit trail of all notices, responses, escalation steps.		√
			Landslides			
			Flood Zones	Redacting documents pertinent to lawsuits.		√
			Lawsuits	Readily available electronic historical and current records.		√
		Public Works	Sidewalk management	Sidewalk incident research and document compilation.		
	Loan Servicing	CEDA CAO City Clerk City Council	Scanning and centrally storing historic and current loan documents.	Audit trail of entire loan process and payment history.		√
			Managing loan applications and rehabilitation contracts.	Electronic approvals for loans, contracts, contractor payments, and project milestones.		√
			Automatically interfacing loan requirements (inc. ineligible repairs) to permit applications for individual properties.	Automatically cross reference contractors against the PERTS database for contractor history.		√
			Managing the Rehabilitation Unit's List of Eligible Contractors, including electronic verification of all required certificates, licenses and insurance coverage.	Homeowners can monitor progress of loans and construction activities via the City's secure website.		√

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Item ___ 12
Finance and Management Committee
December 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
Process Integration with Other City Agencies	Permits & Enforcement	Fire Public Works Parks & Rec. CAO CMO Oaklanders Assistance Center	All components of permit issuance in which multiple agencies participate, including processing and tracking simultaneous reviews by multiple work units. *Streamlining Problem Property resolution.* Monitoring the status of applications, permits, complaints and service requests being handled by multiple agencies, with escalation procedures if milestones are not met.	Streamlining and coordinating site inspections and abatement activities by internal and external agencies. Field inspectors issuing multiple agency work orders for abatement actions. Referral between, and transmittal of inspection results to, different agencies responding to emergencies.		√ √ √
	Agenda Management	CEDA CMO City Clerk City Council	**Planning Commission proceedings** **CDBG Board proceedings** **Rent Arbitration Board proceedings**	Generate ad hoc reports using any field(s), or combination of fields, for which data is collected. Automated staff report preparation and approval routing. Automated calendaring Automated notification of people requesting to be notified of particular agenda items, particular projects, and/ or actions concerning a parcel, District or radius range. GIS generated notifications for the public. Automated posting and distribution of meeting minutes. Audio/video clips filed by subject, project, agenda number.	√ √ √	√ √ √ √
		All agencies Boards/ Commissions	City Council meetings Board/Commission meetings Neighborhood Services Coordinator meetings	Search/ view historical agenda items, including staff reports.		

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Finance and Manage~~ment Co~~mmittee
Dec~~ember~~ 9, 2003

MODULE	FUNCTION	AGENCY	EFFICIENCIES GAINED FOR	ENTERPRISE USES	IMPLEMENTED	
					FY 04	FY 05
Process Integration with Other City Agencies	Contract Management	CEDA CAO CMO City Clerk Contract Compliance City Council All agencies	Abatement and Demolition contracts Rehabilitation contracts Professional services contracts	Standardized contract templates with version controls.	√	
				Automated multi-party approval routing.	√	
				Managing the entire contract process, including bid announcement, contractor selection, Notice to Proceed, contract milestones, inspection(s), payment authorizations, and finalization.	√	
				Automatic escalation if milestones are not met.	√	
				Archived contracts filed in a common repository.	√	
				Electronic submission of proof of completion by engineers and contractors (e.g., Certificates of Installation).		√

FINANCE & MANAGEMENT CMTE.

MAY 2 4 2005

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Item
Finance and Management Committee
December 9, 2003

_____
Member of the City Council

_____
Office of the City Attorney

RESOLUTION No. _____ C.M.S. ____ _

===

A RESOLUTION
AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT, WITHOUT RETURNING TO COUNCIL, WITH MUNICIPAL SOFTWARE CORPORATION FOR PROFESSIONAL SERVICES TO PROVIDE, INSTALL, AND LICENSE PROPRIETARY COMPUTER SOFTWARE FOR A PERMIT AND CODE ENFORCEMENT TRACKING SYSTEM (PCETS) COMPONENT OF AN INTERFACED PERMIT AND CODE ENFORCEMENT TRACKING SYSTEM (PERTS) IN AN AMOUNT NOT TO EXCEED SEVEN HUNDRED EIGHTY THOUSAND DOLLARS ($780,000.00)

WHEREAS, the Council of the City of Oakland determined in the FY 2001/03 Capital Improvement Budget that the Community and Economic Development Agency (CEDA) had a critical need for a Permit, Enforcement, and Records Tracking System (PERTS) to replace and upgrade the automation of its regulatory functions and so allocated the funding for said PERTS in the Technology Project section; and

WHEREAS, the Information Technology Division (IT) of the Finance and Management Agency (FMA) and the Community and Economic Development Agency (CEDA) subsequently issued and publicly advertised in July 2002 a Request For Proposal (RFP) for qualified bidders to provide, install, and license computer software for said PERTS; and

WHEREAS, IT and CEDA thoroughly evaluated the submittals received from bidders in accordance with criteria established in the RFP; and

WHEREAS, following said evaluation of the RFP submittals, IT and CEDA made a recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation and the Xerox Global Services Corporation in an "Agenda Report" dated December 9, 2003, to Deborah Edgerly, City Administrator, entitled, "A Report For The Purchase And Installation Of Computer Hardware And Software And Professional Services For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Four Million Dollars ($4,000,000)"; and

WHEREAS, following said negotiations, CEDA made a further recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation in an "Agenda Report" dated July 14, 2004 to Deborah Edgerly, City Administrator, entitled, "Adopt Resolutions Authorizing The City Administrator To Execute Separate Professional Services Agreements With Municipal Software Corporation and ImageSource Corporation For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Three Million Six Hundred Thousand Dollars ($3,600,000)"; and

WHEREAS, the Council of the City of Oakland periodically authorizes the City Administrator to negotiate and execute contracts for technology- based professional services; and

WHEREAS, the City Council finds that the support services are professional, scientific, or technical; and

WHEREAS, the City Council finds that the services are temporary in nature; and

WHEREAS, the City Council finds and determines that the performance of this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive services; and

WHEREAS, the City Council finds that the support services are exempt from competitive bidding pursuant to Section 2.04.050.I of the Oakland Municipal Code;

Now, therefore, the Council of the City of Oakland does resolve as follows:

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Administrator or his or her designee to execute a professional services agreement, without returning to the City Council, with Municipal Software Corporation to provide, install, and license proprietary computer software for a Permit and Code Enforcement Tracking System (PCETS) component of an interfaced Permit, Enforcement, and Records Tracking System (PERTS) in an amount not to exceed Seven Hundred Eighty Thousand Dollars ($780,000.00); and be it further

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Administrator or his or her designee to fund expenditures for said agreement with a combination of appropriations from a re-allocation of unexpended technology project appropriations, originally approved as part of the FY 01/03 Capital Improvement Program for CEDA, from an appropriation of supplemental revenue in a CEDA project from a Technology Enhancement service fee and from a Records Management service fee assessed by the Building Services Division of CEDA, and from the baseline appropriation for the Building Services FY 2005/2007 general purpose fund (1010) budget; and be it further

RESOLVED, that City of Oakland will stop payment to the contractor at the fifth month of the contract if the Interface Module fails.

IN COUNCIL, OAKLAND, CALIFORNIA, _____ **, 2005**

PASSED BY THE FOLLOWING VOTE:

AYES: BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID AND PRESIDENT DE LA FUENTE

NOES:

ABSENT:

ABSTENTION:

ATTEST: _____
LATONDA SIMMONS
Interim City Clerk and Clerk of the Council
of the City of Oakland, California

FILED
OFFICE OF THE CITY CLERK
OAKLAND

INTRODUCED BY

2005 MAY 12 PM 8: 17 APPROVED BY

_____   _____
Member of the City Council   Office of the City Attorney

RESOLUTION No. _____ C.M.S.

===

A RESOLUTION
AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT, WITHOUT
RETURNING TO COUNCIL, WITH IMAGESOURCE CORPORATION FOR PROFESSIONAL
SERVICES TO PROVIDE, INSTALL, AND LICENSE PROPRIETARY COMPUTER
SOFTWARE AND HARDWARE FOR AN ELECTRONIC DOCUMENT MANAGEMENT
SYSTEM (EDMS) COMPONENT OF AN INTERFACED PERMIT, ENFORCEMENT, AND
RECORDS TRACKING SYSTEM (PERTS) IN AN AMOUNT NOT TO EXCEED TWO
MILLION EIGHT HUNDRED TWENTY THOUSAND DOLLARS ($2,820,000.00)

WHEREAS, the Council of the City of Oakland determined in the FY 2001/03 Capital Improvement Budget that the Community and Economic Development Agency (CEDA) had a critical need for a Permit, Enforcement, and Records Tracking System (PERTS) to replace and upgrade the automation of its regulatory functions and so allocated the funding for said PERTS in the Technology Project section; and

WHEREAS, the Information Technology Division (IT) of the Finance and Management Agency (FMA) and the Community and Economic Development Agency (CEDA) subsequently issued and publicly advertised in September 2002 a Request For Proposal RFP) for qualified bidders to provide, install, and license computer software and hardware for said PERTS; and

WHEREAS, IT and CEDA thoroughly evaluated the submittals received from bidders in accordance with criteria established in the RFP; and

WHEREAS, following said evaluation of the RFP submittals, IT and CEDA made a recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation and the Xerox Global Services Corporation in an "Agenda Report" dated December 9, 2003, to Deborah Edgerly, City Administrator, entitled, "A Report For The Purchase And Installation Of Computer Hardware And Software And Professional Services For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Four Million Dollars ($4,000,000)"; and

WHEREAS, following said negotiations, CEDA made a further recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation in an "Agenda Report" dated July 14, 2004 to Deborah Edgerly, City Administrator, entitled, "Adopt Resolutions Authorizing The City Administrator To Execute Separate Professional Services Agreements With Municipal Software Corporation and ImageSource Corporation For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Three Million Six Hundred Thousand Dollars ($3,600,000)"; and

WHEREAS, the Council of the City of Oakland periodically authorizes the City Manager to negotiated and execute contracts for technology- based professional services;

WHEREAS, the City Council finds that the support services are professional, scientific, or technical; and

WHEREAS, the City Council finds that the services are temporary in nature; and

WHEREAS, the City Council finds and determines that the performance of this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive services; and

WHEREAS, the City Council finds that the support services are exempt from competitive bidding pursuant to Section 2.04.050.I of the Oakland Municipal Code;

Now , therefore, the Council of the City of Oakland does resolve as follows:

RESOLVED, that the Council of the City of Oakland does authorize the City Administrator, or his or her designee, to execute a professional services agreement with ImageSource Corporation to provide, install, and license proprietary computer software and hardware for an Electronic Document Management System (EDMS) component of an interfaced Permit, Enforcement, and Records Tracking System (PERTS) in an amount not to exceed Two Million Eight Hundred Twenty Thousand Dollars ($2,820,000.00); and be it further

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Manager, or his or her designee, to fund expenditures for said agreement with a combination of appropriations from a re-allocation of unexpended technology project appropriations, originally approved as part of the FY 01/03 Capital Improvement Program for CEDA, from an appropriation of supplemental revenue in a CEDA project from a Technology Enhancement service fee and from a Records Management service fee assessed by the Building Services Division of CEDA, and from the baseline appropriation for the Building Services FY 2005/ 2007 general purpose fund (1010) budget; and be it further.

RESOLVED, that City of Oakland will stop payment to the contractor at the fifth month of the contract if the Interface Module fails.

IN COUNCIL, OAKLAND, CALIFORNIA, _____ , 2005

PASSED BY THE FOLLOWING VOTE:

AYES: BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, AND PRESIDENT DE LA FUENTE

NOES:

ABSENT:

ABSTENTION:

ATTEST: _____
                      LATONDA SIMMONS
          Interim City Clerk and Clerk of the Council
                of the City of Oakland, California

INTRODUCED BY

DRAFT
FILED
OFFICE OF THE CITY CLERK
APPROVED BY

_____
Member of the City Council

2005 MAY 12 PM 8: 17
_____
Office of the City Attorney

RESOLUTION No. _____ C.M.S.

A RESOLUTION
AUTHORIZING THE CITY ADMINISTRATOR TO FUND A PERMIT, ENFORCEMENT, AND RECORDS TRACKING SYSTEM (PERTS) WITH A RE-ALLOCATION OF UNEXPENDED PRIOR FISCAL YEAR CAPITAL IMPROVEMENT PROGRAM TECHNOLOGY PROJECT APPROPRIATIONS OF TWO MILLION FOUR HUNDRED EIGHTY FOUR THOUSAND DOLLARS ($2,484,000) AND WITH A SUPPLEMENTAL APPROPRIATION INCREASING THE FY 2005/ 2007 EXPENDITURE BUDGET OF THE BUILDING SERVICES DIVISION OF THE COMMUNITY AND ECONOMIC DEVELOPMENT AGENCY BY EIGHT HUNDRED THIRTY FIVE THOUSAND DOLLARS ($835,000)

WHEREAS, the Council of the City of Oakland determined in the FY 2001/03 Capital Improvement Program budget that the Community and Economic Development Agency (CEDA) has critical need for a Permit, Enforcement, and Record Tracking system (PERTS) to replace and upgrade the automation of its regulatory functions and so allocated the funding for PERTS in the Technology Project section; and

WHEREAS, the Information Technology Division (IT) of the Finance and Management Agency (FMA) and the Community and Economic Development Agency (CEDA) subsequently issued and publicly advertised in July and September 2002 two Requests for Proposal (RFP) for qualified bidders to provide, install, and license proprietary computer software for PERTS; and

WHEREAS, IT and CEDA thoroughly evaluated the submittal received from bidders in accordance with criteria established in the two RFPs; and

WHEREAS, following evaluations of the RFP submittals, IT and CEDA made a recommendation that the City Council authorize an supplemental appropriation of revenue to increase the FY 2003/ 2005 expenditure budget of the Building Services Division of CEDA to fund PERTS in an "Agenda Report" dated December 9, 2003, to Deborah Edgerly, City Manager, entitled, "A Report for the Purchase and Installation of Computer Hardware And Software And Professional Services For An Integrated Permit, Enforcement, and Records Tracking System (PERTS), For A Total Amount Not To Exceed Four Million Dollars ($4,000,000)"; and

WHEREAS, the City Council approved Resolution 78313 C.M.S. to authorize a supplemental appropriation and an increase in the FY 2003/ 2005 expenditure budget of the Building Services Division of CEDA to fund PERTS; and

WHEREAS, following evaluation of the RFP submittals, IT and CEDA made a recommendation that the City Council authorize the re-allocation of prior year unexpended Technology Project appropriations, originally approved as a part of the FY 2001/ 2003 Capital Improvement Program (CIP) budget within CEDA to fund PERTS, in an Agenda Report" dated December 9, 2003, to Deborah Edgerly, City Manager, entitled, "A Report for the Purchase and Installation of Computer Hardware And Software And Professional Services For An Integrated Permit, Enforcement, and Records Tracking System (PERTS), For A Total Amount Not To Exceed Four Million Dollars ($4,000,000)"; and

WHEREAS, the City Council approved Resolution 78315 C.M.S. to re-allocate prior year unexpended Technology Project appropriations to fund PERTS.

Now, therefore, the Council of the City of Oakland does resolve as follows:

RESOLVED, that the Council of the City of Oakland does hereby re-authorize the City Administrator, or his or her designee, to appropriate supplemental revenue of eight hundred thirty five thousand dollars ($835,000) from a Technology Enhancement service fee and a Records Management service fee assessed by the Building Services Division to CEDA project P249910; and be it further

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Administrator, or his or her designee, to increase the FY 2005/ 2007 expenditure budget of the Building Services Division with the increased appropriation of the supplemental revenue in CEDA project P249910 to fund PERTS; and be it further

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Administrator, or his or her designee, to re-allocate prior year unexpended Technology Project appropriations, as part of the FY 2001/ 2003 CIP from projects C198610 (fund 1010 - $184,000) and C198620 (fund 5500 - $2,300,000) for a total combined amount of two million four hundred eighty four thousand ($2,484,000) to fund PERTS expenditures; and be further

RESOLVED, that the Council of the City of Oakland does hereby authorize the City Administrator, or his or her designee, to appropriate the re-allocation of funds from CIP projects C198610 and C198620 to fund PERTS expenditures.

IN COUNCIL, OAKLAND, CALIFORNIA, _____ **, 2005**

PASSED BY THE FOLLOWING VOTE:

AYES: BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, AND PRESIDENT DE LA FUENTE

NOES:

ABSENT:

ABSTENTION:

ATTEST: _____
LATONDA SIMMONS
Interim City Clerk and Clerk of the Council
of the City of Oakland, California

DRAFT

RESOLUTION No. _____ C.M.S.

A RESOLUTION
AUTHORIZING THE CITY ADMINISTRATOR TO AMEND THE CONTRACTS, WITHOUT RETURNING TO COUNCIL, WITH MUNICIPAL SOFTWARE CORPORATION AND WITH IMAGESOURCE CORPORATION FOR CHANGES IN SCOPES-OF-WORK FOR PROFESSIONAL SERVICES NOT TO EXCEED A COMBINED AGGREGATE CONTRACT AMOUNT OF THREE MILLION SIX HUNDRED THOUSAND DOLLARS ($3,600,000)

WHEREAS, the Council of the City of Oakland determined in the FY 2001/03 Capital Improvement Budget that the Community and Economic Development Agency (CEDA) had a critical need for a Permit, Enforcement, and Records Tracking System (PERTS) to replace and upgrade the automation of its regulatory functions and so allocated the funding for said PERTS in the Technology Project section; and

WHEREAS, the Information Technology Division (IT) of the finance and Management Agency (FMA) and the Community and Economic Development Agency (CEDA) subsequently issued and publicly advertised in September 2002 a Request For Proposal RFP) for qualified bidders to provide, install, and license computer software and hardware for said PERTS; and

WHEREAS, IT and CEDA thoroughly evaluated the submittals received from bidders in accordance with criteria established in the RFP; and

WHEREAS, following said evaluation of the RFP submittals, IT and CEDA made a recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation and the Xerox Global Services Corporation in an "Agenda Report" dated December 9, 2003, to Deborah Edgerly, City Adminstrator, entitled, "A Report For The Purchase And Installation Of Computer Hardware And Software And Professional Services For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Four Million Dollars ($4,000,000)"; and

WHEREAS, following said negotiations, CEDA made a further recommendation that the City Council authorize the negotiation and execution of a professional services contract with the Municipal Software Corporation and the ImageSource Corporation in an "Agenda Report" dated July 14, 2004 to Deborah Edgerly, City Administrator, entitled, "Adopt Resolutions Authorizing The City Administrator To Execute Separate Professional Services Agreements With Municipal Software Corporation and ImageSource Corporation For An Integrated Permit, Enforcement, and Records Tracking System (PERTS) For A Total Amount Not To Exceed Three Million Six Hundred Thousand Dollars ($3,600,000)"; and

WHEREAS, the Council of the City of Oakland has authorized the City Administrator to execute contracts for technology-based professional services with Municipal Software Corporation and with ImageSource Corporation; and

WHEREAS, the City Council has found that the support services are professional, scientific, or technical; and has further found that the services are temporary in nature; and has further found and determined that the performance of this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive services; and has further found that the support services are exempt from competitive bidding pursuant to Section 2.04.050.I of the Oakland Municipal Code;

Now, therefore, the Council of the City of Oakland does resolve as follows:

RESOLVED, that the Council of the City of Oakland hereby authorizes the City Administrator, or his or her designee, to approve any subsequent amendments to or extensions of said agreements with Municipal Software Corporation and ImageSource Corporation, without returning to Council, for so long as the combined aggregate cost of said agreements does not exceed Three Million Six Hundred Thousand Dollars ($3,600,000); and be it further

RESOLVED, that such amendments to or extensions of said agreements shall be reviewed and approved by the Office of the City Attorney and shall be filed with the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____ **, 2005**

PASSED BY THE FOLLOWING VOTE:

AYES: BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, AND PRESIDENT DE LA FUENTE

NOES:

ABSENT:

ABSTENTION:

ATTEST: _____
LATONDA SIMMONS
Interim City Clerk and Clerk of the Council
of the City of Oakland, California