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OAKLAND

2016 NOV -3 PM 5:10 **AGENDA REPORT**

TO: Sabrina B. Landreth
City Administrator

FROM: Stephanie Hom
Deputy City Administrator

SUBJECT: City Efforts Toward Paper Form Free
Business Processes

DATE: October 24, 2016

City Administrator Approval

Date:

11/3/16

RECOMMENDATION

Staff Recommends The City Council Accept This Informational Report Regarding Efforts In Progress Towards A Paper Form Free City.

EXECUTIVE SUMMARY

This report outlines the current and on-going efforts toward achieving a City government that operates in a "paperless" or paper form free environment.

BACKGROUND / LEGISLATIVE HISTORY

As a part of the Fiscal Year (FY) 2015-17 Adopted Policy Budget, the City Council directed staff to develop a Citywide "Paper Form Free" policy to maximize efficiencies, reduce redundancies, and enhance customer service in every City department. As part of this discussion the City Administrator's Office (CAO) was instructed to form an interdepartmental team to identify paper forms frequently used by internal and external customers and develop a plan for converting the paper forms into usable digital format that can be readily accessed and submitted via electronic mediums such as email, internet, workflow systems, etc. Additionally, the City Council requested staff to provide a status report to the Finance and Management Committee, updating the Committee and public on the progress of achieving the "Paper Form Free" objective.

ANALYSIS AND POLICY ALTERNATIVES

As directed by City Council, the CAO has taken leadership in moving the City towards a paperless process and the development of "Paper Form Free" business processes. As a part of this process, the CAO met with several departments across the City to discuss efforts occurring in each department towards these objectives. These departments consisted of the City Clerk's Office, Information Technology Department (ITD), Planning and Building Department (PBD), Oakland Police Department (OPD) and Revenue Division. There were seven (7) key factors, identified from these meetings, to consider when migrating toward a paper form free process. These factors are as follows:

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Finance and Management Committee
November 15, 2016

1. **Workflow Automation** – moving to a paperless City can help improve efficiency by replacing or reducing the inefficient flow of paper files and documents with an automated stream of data and documents. Reduction of the movement of paper documents reduces the margin of error with documents being lost, misplaced, misfiled, destroyed, etc. while providing effective tracking and notification systems.
2. **Boost Efficiency** – transitioning to a paperless City can assist in improving customer service and wait times by allowing staff to access files and documents digitally rather than searching for files in storage or manually entering data into a database.
3. **Greener City** – reducing the amount of paper forms used by the City will improve the City's carbon footprint by lessening the City's negative impact on the environment. Moving to digital forms and documents may also result in cost savings by reducing the need for paper, ink, toner, equipment maintenance, etc.
4. **Disaster Recovery** – migrating the City's forms and documents to an electronic system would improve the City's ability to be resilient in the event of a natural disaster. The 1989 earthquake was a prime example. Much of the City's vital documents were inaccessible due to the closure and reconstruction of City Hall after the earthquake. Unexpected disasters, such as earthquakes, floods, fires, etc. could hinder the City's ability to perform day-to-day operations absent electronic mediums.
5. **Accessibility** – moving to a paper form free City also means that the City needs to consider accessibility issues for members of the Oakland community. Not all of Oakland's residents have access to electronic means and as such, the City needs to ensure access is provided to all.
6. **Electronic Signature** – In order to truly move toward a paper form free city, the City needs to consider the use of electronic signatures and the appropriate secured platform to ensure proper protections.
7. **Records Retention** – As less paper documents are produced, it is important that the retention of documents is consistent with the City's retention policy.

Table 1 below highlights areas and department priorities are taking place thus far that move the City toward a paperless environment.

Table 1: Paperless Efforts To Date By Various City Departments

Department	Forms, Documents, process, or System	Background	Use (Internal External)	Progress Information	Status
CAO/Clerk	Agenda Processing and Workflow Management	This is the process by which reports to the City Council and public are reviewed, edited, approved and published for City Council meetings	Internal	<ul style="list-style-type: none"> • Staff identified software and processes used by other cities for the Agenda Workflow Management. • Clerk's Office provided trainings on what Legistar could do if utilized to its full potential. • City of Mountain View provided information on their launch of Legistar for Agenda Workflow Management. • Follow Up meeting with Granicus, vendor for the Legistar system, and Committee and stakeholders is being scheduled for early November. • After the follow up meeting, a needs assessment would be performed to allow for the Committee to test the system and assess its potential and alignment with Oakland's agenda processes. 	In Progress
Planning and Building – Building Services / Records	Public Record Request (PRR) Processing	Process by with public records requests are provided to the public	External	Purchased license for Adobe Acrobat Pro - Almost all records provided to public (including PRR's) can be generated into PDF instead of printing paper copies	Complete
Planning and Building – Building Services / Records	Storage system for documents older than 1987	System used for storing documents that cannot be scanned into an electronic means.	Internal and External	Purchased new microfiche machine – the public now has the option to save microfiche images directly to USB drive instead of printing paper copies	Complete

Department	Forms, Documents, process, or System	Background	Use (Internal External)	Progress Information	Status
Building – Building Services / Records	Accela	Program currently used by staff to access vital planning documents	Internal and External	<ul style="list-style-type: none"> • Rollout of Accela Citizen Access - Actively informing the public that they have the option to review Planning & Building records online instead of having to come in and printing them out • Creation of summary reports in Accela – Reducing the amount of paper needed to print records exponentially by creating specific reports that the public is requesting for instead of having to print everything out 	In progress
Planning and Building – Planning Bureau	Forms Guidelines Plans Agendas Reports	<ul style="list-style-type: none"> • Customers may request zoning clearances, zoning information, and application status online. • Customers may provide and receive application forms by email. • Staff emails various letters (e.g., determinations), and, saves directly to Accela permit database. • Staff accepts fewer copies of plans with applications as appropriate. • Certain Permits and Plans 	External	<ul style="list-style-type: none"> • Items have been made available to residents on the City's Website and include online forms as well as interactive options. 	Complete
Revenue Management Bureau	Business Tax	<ul style="list-style-type: none"> • Enable customers to process and make payments of Business Tax on-line. 	Internal and External	<ul style="list-style-type: none"> • New system expected to Go Live in November (for over-the-counter transactions) and January (for web-based transactions) 	In Progress

Department	Forms, Documents, process, or System	Background	Use (Internal External)	Progress Information	Status
Revenue Management Bureau	Special Assessment Refunds	<ul style="list-style-type: none"> Enable customers to request and make transactions related to Special Assessment Refunds 	Internal and External	<ul style="list-style-type: none"> Deliberating on next steps for implementing a system that would automate Special Assessment Refunds 	In Progress
Oakland Police Department	General Workflow	<ul style="list-style-type: none"> Enable Performance, Reporting, Information and Metrics Environment of general police business processes 	Internal	<ul style="list-style-type: none"> ITD and OPD are working together on the Performance, Reporting, Information and Metrics Environment (PRIME) project that will transform the current paper-intensive workflow processes in seven disparate areas into one, integrated digital system, thereby greatly reducing the number of paper forms required and substantially speeding up the approval workflows 	In Progress

In addition, the City Clerk's Records Division has taken steps towards mapping the process of moving all forms the City currently uses, both internal and external, to usable electronic format, by surveying staff in City departments to obtain a sampling of public facing vs internal forms. The Records Division has made large strides towards the City's paperless efforts by:

- 1) Providing staff training on general Records Management practices and specific projects to identify and organize Records for access, Vital/Historical preservation and storage;
- 2) Reviewing with departments processes and workflows that produce records to access inter-departmental information and records sharing;
- 3) Working with ITD on Oracle WebCenter departmental existing systems, workflows, retention requirements and repository set up;
- 4) Working with CAO Communications team and ITD to review and provide input on vendor options for City website update (includes retention and repository parameters); and
- 5) Drafting and updating the internal Administrative Instructions to include comprehensive layout of Electronic Records Management (includes digitation of paper records, steps to preserve and identify Vital records).

As a part of this process, ITD has acquired and is implementing WebCenter another component of the Oracle suite of applications. WebCenter is an online document management system that serves as the repository for all scanned documents, it will also allow the City to automate certain

manual processes (i.e., add/deletes) and also automate the current manual Accounts Payable (AP) process. Through WebCenter, the City will be able to capture structured and unstructured data from any source – Press Releases, MS, Word, PDF Files, Excel, Images, Audio Video etc. In applying the City's records retention policy, data will now be able to be managed, preserved and retrieved based on the rules that are in place. Finally, data will be readily available to be searched and delivered to the appropriate recipients.

FISCAL IMPACT

There is no direct fiscal impact associated with this report as it is information only.

PUBLIC OUTREACH / INTEREST

There was no public outreach conducted with the exception of the standard City Council agenda noticing requirements.

COORDINATION

The City Administrator's Office prepared this report in coordination with many City departments, including the Information Technology Department, City Clerk's Office, Finance Department, and Planning and Building.

SUSTAINABLE OPPORTUNITIES

Economic: Reducing the paper processing by the City will allow the City to realize some cost savings in paper, ink, toner, and equipment maintenance and allow for more efficient workflows.

Environmental: Reducing the amount of paper used by the City will reduce the City's negative impact on the environment and lessen the City's carbon footprint by eliminating unnecessary paper processing.

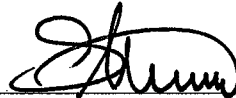
Social Equity: As a part of moving the City of Oakland towards a paperless City, the City must consider maintaining and improving accessibility to City services to all City residents and businesses. While studies show there continues to be a digital divide across socio-economic indicators, the gap is lessened through the availability and wide use of mobile devices such as Smartphones. So, it is in the best interests of the City to implement paperless solutions that work well on not only desktop and laptop computers but also smaller tablets and Smartphone devices.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends The City Council Accept This Informational Report Regarding Efforts In Progress Towards A Paper Form Free City.

For questions regarding this report, please contact Amber Todd, City Administrator Analyst, at (510) 238-6369.

Respectfully submitted,



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