



REPORT TO COUNCIL City of Sacramento

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City Hall, 915 I Street
Sacramento, CA 995814-2671
WWW. CityofSacramento.org

STAFF REPORT
November 15, 2005

Honorable Mayor and
Members of the City Council

Subject: Progress Report on the Electronic Content/Document Management Program

Location/Council District: Citywide

Recommendation: For Information Only.

Contact: Steve Ferguson, Chief Information Officer, 808-8600; Shirley Concolino, City Clerk, 808-5442.

Presenters: Steve Ferguson and Shirley Concolino

Department: Information Technology/City Clerk

Division:

Organization No: xxx/0700

Summary:

What is Electronic Content/Document Management (EC/DM)?

In nearly all large organizations, and in every progressive organization, storage, management and administration of documents has migrated from paper to electronic files. But more than just "documents", these EC/DM systems allow government and business to organize, manage and track all forms of electronic information including images, video, voice, engineering drawings/specifications and publications. The software systems that facilitate this are called Electronic Content/Document Management systems.

The major benefits of EC/DM systems include:

- 1) Reduction in the requirements to store bulky paper files saving space and natural resources.
- 2) Electronic materials are stored once in an efficient and secure computer system that allows sharing and collaboration making the workforce more efficient.

- 3) Information can be made readily available to staff, elected officials and the public through an information portal. The public can access this information 24/7 anywhere through a web browser.
- 4) Extensive indexing of the material is done automatically allowing quick and easy searches by keyword, date, author, subject, etc. Finding information quickly becomes the norm, saving valuable staff time.
- 5) Automated workflows can be developed that speed processes electronically such as preparing the Council Agenda, hiring an employee, tracking a purchase order, reviewing and approving a contract, etc.

Committee/Commission Action: None.

Background Information:

The city first looked into EC/DM a few years ago when the need for EC/DM was identified in the City's IT Strategic Plan. A small project was initiated to evaluate the benefits and cost of such a system, but was not completed due to lack of funding.

In December 2004, the benefits of an EC/DM system was once again raised when a number of City departments identified document management as a high priority need when allocating their 2003 budget carryover. The City Manager and the Executive Team agreed that it was time to evaluate the overall need and look at a project that could support the requirements of all departments rather than pursue individual systems.

In February 2005 City Council approved \$300,000 in the 2005 mid-year budget review to support a citywide project to gather requirements. A few months later, staff recommended the approval of a contract with Third Wave (an EC/DM consulting group) to gather requirements, develop a city indexing schema and budget for the project.

The purpose of this report and the accompanying presentation is to brief the Mayor and City Council on the progress made to date.

Financial Considerations:

The estimated five-year cost for this project is approximately \$8 million. This includes professional services, hardware, software, staffing and backfile conversion in the City Clerk and Human Resources offices. Based upon the phased implementation proposed in the master project plan, the average annual funding requirement would be \$1.6 million. The exact distribution of costs between General and Enterprise funds has not been determined at this time. During the upcoming mid-year and annual budget processes, staff will present a more refined budget estimate and detailed financing plan.

Environmental Considerations:

N/A

Policy Considerations:

The work that has been done on this project up to this point represents a true enterprise wide innovation project that will benefit all portions of the City organization and our constituents as it is implemented. Using an enterprise approach results in lower overall project cost and increased benefit versus an approach where each department would pursue implementation independently. Further discussion of the policy considerations will be presented to the City Council as the project moves forward. This is an informational report only at this time.

Emerging Small Business Development (ESBD):

This is an informational report only; there are no ESBD issues at this time.

Submitted by: 
Shirley Concolino
City Clerk

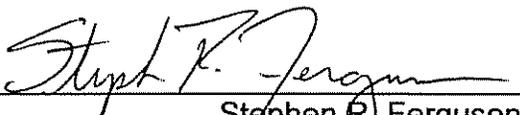
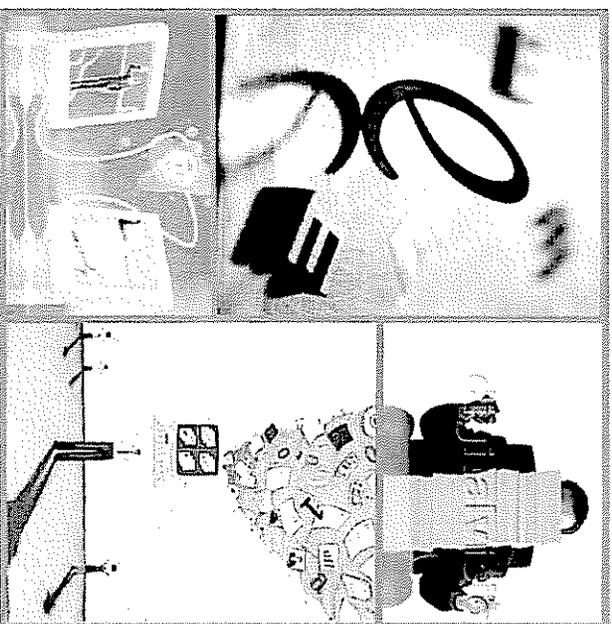
Submitted by: 
Stephen R. Ferguson
Chief Information Officer

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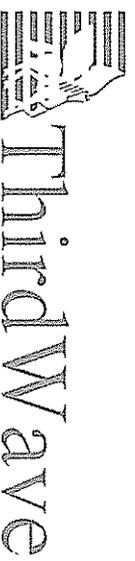
Pg	1-3	Report
Pg	4-24	Attachment A: Power Point Presentation



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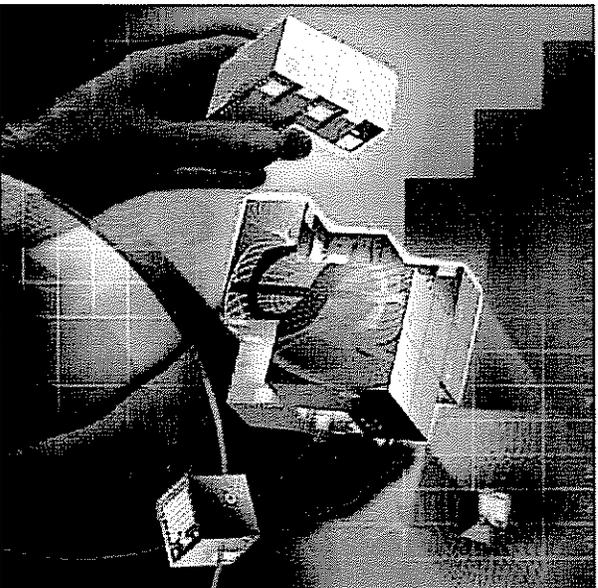
Enterprise Electronic Content Management Systems (ECMS) Project Executive Presentation of Findings & Recommendations



ThirdWave Corp., Los Angeles
October 28, 2005



Agenda

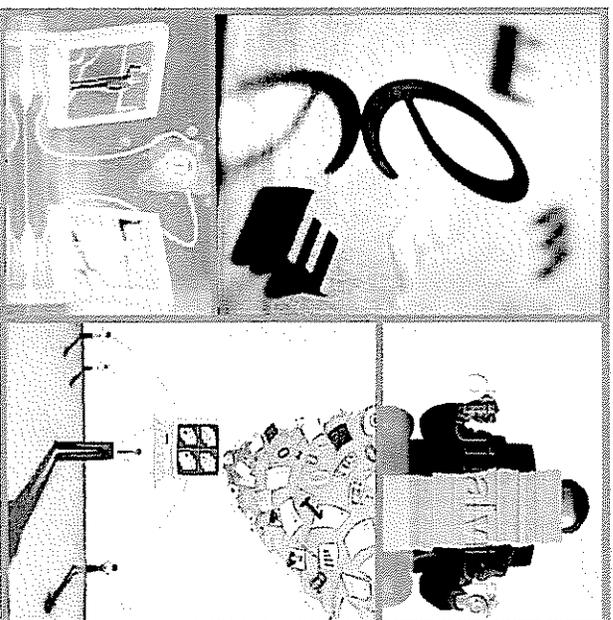


- **Introduction to the ECMS Project**
- **Business Process & Technology Requirements**
- **Recommendations**
- **Deployment Approach**
- **Staffing Requirements**
- **Enterprise ECMS Budget Estimate**
- **Citywide ECMS Benefits**



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Introduction to the ECMS Project





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Project Goals

Deploy Citywide ECMS as key

initiative to:

- Provide better customer service to constituents
- Improve internal administrative processes





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Project Objectives

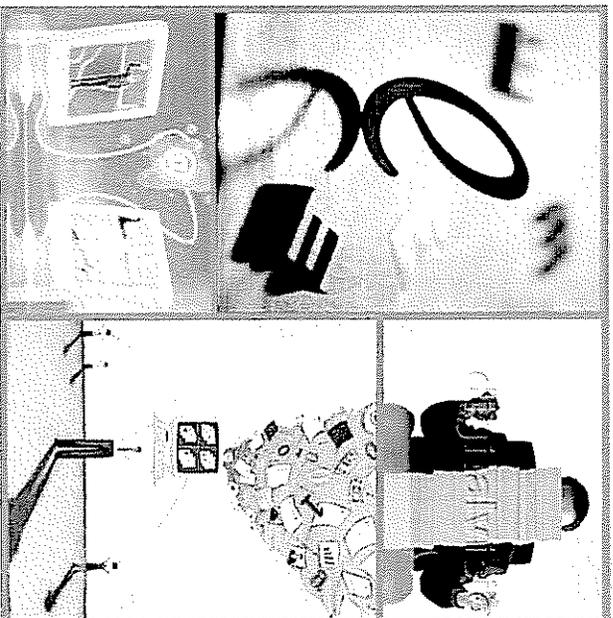


- **Assess current document / records management and business processes**
- **Discover opportunities for Improvement**
- **Assess ECMS systems currently used**
- **Conduct ECMS requirements definition relative to City needs**
- **Articulate ECMS solutions and comprehensive recommendations for a successful / strategic Citywide deployment**
- **Develop ECMS Implementation Plan and associated Bid documents**



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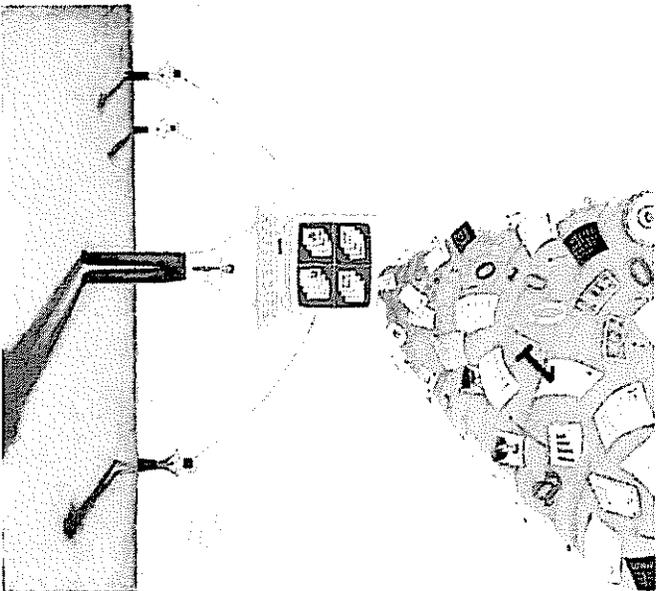
Business Process & Technology Requirements





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Project Findings



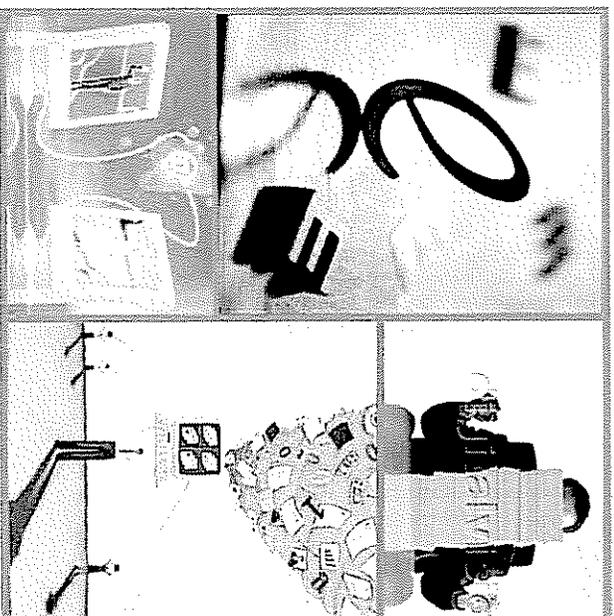
ECMS findings are based on comprehensive discovery process with hundreds of staff (in working sessions, workshops and user surveys):

- **City has limited ECMS technologies in place**
- **Staff expressed a strong need and desire for better tools**
- **Top named solutions are Electronic Document Management, Imaging and Automated Workflow**
- **Ongoing growth of Sacramento area is placing increased strain on city services & administrative staff in all Departments**
- **A compelling business case exists, with substantial opportunities / benefits to the City and its Constituents**



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Recommendations: Management, Business Process & Technology





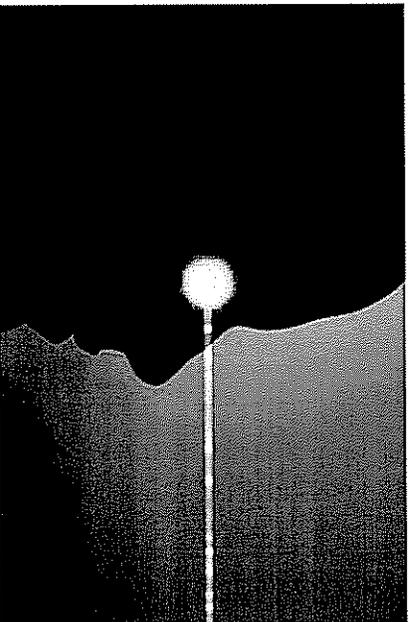
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Management Recommendations

ECMS Management Vision:

Deploy an enterprise ECMS solution that is:

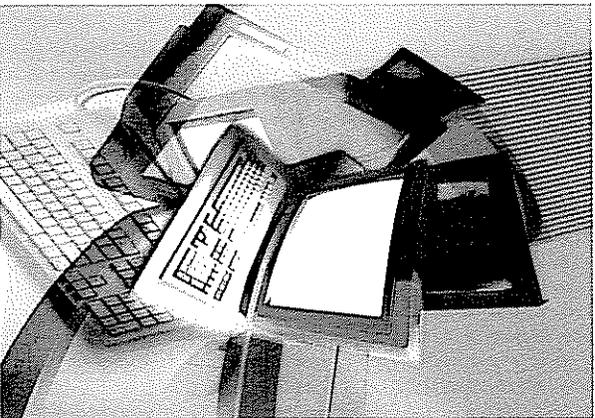
- Cost effective
- Strategic
- Optimizes City Staff resources
- Allows City to effectively meet the growing demands of the community by streamlining internal business processes and enhancing service delivery





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Technology Recommendations



Findings:

- Surprisingly little ECMS is currently used at the City
- 100% of all Depts identified need for Electronic Document Management & 65% for Imaging & Automated Workflow

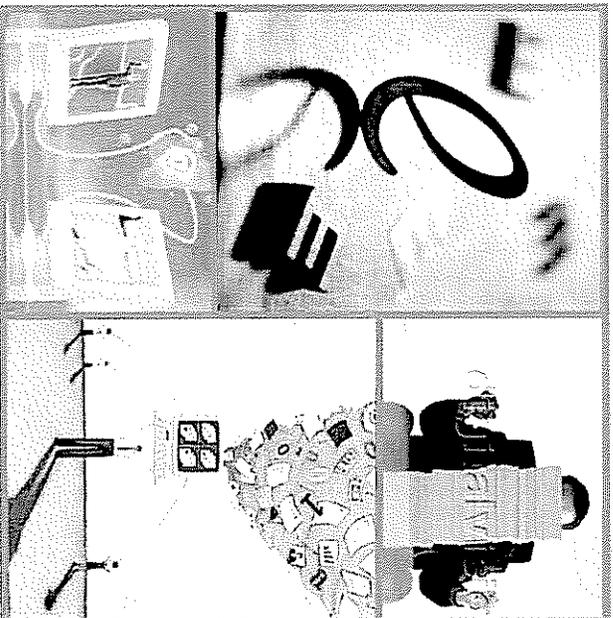
Recommendations:

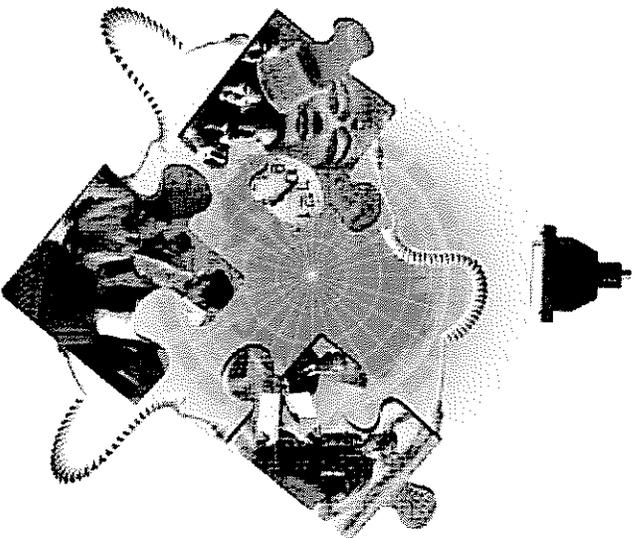
- Adopt common imaging system for all Depts.
- Procure enterprise ECMS with robust:
 - Features and functionality
 - Security features
 - Interfaces to major apps
- Use Automated Workflow, e-Forms where approp
- Leverage Web-enabled service delivery apps.
- Establish City e-Signature use policies
- Adopt / use City-wide Document Classification Std



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Deployment Approach





Implementation Strategy:

- **Use requirements definition data to prioritize business process deployment**
- **Adopt enterprise business process focus, versus a departmental document imaging focus**
- **When appropriate, Departments may pursue imaging / back-file conversion initiatives at their own pace**



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Enterprise Deployment Approach

Time

Phase 1: Agenda Management										
Phase 1: New Hire Process										
Phase 2: Invoice Management										
Phase 3: Plan Review Process										
Phase 4: Project Delivery Process										
	1. Department									
	2. Department									
	3. Department									
	4. Department									
	5. Department									
	6. Department									
	7. Department									
	8. Department									
	N. Department									

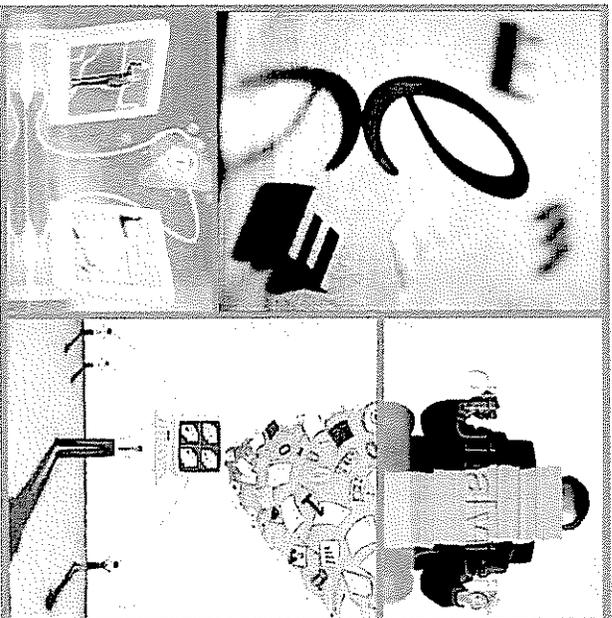
Benefits

1. Maximize investment by addressing business process improvement, not just electronic document management
2. Expedite deployment of ECMS tools to Departments
3. Tie functional business processes across Departments together
4. Maximize access to City docs to Constituents via the Web



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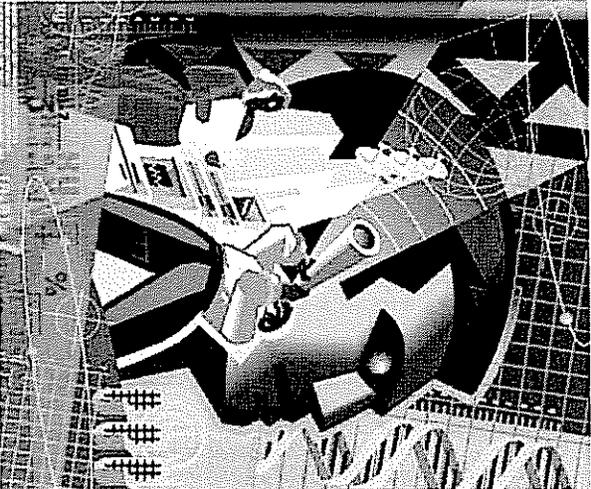
Staffing Requirements





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Staffing Recommendations



Phase 1 Initial Staffing

- 1 - 100% FTE ECMS Program / Records Manager**
- 1 - 100% FTE ECMS Application Specialist to support end users**
- 1 - 25% FTE Systems Engineer to support ECMS servers**
- 1 - 25% FTE Database Administrator to support the ECMS**

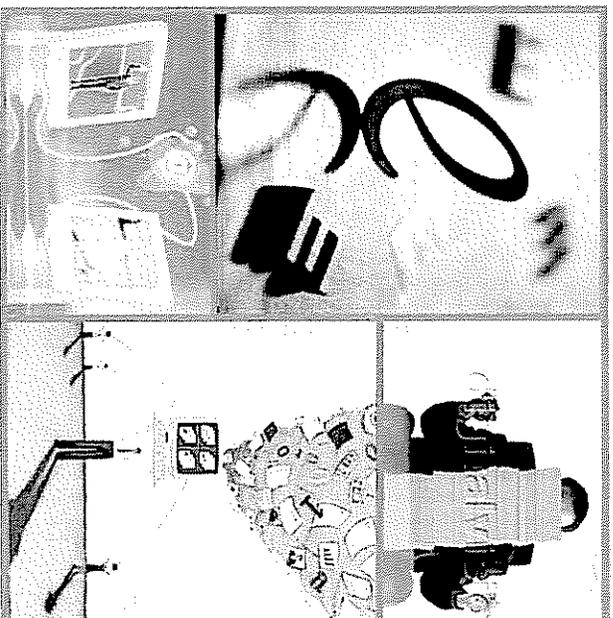
Phase 2 – 4: Additional Staffing

- 1 - 100 % FTE ECMS Application Specialists**
- 1 - 100 % FTE Application Developer (for Automated Workflows, e-Forms, Integration)**
- 1 - 25 % FTE Systems Engineer**
- 1 - 25 % FTE Database Administrator**



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Enterprise ECMS Budget Estimate





Enterprise Funding will provide:

- **Electronic Document Management Infrastructure for the entire City**
- **ECMS for all Departments**
- **ECMS access for all City staff**
- **Access to appropriate documents for the citizens & business community**
- **Backfile conversion for HR and City Clerk files**
- **Backfile conversion capacity or day forward imaging for all City departments**



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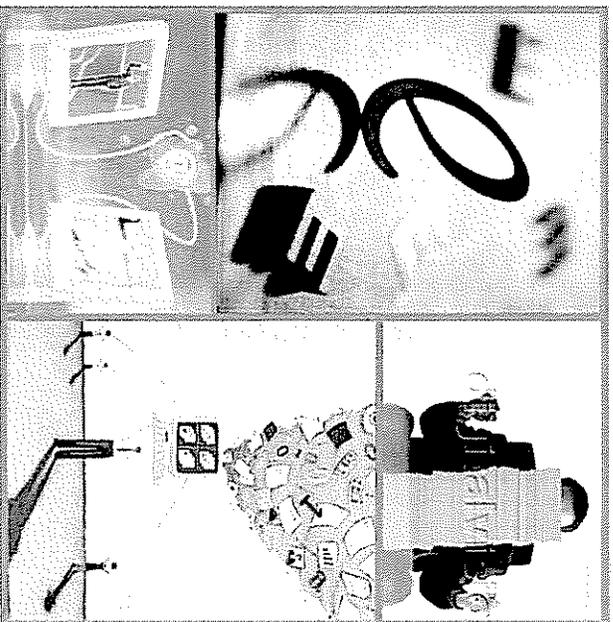
Budget Estimate

	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year	
Products / Services	Phase 1	Phase 2	Phase 3	Phase 4		Costs	
Prof Services	430,000	500,000	400,000	280,000	50,000	50,000	1,710,000
Hardware	31,200	78,000	65,000	65,000	36,000	0	332,000
Software	407,200	788,800	667,700	434,500	183,300	183,300	2,664,800
Backfile Conversion	281,000	0	0	0	0	0	281,000
LaserFiche Migration	75,000	0	0	0	0	0	75,000
Total Budget Est.	1,224,400	1,366,800	1,132,700	779,500	269,300	233,300	5,062,800
City Staffing	300,000	150,000	624,000	648,000	672,000	696,000	3,090,000
TOTAL COSTS	1,524,400	1,516,800	1,756,700	1,427,500	941,300	929,300	8,152,800



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Citywide ECMS Benefits

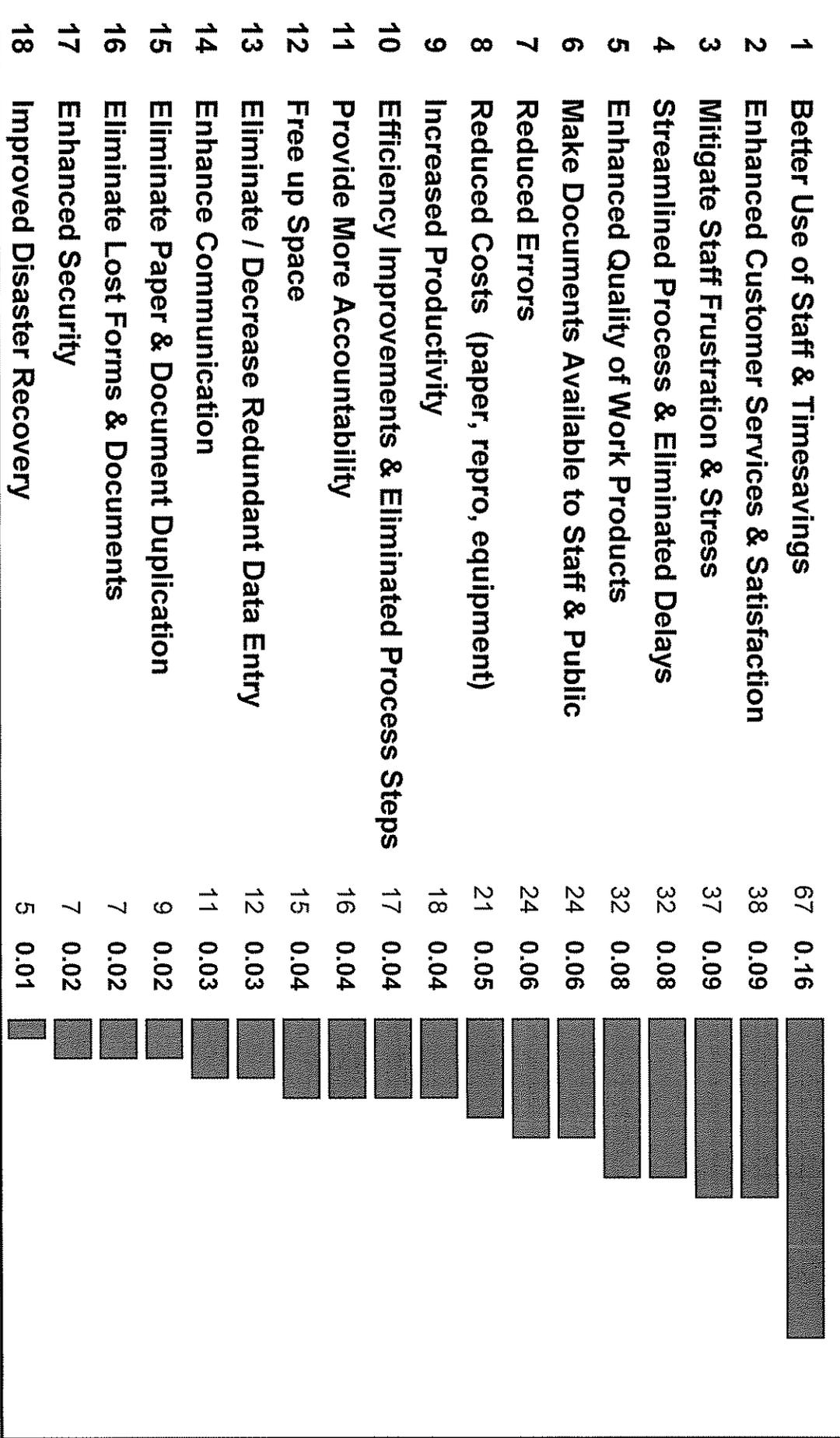




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ECMS Benefits

Business Case Benefits





Next Steps:

- **Software Vendor Demos**
- **Complete RFPs for Systems Integrator, Software Pricing & Backfile Conversion**
- **Finalize all Study Deliverables**
- **Allocate Funding for ECMS**
- **Issue ECMS RFPs**

