



## Project Concept/Charter & SR Request Document

- Customer to fill Section A & B
- PMO Office to fill Section C - E

### A. Customer Information

<b>Department Name: *</b>	Planning & Building
<b>Division Name: *</b>	Planning & Building
<b>Requestor: *</b>	Steve Monowitz
<b>GL Org/Cost Center code: *</b>	TBD
<b>Job Org Code: *</b>	TBD

### B. Project Information

<b>Project Type:</b>	<input checked="" type="checkbox"/> Fixed Bid <input type="checkbox"/> Time & Material
<b>Project Size:</b>	<input type="checkbox"/> Assessment (1-19 hours) <input type="checkbox"/> Micro (20-40 hours) <input type="checkbox"/> Small (41-99 hours) <input type="checkbox"/> Medium (100-999 hours) <input checked="" type="checkbox"/> Large (1000+ hours or over 100 county staff involvement)
<b>Project Name: *</b>	<b>Building – Online Permitting</b>
<b>Project Scope of Work: *</b>	Provide capabilities for online building permitting for new additions and new homes by calendar year 2020 <ul style="list-style-type: none"> <li>Develop a proposal for the CMO/Board’s Approval</li> <li>Develop the As Is Process, Target State (To Be) Process</li> <li>Perform a Fit/Gap Analysis with Accela’s version</li> <li>Gap Remediation</li> <li>Onboard System Integrator</li> <li>Implementation</li> <li>Post production support/warranty</li> <li>Transition to maintenance &amp; operations.</li> </ul>
<b>Project Deliverable 1: *</b>	<b>SMC:</b> Project Charter & Proposal for CMO/Board Approval – Secure Approval
<b>Project Deliverable 2:</b>	<b>Vendor:</b> As Is & To Be Process Documentation, Fit Gap Analysis with Accela’s Fall 2019 Version
<b>Project Deliverable 3:</b>	<b>Vendor:</b> Enable new capabilities to establish an online permitting platform.
<b>Planned Start Date: *</b>	12/17/2019
<b>Planned Completion Date: *</b>	12/31/2020



**Project Justification /  
Business Requirement: \***

**Project Vision:**

- Enable applicants to apply for and obtain building permits on-line, which includes submitting electronic plan sets in lieu of paper plans;
- Modernize, automate, and streamline building permit application intake, referral, review, issuance, and inspection procedures to the greatest extent feasible;
- Create user friendly interfaces for internal and external users that minimizes the need for duplicative data entry, are easy to navigate, and have robust search functions (including map based); and,
- Establish reporting, monitoring, and performance measurement tools.

**Problem Statement:**

Much of the work involved with zoning, plan reviews and approvals, and code enforcement is often done manually, with either paper documents and maps or static PDF files that require heavy use of snail mail, emails and phone calls for communication.

Planners may use a GIS system in the mapping process, which helps maintain map information and provides visualization, but does not address complex work processes, unstructured information management and communications needed in planning processes.

The manual, or partially-automated planning process, has resulted in:

1. The need for additional work, as the system is not used as a PM tool that automates or schedules plan review, permit issuance, and inspection tasks.
2. A looseness and ambiguity in processing requirements, which results in many rounds of reviews and compliance efforts.
3. Inefficient procedures for reviewing revisions to proposed projects, including infrastructure projects and capital improvements.
4. Longer than necessary waits for permit approvals, which increases costs for developers and contractors.
5. Inconsistent manual communications and data sharing, which can lead to delays in plan reviews and permit issuance.
6. On-site agency payments by builders. Though fees associated with planning are generally flat, as opposed to building, where they are calculated, payments must still be collected and processed. This requires additional manual efforts on the agencies part, which adds to the inconvenience and cost.
7. The use of the planning workflow for code compliance cases and other department procedures, which can make data entry cumbersome and interfere with reporting functions.



Challenges such as these caused by manual processes add time to the day-to-day activities of a planning department and increase the likelihood for errors in manual data entry, and demand in-person visits to agency offices for application, routing, and data information.

The Building section of the San Mateo County Planning and Building Department uses Accela as a solution to overcome some of the challenges above. However, the current implementation is a far cry from a streamlined and digitized platform for permitting functions. Some of the current challenges include:

- 1) The Department has not taken advantage of the new capabilities that are available since the original implementation.
- 2) State regulations that establish mandatory processing timeframes are not reflected in our current system.
- 3) The current system is primarily text based and highly customized, obstructing opportunities to upgrade.
- 4) The current system is not being used as a PM tool and leaves plenty of room for inefficiencies. Need to find ways to bring about efficiencies.
- 5) Multi-family and large projects cannot be handled under a single permit.
- 6) An inability to accept online applications for anything other than simple permits.
- 7) The current design is highly inefficient and does not handle new residential and commercial projects as a cohesive permitting record.

San Mateo County processes approximately 2750 Permits and 8800 Inspections annually.

It is believed that City of Oakland and Alameda County use Accela very well. City of Palo Alto also revamped their processes. SMC team visited Palo Alto during their configuration. Site visits/Remote calls with them or other reference customers provided by Accela would provide greater insights into identifying opportunities for the Department to optimize its business processes & implementation.



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... This section be completed by PMO Office ...

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### C. Project Specifications

<b>Detailed Scope:</b>	<p>The detailed scope can be summed up as:</p> <ul style="list-style-type: none"><li>• Doing an assessment of the current state</li><li>• Streamline any workflows to ease the execution</li><li>• Enable some of the newer capabilities (listed below as additional scope)</li><li>• Test the upgraded version</li><li>• Deploy to production</li><li>• Move from paper plan and application submittals to electronic submittals</li></ul> <p>Additional items to consider in scope:</p> <ol style="list-style-type: none"><li>1) Cannabis Licensing</li><li>2) Qmatic to Accela integration for greater insights in terms of service rates, time to service, scheduling appointments etc.</li><li>3) Over the counter permits (e.g. Water heater permits) – In other words, we need to be able to maintain our ability to accept on-line applications for what we refer to as “easy” or “over the counter” permits.</li><li>4) Enable scheduling capabilities within Accela.</li><li>5) Enable Permit expiry reports that can be mailed to the customers before the permits actually expire.</li><li>6) Enable Mobile App integration to Accela</li><li>7) Enable GIS Integration</li><li>8) Reporting – Plan for additional reports, modifying existing reports and training on some new reports that may be available.</li><li>9) Enable the above capabilities with futuristic requirements to plug in a sleeker front-end application to Accela such as Permit Plus, CitizenServe etc. This front-end app is not part of the current scope; however, the current design should be flexible to accommodate the future front-end app.</li></ol> <p>Latest release (Fall 2019) of Accela includes Enhanced Usability, Higher Performance and Deeper Insights. Below are some of the key features available and would likely address the current problems recorded above as well as allow for online permitting for new additions and new homes.</p>
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	<ul style="list-style-type: none"><li>• Civic Platform V19.2<ul style="list-style-type: none"><li>○ New Launch pad for easier and more intuitive navigation to frequently used pages</li><li>○ Default start page</li><li>○ Enhanced forms designer with over 250 of the most commonly used forms</li><li>○ Separate spaces enhancement to allow multi-tasking across various projects</li><li>○ Enhanced logging of data for better system supportability, management and performance</li><li>○ Rebuilt batch engine</li><li>○ Additional support for SSRS 17 and Crystal 2016 Enterprise for data analytics and greater insights</li></ul></li><li>• Accela Mobile V19.2<ul style="list-style-type: none"><li>○ Migrates Accela’s various mobile products to a single product</li><li>○ Offline storage capabilities with in-app caching</li><li>○ Enhanced GIS interaction from a mobile device</li></ul></li><li>• Accela GIS V19.2<ul style="list-style-type: none"><li>○ Enhanced geo coding to expand the property data available</li><li>○ Stacked Parcel identifier for improved property detail and usability</li><li>○ Exporting of GIS Assets via CSV</li></ul></li><li>• Civic Application for Planning V3<ul style="list-style-type: none"><li>○ Includes pre-built global filters, pre-built condition management, and pre-configured inspection calendar</li><li>○ New record types include record automation, enforcement automation, and inspection scheduling</li></ul></li></ul>
<b>Technical Specification:</b>	To be determined in consultation with System Integrator.
<b>Out of Scope:</b>	<ol style="list-style-type: none"><li>1) The project does not include reviewing other solutions (other than Accela).</li><li>2) The project does not include addressing any planning problems or implementation of new features, but rather focus on the building problems and implementing new capabilities to allow online permitting and electronic plan intake and review.</li><li>3) The project does not include modifying legacy data. The new process will capture the correct data moving forwards. And it is assumed that the legacy data will phase out over time.</li></ol>



#### D. Assumptions, Constraints and Risks

<b>Project Assumptions:</b>	<ol style="list-style-type: none"><li>1) The latest version of the software allows for streamlining the building function as well as online permitting.</li><li>2) There is adequate knowledge/expertise for internal business processes.</li><li>3) Given the time constraint, we are assuming that the shortest possible path is to eliminate some of the customizations, and enable newer capabilities.</li><li>4) Migration of legacy data is out of scope given the project entails upgrading to the latest version.</li><li>5) It is assumed that Accela would provide a path to upgrade as well as means to retrofit existing customizations.</li><li>6) There is a strong need for a person to play the Business/Management Analyst role. It is assumed that this role will be filled quickly as Mary is leaving on 2/18/20.</li><li>7) Given the need to move to a digital platform, there will be sizable work for business process transformation and change management associated with that. It is assumed that a senior person would be available to lead the change management through the organization, including advocacy, adoption, training etc.</li><li>8) It is assumed that the upgraded version does not compromise or jeopardize the existing functionality for Building or any other function.</li></ol>
<b>Project Constraints:</b>	<ol style="list-style-type: none"><li>1) SMC would like to see this project completed ASAP, and no later than by January 1, 2021.</li><li>2) Any conflict of resources due to competing projects.</li></ol>
<b>Project Risks:</b>	<ol style="list-style-type: none"><li>1) Availability of SMEs to document the current processes, target state processes, fit/gap analysis, gap remediations and general support for testing, training and change management.</li><li>2) Availability of funding for upgrades, elimination of customizations, implementation partners.</li></ol>



### E. Project Milestones

Milestones	Planned Completion Date
Initiation Phase	31-Jan-20
Planning Phase	30-Apr-20
Business Requirements	30-Apr-20
Procurements	31-May-20
Vendor Contract	31-May-20
Execution Phase	30-Sep-20
Development	30-Sep-20
Testing	31-Oct-20
Closing Phase	31-Dec-20
Invoicing	30-Nov-20
Documentation	31-Dec-20

### F. Project Resources

Division	Team	Resource	Role
Application	Planning & Buildi	Steve Monowitz	Executive Business Sponsor
Application	Planning & Buildi	TBD	Business Owner - Building
Application	Planning & Buildi	Melissa Ross	Business Owner - Planning
Application	Planning & Buildi		Subject Matter Expert
Application	Planning & Buildi	Elizabeth Kimmel	Subject Matter Expert
Application	Planning & Buildi	Victoria Mejia	Subject Matter Expert
Application	Planning & Buildi	TBH	Business Analyst
BFA	ISD	Ketan Modi	ISD Project Manager



G. Communication Plan

<p><b>Update &amp; Communications:</b></p>	<p>The Communications Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project. It will be updated, if at any time the communication requirements change. This plan identifies and defines the roles of the project team and communication conduct for meetings and other forms of communication.</p> <p>The ISD PM will work closely with the Project team to ensure communications are delivered to the appropriate group, in the appropriate time frame and with the appropriate message. The business partners may be impacted with expected downtime for the project. Any downtime will be clearly communicated to all affected users and allow time for them to put their downtime procedures in place to minimize the impact to their operations.</p> <p>The Weekly Status Report will be a summary of the project status. This will be sent out weekly (end of day Friday) by email to the Project Sponsor/s, the Project Team and Project Stakeholders by the Project Manager.</p> <p>Weekly Project meetings will be held as needed to review the progress, action items and status of the project. Any updates to the action item log or other collaterals that are needed, will also happen at this time. The project team will attend this meeting in person or by Skype/Teams.</p> <p>Leadership meetings will be scheduled as necessary to support the timely resolution of the issues, provide a clear path of escalation etc.</p>
<p><b>Escalations:</b></p>	<p>Escalations would follow the normal established path for escalation. As part of project governance, we would establish a working/solution committee meeting and an executive steering committee. Solution committee would comprise of SMEs, Business Owners and make decisions around the business requirements, solution, test strategy, test results, training and change management. Executive Steering Committee would comprise of Business Owners, Executive Sponsor and CMO representative and be responsible for providing program guidance, funding, and executive support.</p> <p>Every effort would be made to remediate the conflicts, risks, issues at the working/solutions committee level.</p> <p>In the event of non-resolution at the solution committee level, the matters would be escalated to the Executive Steer Committee for resolution.</p>





Information Services Department  
 County of San Mateo  
 455 County Center, Redwood city, CA 94063




H. Cost Estimates

ISD Labor		Description	Hours	Rate	Total
PMO		Provide Project Mgt	750	167	\$125,000
Contracted Labor		Description	Hours	Rate	Total
		System Integrator (Avocette)			\$285,000
					\$
					\$
					\$
					\$
ISD Non-Labor		Description	Hours	Rate	Total
		Commvault Centralized Backup			\$
		Server SLA - Virtual			\$
		Virtual Server Subscription			\$
		Miscellaneous			\$
		Contracted Services			\$
		Software Licenses			\$
		Software Maintenance			\$
		PMO Fee			\$
<b>Total Estimated Cost</b>					<b>\$410,000</b>



I. Approvals

Business & Sponsor Approvals

	Signature	Date
ISD Project Sponsor/ Division Manager:		<input type="text" value="4/14/2020"/>
Business Owner:	<input type="text"/>	<input type="text"/>

PMO approval & Project Manager Assignment

	Signature	Date
PMO Manager:	<input type="text"/>	<input type="text"/>
Project Manager Assigned:	<input type="text"/>	
Project Manager Allocation:	<input type="text"/> %	

BFA approval & SR Assignment

	Signature	Date
BFA Approver:	<input type="text"/>	<input type="text"/>
SR Code:	<input type="text"/>	