



# REPORT TO COUNCIL

## City of Sacramento

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STAFF  
October 20, 2009

**Honorable Mayor and  
Members of the City Council**

**Title: Report Back: Citywide Content Management (CCM)-Meeting and Exceeding  
City Sustainability Goals (API 57)**

**Location/Council District:** Citywide

**Recommendation:** Receive and file.

**Contact:** Shirley Concolino, City Clerk (916) 808-5442

**Presenters:** Shirley Concolino, City Clerk (916) 808-5442

**Department:** City Clerk

**Division:** City Clerk

**Organization No:** 0700

### **Description/Analysis**

#### **Issue:**

Mayor and Councilmember directives are to maintain full services to constituents, and achieve the yearly sustainability plan goals, while improving efficiency and accountability throughout the city.

Sustainability, budget challenges, process efficiencies, accountability and full services to constituents! What resources are at the city's disposal to accomplish the Mayor and Council Members directives? Citywide Content Management is one such system of Enterprise Content Management (ECM) technologies already having a positive impact citywide as a tool towards reducing departmental budgets, helping to meet yearly sustainability goals and promoting employee efficiency.

CCM is and will streamline business processes that in turn will reduce operating costs that will lead to delivering a better quality of services to Mayor/Council, City staff, citizens and businesses. With CCM's leading edge technologies of data capture, collaboration, business process management/workflow and security technology (i.e. digital signatures) the need for handling paper will be virtually eliminated during the normal course of City business.

Giving up those agenda packet binders, personal paper files and individual paper on to an automated online process will require workplace behavioral changes. Understanding is the first step towards embracing change and creating excitement and this change has to start at the top in order to be accepted and embraced downward. With CCM the City can reduce waste, maximize efficiency, increase transparency, and simplify operations that will create both cost savings and environmental benefits.

In 2007 during a period of major change within the City, the Mayor and City Council adopted the City's first Sustainability Master Plan, eCaps was in its infancy, budget cutting measures were being investigated, and the first talk of possible staff reductions permeated throughout City departments. One of the Business Transformation Processes, the Citywide Content Management (CCM) project was funded by the passage of Resolution 2007-813 that recognized the CCM project as a cost effective means of supporting the City leader's directives.

### **Policy Considerations:**

In January 2009 API No. 57 was implemented to provide City staff with clear and consistent instructions on how to operate in a sustainable manner consistent with the Mayor and Council adopted Sustainable Operations Policy (an action item in the 2008 Sustainability Implementation Plan).

Specifically, the API established instructions in section 4 for an *Electronic Storage of Files Policy* and *Electronic Dissemination of Documents* which don't consider the ECM technologies that go far beyond what was known at the time the instructions were prepared.

- CCM will capture documents from any office location at the point of origin instantly, accurately and cost effectively.
- CCM will enable authorized users across the city to retrieve, view and use document images within minutes of being scanned or electronically entered into the system from any office location.
- CCM will allow staff to scan, index and insert document images into the system from their desktops.
- CCM will reduce cycle times, error rates and the occurrence of lost documents.
- CCM will increase productivity through project collaboration and Business Process Management (BPM)/workflows; thus, enhancing the City's services to constituents.

By maximizing the ECM technologies of CCM, the use of paper (estimated at 50,000 reams annually) will be virtually eliminated instead of its cost being reduced to only 50% as expressed in the API. Further, the need for high-end copiers in every department with the toner, ink, staff and maintenance fees that support them will be greatly reduced to those areas with a cost justified need.

**Sustainability Considerations:**

Using CCM to reduce even 80% of the estimated 50,000 reams of paper used by the city (Department of General Services estimate) would yield the following annual cost and environmental savings:

- 40,000 reams (30% recycled copy paper) @ \$5.00 = \$200,000
- 2,399.52 fewer trees used to produce paper
- 528,000 gallons less water per year used to process paper
- 300,000 kWh per year less electricity used to produce paper
- 4,440 fewer pounds per year of air pollution emitted
- 132 fewer tons of CO2 per year emitted to process paper

Also through the use of online project collaboration and automated business process management/workflows the city will also be reducing:

Facility space – eliminating paper filing systems and paper storage areas will save on energy consumption for heating, lighting, and humidity control of the space.

Offsite Storage – eliminating the need to store paper documents offsite will cut down on traffic and emissions from not having trucks and autos going back and forth to Iron Mountain delivering and retrieving files.

Traffic – eliminates the need for interoffice delivery or travel to a City office to retrieve a document; and cuts down on the need for meetings just to share documents. Actually this could lead to telecommuting for some positions, eliminating those autos off the road several times per week all together.

Emissions and Carbon footprint – less cars on the road means reduced CO2 emissions which result in cleaner air.

Use of gasoline – with gas prices high and rising again, employees, citizens and outside businesses will use less gasoline thus reducing our dependence on oil.

**Environmental Considerations:** None.

**Commission/Committee Action:** None.

**Financial Considerations:**

The initial funding of CCM covered the:

- 1) Implementation of Citywide records management policies.
- 2) Assessment of citywide needs and development of a high-level strategy
- 3) Implementation of CCM in pilot (City Clerk and HR) departments

With the ECM infrastructure already in place the only cost to departments moving forward will be a yearly distributed digital storage, scanning and technical maintenance fee that considers the *individual department's cost savings* as weighed against the proposed maintenance fee model.

Two major hard cost savings will be the 80% savings on the 50,000 reams of paper at \$200,000 per year, plus savings from continued offsite storage fees that have increased approximately 26% per year over the last 3 fiscal years will.

2007	\$67,472
2008	\$92,516
2009-2010	\$126,398

**Emerging Small Business Development (ESBD):** Not Applicable

Respectfully Submitted by:   
 Shirley, Concolino, City Clerk

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**ATTACHMENT 1****BACKGROUND**

In 2005 the Chief Information Officer presented to the Mayor and Council the need for a Business Transformation policy to assess the City's information management needs to support the adoption of Mayor/Council directives. The Project Steering Committee selected a consultant firm, ThirdWave, to perform the assessment and develop a high-level strategic plan. After conducting working sessions, workshops and user surveys with forty-five (45) City business units the consultants for capturing, managing, storing, and delivering the city's content efficiently and cost effectively. The plan consisted of developing a comprehensive RFP that was used to launch an extension search for an Enterprise Content Management (ECM) platform, including exhaustive site visits by a cross-section of city employees.

**CCM Project Steering Committee**

Shirley Concolino	City Clerk, <i>Executive Sponsor</i>
Geri Hamby	Human Resources Director, <i>Executive Sponsor</i>
Cassandra Jennings	Acting CIO and ACM, Information Technology
Sandra Haslin	IT Manager - Applications
Karl Rosander	IT Manager – Technical Support Services
Craig Lymus	Procurement Specialist - Procurement

The recommendation and search culminated in 2007 with the purchase of EMC's Documentum (ECM) product and the hiring of four (4) experienced resources to manage and implement CCM.

**CCM Team**

Wendy Klock-Johnson	CitywideRecords Manager	Project Management / Records Management / Retention Policies
Marian Love	IT Supervisor	Project Management / Records Management Deployment
Jaswinder Saini	IT Principal Developer	Infrastructure / Business Process Management/Workflows
Mrudul Sadanandan	IT Principal Developer	Data Capture / Storage / Delivery

The City Clerk's Office and Human Resources Department were chosen as pilots because both create and manage high volumes of documents, and are responsible for processes that involve staff citywide. They were also chosen because they are on the opposite spectrum of records management policies; City Clerk documents are open to the public while Human Resources records have the strictest security access controls. By implementing these departments the infrastructure would be put to the test before rolling it out citywide.

## CURRENT STATUS

### ***Capture/Storage/Delivery:***

The first step in building a sustainable, efficient system is to eliminate paper files clogging the City's file rooms, office/cubicle space, old servers and outdated software with costly maintenance fees to support and offsite storage - Iron Mountain. CCM through the EMC ECM technologies employ sophisticated capture, store and delivery processes:

#### Documents Currently Available for search and retrieval

- 25,800 Contracts back to early 1990's
- 5,900 Minutes back to 1921
- 6916 Ordinances back to 1921
- 64,901 Resolutions back 1921
- 12,900 Staff Reports back to 2000
- 5,929 City Treasurer administrative docs back to 1991
- 451,885 CDD permits and supporting documents
- 

#### Documents currently being prepped and converted:

- 136,500 HR Benefits/Retirement, Employment & Classification and Risk
- 1.5 Million Payroll documents stored on an old server ready to be decommissioned
- 96 boxes of HR Risk Medical files from brought back from Iron Mountain
- 2000 CDs containing old plans and spec sheets
- Continued backfile of Council staff reports

To cut cost and support the Mayor's initiative to help city youth, the backfile prepping and scanning is being performed by college students managed through the *Community College Foundation*.

The *CalWorks* program has provided workers to assist with document prepping which in turn is providing valuable work experience for the participants.

**Business Process Management (BPM)/workflows:**

Streamlining citywide business processes through automated workflows and electronic approval or digital signatures when required will create City staff efficiencies that lead to delivering quality services to both internal and external customers.

**In Development:**

- Automated Public Request Act (PRA) Management Workflow – Public
- Automated Agenda Management Workflow – Citywide involvement
- HR Document Request Workflow – Citywide involvement
- Automated New Hire/Rehire Personnel Action Request Workflow – Citywide involvement
- Automated SCERS/PERS Retirement Workflows – Citywide involvement

**In Use:**

- Bid In-Take Process – City Clerk/Public
- Contract Insurance Certificate Notification Process – HR Risk Management.
- Automated Rental Housing Inspection Program Intake File Distribution – Code Enforcement

**Collaboration:**

Citywide use of the CCM collaboration tool – eRoom is already creating efficiencies and environmental savings. Currently there are 20 eRooms in use:

<b>Alley Activation:</b> A central repository for photos and reference materials for City of Sacramento staff regarding alley development.	Development Services
<b>Budget –FY201:</b> All documents relative to the FY2011 budget process.	Finance
<b>Cashiering Upgrade Project:</b> An upgrade to the City’s “Class” system that will provide integrated cashiering functionality (POS) in designated City departments and facilities.	IT, Parks and Recreation, Finance
<b>Climate Action Plan:</b> The development of a comprehensive plan to reduce the city’s greenhouse gas emissions from 1) the City’s internal operations 2) community-wide sources. The plan will include an inventory of GHG emissions for the baseline year of 2005, a forecast of future emissions under “business as usual” conditions, and strategies and specific actions for reducing emissions to target levels and for adapting to climate change.	CDD, DGS, Utilities, DOT, Parks, CC&L, and others

<b>Conflict of Interest Code Review and Filing:</b> Resource for City Departments for Conflict of Interest Code Review and Annual Filings.	City Clerk's Office
<b>Council District 3:</b> Organization of files for management and constituent communications.	Steve Cohn's staff
<b>Council District 4:</b> Organization of files for management and constituent communications.	Robert Fong's staff
<b>Database Administrators:</b> DBA Initiatives and Major Tasks.	Information Technology
<b>DPR Tech Team:</b> Track various projects being worked on by the team.	Parks and Recreation
<b>ePacket:</b> Electronic Bookmarked City Council Agenda, Reports and Unexecuted Contracts.	City Clerk's Office
<b>Fleet Management FY10 Projects:</b> Tracking of all Fleet Management's FY10 projects	General Services
<b>Fleet Management M5 Upgrade:</b> Project consists of a full implementation and upgrade of Fleet Division's asset management system to a web-based system.	General Services
<b>Mayor and Council:</b> Organization of files for management and constituent communications.	Operations Manager
<b>My CalPERS:</b> This project is intended to deliver the new calPERS XML file from PeopleSoft.	Information Technology - eCaps
<b>Park Safety Technology Task Force:</b> A team assigned to examine and implement physical and electronic security in City parks.	Parks and Recreations
<b>Peoplesoft Time and Labor:</b> This project is intended to redesign the Time and Labor Module of Peoplesoft HCM.	Information Technology - eCaps
<b>River District Specific Plan:</b> The Specific Plan will include land use, infrastructure, and circulation studies, along with a finance plan, urban design guidelines, and an update to the Richards Boulevard Special Planning District (SPD).	Development Services
<b>Technology Advisory Committee (TAC)</b>	TAC Leadership
<b>Water Meter Reading Automation System:</b> Implement and deploy a hybrid solution for full automation of the Department of Utilities' water meter reading process.	Department of Utilities, Ferguson Waterworks, Datamatic
<b>Youth of the Month Initiative:</b> A process that allows youth nominations to be submitted through an external website and workflowed through deciding upon the Youth of the month.	Youth Development Department

### **Future Plans**

In preparation for citywide implementation, the CCM Project Steering Committee will make the final decision as to which project will be done next based on its high-volume/high-use document storage and numerous document-dependent business processes (workflows). The following meet the criteria:

- Invoice Processing
- Contract Processing
- Project Delivery Process
- Plan Review Process

In an effort to streamline the process of reducing the enormous citywide paper filing systems, documentation to support the establishment of centralized scanning stations to provide assistance to departments performing backfile and day-forward scanning will be presented.

Department staff contact the CCM Team daily to discuss how the system can help them save resource time in searching, retrieving, copying, scanning, and filing documents through old methods that frustrate city staff and in turn reduces the service level provided to internal and external customers.

Mayor and Councilmember use and support of CCM is appreciated and help establish best practices for not only the City of Sacramento but other cities as well.