



MEETING DATE: 8/21/06

ITEM NO: 3

COUNCIL AGENDA REPORT

DATE: AUGUST 15, 2006

TO: MAYOR AND TOWN COUNCIL

FROM: DEBRA J. FIGONE, TOWN MANAGER

SUBJECT: APPROVE UPGRADES TO COMMUNITY DEVELOPMENT DEPARTMENT PERMIT TRACKING SYSTEM.

- A. AUTHORIZE THE TOWN MANAGER TO ENTER INTO AGREEMENTS WITH ACCELA, INC. AND ATTEVO, INC. TO UPGRADE THE COMMUNITY DEVELOPMENT DEPARTMENTS PERMIT TRACKING SYSTEM.
- B. AUTHORIZE BUDGET ADJUSTMENT IN THE AMOUNT OF \$294,300 FOR THE ACCELA AUTOMATION UPGRADE PROJECT, FUNDED BY ALLOCATING \$168,710 FROM THE TOWN'S GENERAL FUND RESERVE FOR FUTURE CAPITAL PROJECTS AND \$125,590 FROM THE TOWN'S MANAGEMENT INFORMATION SYSTEMS FUND BALANCE RESERVES.

RECOMMENDATION:

1. Authorize the Town Manager to enter into agreements with Accela, Inc. and Attevo, Inc. to upgrade the Community Development Departments permit tracking system.
2. Authorize budget adjustment in the amount of \$294,300 for the Accela Automation upgrade project, funded by allocating \$168,710 from the Town's General Fund Reserve for Future Capital Projects and \$125,590 from the Town's Management Information Systems fund balance reserves.

BACKGROUND:

In early 2005, the Community Development Department began evaluating possible enhancements to the Department's existing permit tracking system to achieve the following goals:

PREPARED BY: Bud N. Lortz
Director of Community Development

N:\DEV\CNCLRPTS\2006\Permit System Upgrade 082106.doc

Reviewed by: PSD Assistant Town Manager ak Town Attorney
 Clerk Administrator sc Finance ✓ Community Development

- Implementation of online services, including online access to permit tracking system
- Implementation of online permitting for basic building permits, as advocated by Joint Venture: Silicon Valley's Smart Permit project.
- Increased workflow automation
- Implementation of combination building permits
- Enhanced management information such as monitoring of caseloads, permit activity, and project status.

Upgrades to the Community Development Department permit tracking software will allow customers to view permit information, conduct permit searches, and schedule inspections over the Internet. In addition, customers will be able submit, pay, obtain permits and schedule inspections for simple building permit entirely online. Staff anticipates that 8 to 12 types of permits could be issued online.

Community Development Department currently uses PERMITS Plus software by Accela for its permit tracking. To fulfill the goals listed above, staff originally intended to purchase additional software modules for the existing system. Staff discovered two key issues during its analysis that led to a different approach. First, Accela is phasing out the PERMITS Plus software and within two years will no longer fully support or upgrade the software. Second, staff was concerned about investing funds into a soon-to-be-outdated system that would eventually need replacement. These two issues led staff to investigate a replacement of the permit system.

DISCUSSION:

Staff reviewed multiple permit software companies, including the Town's current vendor, to obtain the most reliable, cost effective and user-friendly system that met staff goals. Staff evaluated Accela, GovPartner, and Pentamation. Each software package will be briefly discussed below.

Pentamation--eCommunityPLUS:

- Advantages:

Pentamation is the same vendor that that the Finance Department uses for its software. Pentamation has indicated that it would provide the Town with an attractive price for the eCommunityPlus software.

- Disadvantages:

The Pentamation financial module is very strong and is well-regarded. However, their building and planning modules do not offer the features that meet the Town's requirements. The software does not currently provide full web access and online permitting. Staff determined that the planning permit module has limited capabilities, a cumbersome interface and does not enhance the Community Development Department's project monitoring as

desired. Currently only two cities in California are using the eCommunity Plus software. Staff reviewed its findings with these two cities and the current users concur with staff's conclusions.

GovPartner--Community Development Partner:

▪ Advantages:

The current version of the GovPartner software evolved from a system that was endorsed by Joint Venture: Silicon Valley and originally developed by the City of Sunnyvale. Sunnyvale licensed the technology to GovPartner. The system is fully web-capable and GovPartner is offering attractive pricing to increase market share.

▪ Disadvantages:

Community Development Partner has evolved to the point that it is substantially different from the original Sunnyvale software. The current version was recently released and is essentially still in a beta form. The software is now based on a permit process that is substantially different than processes used by Northern California cities and would require substantial customization to implement in Los Gatos. GovPartner was unable to demonstrate an implementation similar to Los Gatos.

Accela—Accela Automation:

▪ Advantages:

Accela Automation fulfills all of the Town's requirements listed above and is Community Development Department's current vendor. The advantages are as follows:

- Strong building and planning permit modules
- Web access and online permitting capabilities are well-established
- Based on a Joint Venture: Silicon Valley endorsed system
- Over 100 installations in California
- Ease of data migration from Community Development Department's existing Accela system

▪ Disadvantages:

Accela originally did not impress staff with its responsiveness during implementations at smaller jurisdictions such as Los Gatos. Staff discussed its concerns with Accela. In response, Accela proposed to team with Attevo, an Accela partner, to implement the software. Attevo is a software installation specialist that will provide project management, data conversion, implementation, documentation, testing and training services. Attevo

would bring the knowledge and ability necessary to ensure a smooth implementation of Accela Automation software.

Through negotiations with Accela and Attevo, staff has reduced the project costs from \$325,000 to roughly \$250,580. Total implementation cost would be \$294,297, including a project contingency of \$23,717 and an estimated hardware cost of \$20,000. Staff and Attevo estimate a four to five-month schedule from the start of the project to launch of the new software system.

CONCLUSION:

Staff believes the upgrade to Accela Automation will improve the Community Development Department permit process, improve management information capabilities, and improve customer service through web access and online permitting. Attevo and Accela have collaborated to submit a proposal that fully meet the Community Development Department's goals and provides for installation, data conversion and staff training on the new software. Staff recommends that Council authorize the Town Manager to enter into agreements with Accela and Attevo for upgrades to the Community Development Department permit tracking system. The agreements are currently being reviewed. When finalized, the Town Manager will execute the agreements as authorized by Council through approval of this item.

FISCAL IMPACT:

Total cost for the Accela Automation upgrade project is \$294,300. Funds are available from the Town's General Fund Reserve for Future Year's Capital Projects (\$168,710) and from the Town's Management Information Systems Fund (\$125,590) consisting of \$94,690 from permit tracking fees levied on planning and building permits and \$30,900 set aside for annual computer replacements.

Attachments:

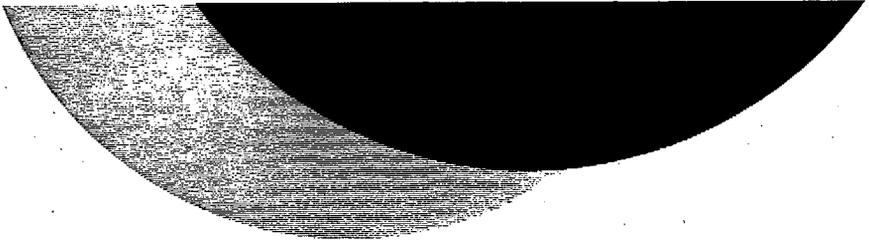
1. Presentation on upgrade of the Community Development Departments permit tracking system
2. Attevo Statement of Work for migration to Accela Automation

Distribution:

John Schneider, Attevo, Inc., 129 Hillbrook Drive, Los Gatos, CA 95032
Kindra Helm, Attevo, Inc., 1940 E. 6th Street, Suite 200, Cleveland, OH 44114

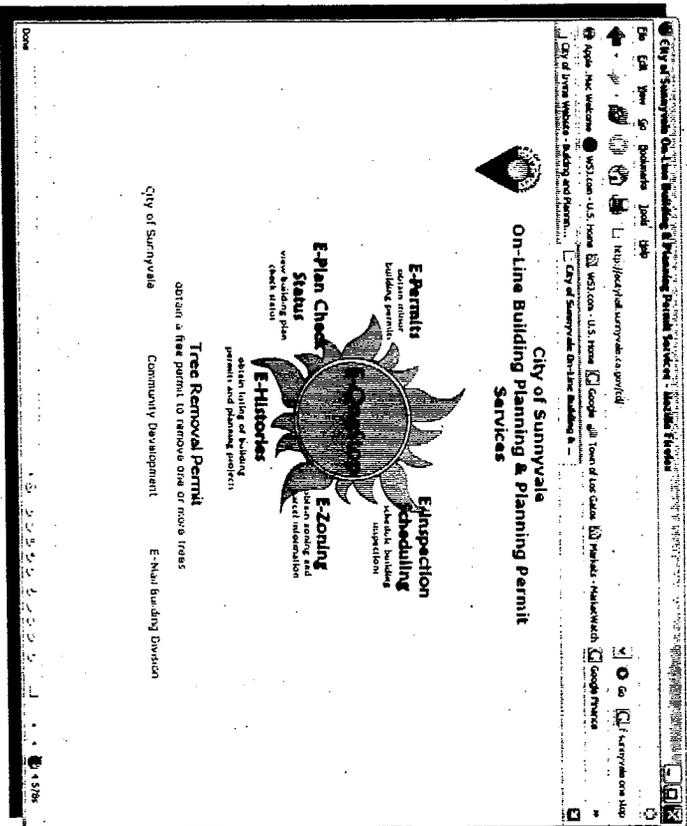
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Community Development Department
Web Permitting System Project
August 2006



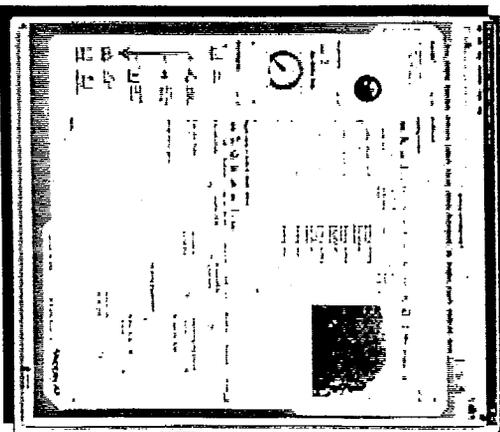
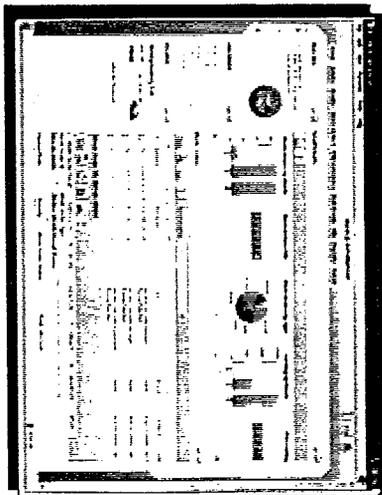
Project Goals (continued)

- Provide JV:SV Smart Permit services
 - Make services easily accessible
 - Permit history
 - Check status of permits
 - Obtain building permits online
 - Faster customer service



Project Goals (continued)

- Enhanced management information
 - Monitoring of caseloads
 - Permit activity
 - Status of projects



Permit Systems Reviewed

- Pentamation-eCommunityPLUS
- Joint Venture: Silicon Valley endorsed systems:
 - GovPartner-CommunityDevelopmentPartner
 - Accela-Accela Automation



Pentamation eCommunityPLUS

eCommunityPLUS+ for Windows

- Advantages
 - Same vendor as Finance system
 - Value
 - Web access
- Disadvantages
 - Very few implementations in California
 - Feedback from Yuba City and Gilroy
 - Planning module very poor
 - Upgraded version not available until mid-2007
 - Not tested

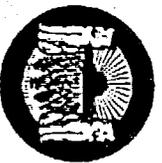


GovPartner

Community Development Partner



- Advantages
 - Based on JV:SV endorsed system
 - Sunnyvale/Mountain View system
 - Web permitting
 - Value
 - Aggressive pricing to increase market share
 - Newly upgraded to .NET platform
- Disadvantages
 - Current system still in beta
 - Needs substantial customization
 - Difficulties in Los Altos and Mountain View



Accela/Attevo

Accela Automation



- Advantages
 - Based on JV:SV endorsed system
 - Numerous implementations
 - Over 100 in California
 - Town's current vendor
 - Web permitting
 - .NET platform
- Disadvantages
 - Higher cost
 - Responsiveness during implementation
- Partnership with Attevo
 - Issues addressed through partnership
 - Certified Accela partner/installer



Agency Hosted vs. ASP System

○ Summary:

- Upfront costs vs. annual fees
- Ownership of data
- Program speed
 - Latency issue
 - Data transfer

○ Cost Comparison:

- Agency hosting costs \$70,000 to \$90,000 more to implement
- Agency hosting costs \$18,000 to \$30,000 less in annual fees
- Agency hosting break-even: 3.2 to 3.8 years



Project Costs

Software and Implementation	\$250,580
Servers	\$20,000
Total	\$270,580
Contingency	\$23,717
Total Project Cost	\$294,297

Software and Implementation	\$209,000
Servers	\$20,000
Total	\$229,000
10% contingency	\$22,900
Total Project Cost	\$251,900

Funding	
Permit tracking & replacement funds	\$125,614
Fund Balance Reserve	\$168,683
Total Funding	\$294,297

Funding	
Permit tracking & replacement funds	\$136,677
Fund Balance Reserve	\$115,223
Total Funding	\$251,900

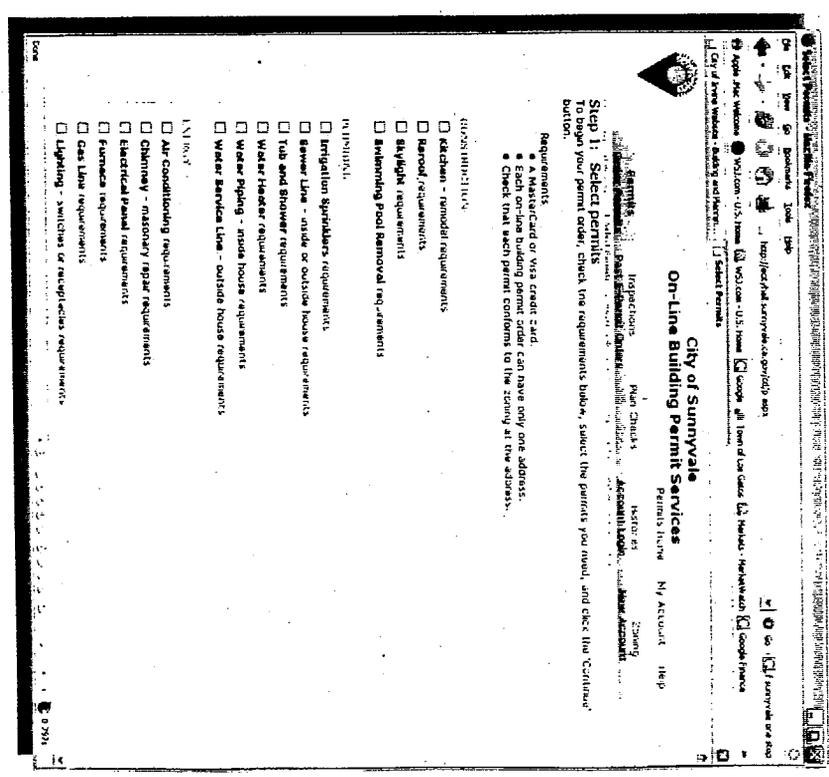
Annual Maintenance cost	\$22,677
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Annual Maintenance cost	\$19,000
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Web Permitting

- Offer 8 to 12 simple building permits
- Reroofs
- Water heaters
- Service lines
- Bathroom remodels
- Requires CDD merchant account



Recommendation

- Recommend Accela Automation
 - Installation by Attevo
 - Current vendor
 - High quality building and planning modules
 - Proven system
 - Over 100 implementations in California
 - Fastest to “go live”
 - Highest comfort level



Project Summary

- Negotiations with Accela & Attevo:
 - Eliminated Accela service group
 - Partnered with Attevo
 - Reduced costs from \$325,000 to \$263,000
- Schedule:
 - Four to five months: Kick-off to go live
- Goals:
 - Smart Permitting
 - Improved workflow
 - Improved reporting
 - Greater management information



Project Scope

- Summary
 - 43 permit types
 - 12 standard reports
 - Web information
 - Web permits
 - Wireless capability
 - Integration with finance system
 - Full data conversion
 - 40 hours of training
 - 3 new servers (per Chris)
- Future Enhancements





August 4, 2006

ATTN: Anthony Ghioffi & Randal Tsuda
110 E. Main Street
Los Gatos, CA 95030

Dear Anthony & Randy,

ATTEVO, Inc. would like to thank the Town of Los Gatos, California for the opportunity to present a Statement of Work for the 'PERMITS' Plus® migration to Accela Automation™. In this document you will find our proprietary methodology for implementing technology solutions and a Statement of Work containing our solution, specifically tailored for the Town of Los Gatos, including rates for the Design, Configuration and Deployment phases for an Accela Automation™ implementation.

You will also find information on ATTEVO, and learn how we have established ourselves as an emerging technology implementation and services company for municipalities.

At ATTEVO, our consultants maintain a deep understanding of a variety of vertical markets through years of experience building and implementing solutions for our clients. Only when you understand the needs of the clients, their opportunities and their daily challenges can you hold deep understanding of their mission and then provide Experienced-Based™ implementations.

Los Gatos has been using an Accela solution, 'PERMITS' Plus®, for numerous years to automate permitting activities; however, the need to offer the Town a Web-based, enterprise solution that is flexible enough to meet the needs of multiple departments, provide the citizens with on-line access to historical permit data, provide the citizens with the ability to apply for select permits on-line, as well as expand as the community continues to grow requires an upgrade to an enterprise-wide e-Government solution like Accela Automation™.

We would like you to consider ATTEVO as your partner both for this system implementation and going forward where we will be there to help you with your technology needs.

Thank you for the opportunity to present our company and our solution. If you have questions prior to our meeting on May 10 please contact us at the following:

Kindra Helm
440.724.9922
khelm@attevo.com

John Schneider
408.203.7891
jschneider@attevo.com

Sincerely,

Kindra Helm & John Schneider
ATTEVO, Inc.
www.attevo.com



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1 Distribution History

Date	Distribution	Comments
5/8/06	Randal Tsuda & Anthony Ghioffi	Statement of Work Delivery
		<p>Per the SOW Review meeting on 5/10, the following revisions were made to the SOW:</p> <ul style="list-style-type: none"> • Data Conversion (<u>Section 3.1.7</u>) effort has been increased to include an outbound interface to the Los Gatos Financial System. • Data Conversion fees (<u>Section 3.3</u>) were increased approximately 60 hours to include the level of effort to create an outbound interface to the Financial System.
5/10/06	Randal Tsuda & Anthony Ghioffi	
		<ul style="list-style-type: none"> • The scope of the reports has been reduced to 12 total reports. This change is reflected in the following sections: <ul style="list-style-type: none"> ○ <u>Scope: Reports</u> ○ <u>Fees for Services</u>
5/24/06	Randal Tsuda & Anthony Ghioffi	
		<p>SOW has been modified to reflect the ATTEVO's optional installation costs for Accela Automation and Citizens Access. This change is reflected in the <u>Project Installation & System Setup</u> section</p>
6/7/06	Randal Tsuda & Anthony Ghioffi	
		<ul style="list-style-type: none"> • Reduced level of effort for support from 4 weeks to 1 week as requested • Reduced data conversion level of effort by 4 days to reflect removal of requirement to convert Sierra system legacy data • SOW modified to add two additional weeks of effort as an initial estimate of effort required to upgrade the batch link to the Pentamation financial system to a live link.
8/4/06	Randal Tsuda & Anthony Ghioffi	



1 ATTEVO Company Profile

1.1 ATTEVO Management

The key executives on ATTEVO's Management Team have extensive backgrounds in professional services, and have all seen success in entrepreneurial endeavors as well. Below is a brief biography of each individual:

C. David Snyder – President and CEO

As President and Chief Executive Officer, Dave is responsible for the strategic direction and management of the Firm. He has held similar positions with Acero, Inc., Snyder International Brewing Group, and Realogic, Inc. Realogic, a highly successful technology consultancy operating in the mid- to late-90's, grew to more than 400 people before being acquired in 1998. Operating in 9 offices internationally, Realogic established a reputation as a premier firm in such industries as financial services, manufacturing, legal services, and consumer products. Dave also has served in leadership positions at Coopers & Lybrand, Grant Thornton and Arthur Andersen (now Accenture).

Dave is a cum Laude graduate of Ohio University's College of Business and currently serves on the University's Board Of Trustees, Foundation Board and College of Business Executive Advisory Board. He also has served on the Boards of Directors for several commercial enterprises.

Joseph K. Burmester – Vice President and Chief Financial Officer

Joe is responsible for both the financial and field operations activities of ATTEVO. He has been a Vice President with Acero, Arsenal Digital Solutions, and Computer Associates and a co-Founder of fileFrenzy, an online content management company. As a Vice President with Realogic, Joe was responsible for the development of the Workgroup Computing consulting practice and ran the Southern region of the Firm. He also served as Vice President for Integral Systems, was the Partner-in-Charge of the Technology consulting practice for KPMG in the St. Louis region, and was Senior Vice President – Operations for Capital American Life Insurance Company. Mr. Burmester began his technology career with Accenture, Ltd. (formerly Arthur Andersen & Co.) after serving three years as a full-time Instructor in Statistics on the faculty of Bowling Green State University in Ohio.

Mr. Burmester holds a Bachelor of Science degree in Mathematics from Bowling Green State University, a Masters in Business Administration with emphasis in Finance and Statistics from Bowling Green State University and is a Certified Public Accountant and Certified Systems Professional.

John Schneider – Director Western U.S

John is responsible for the development and management of the Western U.S. Region and management of ATTEVO's partner relationships. John brings 8 years experience in the biotech/pharma/healthcare industries developing and deploying



workflow, EII and analytical applications. He has also spent 15 years developing and deploying application development platforms and has significant industry experience in product lifecycle development, product portfolio governance and software technology development.

Previously, John has been a Vice President with VitraBioscience, GE Healthcare, Amersham BioSciences and VZCorp and has multiple experiences in both startup and global corporations. During his career he has started and built three separate development groups and has run corporate business development and marketing teams.

John holds a Bachelor of Science degree in Engineering from Columbia University

Kindra Helm – e-Government & Accela Practice Leader

Kindra Helm serves as the Practice Leader for ATTEVO's e-Government and Accela line of business. From ATTEVO's inception, ATTEVO has formed a proven track record for on time and on budget implementations for the Accela suite of products. Municipalities throughout the US have requested ATTEVO's services for e-Government solutions and include the following: Albuquerque, New Mexico, Omaha, Nebraska, Fort Collins, Colorado and Miami Dade County, Florida, Southern Florida, Napa County, California and Onslow County, North Carolina.

Prior to joining ATTEVO, Ms. Helm successfully lead large scale (\$1M+) implementations and worked in numerous facets of technology including program and project management, application design, report and database development, business process re-engineering and Enterprise Incentive Management (EIM).

Kindra is a cum laude graduate of Ohio University's College of Business and serves as a member of the MIS Advisory Board.



1.2 ATTEVO Overview

The ATTEVO Premise - The art of the positive

We believe that contemporary and emerging technologies should be used to create positive experiences between our clients' enterprises and their various "customers" (customers, prospects, partners, employees and all that have a vested interest in the enterprise).

The sum total of the positive experiences a "customer" has with the enterprise desirably impacts his or her convictions or beliefs towards the enterprise.

The stronger the customer convictions, the stronger the relationships will be between the enterprise and the customer.

The more robust the relationships, the stronger the bond (loyalty) will be between individuals and the enterprise.

This loyalty maximizes the enterprise's IT investment and creates value for the enterprise.

We are convinced that IT departments and other corporate entities that leverage ATTEVO's Experienced-Based™ methodology can become an even more integral part in creating wealth for their enterprise.

The ATTEVO Perspective

We believe that the needs of the "customer" generate information technology needs.

We know our clients by knowing their customers, prospects, partners, employees and all that have a vested interest in the enterprise. This is where our solutions start and ultimately end. Our proprietary Experienced-Based™ processes are our enablers.

We make every effort to continually understand the issues, opportunities and challenges that face our clients' markets AND the markets they serve.

We are business people first. We continually look for ways to add value to our clients' business. By adding value to their business we add value to ours.

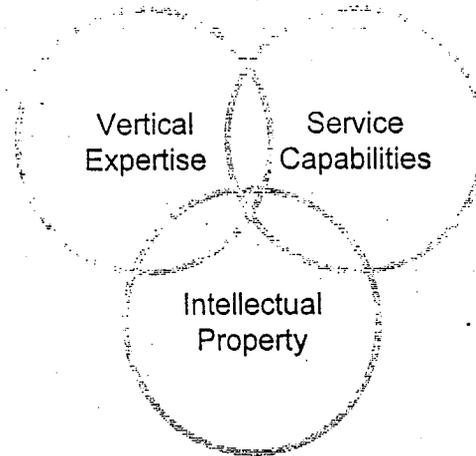
We reward our people by empowering them to build career capital, personal wealth and life-long friendships in an open and nurturing environment.



1.3 Practice Model

ATTEVO has defined a practice model within our consultancy which grows as we evolve. Over time, the various geographies in which we operate, industry areas in which we focus, services we offer and intellectual property we develop will mature, driven by our Experience-Based™ approach.

The following diagram illustrates the Practice Model as currently defined.



Vertical Expertise	Service Capabilities	Intellectual Property
<ul style="list-style-type: none">•Public Sector•Financial Services•Health Sciences•Consumer Products•Technology•Commercial	<ul style="list-style-type: none">•Strategy•Planning•Implementation•Custom Software•Data Services•Customer Tech Centers•Managed Services	<ul style="list-style-type: none">•Tools & Objects•CBTs•Integration Tools•Methods & Procedures•Practice Aids•Industry Object Models•Other IP

This Practice Model is not intended to limit the scope of ATTEVO's vertical expertise, services or intellectual property offerings. Rather, it summarizes the current strategies of the Firm and helps to highlight areas in which our organic growth can be supplemented with strategic acquisitions.



1.3.1 Proprietary Methodologies

ATTEVO will utilize *Experience-Based™* methodologies for this engagement recognizing the aggressive schedule, systems integration and management of vendor staff which is critical to success. Our experience has proven our best practices, and the application of those practices to managing IT projects cannot be done without the steadfast, practical and functional approach. People, processes, data and systems must align with the goals of the overall project and only professionals whom have seen multiple scenarios for implementing Accela Automation™ have the knowledge to make best judgments and decisions that will ultimately define the success of the project.

1.3.2 ATTEVO Services

**Experienced- Based™
Strategy Planning**

We believe that the needs of our clients and our clients' customers generate information technology requirements. Basing our work in this collective environment of experiences is what we refer to as "Experienced-Based™" consulting.

**Experienced-Based™
Implementation**

We know our clients by knowing the needs of their customers, partners, employees and all that have a vested interest in their enterprise. This is where our strategies start and end.

**Experienced-Based™
Support**

ATTEVO consultants help identify those needs and then align them with business and technology goals to create a durable bond between our clients and their customers. These durable customer bonds are the foundation for wealth creation for our client's enterprise using contemporary and emerging technology.

Following are representative services that ATTEVO provides our clients. Other service offerings are identified regularly through our Experienced-Based™ approach.



1.3.3 ATTEVO Practice Areas

Experienced-Based™ Strategy & Planning

- Brand Strategy
- Business Application Planning
- E-Business & Web Strategy
- Enterprise Architecture Planning
- Industry Business Process Consulting
- Customer-Centered IT & Application Strategy
- Mobility Planning
- Security Strategies
- Communication Strategy
- Data Management Strategy

Experienced-Based™ Implementation

- Business Intelligence
- Business Process Redesign
- Content Management
- Customer Relationship Management
- E-Business & Web Solutions
- Enterprise Architecture & Integration
- Application Implementation
- Data Management and Migration
- Software Development
- Communication Management
- Security and Authentication Implementation
- Mobile & Wireless Applications and Middleware

Experienced-Based™ Support

- Application Management Services
- Outsourcing Services
- Technology Migration Support
- Network Management
- Support Center Management
- Portfolio Management



1.3.4 Attevo Client Experiences

ATTEVO consultants have amassed a wealth of experience with a variety of clients over many years. Noted below are representative clients with whom ATTEVO personnel have engaged. Those indicated with an asterisk (*) are clients of ATTEVO.

Technology

3Com
AT&T
British Telecom
Computer Associates*
Excel Logistics
IBM
LOGOS
Communications*
Manugistics
Microsoft
PacBell (SBC)
PSC Corporation*
Telxon

Consumer Products

Altanus USA*
Alisa Designs*
American Greetings*
Anthony & Sylvan Pools
Aquapools*
Arhaus Furniture
Chrysler
EccoBella Botanicals*
Goodyear
Hershey
Kraft
Levi Strauss
Nestle
Sealy
Sherwin-Williams
The Gap
The J.M. Smucker
Company
Toyota
Wal-Mart**

Public Sector

City of Albuquerque*
City of Cleveland*
City of Fort Collins*
City of Omaha*
Miami - Dade County*
South Florida Water-
Management District*
Napa County, CA*
Los Angeles County, CA*
Onslow County, NC*
United States Army*

Financial Services

Aetna
American Express
Bank of America
Citicorp
Dreyfus
Franklin/Templeton Funds
KeyBank
MetLife
National City Bank
Nationwide
Progressive Insurance
Visa International
Wells Fargo

Manufacturing

Airbus Industries
Applied Materials
BFGoodrich
Bioproducts, Inc.
BP Oil
Consolidated Natural
Gas
Delphi Corporation
General Electric
Lockheed-Martin
Owens Corning
Sherwin-Williams- I&M
Sherwin-Williams- CC
Wellman Products*

Other Commercial

Accela*
Accenture
Cardinal Health*
Bell Atlantic NYNEX
Breeders.net*
Ernst & Young
FedEx
Harris InfoSource
International Survey
Research
Marriott
Medical Litigation
Services*
OE Connection
ProQuest Automotive
United States Postal
Service
The Hendler Law Firm*
TNT Express Worldwide



1.3.5 e-Government Practice

ATTEVO works with state and local government clients to assist with the increasing demand for improved citizen's access and the performance of government agencies through the effective application of information technology. Working with our clients on Digital Community Strategies, ATTEVO's collective knowledge and experience have helped government officials meet these challenges including areas of; strategic planning, workforce planning, customer relationship management, change management and business process improvement expertise.

We specialize in the implementation of a variety of Software Solutions including e-Government enterprise-wide solutions. As a certified partner of Accela, ATTEVO is dedicated to the on-going success of the e-Government practice and works closely with Accela throughout all engagements to ensure the customer's best interest is always paramount.

1.3.6 Methodology

IT implementations are as unique as each of our client's needs, but all successful implementations share fundamental best practices which ATTEVO has cultivated over many engagements in many practice areas. Our methodology is based on the following:

- **Quality Assurance & Quality Control**
 - An ATTEVO requirement throughout the life of the project
 - Accountability: Enforce Ownership
 - Visibility: Project Updates, Issues, Milestones, Progress
- **Project Governance & Scope**
 - Scope is defined early, constantly monitored and closely managed through Project Governance that is inclusive of all of the stakeholders
- **Risk Management**
 - A Risk Management Plan is implemented at Project Initiation
 - Approach all project "surprises" with honesty, clarity and determination to get things back on track
 - Continue to put the right people in the right roles for successful solutions.
- **Communication**
 - A Communication Plan is agreed to at project initiation to facilitate project management and project governance
 - Communication is clear, honest and based on quantifiable measurements
- **Change Management**
 - Change Management Discipline is core to quality, scope and risk management and essential to accurate communication



- A Change Management Plan for all work products is put in place at project initiation.
- All project participants adhered to Change Management Discipline throughout life of project
- **Training and Education**
 - ATTEVO works with our clients to help them become self-sufficient in their new adopted technologies, processes and best practices



2 Services Terms & Conditions

Project Name: ATTEVO Accela Automation™ Implementation for the Town of Los Gatos

This Statement of Work comprises the total agreement for the described level of effort. Upon execution of this Statement of Work, **ATTEVO, Inc. (ATTEVO)** will provide the project management and technical services described herein.

Until executed by the Town of Los Gatos (Los Gatos), and received by **ATTEVO**, this Statement of Work shall act as a quotation for services and will expire fifteen (15) days from the date of this Statement of Work. Any extensions or changes to this term must be made in writing by **ATTEVO**.

2.1 Scope of Services

The business objective of this Scope of Services is to provide the Town of Los Gatos with a broad understanding of the project management and technical services offered by **ATTEVO** to assist the Town of Los Gatos with an Accela Automation™ implementation.

2.2 Project Exclusions

No specific exclusions will be stated prior to initial meetings with the Town of Los Gatos personnel, and this response is limited to the technologies and implementations identified in the SOW.

2.3 Client Responsibilities

ATTEVO is responsible for the overall management and implementation with the Town of Los Gatos' Accela Automation™ implementation and for working with the Town of Los Gatos to insure that the Los Gatos personnel satisfy the following responsibilities:

- Provide the availability of identified resources knowledgeable of each department's permit/license related applications and associated data structures;
- Provide access to the legacy applications (e.g. 'PERMITS' Plus®) and the data structures for use in our analysis;
- Provide access to the departmental application documentation and the data structures for use in our analysis;
- Make available the Los Gatos Project Sponsor and Project Manager to meet weekly with the **ATTEVO** Team for project status meetings;
- Make available for the project team the necessary office space, office resources such as desks, chairs, conference areas, telephones, remote network access and similar items; computers and software during both normal working hours and extended hours when requested with reasonable lead times, including security access to facilities and necessary technology.



- Provide clerical assistance and the appropriate supplies for the development and publication of any necessary documentation.
- Define an Executive Steering Committee required for issue resolution, change request approvals and scope issues.

2.4 Assumptions

ATTEVO has estimated our effort and provided at this Time and Materials bid for our work based on the following assumptions:

- Physical and electronic access to appropriate data, networks and applications will be provided with minimal delay;
- ATTEVO personnel will have access to project work space and equipment as necessary and are not restricted to weekday, 8 hour per day work times;
- Work effort that may be outside the original scope of the **ATTEVO Statement of Work for the ATTEVO Accela Automation™ Project for the Town of Los Gatos**, or efforts to be performed by personnel other than the **ATTEVO** project team that are not being accomplished on a timely basis, will be documented for review by the Executive Steering Committee. Should the new effort be determined necessary or tasks be reassigned to **ATTEVO** personnel, the Change in Scope will be documented in an Addendum to the **ATTEVO Accela Automation™ Project for the Town of Los Gatos Services Agreement**, including associated fees, for timely approval as described in this **STATEMENT OF WORK**. No additional work will be undertaken without prior consent of Los Gatos.
- The majority of the requirements, development, training, deployment and support work will be performed within the jurisdiction of the Town of Los Gatos. When appropriate off-site development work be authorized.
- Senior **ATTEVO** project management personnel will have direct access to the Town of Los Gatos executives through the monthly Executive Steering Committee meetings for reporting project progress, issue resolution, scope change approval and other communications. In the event of critical issues; the Town of Los Gatos executives will be available on a timely basis for resolution outside the monthly Executive Steering Committee venue.
- Provide materials for printing project-related documentation and training.



2.5 Approach

The Town of Los Gatos, California is currently examining the Accela Automation™ tool as an option to replace the existing 'PERMITS' Plus® system for an enterprise e-Government solution to connect all permitting, planning, inspection, and code enforcement activities under a common database and improve the ability to effectively deliver government services to Los Gatos' citizens.

The ATTEVO project team has been asked by the Town of Los Gatos to provide level of effort estimates for the management and implementation of the project and to supplement technical services when appropriate. ATTEVO will apply our methodology to performing the following services to manage the successful implementation of the following activities from the SOW: project management, consulting, strategic planning, information and requirements gathering, configuration and development, data conversion, report development, documentation, testing and training.

Development and systems integrations for the following departments were identified as the core departments for the successful completion of the Accela Automation™ project: The Community Development Department's Building Division, Planning Division, Code Enforcement and Inspection Services, and the Parks and Public Works Department (PPW).

- The Building Division helps to ensure safe, healthy, and attractive property improvements by facilitating issuance of permits, compliance with codes, policies, guidelines and standards.
- The main objectives of Code Compliance are to enforce the zoning laws, and implement and monitor a sign enforcement program. The Code Compliance Program is designed to educate the public and increase the community's awareness of the Town's zoning and sign regulations. Violations that affect public safety are given the highest priority.
- The main purpose of Planning is to analyze and process all development applications including environmental review, plan check and inspection. The process involves an assessment of a project's consistency and compliance with the Zoning Ordinance, General Plan, Hillside Specific Plan, Town Code and other Town regulations.
- The Parks and Public Works Department (PPW) is responsible for maintaining the Town's public parks, facilities, and infrastructure. The department is comprised of four organizational units: Administration, Engineering and Capital Projects, Parks and Forestry, Streets and Signals.

Each department and activity will be evaluated once the team has begun the process of applying our project management to the Town of Los Gatos' Accela Automation™ project. Each activity will be broken down into manageable tasks using ATTEVO's project management techniques and methodologies.



3 Scope

The Town of Los Gatos' Community Development Department's Building Division, Planning Division, Code Enforcement and Inspection Services, and the Parks and Public Works Department (PPW) are included in the level of effort estimate documented for an Accela Automation™ system. The Accela Automation™ permit system will automate permitting, inspections, workflow, project management, cashiering, complaint tracking, and other critical functions. Approximately 30 total Los Gatos users will have access to Accela Automation™.

Los Gatos has been using an Accela solution, 'PERMITS' Plus®, for numerous years to automate permitting activities; however, the need to offer the Town a Web-based, enterprise solution that is flexible enough to meet the needs of multiple departments, provide the citizens with on-line access to historical permit data, provide the citizens with the ability to apply for select permits on-line, as well as expand as the community continues to grow requires an upgrade to an enterprise-wide e-Government solution like Accela Automation™.

The primary tasks for an Accela Automation™ implementation include the design of the system (e.g. documenting the permit types and reports), configuration and development of the permit applications, data conversion for historical permit records, report development, documentation, UAT (User Acceptance Testing) and end-user and administrator training. A Web-based solution for publishing all historical permit data as well as enabling citizens to submit and receive permits on-line for selected permits will also be included with the Citizens Access solution.

The Accela Automation™ Land Management module tracks and manages all land use and community development activities including permits, building safety, inspections and reviews, zoning, project plans and code enforcement. All of Los Gatos' approved personnel will have access to input data, verify activities, check permit status, and obtain complete parcel information instantly.

Accela Citizen Access enables citizens to access services and complete entire processes on-line 24 hours a day. Citizens Access will allow citizens to review the permit history of an address, parcel or owner, check the status of plans, inspection or project, schedule inspections, apply and pay for permits on-line and printing the completed paperwork (E.g. Permit). Accela Citizen Access allows agencies to interact with their citizens in a more meaningful way by providing on-line access to government services and information.

3.1.1 Permits

Approximately 43 Application Types (CAPS – Case/Application/Permit) have been identified. Agencies typically utilize the same Application Type for multiple permits, licenses and certificates when the functionality is similar. This enables the administrators to more easily maintain the system and streamlines the process for the



end-users. Furthermore, the same workflows are typically used for multiple Application Types to streamline the process and enable better administration and maintenance.

NOTE: A CAP (Case/Application/Permit) refers to an Application (e.g. Permit Application) in Accela Automation™. Applications let your agency gather the information that you need from applicants before issuing a building permit, a business license, or provide any other service. An application typically provides space for the applicant's name and contact information, as well as details about the property or business in question. In addition to serving as an information-gathering framework, applications also help your agency to organize and manage the complex workflow processes, inspection schedules, and payment periods that form the basis of most Daily Activities.

Of the Application Types identified, ATTEVO estimates that only 43 unique Application Types exist. See Appendix: Application Type. The Level of Effort (LOE) estimates presented in this Statement of Work (SOW) are based on the aforementioned assumption.

3.1.2 Citizens Access

Accela Citizen Access enables citizens to access services and complete entire processes on-line 24 hours a day. Citizens Access will allow citizens to review the permit history of an address, parcel or owner, check the status of plans, inspection or project, schedule inspections, apply and pay for permits on-line and print the completed paperwork (E.g. Permit). Accela Citizen Access allows agencies to interact with their citizens in a more meaningful way by providing on-line access to government services and information.

Of the 40 Application Types identified, those where plans or drawings are not required will be configured for Citizens Access.

3.1.3 Event Scripts

Event Manager Scripts allow agencies to make certain alterations or changes to the database based on certain events that occur. For each pre-defined event that is enabled on the Accela Automation™ system, agencies can determine the script that should be run based on that event.

Sample scripts include:

- Verifying that fees have been paid before moving forward with the workflow.
- Automatically assessing fees after an application is submitted
- Updating a workflow task status based on inspection results



Based on the preliminary review of Los Gatos' processes, ATTEVO estimates that only 3 Event Manager Scripts will be required during the implementation. The LOE presented in this Statement of Work (SOW) is based on the aforementioned assumption.

3.1.4 Reports

Approximately 12 reports have been identified as requirements for go-live. Reports include permits, licenses, certificates and analysis reports. See Appendix: Reports.

The LOE estimates presented in this SOW assume that 12 reports will be created using V360 ARW (Accela Report Writer).

3.1.5 GIS

The Los Gatos Planning and Engineering divisions are currently utilizing an existing Interactive Geographic Information System (GIS) Map that includes the following features:

- Search by Street Address or Assessor's Parcel Number (APN)
- Zoning and General Plan Information
- Historical District Information
- Aerial Photographs
- Parcel Data

At this time, the GIS module within Accela Automation™ will not be implemented and the configuration is not in-scope for this phase of the implementation.

3.1.6 Inspections

Inspection information will be configured for each Application workflow; however, due to the limited number of inspectors, Los Gatos has opted to not install Accela Wireless™. The Application Type design, however, will take into account the fact that this functionality may be implemented at a future date.

3.1.7 Data

ATTEVO will provide Los Gatos with the following data migrations/conversions in support of the Accela Automation™ solution:

- Historical Data Migration from 'PERMITS' Plus®
- APO (Address/Parcel/Owner) Data Import
- Financial System Outbound Interface



Services typically provided as a part of this assistance include including data mapping, script development for conversion, data testing and validation, and final data migration/conversion.

3.1.7.1 History data migration

ATTEVO will assist the Town of Los Gatos in the conversion of existing permit, inspection and contractor license data from the 'PERMITS' Plus® database to the Accela Automation™ database. It is expected and anticipated that Los Gatos will provide resources knowledgeable with the history data to extract the historical data in a flat file format when or if required and assist in the data migration/conversion effort. ATTEVO also expects that all data to be migrated into Accela Automation™ be cleaned as may be necessary by Los Gatos resources prior to migration.

Note: Data Cleaning is synonymous with Data Scrubbing. It involves detecting and correcting (or removing) corrupt or inaccurate records from a record set.

The actual process of Data Cleaning may involve removing typos or validating and correcting values against a known list of entities. The validation may be strict (such as rejecting any addresses that do not have a valid ZIP code) or fuzzy (such as correcting records that partially match existing, known records). Validating the status of a record (e.g. permit status) is typically not included in Data Cleaning.

3.1.7.2 Financial System Interface

ATTEVO will assist the Town of Los Gatos in the creating of an outbound interface from the Accela Automation™ system to the Los Gatos Financial System. Financial data will be obtained from Accela Automation™ and will be updated on a time interval (e.g. nightly) to be determined by Los Gatos.

3.1.7.3 APO (Address/Parcel/Owner) Data

ATTEVO will assist the Town of Los Gatos with the import of the Address/Parcel/Owner (APO) from the designated MetroScan source and will assist Los Gatos in the import effort. It is required that Los Gatos will provide resources knowledgeable with the APO data source to assist in the data import effort. ATTEVO also expects that all data to be migrated into Accela Automation™ be cleaned as may be necessary by Los Gatos resources prior to migration.

The historical permit data conversion including all fees and workflows is required prior to the go-live date. The Data Conversion level of effort estimates presented in this SOW assume that the ATTEVO Data Conversion Tools (ATTEVO Persistence Layer) will be used to streamline the conversion process.



3.1.7.3.1 About The ATTEVO Persistence Layer

The Attevo Persistence Layer Loader Framework is a set of tools written in JAVA™ (Sun Microsystems) to manipulate data from one or more abstract data sources to other data sources. It has two main components -- an abstract data layer and a framework for handling persistence as well as utilities to assist in Accela data management.

The abstract data layer provides ease of use on multiple data sources. A Java class compiler (JCC) allows for the creation of new classes which represent data in a system easily. A standard relational XML model allows for dynamically changing relationships between these compiled Java objects. All compiled Java objects implement the persistence framework removing database interaction complexity from the developers concerns.

3.1.7.3.2 Advantages of Using the Attevo Loader Framework

The persistence layer handles all database interaction automatically providing INSERTS on new objects and UPDATES on existing objects. This means that it is possible to run loaders developed utilizing the framework over top of existing data runs without compromising the existing data's integrity. Additionally, any data that exists in the database that hasn't changed with the current run is not modified but skipped.

The loader framework provides for seamless heterogeneous data manipulation. It works identically with any data source or target utilizing the same code base as long as a certified JDBC driver exists for that database.

Because all code is in Java, the "write once run anywhere" mantra applies. The loaders created utilizing it can be run on Windows, MAC, Unix, VAX, AS/400, Mainframe, etc. with no changes to the code. Additionally, because the base classes used in the framework know about their relationships to other objects in the data store each object is capable of traversing and exporting to a common format its own data and its child data. This allows for ease of creation of interfaces to external systems.

Creating loaders utilizing the framework provides error or exception processing that doesn't stop the entire process. Errors can be caught and logged for processing later while the load process continues on.

Processing of information is defined via business processes. A permit and all of its child information (inspections, fees, workflow, etc) are processed individually instead of by functional component. The result of this is that stopping a load in the middle provides guaranteed complete permits in the system up to the point that the load was interrupted.

Since the Loader Framework utilizes a JCC object creation system, updates to schemas, new versions of Accela applications and new applications altogether can be added to existing code in minutes. All that is required is modifying the XML relationship configuration file if necessary and running the Framework Class Compiler.



3.1.8 Training

Approximately 30 of the Town's users and administrators will require Accela Automation™ training. Of these 30 users, the core user groups are as follows: Directors, Building Officials, Building Inspectors, Planners; Counter Techs and Financial Analysts.

ATTEVO's utilizes the ADDIE (see description below) training methodology in our approach to Accela Automation™ training. The training estimates include customized training documentation, pre-training assessments, post-training assessments and instructor-lead training. The following lessons are standard and customized for each agency:

End User Training

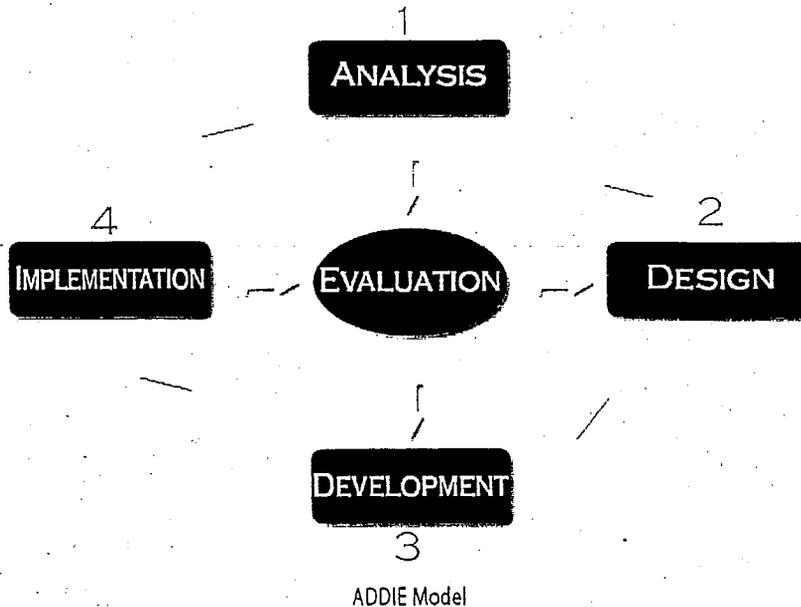
- Lesson 1: Login to Accela – Includes Accela Automation™ Overview
- Lesson 2: Find Application
- Lesson 3: Create New Application
- Lesson 4: Add Descriptions
- Lesson 5: Add People/Contacts
- Lesson 6: Address, Parcel, Owner
- Lesson 7: Workflow Processing
- Lesson 8: Process Conditions
- Lesson 9: Assess Fees
- Lesson 10: Pay Fees
- Lesson 11: Inspections
- Lesson 12: Reports
- Lesson 13: Change Preferences

Administrator Training

- Lesson 1: User and Security Management
- Lesson 2: Application Management
- Lesson 3: APO Management
- Lesson 4: Fee Management
- Lesson 5: Workflow Management
- Lesson 6: Inspection Management
- Lesson 7: Licensed Professionals Management
- Lesson 8: Condition Management
- Lesson 9: Standard Comments Management
- Lesson 10: Accela Report Writer



3.1.9 ADDIE: Analysis, Design, Development, Implementation, Evaluation



Analysis

- Pre-Training Assessment
- Identify client's problems, needs, training goals and objectives
- Identify and establish performance issues.

Design

- Determine type of training delivery that will be implemented. Hands-on Instructor-lead training has proven to be the most successful for Accela Automation™.
- Create Performance and Learning Objectives
- Create Instructional Plan
- Develop test questions based on learning objectives. Each user group should have test questions that are specific to his or her department and area of expertise.

Development

- Develop materials and content outlined in the design document.
- Include exercises (role play, group discussions, worksheets, etc.) to show how the users are going to create transformation of knowledge

Implementation

- Provide Employees Advance Information About the Training
- Monitor Training Activity



- Monitor and Maintain Supportive Non-Coercive Environment

Evaluation

- Determine whether or not client needs and ROI objectives were met
- Using evaluation tools such as, post-training assessments, questionnaires and interviews, gather information to prepare an analysis that can be communicated back to those who have an interest in the training outcome

3.1.10 Support

All implementations require some measure of on-site support following a go-live. An implementation can be technically perfect, but without the proper training and support the implementation will not be fully embraced by the user community. The level of effort estimates provided in this SOW assumes that one week of support will be provided following the go-live.

NOTE: The minimum amount of Support recommended is one month.

3.1.11 Product Installation & System Setup

ATTEVO's technical team will load both the Accela Automation and Citizens Access applications on the Town of Los Gatos' development and production environments that are established for the hosting of the system. **NOTE:** Los Gatos' network and hardware personnel must be made available throughout the duration of the installation.

3.2 Schedule & Assumptions

Based on the preliminary overview of Los Gatos' implementation goals, the following assumptions have been made to derive the development and deployment schedule.

- A maximum of 43 Accela Application Types (CAPs) will be developed
- Application Types will be documented and approved by Los Gatos Management prior to Permit Configuration in Accela Automation™.
- A maximum of 12 reports will be developed in ARW (Accela Report Writer).
- Report designs will be documented and approved by Los Gatos Management prior to report development in ARW (Accela Report Writer).
- The Data Conversion will include historical data from 'PERMITS' Plus® including permits, licenses, fees, contractor data and workflows. Address, Parcel and Owner data will be obtained from a MetroScan data feed and will be updated on a time interval (e.g. monthly) to be determined by Los Gatos.
- ATTEVO Training will include documentation, pre-training assessment, post-training assessment and instructor-lead training.



3.2.1 Proposed Timeline

A project-specific timeline and project plan will be developed with Los Gatos as a part of the project commencement and will be one of the first deliverables. The project timeline and project plan will establish a mutually agreeable schedule within which the identified tasks and deliverables will be accomplished. A preliminary high-level timeline is listed below. The estimated time of completion is 3½ months.

Town of Los Gatos Permit System Implementation

September	October	November	December
<ul style="list-style-type: none">■ Kick-off■ Business Requirements Approved■ Environment Setup Complete■ System Design Approved■ Data Conversion Design	<ul style="list-style-type: none">■ System Configuration■ Data Conversion	<ul style="list-style-type: none">■ System Configuration Complete■ Data Conversion Complete■ Testing & UAT	<ul style="list-style-type: none">■ User Training■ Deployment■ Go-Live



3.2.2 Project Roles

Role	Description
Quality Assurance	<p>Quality Assurance The Quality Assurance Manager is involved in ensuring products or services are designed and produced to meet or exceed customer requirements and expectations.</p>
Project Manager – Technical	<p>Technical Project Management Project management that works with Los Gatos and IT staff to plan work, distribute tasks efficiently, track progress and work on and improve general effectiveness of team</p>
Lead Business Analyst	<p>Requirements Development Lead Business Analyst works with business stakeholders to define business process requirements, develop and deliver Requirements and Design documents, and configure and deploy system.</p>
Reports Specialist	<p>Application Reports Reports Specialist work with business stakeholders to design and develop printed reports from the system database. Reports include permits, licenses, certificates and analysis reports (e.g. financial summary)</p>
Data Management	<p>Data Conversion Specialist The Data Conversion Specialist works with business stakeholders and Database Administrator (DBA) to analyze requirements for sourcing and cleaning data for migration to new system. Create scripts to aid in development of tests infrastructure and reports</p>
Course Development and Training	<p>Professional Trainer & Instructional Design The Professional Trainer develops coursework for trainers and system users. Plan and schedule training for trainers, perform actual training of training personnel, Test effectiveness of training and improve as needed.</p>
Post-Implementation Support	<p>Ongoing support for Users & Internal Systems Owners Provide expert support on requirements understanding, system components and training as needed</p>



3.3 Fees for Services

The total fees payable for the deliverables identified within this Statement of Work are as defined in the schedule below. Fees are based on Time and Materials.

Role(s)	Rate	Est. Hours	Amount
QA/SME	\$175	16.1	\$ 2,815.74
Project Manager	\$175	354.0	\$ 61,946.19
Report Specialist	\$135	115.8	\$ 15,639.40
Data Conversion Specialist	\$160	377.7	\$ 60,426.16
Scripting Specialist	\$135	16.1	\$ 2,172.14
Lead Business Analyst	\$150	378.1	\$ 56,716.97
Product Installation & System Setup	\$150	32.2	\$ 4,826.98
Professional Trainer	\$125	40.2	\$ 5,028.10
Support	\$150	40.2	\$ 6,033.72
Total			\$215,605.40

3.4 Reimbursables

ATTEVO shall be compensated for approved reimbursable expenses incurred in the interest of the program. No mark-up is permitted on reimbursable expenses. Typical reimbursable expenses include travel, office supplies/equipment, computers, software, phone, and reproduction/copying. Reimbursable expenses will be itemized and submitted with appropriate documentation in the monthly invoice.

3.5 Billing Procedures

ATTEVO requires an initial deposit of \$25,000 upon approval of the Statement of Work. Invoices will be sent monthly based on Time and Materials as identified in the Fees for Services section of this Statement of Work. Time and Materials and Expense invoices for reasonable out-of-pocket expenses will be submitted monthly, due and payable 15 days after invoice receipt.

Travel expenses will include, but are not limited to, costs for coach class air fare, lodging, food and ground transportation. Expenses incurred by ATTEVO at Los Gatos' request are estimated to range between 10% and 15% of the total amount billed for services. In addition, travel time will not ordinarily be compensable.



4 Appendix: Application Types

Permit (P) or Notification (N)	Application Code	Description	Department
P	Bldg	Bldg permit	Building
P	BLDGVIOL	Bldg code violation	Building
P	ELEC	electrical permit	Building
P	MECH	Mechanical Permit	Building
P	PLUM	Plumbing Permit	Building
P	SIGN	sign permit	Code Enf
P	U&O	use & occupancy	Code Enf
P	HOME OCC	Home Occupancy Permit	Code Enf
N	SIGNPROG	sign program	Code Enf
P	CODE	Code Compliance	Code Enf.
P	2nd Unit	2nd unit application 7/05	Planning
P	NPSVIOL	Non-point source problem	PPW
P	STORAGE	storage permit	PPW
P	DUMPSTER	debris box permit	PPW
P	ENCR	encroachment permit	PPW
P	GRADE	Grading permit	PPW
P	TREE	Tree Removal	PPW
P	Annex	annexation	PPW
P	PUB IMP	Public Impro. P.C.	PPW
P	REV-MAP	revert to acreage	PPW
P	HSP	Hillside Specific Plan	Planning
P	GP	General Plan Amendment	Planning
P	REZONE	rezoning	Planning
P	WVAR	Variance	Planning
P	ZO	Zoning Ordinance Amend.	Planning
P	AS	Architectural and Site	Planning
P	CUP	Conditional Use Permit	Planning
P	LLADJUST	Lot Line Adjustment	Planning
P	LOTMERGE	lot Merger	Planning
P	LUP	Land Use Permit	Planning
P	SUB	Subdivisions	Planning
P	PD	Planned Dev	Planning
P	DEV	Developments	Planning
P	NEGDEC	Initial Study	Planning
P	COC	Certificate of Compliance	Planning
P	EIR	env. Impact report	Planning
N	DSP	Downtown Specific Plan	Planning
P	E-LLA	engineering lot line adj	PPW
P	E-LOTMGR	Engr. Lot merger	PPW



Permit (P) or Notification (N)	Application Code	Description	Department
P	E-COC	enr. Cert/comp	PPW
P	PMAP	Engr. Parcel Map	PPW
P	TMAP	enr. Tract map	PPW
P	MINORHIS	Minor Historical Development	Planning
P	MINORRES	Minor Residential Development	Planning
P	CDAC	Conceptual Development Committee	Planning
N	PROJ	Project	Planning
N	HISTORIC	Historical Resources	Planning
N	NONCON	Non-Conforming Properties	Planning
N	PARKDIST	Parking Assessment District	Planning
N	RESTRANT	restaurant Info	Planning
N	WILLACT	Existing Williamson Act	Planning
N	PLANNING	Planning Type	Planning



5 Appendix: Reports

#	Department/Division	Report	Frequency
1	Building	Expire Building Permits	Monthly
2	Building	Final Building Permits	Monthly
3	Building	Monthly Issued Permits (C405)	Monthly
4	Building	Plan Check Expiration	Monthly
5	Building	Building Violations	Quarterly
6	Building	Quarter Performance-Permits Issued	Quarterly
7	Building	Yearly	Yearly (1)
8	Code Enforcement	Certificate of Use and Occupancy	Quarterly
9	Code Enforcement	Home Occupancy	Quarterly
10	Code Enforcement	Quarter 3 2002-2003	Quarterly
11	Code Enforcement	Signs	Quarterly
12	Code Enforcement	Signs 7/4	Quarterly
13	Planning	RDA Area	Yearly (1)
14	Planning	RDA Report	Yearly (1)
15	Planning	A&S	Yearly (2)
16	Planning	CUP	Yearly (2)
17	Planning	Planning Permits Issued	TBD
18	PPW	Encr2	TBD
19	PPW	Encroachment	TBD
20	PPW	George Encr	TBD
21	PPW	George Encr2	TBD
22	PPW	Grading Permits Issued	TBD
23	PPW	Streets	TBD
24	PPW	Tree Permits Issued	TBD