Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead

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Director

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PROGRESS REPORT ON IMPLEMENTATION OF ELECTRONIC PERMITTING AND INSPECTIONS – COUNTY OF LOS ANGELES (ITEM 42, AUGUST 4, 2015)

This memorandum is in response to the August 4, 2015, joint motion by Supervisor Ridley-Thomas and Mayor Antonovich to:

- Direct the Interim Chief Executive Officer in coordination with Assessor, Fire, Parks and Recreation, Public Health, Public Works, and Regional Planning to implement Gartner's improvement recommendations and direct departments to submit in writing implementation progress reports to the Board every 120 days; and
- Direct the Interim Chief Executive Officer in coordination with the Chief Information Officer to conduct a design study for implementing a single web interface to be a one-stop-shop for the public to submit permit applications and report back to the Board in 90 days.

This is the first 120-day progress report on the implementation of Electronic Permitting and Inspections-County of Los Angeles (EPIC-LA). The 90 day report regarding a single web interface has been extended and is due to the Board on December 30, 2015.

Background

On June 24, 2014, the Board approved Contract No. 78227 between the County of Los Angeles and Tyler Technologies, Inc. (Tyler) to assist the Department of Regional Planning (DRP) in the implementation of the Electronic Permitting and Inspections County of Los Angeles (EPIC-LA) system which supports a comprehensive approach to land entitlement, inspections, and code enforcement.

On May 19, 2015, an amendment to the base contract with Tyler was submitted to the Board to expand use of EPIC-LA to incorporate workflows from the Department of Public Works (DPW). This item was continued to June 2, 2015.

On June 2, 2015, on a motion by Supervisor Ridley-Thomas, the Board directed the Interim Chief Executive Officer and the Chief Information Officer to contract with an independent third-party agency to assess EPIC-LA to ensure that it is the appropriate technology to support DPW's workflows and other departments in the near future and to report back to the Board within 60 days. Gartner was identified as the agency to address this motion. Gartner conducted a high-level assessment of EPIC-LA including interviews with the Departments of the Assessor, Fire, Parks and Recreation, Public Health, DPW, and DRP.

On July 30, 2015, the Interim Chief Executive Officer and Chief Information Officer reported back to the Board Gartner's assessment which concluded that expanding EPIC-LA to Public Works is an appropriate next step for the County. Gartner's report provided recommendations moving forward that will help mitigate potential risk areas in the EPIC-LA implementation which include:

- Go-Live Preparation: Convene a multi-departmental working group to begin planning for the November 2015 implementation impact on affected departments.
- Governance: Implement a formal governance team with the authority to drive the project and make scope and policy decisions.
- Online Portal: Implement a single front-end portal to include non-land development services.
- Data Sharing: Implement a formal plan for information sharing between departments.
- Long-Term Roadmap: Develop a long-term implementation roadmap that explores opportunities to continue to enhance EPIC-LA and incorporates additional departments.
- Independent Quality Assurance and Risk Assessment: Consider engaging an independent vendor for periodic quality assurance and risk assessments.

On August 4, 2015, the Board approved the amendment to the existing contract with Tyler to expand use of EPIC-LA to incorporate workflows from DPW.

DRP Current Status

DRP implemented EPIC-LA on November 30, 2015. DRP and Tyler have been working very closely to ensure a smooth transition from KIVA, our current permitting system, to EPIC-LA. An official announcement will be released to the public later this month.

DRP kicked off this effort immediately following the Board's approval of the base contract on June 24, 2014. DRP has been working closely with Tyler since and has achieved completion of a number of milestones including:

- **Completion of Stage 1 – Planning and Initiation:** During this stage, DRP and Tyler established the framework for a successful implementation.
- **Completion of Stage 2 – Assess and Define:** During this stage, DRP and Tyler worked with subject matter experts to gain a comprehensive understanding of DRP's various workflows, business requirements, and configuration specifications.
- **Completion of Stage 3 – System Configuration:** During this stage, DRP and Tyler configured the EPIC-LA system in accordance with the requirements gathered in Stage 2.
- **Completion of Stage 4 – Internal Testing:** During this stage, DRP and Tyler completed basic system configuration testing to ensure that all development standards were met.
- **Completion of Stage 5 – Build Specifications:** During this stage, DRP and Tyler completed all custom report specifications and completed key data conversion specifications.
- **Completion of Stage 6 – Build:** During this stage, DRP and Tyler completed the development of all custom reports and imported the initial legacy dataset.
- **Completion of Stage 7 – System Acceptance Planning:** During this stage, DRP and Tyler created custom test scripts, User Acceptance Testing guidebooks, and established the fully configured master EnerGov database.
- **Completion of Stage 8 – User Acceptance Testing / System Acceptance:** DRP and Tyler tested the system to ensure that the system meets the performance expectations and configuration specifications established in earlier stages of the project.

DPW Current Status

The notice to proceed to accommodate DPW's workflows was issued on August 19, 2015.

The first stage of the project (Planning and Initiation – Stage 1) is ongoing and a detailed project schedule is being finalized. Tyler assigned a Project Manager who met twice in September with the DPW project team to plan the project kickoff meeting and discuss Tyler project staffing. Weekly status calls with the Tyler and DPW project managers were initiated in October to discuss outstanding items and identify upcoming tasks. DPW held its project kick-off meeting on November 4, 2015. Tyler is currently training 50 DPW employees in a week-long course in the fundamentals of the software during the weeks of November 30, December 7, and December 14. DPW held approximately 25 in-house meetings throughout the months of September, October, and November with its internal divisions to document current workflows and practices in preparation for the second stage of the project. DPW has arranged with Internal Services Department (ISD) to setup two development environments for the DPW project by December 15 in preparation for the second stage of the project. In addition, DPW had staff attend DRP's end-user training and participated in joint technical meetings for the DRP go-live.

The second stage of the project (Assess and Define – Stage 2) will begin January 4, 2016. This will entail approximately 5 months of working sessions between Tyler and DPW staff where detailed plan, permit, and inspection workflows and fee calculations will be documented so EPIC-LA can be configured in the third stage. DPW will be fully operational in EPIC-LA within 24 months of the project kick-off.

Assessor Current Status

The Assessor is a stakeholder department in the EPIC-LA project, both as a provider and consumer of the types of information that will be generated by EPIC-LA. The Assessor's Interdepartmental Data Exchange (IDEX) has recently been established for data exchanges between other partner departments to accommodate the sharing of information for the purposes of property tax administration and assessment and makes a convenient conduit for the EPIC-LA effort by:

- Making Assessor parcel information available for the EPIC-LA system (parcel GIS layers and related PDB data). While this data is readily available via the eGIS data repository, IDEX can also be used for custom data interchanges; and
- Providing permit data from EPIC-LA to the Assessor via IDEX or any other agreed upon data exchange. DPW currently provides limited permit information via a legacy mainframe exchange. The Assessor's preference is for a modern

form of data exchange along with increased information and changes to the current data processes (i.e., we receive truncated permit descriptions, etc).

Additionally, to improve the efficiencies of the County property tax assessment processes, the Assessor can make use of EPIC-LA data by:

- Providing view access to the new EPIC-LA interface for Assessor staff (approximately 500 appraisers) that displays permit information along with inspection history and any other information that EPIC-LA provides. In the future, the Assessor will be able to link to this interface as-is from our internal applications or by consuming any services that EPIC-LA provides and displaying that information to Assessor staff.

Fire Current Status

The Fire Department (Fire) has joined the multi-departmental working group that has been established to discuss potential impact on all affected departments as EPIC-LA is implemented. Identification of key work units that will have involvement with the EnerGov information sharing platform and the single web portal for permit information has been completed. A permit survey that included all permits issued by Fire was conducted and submitted to the CIO on September 9, 2015.

Fire is engaged in the effort to develop and staff a County One-Stop in Alhambra. Several Fire legacy systems are being considered for replacement and the business process analysis efforts they will require would benefit from the formal governance oversight that has been developed to oversee EPIC-LA.

Parks and Recreation Current Status

The Department of Parks and Recreation (Parks) is part of the multi-departmental working group to implement the expanded scope for the EPIC-LA system following Gartner, Inc.'s investigation of a multi-port interface for the participating County departments. There are several applications tied to internal and inter-departmental workflow and process that key work units are preparing for integration into the new EnerGov software, including: processing subdivision maps and developer park obligations (Quimby), Oak Tree permitting process, and license agreement/right-of-entry permits. With respect to the "Quimby" application, Parks needs to update the existing FoxPro application; further study is being done to determine if EPIC-LA could encompass the needed functionality or if a separate, but coordinated, application will be pursued. ISD completed an assessment in June 2015 for a custom-built system to interface with DRP. Parks is coordinating with ISD monitor opportunities for future integration of a new "Quimby" application with EPIC-LA.

A permit survey that included all permits issued by Parks was conducted and submitted to the Chief Information Office (CIO) on September 10, 2015.

Public Health Current Status

The Department of Public Health (DPH) is represented in the Go-Live working group to assist with the full implementation of EPIC-LA as it applies to the Environmental Health (EH) land use and development program.

DPH is also working with the CIO to study the impact of a single web interface for a one-stop-shop for public health permit and license applications and the possible interface with the current DPH multi-million dollar data management system, EnvisionConnect (EC).

EC is a robust data management system utilized within DPH/EH to issue permits and licenses; process billing; and manage inspections, including the ability for field staff conducting inspections in the field to access billing and payment information, plan check information, past site history including foodborne illness investigations. DPH is in the process of expanding the EC Portal to offer additional services, data, and payment options.

Gartner's Recommendations – Progress Report

- Go-Live Preparation: A working group has been established with representatives from DRP, DPW, Assessor, Fire, Parks, and DPH to discuss potential impact on these departments as EPIC-LA moves closer to implementation. DRP and DPW representatives met initially on September 10, 2015, as they are the most impacted departments by the EPIC-LA implementation in November 2015. The second meeting with representatives from all impacted departments was held on September 24, 2015. The group will continue to meet on a bi-weekly basis or as needed as this project moves forward.
- Governance: A governance team has been established with representatives from the Chief Executive Office, CIO, and the impacted departments with the responsibility to monitor the project as EPIC-LA moves forward and expands to other departments.
- Online Portal: The CIO is the lead department on this effort. A report back to the Board will be filed by December 30, 2015.
- Data Sharing: EPIC-LA has the tools to facilitate data sharing among impacted departments. Moving forward, the governance team will develop and establish policies and procedures to ensure data sharing is consistent as other departments join EPIC-LA.

- Long-Term Roadmap: A technical team will be established with representatives from all impacted departments. This technical team will work closely with the governance team to continue to enhance EPIC-LA as other departments are incorporated.
- Independent Quality Assurance and Risk Assessment: The CIO is the lead on this effort.

If you have any questions regarding this progress report, please contact Dennis Slavin for DRP-related matters at (213) 974-6405, dslavin@planning.lacounty.gov, or Dennis Hunter for DPW-related matters at (626) 458-4006, dhunter@dpw.lacounty.gov.

RJB:DS:AO:ra

c: Planning Deputies, Board of Supervisors
Executive Office, Board of Supervisors
Chief Executive Office
Chief Information Office
Assessor
Fire
Parks and Recreation
Public Health