BOARD OF COUNTY COMMISSIONERS
COUNTY OF KITTITAS
STATE OF WASHINGTON

RESOLUTION NO. 2016 093

RESOLUTION TO AWARD THE BID FOR PERMIT TRACKING SOFTWARE AND TO AUTHORIZE THE CHAIRMAN'S SIGNATURE ON THE TERMS OF SERVICE AGREEMENT FOR PHASE I IMPLEMENTATION

WHEREAS: A Request for Proposal for Permit Tracking Software (KCIT 142-1) was approved by the Kittitas County Board of Commissioners on 9/2/2014; and

WHEREAS: A Notice of Call for Bids for the request for proposal was published in the Daily Record on 9/5/2014; and

WHEREAS: Sealed bids were opened 10/1/2014 at 8am in the Kittitas County Courthouse. Nine (9) bids were received and all were deemed responsive; and

WHEREAS: A Permit Software Team comprised of representatives from Community Development Services, Public Works, Public Health, Fire Marshall, Assessor, and IT evaluated the responsive bids; and

WHEREAS: The Permit Software Team and the project sponsors: Community Development Services Interim Director, Public Health Director, Public Works Director, and the IT Director, having met with the 3 top scoring responsive bid vendors and viewed their software demonstrations, recommends that the bid from Paladin Data Systems Corporation (makers of SMARTGov) be accepted as the lowest bidder to meet specifications;
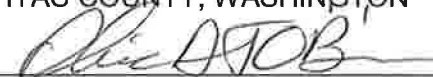
NOW, THEREFORE, BE IT RESOLVED the Board of County Commissioners, in the best interest of the public, hereby awards the bid for permit tracking software to Paladin

Data Systems Corporation conditioned upon the terms and conditions specified in the proposal.

ADOPTED the 19th day of July, 2016

BOARD OF COUNTY COMMISSIONERS
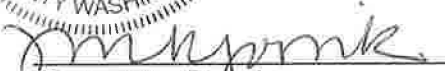KITTITAS COUNTY, WASHINGTON

Obie O'Brien, Chair

AABSENT

Paul Jewell, Vice-Chair

Laura Osiadacz, Commissioner

Attest:

Clerk of the Board
Julie A. Kjorsvik

SMARTGOV

DELIVERING LEAN CIVIC EXCELLENCE

800-532-8448 | info@paladindata.com | 19362 Powder Hill Place NE, Poulsbo, WA 98370 | www.paladindata.com

07/13/2016

Sales Order: 1801

Kittitas County Board of County Commissioners
Kittitas County Community Development Services
411 N. Ruby Street, Suite 2
Ellensburg, WA 98926

RE: Kittitas County Phase I SMARTGOV Implementation

Dear Board of County Commissioners,

Paladin Data Systems Corporation (Paladin) applauds your decision to invest in affordable innovation for your community. We'll be with you every step of the way to ensure a successful and smooth transition to the SMARTGOV suite.

Quantity	Units	Item	Term	Amount
		-Requirements Elicitation for Phase II Implementation		
143.75	Hour	-Analysis and Migration of Legacy Data Into SMARTGov	Professional Services	$23,000.00
		-Business Analysis and System Configuration		
1	Site	SG SMARTConnect GIS	One Time	$3,500.00
1	Site	SG SMARTConnect Parcel	One Time	$3,500.00

This contract funds the development of two SMARTGov connectors (Parcel and GIS) and professional services up to 143.75 hours of analysis, data migration, and configuration to implement SMARTGOV Community Development software for Kittitas County. Collectively this work comprises Phase I of two phases of implementation. As part of Phase I, Paladin will identify and document all remaining connectors, configuration, training, and other tasks necessary to provide the complete implementation of SMARTGov and to inform the scope for Phase II. Note, the contract total does not include applicable tax.

Total Investment = $30,000.00

Terms of Service:

- This Sales Order is valid until 08/12/2016.
- SaaS Subscription terms are one (1) year beginning upon signing this Sales Order.
- Pricing is based on the total number of full-time users.
- Subscription includes 0 "occasional users" which individually average < 2 hours of daily usage.
- Subscription and One Time fees, not including services, are billed upon signing this Sales Order.
- Professional Services are estimates only and will not be exceeded without your approval. Professional Services are billed monthly on a time & materials basis.
- Payment terms are net 30 days.
- Applicable sales taxes are in addition to the quoted price. If your organization is tax exempt please email a copy of your Tax Exemption Certificate to contracts@paladindata.com.
- Please address purchase orders to:
  Contracts, Paladin Data Systems, 19362 Powder Hill Place NE, Poulsbo, WA 98370
- Supplemental training and startup assistance are available in an online format and through telephone support.
- Technical support is available from 5am to 5pm PST by calling (800) 532-8448 or email to support@paladindata.com.
- This Sales Order is governed by the terms and conditions of SMARTGOV's Master SaaS Subscription and Professional Services Agreement available at: www.paladindata.com/agreements/master-psa

Thanks for your order and your trust in SMARTGOV to help you save money, increase efficiency, and raise customer service levels. We truly look forward to serving you and your community.

Sincerely,

Jeff Pavey

Yes! I accept these terms; let's get started today!

chair BCC   7-19-16

Authorized Signature and Title at Kittitas County, WA   Date

Kittitas County Staff Report
Permit Software Recommendation

From:	Permit Software Selection Team
	Sponsors: Robin Read, Public Health Administrator; Doc Hansen, Interim Community Development Services Director; Jim Goeben, IT Director
To:	Board of County Commissioners
Date:	June 13, 2016
Request:	Award the Request for Proposal for Permit Tracking Software (RFP#: KCIT 14-1) to SMARTGov, authorize staff to negotiate costs, and direct staff to return to the board with a contract for services.

Background

Initial process

The Board of County Commissioners (BOCC) directed a Permit Software Team (team) be formed to investigate options for replacing Tyler Technologies' Eden permit tracking software; Eden will soon reach end-of-life development and county staff doesn't use the software consistently because its functionality does not meet their needs. The team utilized LEAN principals to manage the project. A charter document was created which defined the scope of the project as "recommend to the BOCC to purchase or build an in-house application to replace Eden permitting software for the efficient processing of permits, effective communication with the public, and compliance with applicable regulations."

On August 15, 2014, the BOCC approved the team's recommendation to:

1. Conduct a survey of permit software users in local government agencies in WA
2. Issue a Request for Proposals (RFP) from qualified vendors

The team performed the survey of permit software users in Washington local government agencies, and reviewed the Association of City and County Information Systems software survey. The combined surveys showed there was little consistency in the software used by other counties and cities, and the most frequently used vendor provided software was Paladin's SMARTGov.

An RFP to provide a comprehensive, fully integrated, permit tracking system was issued on September 2, 2014. Nine (9) vendors submitted qualified responses. The team rated each response and invited the vendors with the top 3 scores to make in-person presentations. It also asked the Information Technology (IT) department to respond to the RFP and present a plan to build a permit tracking software in-house. The least expensive vendor-provided software was Paladin's SMARTGov.

A more detailed description of the evaluation process, comparative costs, and team recommendations can be found in the Permit Tracking Software Project Plan presented to the BOCC on April 23, 2015.

Initial recommendation

After completing an evaluation comparing purchasing with developing in-house, and considering the related costs and resource requirements, the team recommended the BOCC reject all RFPs and direct staff to build the application in-house.

Commissioner's direction

On April 23, 2015, the BOCC considered the team's recommendation and approved the following:

1. The RFPs would remain open;
2. IT may proceed developing permit tracking software; but first
3. The team must provide an acceptable response to the following questions:
   1) Who is accountable for settling disputes that might arise over design, content, and functionality of the application?
   2) Provide a plan B in case the development of the application cannot be completed or cannot meet the needs of the users.
   3) Come up with 3 alternative names to Sasquatch.
   4) There is a statement that hiring the web developer will save 60 calendar days of development, is that accurate and if so does hiring the web developer provide additional benefit to justify the $138,000?
   5) Are there alternatives to hiring a web developer, and if so, what are they and what is the cost?
   6) Who in the departments will be assigned to work with IT in designing the application and how will we ensure it is part of their job duties?

Changes

IT staffing and priorities

After April 2015, staff began to work on answers to the BOCC's questions posed. In the meantime, the IT department's web developer resigned requiring other staff to shift priorities, and a higher priority was given to the county's Laserfiche implementation. These factors all lead to a delay in follow-up on the questions posed in April. When the group started to reconvene in October 2015, there were concerns raised about the fact that we were far behind the initial timeline proposed and that IT staffing issues had not yet been resolved. Additionally, CDS was under more and more of a time crunch for getting a fully functioning system in place.

Exploring a new plan

Because of these concerns, staff no longer had a unified Plan A. It was proposed that we start pursuing more aggressively our Plan B option which was to reexamine the off-the-shelf permit software products. Paladin's SMARTGov software was of particular interest for several reasons. CDS staff had spoken to

staff at the City of Ellensburg, who indicated that they were content with their transition to SMARTGov. SMARTGov was the highest rated software by staff during the county's RFP process in 2015. Staff heard that SMARTGov had made some improvements and updates to the software that would possibly address some of the original concerns about it. And, it was thought that implementation of SMARTGov could happen in a much more timely manner than the in-house option.

Between November 2015 and May 2016, staff continued to explore SMARTGov as a potential new Plan A as well as consider different combinations of in-house solutions and SMARTGov among the various departments. Four different meetings and demos with SMARTGov representatives took place to address new developments, concerns, and questions; and the sponsors, Robin, Doc, and Jim, took the lead on keeping the process moving forward. Additionally, staff reached out to other jurisdictions using SMARTGov including the City of Ellensburg, Grant County, Island County, and the City of Fife. Questions and concerns were resolved regarding data storage, on-site hosting versus cloud hosting, report and query creation, remote accessibility, GIS integration, cost, and connectors with other systems.

New Recommendation

After the new research into SMARTGov, addressing staff questions and concerns, and weighing different options and priorities, the sponsors reached a decision to move forward with a new recommendation to the BOCC to award the original RFP to Paladin to use their SMARTGov software system. After meeting with them several times and talking to other counties, we determined that SMARTGov's flexibility, customizability, implementation timeliness, features, and accessibility for assistance will give the county what it needs for a permit software system.

We are proposing a six month implementation timeline, an implementation plan that includes intensive training for all staff users, and the sponsors serving as co-project managers during implementation as well as ongoing usage. Community Development Services, Public Works, Fire Marshall's Office, Code Enforcement, Public Health, and the Assessor's Office will all use and have access to the SMARTGov software.

Our recommendation to the BOCC is to award the RFP to Paladin for the SMARTGov software and instruct staff to work with Paladin on final cost estimates, implementation plan, and contracts.

Why SMARTGov

SMARTGov vs. other permitting software

The team re-examined the comparison of SMARTGov to the other RFP submissions and identified the following pros and cons:

Pros
- Top rated by county staff of all RFP responses
- Least expensive off-the-shelf licenses and 5 year overall cost of software that meets staff's requirements

- Local company (Poulsbo, WA) and easily accessible; other vendors out of state or country
- Used in local agencies (City of Ellensburg, Grant County, City of Wenatchee, Chelan County, Douglas County, City of Yakima, Spokane County, Island County) with good reviews and allows access to tips from experienced end users
- 6 month implementation
- Can be integrated with GIS and Laserfiche, with custom developed add-ons
- Mobile inspections application
- Customizable
- Advanced querying
- Robust web interface for customers and stakeholders provides access to up-to-date and real time information on their projects
- Flexible form development using a user friendly interface

Cons
- Expensive annual maintenance (SaaS; average cost of the three top-rated vendors)
- Will replace modules developed in-house for CAMAS (including Cappuccino) and the public website for inspection scheduling

SMARTGov vs. in-house developed solution
The team re-examined the comparison of SMARTGov to developing a solution in-house and identified the following pros and cons:

SMARTGov Pros
- Quicker implementation (6 months vs 12+ months)
- Implementation team is well versed in permitting process and workflows
- Used in local agencies (City of Ellensburg, Grant County, City of Wenatchee, Chelan County, Douglas County, City of Yakima, Spokane County, Island County) so extended support from other users is available
- System usage monitoring/auditing

SMARTGov Cons
- Has an annual maintenance fee
- Less customizable
- Technical assistance is off-site and limited to specific hours

On premises vs. software as a service (SaaS, or cloud based)
Paladin offers SMARTGov installed in the cloud (SaaS) or on premises (in our data center). Staff recommends the county select the SaaS option for the following reasons:

- Less up-front cost
- Quicker installation (half the time)
- Software updates are applied immediately
- Server maintenance and backups are performed by the vendor using Amazon Web Services

- No conflict with responsibility of functionality
- 24/7 staffed server administration

Cost

The costs provided by Paladin in the RFP (and again in April 2016) are:

	(SaaS) SMARTGov	(On Prem) SMARTGov
First Year		
Software licenses (30*)	$ 22,437	$ 92,242
Connect external systems	$ 14,000	$ 14, 000
Software installation	$ 16,320	$ 16,320
Data conversion	$ 12,800	$ 12,800
Travel	$ 5,400	$ 5,400
Training	$ 16,000	$ 16,000
Tax	$ 1,795	$ 7,379
Total	$ 88,752	$ 164,142
Next 4 years		
Maintenance year 2	$ 36,167	$ 17,290
Year 3	$ 36,167	$ 17,290
Year 4	$ 37,975	$ 18,154
Year 5	$ 39,874	$ 19,062
Total	$ 150,183	$ 71,796
5 Year Total, incl. tax	$ 238,935	$ 235,938

*Includes 6 inspectors and 5 part-time (<30% use per day)

Upon awarding the RFP, staff will work with Paladin to confirm license quantity and service requirements.

Cost allocation

Year one costs for SMARTGov installation are currently estimated at $88,752. Based upon recent permit numbers data, the proposed year one cost allocation is as follows:

51% Community Development (includes Code Enforcement and Fire Marshall)	$45,264
13% Public Works	$11,538
36% Public Health	$31,950
TOTAL	**$88,752**

Because a decision about a permit software solution hasn't yet been made, none of the departments have these funds in their 2016 budget.

The average costs for years two through five are $37,546 and the approximate annual allocations based on year one allocations would be as follows:

51% Community Development (includes Code Enforcement and Fire Marshall)	$19,148
13% Public Works	$4,881
36% Public Health	$13,517
TOTAL	**$37,546**

The cost allocation will be reviewed annually at budget time by each department head. SMARTGov has the capability to track user time in the application; therefore alternative methods of cost allocation for future years may be explored. Additionally, in the future, other departments may participate in the cost sharing as needs are identified in conjunction with existing business flows.

General implementation plan based on lessons learned from Eden

Roles and responsibilities
Implementing SMARTGov efficiently requires a working partnership between Paladin and the county. It is important that individuals assigned to roles in the implementation effort are aware of their specific responsibilities and are prepared to complete assigned activities based on the adopted schedule. Below is a list of responsibilities and timelines for implementing the SMARTGov program. It is most important to note that as issues develop and new ideas are created to fit the program to our needs, timelines and procedures described below may change, though based upon our commitment in researching this option, we do not expect them to change significantly.

Paladin will have a number of responsibilities in aiding the county in the implementation of the program. They will be responsible for installing and configuring the program and scheduling and/or coordinating training meetings and materials. They will work with departmental points of contacts to manage implementation issues and implementation risks.

Co-project managers
The directors of CDS, Health, and IT will co-manage the project and be responsible for communicating with one another, the BOCC, Assessor, Auditor, Treasurer, and any other participating departments regarding implementation progress and needed changes to complete the objective of having SMARTGov fully functional by the beginning of 2017. The co-project managers will meet on a monthly basis to discuss the issues that arise in training, implementation, usefulness within each department and determine when and if Paladin is needed to solve larger issues which might involve additional costs. They will monitor the staff in each of their departments to insure that the program installation objectives are being met. They will also be responsible to report to the BOCC each month in a study session during the implementation of the program, and quarterly during the first year of the program, advising them on the progress and success of its implementation.

Staff participation, department and individual level
Participation of county staff users, (e.g. Permit Specialists, Code Enforcement Officers, Inspectors, IT support, property appraisers/staff, etc.) is critical to the success of the SMARTGov project. The implementation process provides an opportunity for county staff to learn the basic functions and uses of

SMARTGov as they work with Paladin's implementation team to jointly complete the tasks. The staff's involvement will minimize the learning curve and expedite work including: data validation, system configuration, and acceptance testing. IT will work with the vendor and county staff on the connection to the online software and the continued connectivity between the software and county systems, e.g., GIS, Laserfiche, and COMPAS. The whole implementation process will be achieved through the participation from the staff, and will require the eventual participation of all users. Paladin will work with a users' group, staff participants representing the departments using the program. The users' group will meet and work together with Paladin for data migration and in understanding the program. Post-implementation the users' group will continue with representatives from participating departments who will work and train together in learning to use the program.

Training
Staff will be trained, incrementally, during and after the implementation of the program. Initial training will involve a main point of contact from each department and will involve the same individuals throughout the initial training and implementation. This group will become the training users' group who will function as a separate LEAN team advising managers for decisions being made.

An initial kickoff meeting will occur approximately 14 days after the program contract is agreed upon. At this meeting the users' group and Paladin will establish a scope of work, designate county points of contact, and establish a timeline, tasks and communication plan to bring back to the respective departments.

Training commitment by the initial users' group is going to be essential. Scheduling conflicts, or inconsistent attendance during training, will interrupt training and cause delays with the schedule. To avoid these issues training times will be scheduled to enable all attendees' participation without interruption. This may involve additional costs in overtime to coordinate schedules.

Six month timeline
During the first month of the project, Paladin will work with county staff to review the scope, schedule, and confirm all aspects of the Implementation Plan. Deliverables for Phase 1 include:
1. Kick-off Meeting
2. SMARTGov Demonstration Site (deployed for the County to begin familiarization)
3. Project Implementation Plan including:
    a. Project Communication Plan including: list of roles, responsibilities, contact information, status update procedures, and overall communication protocols
    b. Project schedule, identifying work tasks and timelines
    c. Task descriptions
    d. List of on-site work requirements, including items such as work space, training room, computer equipment, and network access rights
    e. Training plan and schedule
    f. Procedure for production deployment

The next 120 days will include executing all tasks necessary to prepare the SMARTGov application for user acceptance. This includes:

1. Configuring SMARTGov
2. Migrating and validating legacy data
3. Integrating SMARTConnectors to external systems (e.g., GIS, Laserfiche, Parcel Manager, Mobile Inspector, and COMPAS)
4. Developing custom output documents and reports
5. Validating existing data as well as ensuring that legacy data format (e.g. permit types, contacts, date format, GIS etc.) conforms to SMARTGov configuration settings
6. Setting up system administration, security and global system parameters

Typical configuration tasks include staff conducting an analysis of their department's business process to collect information necessary in defining the configuration requirements for SMARTGov that will support County workflows, terminology, application security, and information query specifications, as well as identifying requirements that are not satisfied by the EDEN system.

Existing data will require extensive review and amendment by county staff to ensure accuracy and integrity. Data migration duties of Paladin include migrating data from the County's legacy database into SMARTGov; or as necessary, import data from Excel spreadsheets, Word documents, and any other digital repositories currently used to manage permitting data. Once data is migrated, a temporary validation database instance will be created and used to review, compare, correct, and verify that the migrated data is complete and accurate in SMARTGov. The county staff team will assist Paladin in providing the migrated data in a compatible format, providing technical assistance regarding our data systems to Paladin during data migration, providing rules to Paladin for data migration, and reviewing the data migration for accuracy and completeness.

The County will be involved in the validation process of SMARTGov including:
1. Participating in assignment sessions
2. Becoming familiar with SMARTGov application & basic functions
3. Identify document discrepancies and/or screen capture issues
4. Participating in data correction sessions with Paladin staff
5. Manually entering data in SMARTGov as required
6. Confirming data is valid and in application testing

The final 30 days of the timeline will involve comprehensive user training to prepare for the system go-live date. This phase includes the following tasks and deliverables:

1. Final acceptance meeting with Paladin
2. Comprehensive training plan for all county staff who will use SMARTGov, which will involve intense scheduling
3. Training documentation

Once Paladin's implementation team and county users have validated the accuracy of the data, configuration, application updates, and connector interfaces, the system is ready to be moved to the production environment. Depending on the timing of the go-live date, Paladin staff may be on-site to support county users through the transition into full production.

BOCC communication to county staff about SMARTGov implementation

It is important to emphasize that for SMARTGov implementation and continued use to be successful, it has to be operated consistently and constantly by all of the departments of the county using the program. Without that commitment, this program, as well as any program developed, will have the same result as EDEN. This commitment will have to be a directive from the BOCC to the department managers resulting in the directive to staff by the managers.

Recommendation

The Permit Software Team recommends the board award the Request for Proposal for Permit Tracking Software (RFP#: KCIT 14-1) to SMARTGov, authorize staff to negotiate costs, and direct staff to return to the board with a contract for services.

Implementation Timeline - Phases, Tasks, and Milestones

| Initiation & Planning | Execution - Validation - Testing | User Acceptance & Training | Production | SMARTGov Support |

| Start | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 |

Sales → Start up (Kickoff) | Collect Data | Plan Imp | Confirm Reqmts --- Status --- Status -- Project Management --- Status --- Status --- Implementation Close out

Data Migration ◆ Initial data load into SMARTGov | DM | DM

Data Validation ◆ Validate data in SMARTGov

Configuration ◆ Setup Business Templates

SMARTConnector Integration ◆ Build interfaces to GIS/Parcels, Financials, Payment Gateway, Etc.

Requirements — **Reports Development** Build custom output docs & reports

Reports Validation ◆ User validation of output docs & reports

---------- End User Education ---------- **Training** ◆ Hands-on w/Users

Go Deploy to Production

Legend
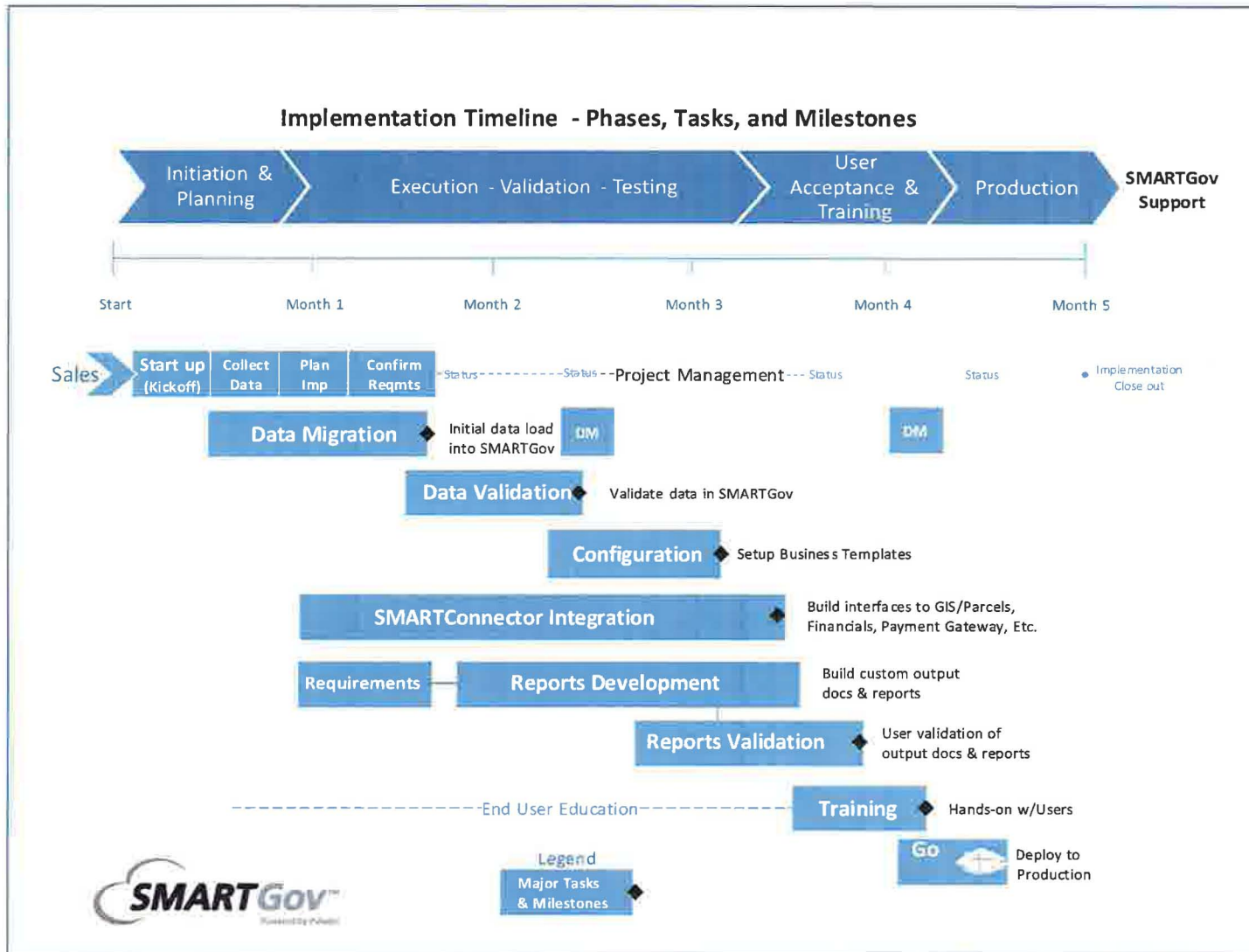Major Tasks & Milestones ◆

SMARTGov™
Powered By (Paladin)

Figure 1. Typical Implementation Phases, Tasks, and Milestones