

Licensing, Permitting, and Code Enforcement System Appropriation

City Council

Funding Proposal



Does City Council support an appropriation ordinance to fund critical technology infrastructure and risk mitigation for the City's Licensing, Permitting, and Code Enforcement System modernization?

and

Does City Council support an appropriation ordinance for sole-source implementation professional services?



2023-2024

ADOPTED BUDGET



In 2022, City Council funded an initiative to modernize legacy permitting, licensing, and development processes, aligning with today's community needs and enhancing both staff and customer experiences.

Key Outcomes:

- **Streamlined, Standardized Processes:** Simplify, consolidate, and automate licenses and permits to eliminate redundancies and improve staff efficiency.
- **Self-Service for All:** Empower residents and businesses with low-touch, self-service options, advancing community digital equity.
- **Smart Digital Workflows:** Transition from paper to digital, ensuring accessible, sustainable, and simplified services.
- **Scalability & Speed:** Accelerate processing times to meet rising demands consistently across all service areas.
- **Unified, Cohesive Platform:** Implement a citywide, integrated system that enhances collaboration and responsiveness.
- **Modernized Legacy Systems:** Shift to a future-ready solution that supports a more accessible, equitable, and efficient digital government, adopting leading industry solutions.

This initiative reduces complexity, boosts staff efficiency, and provides a simplified, equitable experience for all users.

The 'Why' for System Replacement

- Current on-premise solution (Accela) is stopping maintenance of their platform in June-2025, with support ending Dec-2025.
- Limited transparency across departments and within specific capabilities hinders understanding of project status and requirements.
- Multiple systems and formats create a lack of a single source of truth, making data management and analysis difficult.
- Manual processes and outdated tools limit automation and make it difficult to adapt to changing needs.
- Varying service delivery models and confusing website navigation create a disjointed digital experience.
- Lack of digital tools and services hinders accessibility for citizens who cannot visit City offices in person.
- Reliance on temporary solutions like Microsoft Access and Excel, and the inability to support certain processes within current tools, further hinder efficiency.

Current Status of Project

Project Kick-off and RFP Development
Jun – Jan

Vendor Evaluations
Feb – Jun

Vendor 1 – Scope
May - Aug

Vendor 2 - Scope
Sept - Nov

Contract
Negotiation
Nov - Dec



**2023
PROCUREMENT
KICK OFF**

**2025
IMPLEMENTATION
KICK OFF**

JUN	AUG	OCT	DEC	FEB	APR	JUN	AUG	OCT	NOV	JAN	MAR
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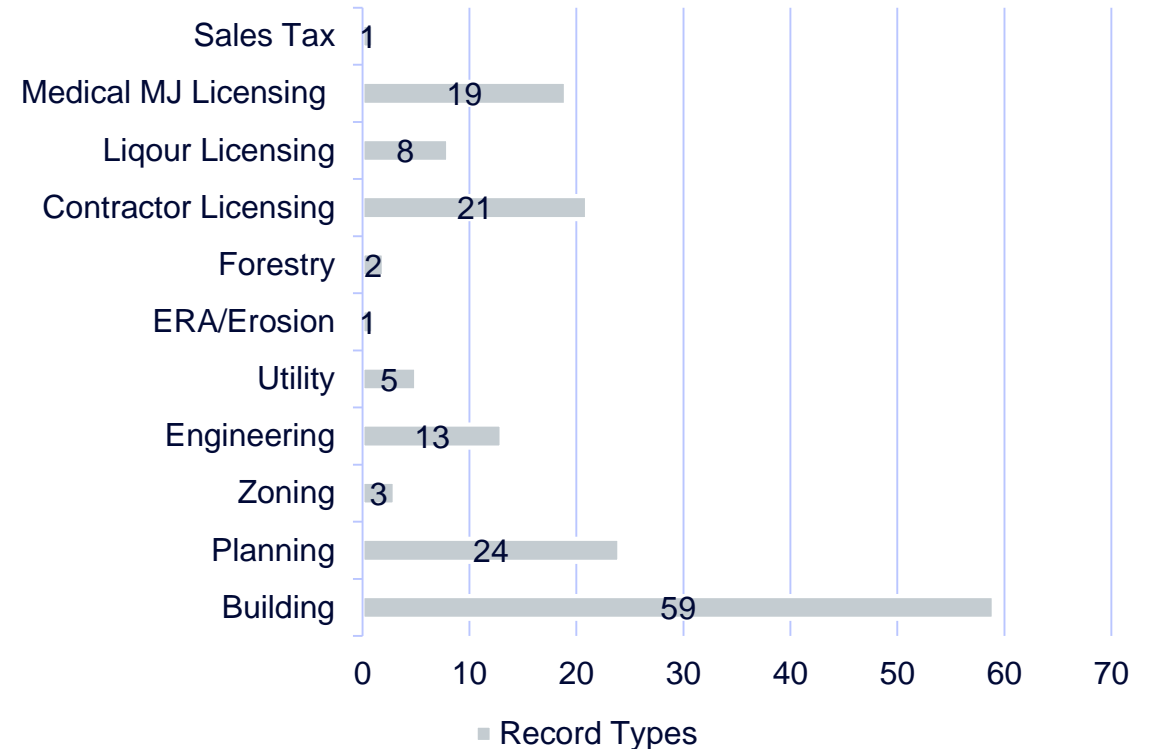


A Unified, Cohesive Platform

Tyler Technologies' Enterprise platform streamlines permitting, licensing, and code enforcement through centralized workflows, online submissions, automation and GIS integration. This solution enhances collaboration, transparency, and customer access, aligning well with Fort Collins' goals of process modernization, simplification and improved customer experience.

- Environmental Services
- Community Development
- Neighborhood Services
- Poudre Fire Authority
- Engineering
- Utilities (City & External)
- City Clerk's Office
- Natural Areas
- Parks
- Information Technology
- City Manager's Office
- External Agencies
- Special Events

Licensing and Permitting Processes



Key Elements Essential To Success

Project Management

- **Complex System Migration:** Minimize risk in Accela to Tyler transition.
- **Accountability:** Ensure rigorous scheduling and scope control.
- **Enhanced Service:** Deliver a responsive, customer-centered system.

Change Management

- **Universal Adoption:** Tailored strategies for businesses, residents, and staff to embrace new processes.
- **Comprehensive Training:** Equips all users with the knowledge needed to become proficient with new capabilities.
- **Clear Communication:** Keep city staff and the community informed and engaged.

Expertise & Resources

- **Comprehensive Skill Gaps:** Requires expertise in technical, process, and Tyler system knowledge.
- **Backfill Support:** Maintains essential services by covering key roles required for staff assignment to this initiative.
- **Knowledge Transfer:** Enables City ownership while building long-term capacity.



Risk Assessment – Staffing Shortages

Much of the request for additional funding is to **mitigate** for the **four highest impact and most likely risks** identified by the initial strategic alignment work done by InfoTech. These risks largely center around providing the project with adequate staffing and include the following:

Risk	Impact	Likelihood	Mitigation Effort
Internal and External Organization Change Management (Including: Messaging/ Communications/ Training)	1	1	Look for an external resource to manage OCM.
Resourcing & staff bandwidth	1	1	Look at backfilling, cross training, and opportunity to free up bandwidth from critical team members. Decrease regular duty obligations.. Look for consultants and external resourcing.
Full Time Project Manager	1	2	Look for support for this early. Look for external resourcing. Ask for resourcing along with OCM and Process Engineering Consultant.
Vendor Management	1	1	Lack of product owner has led to issues on other projects. Vendor management should be coordinated between IT and the business.

Rating Scale:

Impact: **1- High Risk**

2- Moderate Risk

3- Minimal Risk

Likelihood: **1- High/Needs Focus**

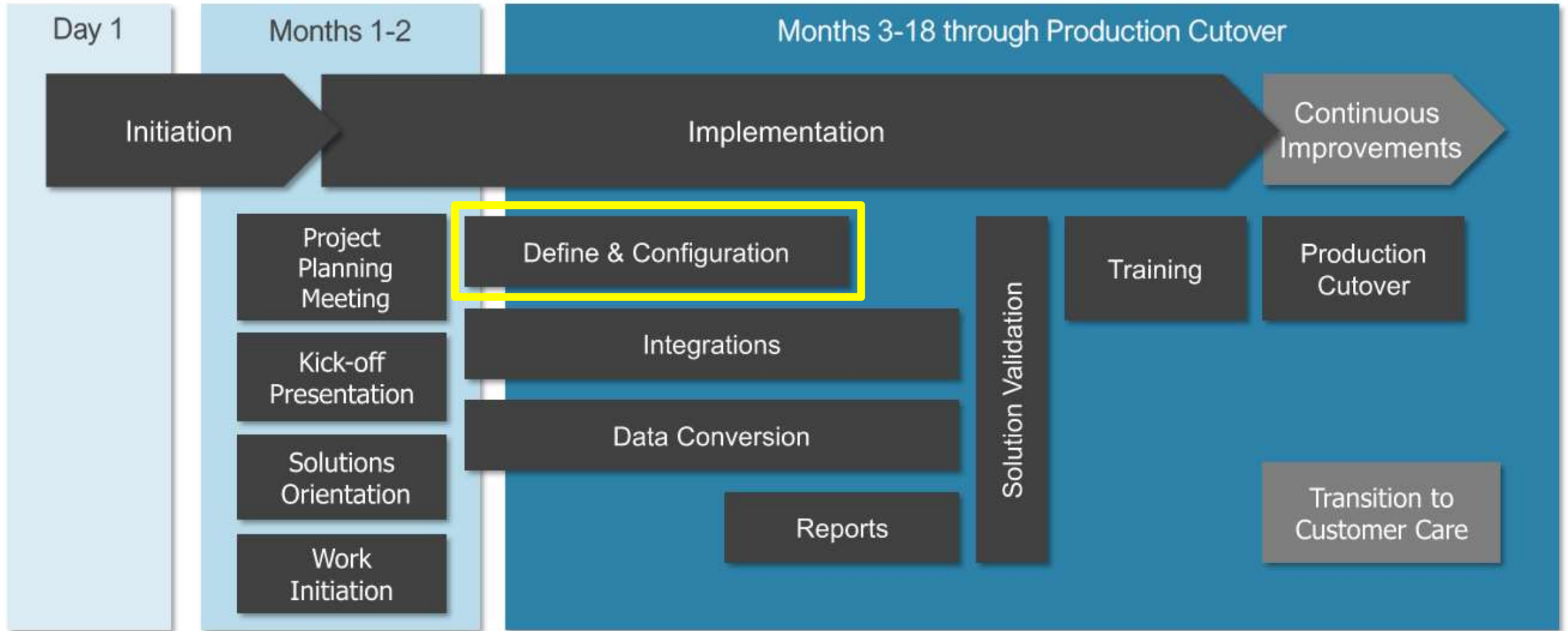
2- Can Be Mitigated

3- Remote Likelihood

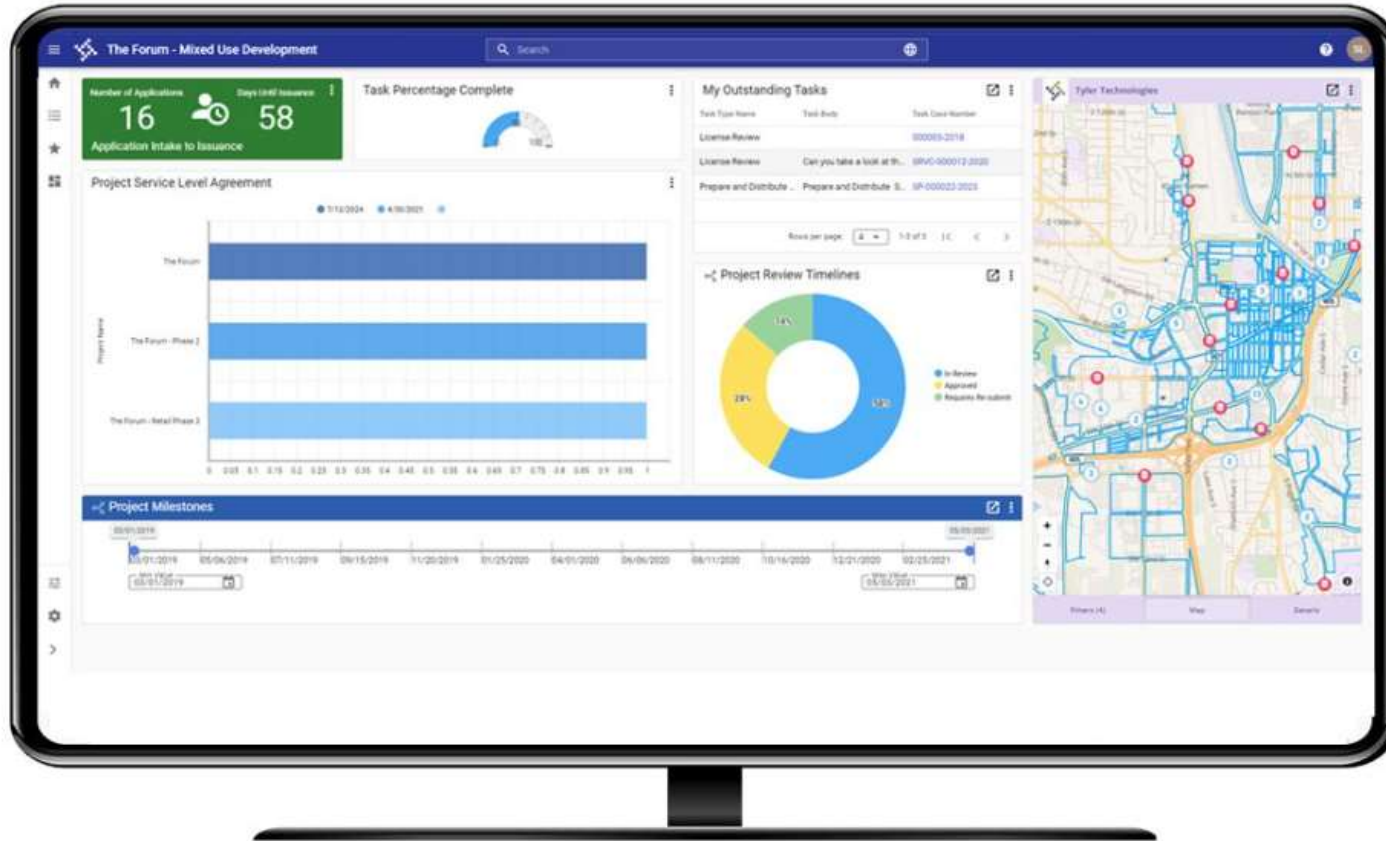


Cost Breakdown

Tyler Implementation Services (\$2M one-time cost)



Tyler Software Licensing (\$775K annually)



Current Licensing & Support Costs

Annual License: \$185,000
Annual City Staffing & Benefits: \$425,000
Other Maintenance Costs: \$15,000
Total: \$625,000

Tyler Licensing & Support Costs

Annual License: \$933,000
30% Discount: \$262,000
Total w/ Discount: \$670,000
Managed Services: \$105,000
Total: \$775,000



Resourcing (\$720K)

- Average of 4 FTEs per month for 18 months.
- 52/48 work split between internal and external resources.
- Backfill for critical roles (building, dev rev, code compliance).
- Supplemental pay for supporting and intermittent roles.

Professional Services (\$864K)

- RFP issued, no qualified respondents, staff has identified a qualified vendor. Sole-source appropriation required.
- Specific expertise in Accela-to-Tyler implementation/migration
 - Project management and scheduling
 - Configuration and best practices adherence
 - Risk mitigation and scope control
 - Vendor accountability for technical deliverables
 - Timely system delivery

Change Management (\$386K)

- OCM added to project scope due to historical challenges and risk assessment.
- OCM will provide structured change management.
- OCM will train internal staff to lead change initiatives

Summary of Costs

Item	Implementation Cost
Strategy Roadmap & Procurement Process	\$475,106
Tyler Technologies SaaS Implementation Professional Services	\$2,522,040*
Software Licensing through Implementation	\$1,342,912
City backfill for the two-year implementation period (4 FTE)	\$721,032*
Third Party Implementation Professional Services	\$864,000*
Prosci Change Management Professional Services	\$386,640*
Total Estimated Project Cost	\$6,311,730
Previously Appropriated Funds	\$2,140,000
Supplemental Appropriation Request	\$4,171,730

*Items assume a 20% contingency. For FTE items, contingency is represented by assuming a 24-month implementation period as compared to the 19- month planned implementation period.

Suggested Funding Stack

Previously Appropriated Funds	Amount
Data & Communications Fund Reserve – 2023/2024 BFO (<i>reserve generated by prior system fee</i>)	\$700,000
General Fund Reserves – 2023/2024 BFO	\$1,400,000
Change Management Funds	\$40,000
Total Previously Appropriated Funds	\$2,140,000
Suggested Funds to be Appropriated	Amount
General Fund Unanticipated Revenue	\$1,400,000
Utilities Funds Unanticipated Revenue*	\$1,300,000
Transportation Fund Unanticipated Revenue & Reserves	\$942,311
Capital Expansion Fees* (<i>CEF Administrative Allowance</i>)	\$400,000
ARPA Funds	\$129,419
Total Funds to be Appropriated	\$4,171,730
Total Estimated Project Cost	\$6,311,730

**These sources are comprised of multiple funding streams that fall within the category. The exact breakdown within categories is still to be decided.*



Outcomes

- Re-engineered processes: elimination, simplification, digitization and automation
- Reimagine work to reduce manual and high touch processes, into low-touch self-service
- Introduce smart workflows to automate processes, shifting from analog paper to digital online solutions



Success Criteria and Metrics

- **Success Criteria:** Decreased turnaround times through transparency and automation of processes. Up to date, streamlined processes that allow for digital enablement, and increased customer experience through simplicity of standardized processes. Increased time efficiency with automation of workflows, to allow employees to focus on day-to-day operations. Better customer experience through self-service.
- **Metrics:** To be Determined.



Impacted Stakeholders

- Community Development & Neighborhood Services
- City Clerk Office
- City Council City Managers
- External Customers
- Outside Agencies



Degree of Overall Organizational Impact



Importance

Digital Transformation of Licensing, Permitting, and Inspection Processes - Will initiate the transformation of current permitting, licensing, and development review processes and software to a new solution that better matches business needs and meets staff and customer requirements.



Organizational Benefits

- Increased customer satisfaction through simplicity of standardized processes with permitting and licensing
- A more holistic, customer-centered software ecosystem to increase efficiency, and accessibility to information
- Increased regulatory compliance through improved accessibility



Consequences of Not Changing/Risks

- Operations may fall behind increasing demands from businesses and residents, while being unable to integrate new trends and technologies properly due to incompatibility with legacy processes and platforms.
- A highly complex environment with current permitting and licensing spanning multiple departments
- Highly customized system processes requires significant coordination
- Lack of standardized process, and a high desire for specialized solutions like the ones currently in place could hamper the adoption of more universal tools.



Impacted Business Processes, Systems & Tools

- **Processes:** New, standardized, and optimized processes and procedures across CDNS
- **Systems:**
 - ✓ Replace legacy on Prem Accela system
 - ✓ Potentially decommission other systems as needed
- **Tools:** Reduce reliance upon MS Excel and other manual paper-based tools and forms for data tracking, analysis, and reporting.

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Questions?