



Long Beach Builds (LB Builds) – Enterprise Land Management (ELM) System

City Council Meeting – October 17, 2023

ELM Supports Citywide Permitting and Licensing

- The City uses an ELM system as the backbone for processing all City permitting and licensing functions, including inspections.
- ELM is large and complex and has several subsystems.
- There are many separate functions and eight departments using this system.
- ELM is an “enterprise” system because of the large-scale impact across many functions and departments.



Current System Not Meeting Needs

- The current system was installed in 2007.
- Many operations and needs have changed since that time.
- The current system is not meeting either customer needs or city analytical needs.
 - For example, current ELM is not configured to allow general online permitting submittals, an upcoming state law requirement, nor could it meet state processing requirements for online renewable energy permits without significant cost and time commitment.
 - The City cannot retrieve adequate data or information from the system to meet management or policy decision-making needs.
 - The current ELM lacks adequate integration across functions and departments, creating inefficiencies and lowering effectiveness.

Priority Project to Overhaul or Replace the Current ELM

- LB Builds – ELM will either overhaul or replace the current ELM system.
- Will improve capabilities and responsiveness in serving customers, whether residents, builders or developers.
- Will reduce the need for customers to come to City Hall for permitting or licensing needs.
- Will generally simplify the permitting and licensing processes and make processing as easy and painless as possible.
- Will provide better analytical information and be more efficient for staff.



Priority Project to Overhaul or Replace the Current ELM

- LB Builds – ELM is generically known as an enterprise resource planning system because of its size and complexity.
- To ensure sufficient time and resources for a successful ELM project, it's been necessary to pause LB COAST Phase II.
- It is unlikely that any city, including Long Beach, can successfully implement two concurrent major ERP projects with available resources.

Use of Consultants is Both Normal & Essential

- An enterprise system implementation project such as overhauling or replacing the ELM system is beyond the resources and expertise of the City staff. Expert assistance is needed.
- Consultants are used to temporarily assist and to provide the needed resources and expertise.
- The City has defined four scopes where consultants will assist the City.
- City staff will still be the decisionmakers and the key to design and implementation.
- A key to success is adequately staffing the project with the best City staff along with a good City decision-making process.

Scopes 1 and 2

Scope 1 – Needs

- Help make sure City is positioned for success.
 - Assess City readiness for the project.
 - Identify preliminary City resource needs for the project.
- Help define City needs to incorporate into the Request for Proposal.
 - Defining what the City wants from the system and ensuring the City is taking advantage of new capabilities in the market.

Scope 2 – Request for Proposals (RFP)

- Develop the RFP for the software and system integrator.
- Assist with selecting the software and system Integrator.

Scopes 3 and 4

Scope 3 – General Project Management

- Provide project management when implementation begins.

Scope 4 – Quality Assurance

- Provide quality assurance – identify issues with vendors or City that may impact project success and make recommendations to resolve them.



Good Response to the City's RFP for LB Builds - ELM

- 14 proposals from eight firms
- Evaluation committee process with City staff from the Community Development, Technology and Innovation, and Financial Management Departments - the key departments using or involved with ELM.
- Narrowed down to semi-finalists based on the written proposals.
- Narrowed to finalists based on interviews and response to specific questions.
- Finalists then addressed issues specific to their proposals and adjusted their proposals to better meet City needs.



Potential Timeframe (Earliest Timing)

This timeline will be reevaluated after selection of the software and system integrator and is likely the quickest timeframe. It may not be achieved depending on City resources and other factors, including vacancies and other city priorities.

Date	Goal
12/4/2023	Project start - needs definition and RFP development
4/22/2024	RFP release
5/31/2024	Proposals due
9/6/2024	Vendor Selection
11/15/2024	Award, negotiation and contract signing complete
12/2/2024	Implementation begins with design and configuration
6/1/2026	Switchover to new or overhauled ELM system
8/1/2026	New system stabilization period ends (normal operations)
4/1/2027	End of potential Organizational Change Management (OCM) work to ensure best use of ELM

Potential Costs of the Proposed Awards

Scope	Base Cost	Contingency	Total
Scopes 1 and 2	\$ 890,000	\$130,000	\$1,020,000
Scope 3	\$1,603,000	\$320,600	\$1,923,600
Scope 4	\$1,050,000	\$210,000	\$1,260,000
Totals	\$3,543,000	\$660,600	\$4,203,600

- Scope 3 base cost includes \$352,000 for optional OCM management services at the sole discretion of the City.
- Scope 3 and 4 costs may be exceeded if implementation timeframe is significantly longer than the aggressive timeframes proposed.

Potential Costs of the Proposed Awards (cont.)

Scope	Base Cost	Contingency	Total
Scopes 1 and 2	\$ 890,000	\$130,000	\$1,020,000
Scope 3	\$1,603,000	\$320,600	\$1,923,600
Scope 4	\$1,050,000	\$210,000	\$1,260,000
Totals	\$3,543,000	\$660,600	\$4,203,600

- Total costs for this major project are unknown at this point. Additional one-time costs, which will be substantial, include software, the system integrator, and soft and hard costs for City staffing.
- Whether net operating costs will be higher or lower is unknown.
- Much of the cost, but not all, will be funded by the Development Services fund.

Summary

- LB Builds – ELM will replace or overhaul a major enterprise system.
- LB Builds – ELM will greatly improve online access and other customer experiences with City permitting and licensing.
- The project is anticipated to start in December 2023 and be operational in mid-2026.
- The cost will largely be funded from the Development Services fund.



Recommendation

Recommendation to adopt Specifications No. RFP TI-23-201, for Enterprise Land Management (ELM) Consulting Services and award a contract to Gartner Consulting, of San Diego, CA, for to provide Needs Analysis, Request For Proposal (RFP) Development and Vendor Selection Consulting Services for an amount not to exceed \$890,000, authorize a 14.6 percent contingency in the amount of \$130,000, for a total contract amount of \$1,020,000 for a period of one year, with the option to renew for four additional one-year periods, at the discretion of the City Manager; and, authorize the City Manager, or designee, to execute all documents necessary to enter into the contract, including any necessary subsequent amendments;

Award a contract to BerryDunn, of Portland, ME, for General Project Management Services and Organizational Change Management for an amount not to exceed \$1,603,000, authorize a 20 percent contingency in the amount of \$320,600 for a total contract amount of \$1,923,600, for a period of one year, with the option to renew for four additional one-year periods, at the discretion of the City Manager; and authorize the City Manager, or designee, to execute all documents necessary to enter into the contract, including any necessary subsequent amendments;

Recommendation, continued

Award a contract to Gartner Consulting, of San Diego, CA, for Quality Assurance Services, for an amount not to exceed \$1,050,000, authorize a 20 percent contingency in the amount of \$210,000, for a total contract amount of \$1,260,000 for a period of one year, with the option to renew for four additional one-year periods, at the discretion of the City Manager; and, authorize the City Manager, or designee, to execute all documents necessary to enter into the contract, including any necessary subsequent amendments; and,

Increase appropriations in the Development Services Fund Group in the Community Development Department by \$890,000, offset by funds available. (Citywide)



Thank you

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