

TO:	CHAIR AND MEMBERS CORPORATIVE SERVICES COMMITTEE MEETING ON TUESDAY, JUNE 18, 2013
FROM:	JIM PURSER MANAGER OF RECORDS & INFORMATION SERVICES AND JOSEPH EDWARD CHIEF TECHNOLOGY OFFICER
SUBJECT:	RFP12-36 RECORDS MANAGEMENT SYSTEM

RECOMMENDATION

That, on the recommendation of the Manager of Records & Information Services and the Chief Technology Officer, the following actions **BE TAKEN**, with respect to the acquisition of records management software to be integrated with the Microsoft SharePoint platform, the conversion of electronic records from the Livelink system and from shared network drives to the SharePoint platform:

- a) The Submission from StoneShare Inc., 159 Promenade Du Portage, Gatineau, QC J8X 2K4 for implementing an Enterprise Information Management strategy for the City of London and their submitted total cost of Software and Services of \$957,826 (excluding HST), **BE ACCEPTED**; and
- b) The additional \$20,000 **BE APPROVED** for travel costs associated with implementing this system; and
- c) That the Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with this contract; and
- d) Approvals hereby given **BE CONDITIONAL** upon the Corporation entering into a formal contract or issuing a purchase order relating to the subject matter of this approval.
- e) The financing for this project **BE APPROVED** as set out in the Source of Financing Report attached as Appendix 'A'.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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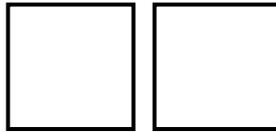
Information Technology Strategy – Finance & Administration Committee, January 16, 2012; and Archives Needs Assessment Report - Finance & Administration Committee, July 20, 2011

BACKGROUND

Introduction

Information is a strategic asset and should be managed as such. The volume and complexity of information poses an enormous challenge to organizations as they try to manage information as an asset to derive value, improve service, reduce risk, reduce cost and comply with government regulations. The City of London is not immune to this challenge. Faced with this enormous challenge, organizations are beginning to adopt and implement industry standard records management frameworks such as The Ontario Municipal Records Management System (TOMRMS), Information Lifecycle Governance, streamlined processes, policies and guidelines, and modern technological tools.

According to Gartner research group "Leveraging information will continue to fuel business success. But the growth in information volume, velocity, variety and complexity and the new information use cases makes information management infinitely more complex than it has been in the past. To deal with these new demands, the IT organization needs to dramatically modernize its IT systems, transforming outdated data management infrastructure and replacing it with a more up-to-date and superior information environment able to support an entirely new set of requirements."



The Information Technology Services (ITS) division submitted a 3-Year Information Technology Strategy to Council in January 2012. This strategy included improving processes, rationalizing applications and implementing modern technology tools to manage information as a strategic asset. This business-IT initiative aligns with the strategy presented to Council.

Project

The overall goal of this project is to establish a solid foundation for the City of London’s Enterprise Information Management (EIM) framework to enable efficient, effective and economical ways to manage information from collection to disposition.

Information lifecycle governance along with modern tools is critical to achieve this goal. The lifecycle governance includes identifying the correct way of dealing with information to meet legislative requirements; and recognizing national & international standards, best practices and efficient business processes. However, that is just the very beginning. Enterprise Content Management (ECM) is the tool that enables the organizations to apply the approved objectives and principles in a consistent manner across the Corporation without impeding the business processes.

The City of London has been using an IT tool known as Livelink for over 10 years. Due to the single-purpose nature of this tool, high cost of ongoing maintenance and low return on investment, ITS marked this tool for replacement with an ECM platform. This would allow for the development of various business solutions such as: modernization of public facing website; management of electronic and physical information; improvement of business intelligence capabilities; improvement of the information management process from creation to disposition by adopting scanning and workflow technologies; development of employee collaboration and knowledge portal, etc. Microsoft SharePoint technology was chosen as an ECM platform in 2011.

Here are some of the business reasons this particular project is critical to the City:

- Municipalities are required to implement Records Management policies, procedures and tools to fulfill Municipal Act 2001, s.255 and the requirements of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The City Clerk’s office has been working on implementing a records management system to manage the electronic and physical information assets for some time.
- Legal reasons such as the litigation discovery process and requirement to hold records from the destruction process when litigation is anticipated. Not having an established records management framework for digital and physical information assets increases the overall cost and risk to the Corporation.
- The volume of digital assets has been increasing exponentially. This increases the cost of storage, backup, legal discovery costs, etc. According to research, a single legal discovery cost is approximately \$18,000 for 1TB (Terabyte) of unmanaged data. City of London has close to 4TB of unmanaged data and it keeps growing. Having a well-defined information lifecycle management framework is necessary to curtail this cost and bring efficiency.
- Having access to accurate information will greatly improve the quality and timeliness of decisions, and improve service to our citizens. This will be extremely critical for successfully implementing “Service London”.
- The current Livelink system holds close to 4 million documents. These documents need to be migrated soon to address any major risks.
- Information storage, backup, recovery and transportation and legal discovery costs keep increasing. This is unsustainable in the long run and therefore needs to be curtailed.

There will be several tangible and intangible benefits to be realized with this project:

- Even though this is not part of the “Service London” initiative, the success of “Service London” will depend on having an effective information management framework and systems in place. Having the right information, at the right time through various methods and mediums will enhance the quality of the decision and improve the service to our citizens.
- To achieve value from IT investments, IT eco system must have three pillars to provide greater value: (1) skilled, talented workforce with effective IT organizational structure and IT Governance; (2) high performing, reliable IT infrastructure; and (3) Enterprise

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Information Management Framework including Information Lifecycle Governance for structured and unstructured data. Without the Information framework, spending millions in applications will not provide the full value. This project will set the foundation.

- Modern scanning and workflow tools to be implemented as part of this project will enable process efficiencies. These solutions will be incorporated with the CRM solution to be implemented as part of Service London.
- This is a platform solution to be used for other business solutions such as Collaboration Portal, Process Improvement, etc. This will reduce the overall cost of technology and simplify the IT environment.
- ITS staff will be assigned to support a platform instead of individual tools and solutions.
- Over 2000 staff will be trained in new technology tools. This will improve leveraging the technology investment.
- Long-term operational cost savings due to application rationalization and platform approach.

Several pre-project initiatives were undertaken by ITS and Clerk's Office to get to this stage. In 2012, the Records Management Strategy steering committee was formed and a draft policy was presented, with the help of an outside consultant. A corporate-wide records inventory is currently in progress.

This particular project will have the following deliverables:

- Building a fully redundant Enterprise Information Management Infrastructure using SharePoint 2013 ECM platform, Gimmel software suite consist of GimmelSoft IGS for electronic information assets including email integration and Accutrac system for physical information assets.
- Implementation of Nintex workflow solution.
- Replacement of unsupported Kofax scanning solution with PSI:Capture OCR/PDF Module for scanning, etc.
- Replacement of Livelink and migration of all documents (close to 4 million) from Livelink to SharePoint and decommissioning of the Livelink system.
- Implementation of The Ontario Municipal Records Management System (TOMRMS) for classifying physical and electronic records.
- Migration of existing Livelink based applications including "City Connect" from Livelink to SharePoint.
- Migration of all digital assets (close to 4TB) from shared drives to SharePoint to enable information access from one place.
- Seamless integration of our email system with the Records Management System to enable records management principles to be applied to emails.
- Replacement of the existing scanning and workflow solutions to improve process efficiency.
- Training of close to 2000 users in new tools and records management guidelines and principles; improvement of current business processes used by Livelink.

This will establish a solid foundation for Enterprise Information Management (EIM) framework for the City to leverage and manage information as a strategic asset, and to derive value and improve services to our citizens.

This project will be done in partnership with the selected vendor where ITS and business division staff will be involved. The overall project ownership and accountability will reside with the vendor, whereas ITS and the Clerk's Office will be responsible for delivering and/or contributing to some of the tasks. This will enable skill transfer to the City of London staff and reduce the overall cost of the project.

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Funding

Along with the IT Strategy presented to the Council in 2012, ITS submitted a financial and investment strategy. This strategy included cost avoidance and deriving savings out of existing IT investments by rationalizing applications, renegotiating and/or cancelling annual software/hardware maintenance contracts, eliminating applications, etc. and investing the savings in corporate business-IT projects to improve efficiency, effectiveness and reduce cost. In 2011, ITS stopped paying for annual maintenance for Livelink. Savings from this strategy and other initiatives allowed ITS to set aside one million dollars in the technology reserve fund for strategic corporate business-IT projects such as this. This was approved by the Council in 2012. Funds from the technology reserve fund and from the Finance Department’s capital funding, will be used to fund this project.

- a) Funding for this expenditure has been allocated in the technology reserve fund and the Finance Department’s capital budget and is attached as Appendix ‘A’. This includes the total cost for software and services and estimated travel costs of \$20,000.
- b) Future additional annual operating costs of \$82,335 for support and maintenance on this software product are recognized as a result of this project and will be accommodated within ITS and City Clerk’s Division operating budgets.

Purchasing Process

In December of 2012, Purchasing & Supply together with Information Technology Services and the City Clerk’s Office issued a Request for Proposal, RFP12-36, for a Records Management System, a project to acquire and implement a records management software application that can augment SharePoint 2010 to enable the City to apply its information management policies and principles to all records through their entire lifecycle, regardless of the medium or media on which they are stored. Of particular importance is the ability of the selected application to manage physical records and to integrate email into the central repository. Project management, solution design, development of custom components, training and documentation, user acceptance testing, deployment and data migration, adoption of records management with post go-live service and support were all attributes of this endeavor.

Over twenty (20) potential suppliers were invited and the request for proposal was publicly advertised and posted on the City’s website. Three (3) compliant submissions were received. The highest scoring submission was received from StoneShare Inc., which met all of our terms, conditions, requirements and specifications in all areas.

Acknowledgements

This report was prepared with the help of Chris Ginty CPPB, Procurement Officer.

SUBMITTED & RECOMMENDED BY:	SUBMITTED & RECOMMENDED BY:
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REVIEWED AND CONCURRED BY:	REVIEWED AND CONCURRED BY:
MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	CATHY SAUNDERS CITY CLERK LEGAL AND CORPORATE SERVICES

cc: John Freeman, Manager of Purchasing and Supply;
 Chris Ginty, Procurement Officer.