CITY OF CUPERTINO
LASERFICHE STRATEGIC ROADMAP OVERVIEW

Strategic Roadmap and Initiatives

The City of Cupertino (the "City") has developed strategic initiatives for achieving the maximum potential from the use of Laserfiche technology as the system of record and implementing information governance requirements into the system.

The goal of these strategic initiatives is to effectively design and implement a systematic and standardized approach to storing, managing, protecting and eventually deleting records in accordance with laws and regulations and in line with organizational and cultural business needs.

This strategy requires a change in governance and overall design and implementation of Laserfiche to achieve the desired goal. The course of the Roadmap is over a two to three-year timeframe and requires that the City dedicate resources to executing these initiatives as well as to ongoing management and oversight of the system. Kaizen recommends that the City have at least one dedicated IT resource who is technically knowledgeable about Laserfiche to make changes to workflows, e-forms and configurations. The Roadmap lays out the progression of training for the IT resource.

In addition, a system administrator - a separate position from the IT technical resource - will need to be identified and appointed. The role of this position is to oversee and manage departmental or end user governance, as well as security and access approvals, and to assign and/or facilitate end user training. In order for end users to become not only comfortable, but also proficient in using Laserfiche, adequate training and support must be provided. The system administrator is responsible for ensuring that end users know how to use the system and that the configuration rules are properly governed. The system administrator position would be, at minimum, a half-time position starting with the short-term initiatives, continuing through the longer-term activities, and ongoing to sustain the City's effective use of Laserfiche.

Both the IT technical resource and the system administrator should have a comfortable working relationship with the City's Laserfiche vendor to ask for support and seek advice. Regular, not necessarily frequent, contact with the vendor is recommended.

The City has many initiatives to complete in order to reach a Trusted System state and to maximize the capabilities and use of Laserfiche. Adequate resourcing and support are critical to the success of these initiatives.

City of Cupertino Strategic Roadmap Initiatives

Short-Term Strategic Initiatives (9 to 12 months)	Mid-Term Strategic Initiatives (12 to 24 months)	Long-Term Strategic Initiatives (>24 months)
1a. Resolve technical issues with Laserfiche application: scan settings; user training on searching, display issues, and weblink issues. Establish and implement a standard configuration for workstations across City departments. ***In Progress***	10. Create a Policy and Resolution that declares Laserfiche as the "System of Records."	18. Develop a working plan and implement plan to move documents from personal and shared drives and to set time restrictions on shared drives, declaring shared drives as working areas only.
1b. More technical issues: review current Laserfiche security settings. Make sure staff can only create, delete, or modify their Department records and only IT can create, delete or modify folders.	11. Create the file plans (folder structures) from the new Retention Schedule for each department and configure in Laserfiche.	19. Create a Pilot project to develop new workflows for two business processes. Suggested processes include: New Hire Application and Payroll Change Process.
2. Review and modernize the Retention Schedule. Revise the format, review categories and retention periods with the departments and create a new document.	12. Develop and execute a plan to move documents from current folder structure in Laserfiche to the new file plans with additional governance and controls.	20. Investigate and prioritize other system integrations with Laserfiche where the records from other applications need to be stored in Laserfiche.
3. Standardize templates, naming conventions, and data elements (standard fields, domain) across the City and standardize the file format to be uniform. Develop a "Change Process" for any requests by departments for changes.	13. Obtain additional training on Laserfiche for System Administrator and IT. Recommended topics (may not be inclusive of all) include: Formatting fields, masking fields, metadata features in LF, and building e-Forms	21. Expand the use of e-Forms and workflow to other documents and business processes.
4. Develop the following citywide governance documents: Implementation Checklist, Input Procedure, Searching Guidelines, and Document Deletion Procedure	14. Create an integration with Granicus to push docs to Laserfiche from Granicus Legistar	22. Transition PRR request process into Laserfiche system with use of e-Forms and Workflow.
5. Obtain training and education for System Admin and IT on building backend workflows in Laserfiche for data migration.	15. Prioritize and begin adding new document types of department records with limited retention into Laserfiche in the new structure.	
6. Identify existing department to transition new criteria, templates, File Plan, and Retention Schedule.	16. Obtain training for System Admin and IT on building business process workflows within Laserfiche.	
7. Assess current Laserfiche system against the "Trusted System Requirements". Plan and adjust as needed.	17. Create Pilot project based on list of need to develop three to four e-Forms for internal or external use.	

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

8. Develop and deliver training to key contacts in each department on how to read and use the new Retention Schedule.		
9. Develop City -wide end-user training(s) on how to use and navigate Laserfiche (schedule to be determined as needed).		

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
1a	Resolve technical issues and establish and implement a standard configuration for workstations. *In Progress*	a. Resolve technology issues: workstation scan and display settings, and weblink b. Provide search training to users c. Establish standards on workstation configurations d. Apply the standards	May 2019	Aug 2019	IT Team	No extra resources needed	**In Progress**
1b	More technical issues: review current Laserfiche security settings. Make sure staff can only create, delete, or modify their Department records and only IT can create, delete or modify folders. *In Progress*	a. Review current security settings b. Determine who should have rights to what folders c. Set new security settings	May 2019	Aug 2019	IT Team	No extra resources needed	**In Progress**
2	Modernize the Retention Schedule.	a. Meet with dept. SMEs b. Draft retention categories c. Review with SMEs d. Update legal citations, if needed e. Revise as needed f. Prepare final draft g. Assist with Resolution for adoption by Council	July 2019	Oct 2019	IT Team City Clerk	Consultant	**Contracted**

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
3	Standardize Laserfiche templates, naming conventions, file format, data elements and change process	a. Decide what the file format will be City-wide – for uniformity of documents stored in LF b. Develop and document the standards to be followed: • Naming Conventions • Data Elements • Laserfiche Templates c. Draft the procedure for departments to follow when requesting or needing changes to the system or reconfigurations d. Communicate standards with departments	July 2019	Sept 2019	IT Team	No extra resources anticipated	**Task 3a is complete**

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
4	Develop governance documents	a. Develop and document the following governance requirements: • Implementation Checklist for rollout in Dept • Document input/upload Procedure • Searching Guidelines and Helpful Hints • Document Deletion Procedure b. Review documents with a few select staff for comments c. Revise and update d. Publish documents e. Train employees on the procedures	Sept 2019	Nov 2019	City Clerk IT Team	No extra resources anticipated	
5	Training for System Admin and IT on building backend workflows for data migration	a. Contact vendor for additional training b. Attend training	Sept 2019	Dec 2019	IT Team	Vendor training resource	

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
6	Identify existing Laserfiche department user to transition to new Retention Schedule, File Plan and governance.	a. Identify the department to transition to Laserfiche environment b. Configure their new File Plan with metadata and retention in Laserfiche c. If new (day-forward) operating procedures are needed, create, publish and train users d. Test the new File Plan e. Determine migration approach f. Move documents from old structure to new File Plan g. Adjust as needed	Dec 2019	Mar 2020	IT Team Department Selected	May need vendor or consultant resources for adjustments to business processes, LF system or File Plan	

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
7	Assess current Laserfiche system and City policies & procedures for its use against CA State "Trusted System" requirements. Plan and implement changes as needed.	a. Assess the current Laserfiche system to the State of California Trusted System requirements b. Assess the current City policies and procedures for use of Laserfiche to the State of California Trusted System requirements c. Determine if revisions or changes need to be made d. Develop a plan for the changes and implement e. Document the changes to system configuration and new or updated policies and procedures	Nov 2019	Jan 2020	IT Team	Unknown at this time May need vendor professional services.	

City of Cupertino Strategic Roadmap Initiative Details
Short-Term Initiatives 9-12 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
8	Develop and deliver training to key contacts on how to read and use the new Retention Schedule.	a. Develop training presentation b. Review presentation with City project team c. Make revisions and determine the training dates d. Publish dates, invite employees e. Deliver training	Feb 2020	Mar 2020	IT City Clerk	Consultant	
9	Develop City-wide end-user training(s) on how to use and navigate Laserfiche (schedule to be determined as needed).	a. Develop training presentation b. Review presentation with City project team c. Make revisions and determine the training dates d. Publish dates, invite employees e. Deliver training	Jan 2020	Apr 2020	IT City Clerk	Consultant	

City of Cupertino Strategic Roadmap Initiative Details
Mid-Term Initiatives 12-24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
10	Create a Policy and Resolution declaring Laserfiche the System of Record.	a. Draft a policy and resolution b. Socialize documents with key stakeholders c. Revise, as needed, and schedule for Council adoption	May 2020	June 2020	City Clerk	No extra resources anticipated	
11	Create the file plans from the new Retention Schedule for each department and configure in Laserfiche.	a. Meet with departments to develop their file plan and metadata requirements for Laserfiche b. Develop the file plans, review with the departments and make any changes needed c. Discuss with Laserfiche vendor and prepare information for vendor d. Vendor to configure the file plans	May 2020	July 2020	IT Team	Consultants	**Contracted 2019**
12	Training for System Admin and IT team on additional Laserfiche configuration topics.	a. Contact vendor for additional training b. Attend training	Oct 2020	Nov 2020	IT	Vendor training resource	

CITY OF CUPERTINO
Mid-Term Initiatives 12-24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
13	Develop and execute a plan to move documents from current structure to new file plans in Laserfiche.	a. Investigate the number of departments and volume of documents to move. b. Facilitate departments deletion of non-records and obsolete records from old structure c. Prioritize documents or departments to move d. Execute plan and keep departments informed	July/Aug 2020	Dec 2020	IT Team Department	No extra resources anticipated	
14	Create an integration between Granicus and Laserfiche.	a. Engage the impacted department(s) and scope the project b. Meet with both vendors to determine integration approach c. Issue contract and SOW w/Granicus d. Schedule integration and manage project	Jan 2021	Apr 2021	IT City Clerk	Vendor resource	

CITY OF CUPERTINO
Mid-Term Initiatives 12-24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
15	Add new document types from departments.	a. Identify and prioritize document types to add to Laserfiche b. Discuss document types with departments to ensure the file plans are used and the implementation criteria are understood and being met c. Establish a project timeline for moving or adding documents to Laserfiche d. Implement plan e. Test the folders with the departments f. Adjust as needed	Jan 2021	Ongoing Unable to determine completion date – dependent upon volume added	IT Departments	No extra resources anticipated	
16	Obtain business process workflow training for System Admin and IT team.	a. Contact vendor for additional training b. Attend training	June 2021	July 2021	IT	Vendor resource needed	

CITY OF CUPERTINO
Mid-Term Initiatives 12-24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
17	Create a Pilot project to develop 3 to 4 Laserfiche e-Forms: • Crest Award Application • Business Licenses • New Hire Transaction Application • Benefit Change Form • Recreation Special Programs Application • Planning Applications • Public Works Applications • Payroll Change Request • Public Records Request	c. Determine which processes and/or forms to convert to an e-Form d. Discuss how the form is to be built and used with the department owner e. Build the form f. Test the form by the department owner g. Adjust as needed h. Deploy	Jan 2021	Apr 2021	IT Department	No extra resources anticipated	

CITY OF CUPERTINO
Long-Term Initiatives >24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
18	Develop and implement plan to move documents from shared and personal drives, time out storage in shared drives, and declare shared drives suitable for working documents, only.	a. Clarify only records are moved to Laserfiche b. Departments are to identify records to move into Laserfiche c. Departments are directed to delete obsolete records and or remove duplicates from shared drives/personal drives d. Departments are reminded that Laserfiche is the record repository	July 2021	June 2022	IT Departments	Resource need is unknown at this time	

CITY OF CUPERTINO
Long-Term Initiatives >24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
18 (cont'd)	Develop and implement plan to move documents from shared and personal drives, time out storage in shared drives, and declare shared drives suitable for working documents, only. (Cont'd)	e. City declares that shared or personal drives are considered working areas only f. Time limits are set for documents in shared and personal drives g. Communication plan is put in place to notify employees and elected officials h. Resource needs and help are provided to individuals to make the adjustment i. Time limits are assigned and enforced	July 2021	June 2022	IT Teams Departments	Resource need is unknown at this time	

CITY OF CUPERTINO
Long-Term Initiatives >24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
19	Create Pilot project to develop new business process workflows. • Payroll Change Process • Public Records Requests • Crest Award Process • New Hire Transaction Process • Recreation Special Programs Applications	a. Define Pilot scope and identify two to three business processes that can benefit from workflow b. Engage impacted departments c. Develop draft workflows with departments d. Test process and adjust as needed e. Deploy	Dec 2021	June 2022	IT Teams	No additional resources anticipated	

CITY OF CUPERTINO
Long-Term Initiatives >24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
20	Investigate and prioritize system integrations with other City applications. Integrations to be investigated beyond Granicus include: • Cobblestone - Contracts Application • Accela • Finance (ERP System) • CityWorks – Asset Management • Transportation Permitting Application • Recreation - ActiveNet	a. Investigate which systems would benefit from integration with Laserfiche b. Develop a plan and priority order c. Obtain cost factors and budget integrations d. Execute plans	May 2022	Ongoing	IT Team Departments	Vendor resources needed Additional funding required	

CITY OF CUPERTINO
Long-Term Initiatives >24 Months

Task No.	Initiative	Milestones	Start Date	Estimated Completion Date	Responsibility	Resource Estimates	Status of Task
21	Expand the use of Laserfiche e-Forms and business process workflows.	a. Continue to identify opportunities for the use of e-Forms b. Create forms c. Test by departments d. Adjust as needed e. Deploy	Nov 2022	Ongoing	IT Team Departments	No additional resources anticipated	
22	Transition PRR request process to Laserfiche with e-Forms and Workflow.	a. Investigate moving from old system into Laserfiche b. Develop plan and e-Form c. Add e-Form to City website and create a workflow to route the form through the City d. Test e. Adjust as needed f. Deploy	Jan 2023	April 2023	IT Team City Clerk Departments	No additional resources anticipated	