


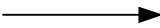

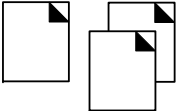
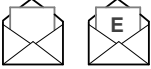

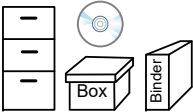
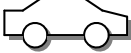





### Session 3: PRA As-Is Business Process

#### Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
-  Process step box symbol: indicates a step in a business process.
-  Decision tree symbol: indicates Y / N options or decision in a business process.
-  Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
-  Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
-  Hardcopy document(s): indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates e-mail or fax, respectively. Multiple symbol indicates a package of documents.
-  Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
-  Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
-  Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
-  Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
-  Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
- 1,4,7** Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.

**Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.

**Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.

**Solutions** Solution Statement: possible policy, process, and / or technology solutions.

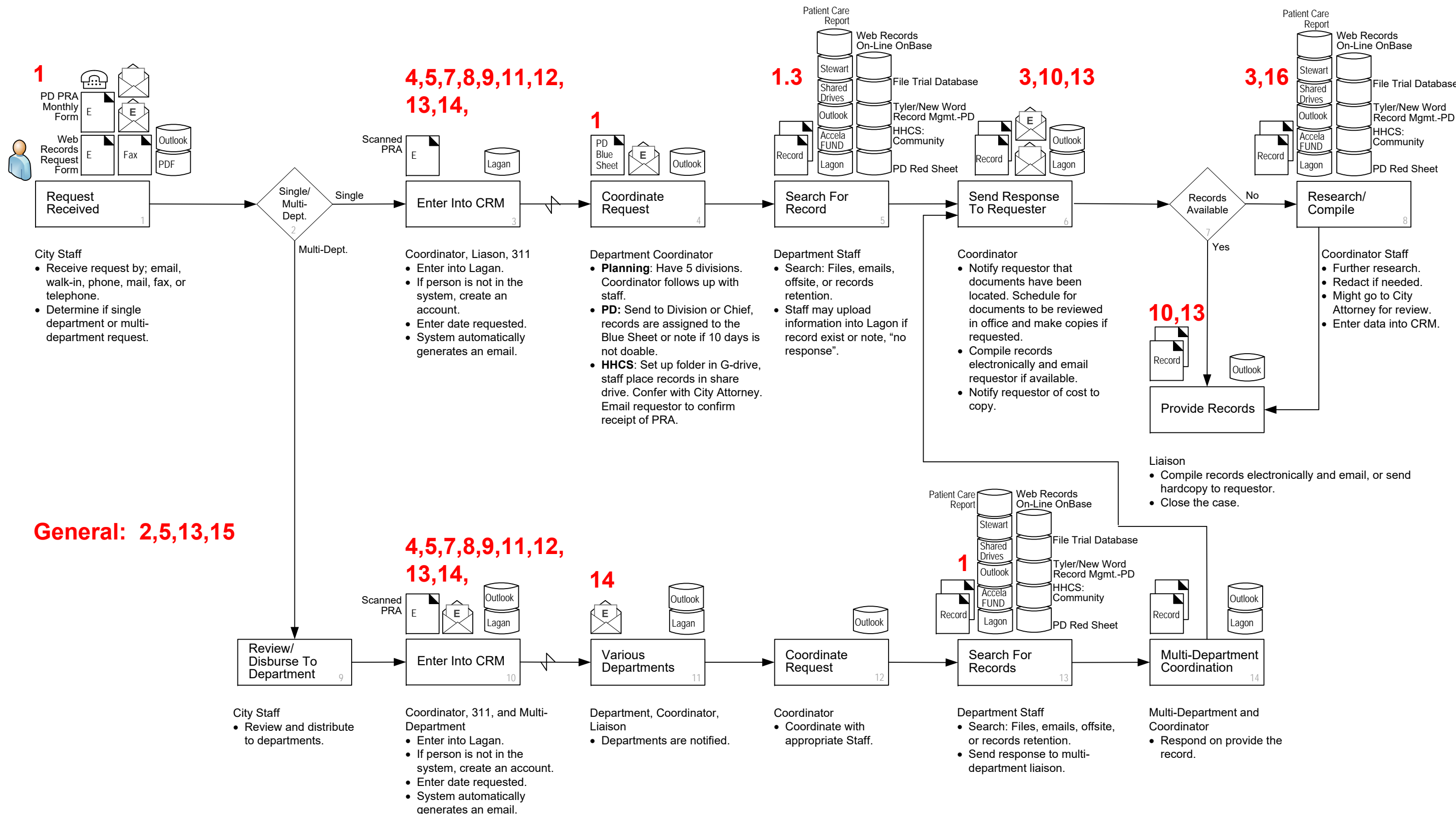
**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

#### Attendees Name Title / Division Phone Email

Attendees Name	Title / Division	Phone	Email
1. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandez@thirdwavecorp.com
2. Jeleen Charlot	Manager, Enterprise Services	310.914.0186	jcharlot@thirdwavecorp.com
3. Savita Chaudhary	CIO/ IT	510.981.6525	SChaudhary@cityofberkeley.com
4. Leslie Rome		510.981.6525	LRome@cityofberkeley.info
5. Lester Valderas		510.981.6525	LValderas@cityofberkeley.info
6. Kathy Cassidy		510.981.6525	KCassidy@cityofberkeley.info
7. Cristi Delgado		510.981.6525	CDelgado@cityofberkeley.info
8. Debra Montgomery		510.981.6525	Demontgomery@cityofberkeley.info
9. Tasha Tervalon		510.981.6525	TTervalon@cityofberkeley.info
10. Arnold Chan		510.981.6525	AChan@cityofberkeley.info



### Session 3: PRA As-Is Business Process





### Session 3: PRA As-Is Business Process

#### Problems

1. When a Coordinator is out of the office, there is no way to notify them.
2. Lack true PRA System.
3. Lack of redaction ability.
4. Take too many steps to create case.
5. Lack of reporting capability.
6. Due dates are not 100% accurate.
7. Lack proper fields to capture data.
8. Current PRA does not link a requestor with an organization.
9. Lacks ability to identify Departments.
10. Need ability to add notes to case without stating a new case.
11. Inability to update the customer record.
12. Lack of data validation in existing system.
13. Limited search functions, code, categorize PRAs; limited to search functions.
14. Lack the ability to CC Staff/ Management based on requestor.
15. Unable to reassign the case.
16. Unable to lock and send confidential records.

#### Impacts

1. - Don't get all the data.
- Missed deadlines.
2. - Delays the process and ability to respond properly.
- City does not look good.
3. - Staff time.
- Privilege information might be disclosed to wrong person.
4. - Same as #3.
- May not enter the case and log the PRA.
- Lack of reporting.
5. - Have to manually review a lot of individual cases.
- Staff time.
- Creates additional request.
6. - Gives false information on reports.
- Staff time to make adjustments
7. - Lack of information.
8. - Duplication of records.
- Miscommunication.
9. - Staff Time.
- Same as #8.
10. - Inaccuracy in reporting.
- Staff time.
11. - Same as #10.
12. - Same as #10.
13. - Same as #10.
14. - Staff may not have important information.
- Staff time to create emails.
15. - Same as #10.
16. - Creating two sets of records.
- No visibility of original records.
- Storing information disparate process.

#### Solutions

- 1. New PRA Software**
- Features and Functions**
- Web enabled.
  - Redaction.
  - User friendly / intuitive.
  - Contemporary GUI.
  - Capture customer data/ organization.
  - Provide ability to select departments using pull downs / radial buttons to send automated notifications.
  - Provide ability to send messages/notifications and outlook documents.
  - Add notes to a case without sorting a new case.
  - Ability to update customer record.
  - Provide "Global Subject"/contact history.
  - Various access rights; Coordinators, Liaisons, 311, and Departments.
  - Data validation
  - Rigorous Search.
  - Resign a case.
  - Manage confidential records.
  - Smart calculator:
    - Recognize weekends
    - Holidays and time.
  - Web portal: Find/submit information, check stats.
  - 24/7 Access.
  - PRA knowledgebase.
  - Ability to accept / track/ display top questions.
  - Provide detailed information searches.
  - Route, escalate, track, and manage request, automated workflow.
  - Manage deadlines.
  - Save searches and responses into dashboards.
  - Capture, index, and consolidate into a secured archive.
  - Track costs and collect payments.
  - Public facing notes/ Internal.
  - Time tracking: by each Staff and summed up with by all Staff.

#### Benefits

1. - Quicker response.
- Meet deadlines.
2. - Efficient response.
- Healthy Staff.
3. - Time savings.
4. - Same as #2 and 3.
5. - Accurate data.
- Know where to make adjustments.
6. - Timely responses.
7. - Better/ Accurate data.
- Faster
8. - Better record keeping.
- Same as #2.
9. - Staff time.
- Things would not fall through the cracks.
- Self service.
10. - Same as #3 and 5.
11. - Same as #10.
12. - Same as #10.
13. - Same as #2,3,and 5.
14. - Same as #3.
- More visibility.
15. - Same as #2 and 3.
16. - Same as #5.
- Security of records.
- Documents would be in one place.



# Session 4: PRA To-Be Business Process

## To Be Process Symbol Legend

- Customer symbol: indicates an internal or external customer coming to initiate or receive services.
- Existing process step box symbol: indicates a step in the business process.
- New process step box symbol: indicates a new step in a business process.
- Existing process step box symbol: indicates an existing step in a business process that will be eliminated in the future state.
- Decision tree symbol: indicates Y / N options or decision in a business process.
- Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop. A Blue arrow indicates an electronic process: indicates a process that is carried out electronically, automatically or batch program.
- Hardcopy documents: A black symbol indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates email or fax, respectively. A red-lined symbol indicates an existing document that will be eliminated in the future state. A multiple document symbol indicates a packet / package of documents.
- Electronic documents/content/files: indicates a system produced document (Word, Excel, PowerPoint, PDF, etc) or documents that start out as hardcopy that are scanned and stored in the ECMS. (This could also include future digital photos, digital video, or digital recordings.) Multiple symbols indicates a package of documents; the folder indicates a group of associated documents.
- Electronic Form: "E" indicates a standard form produced and/or posted on Intranet / Internet, or as an interoffice e-form. An "X": in the document symbol indicates a requirement for an E-Signature.
- Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates email or auto-notification.
- Existing database symbol: indicates an existing database and / or a commercial off-the-shelf / custom developed application. A red outline database symbol denotes an existing system replaced by a new system.
- New database symbol: indicates a new database and / or a commercial off-the-shelf / custom developed application. The type of system is noted inside or adjacent to the symbol
- CD-Rom symbol: indicates electronic documents stored on / transmitted on a CD.

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8. Debra Montgomery		510.981.6525	Demontgomery@cityofberkeley.info
9. Tasha Tervalon		510.981.6525	TTervalon@cityofberkeley.info
10. Arnold Chan		510.981.6525	AChan@cityofberkeley.info
11. Bernadette Lopes		510.981.6525	BLopes@cityofberkeley.info
12. Julie Slivinski		510.981.6525	JSlivinski@cityofberkeley.info
13. Roxana Andrade		510.981.6525	RAndrade@cityofberkeley.info
14. Latarqie Norman		510.981.6525	LNorman@cityofberkeley.info
15. Guillermo Campos		510.981.6525	GCampos@cityofberkeley.info
16. Danita Hardaway		510.981.6525	DHardaway@cityofberkeley.info
17. Mark Numainville		510.981.6525	MNumainville@cityofberkeley.info
18. Sunita Bhimrao		510.981.6525	ABhimrao@cityofberkeley.info

## Future State Solutions Legend

### Management / Policy Solutions

These solutions entail new management policies and practices that are required as a result of introducing new information technology solutions and / or business process changes. Common examples include policy statements, organizational change, Change Management, Service Level Agreements, etc.

### Business Process / Operational Solutions

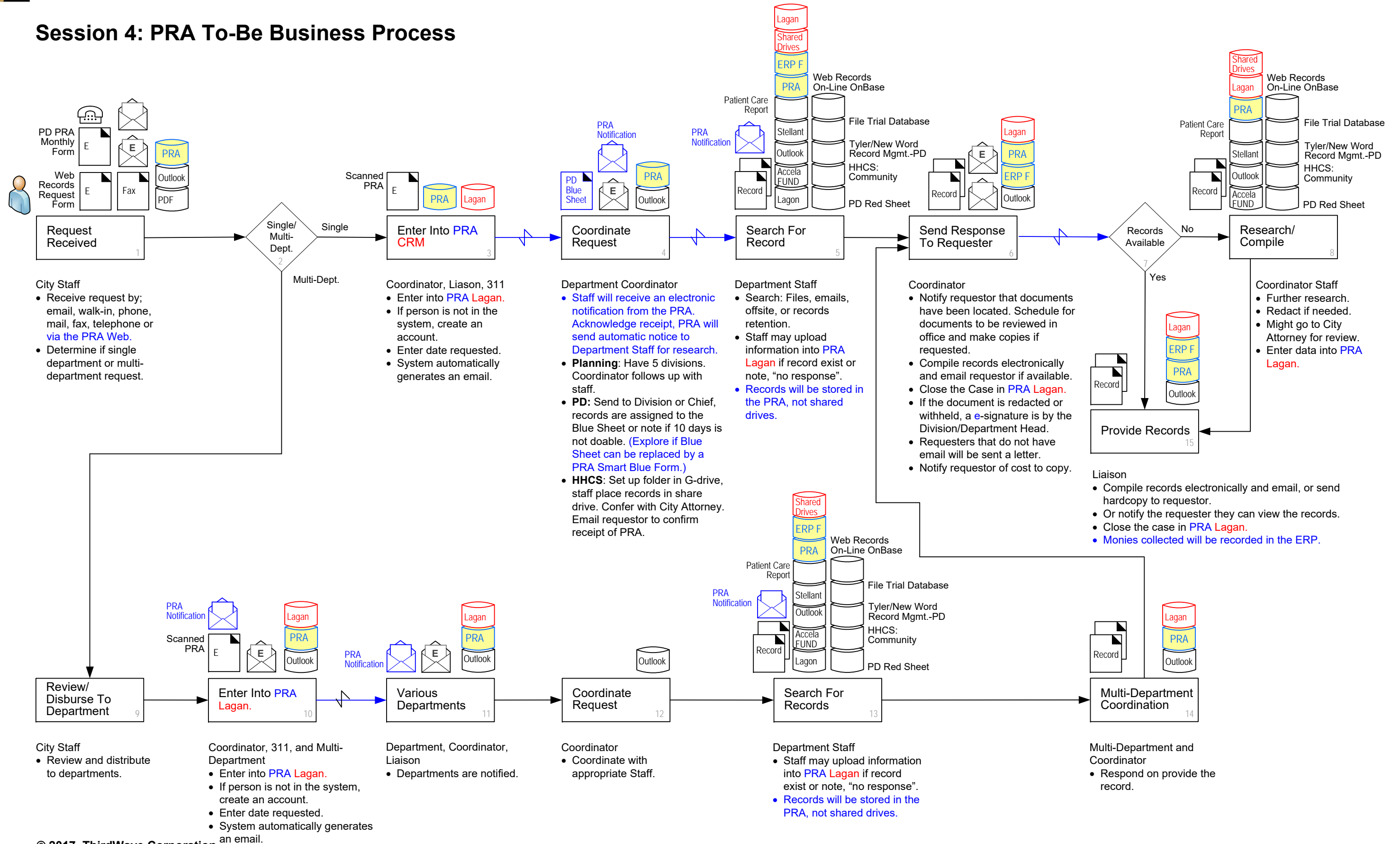
These solutions entail the introduction of new business process steps – or the elimination of existing business process steps, for Business Process Improvement, or as a result of introducing new Information Technology solutions identified in the Rapid Workflow™ workshops. Business Process / Operational solutions also include business process improvement opportunities identified as part of the Rapid Workflow® business process analysis workshops that do not have any direct relationship to Information Technology.

### Information Technology Solutions

- These solutions entail a variety of solutions, including the:
- Introduction of new Information Technologies
  - Replacement of existing systems with new technologies
  - Enhancement of existing Information Technologies / Systems to compliment new management policies.
  - Enhancement of existing Information Technologies as identified in the Rapid Workflow™ workshops as Business Process Improvement opportunities.
  - Integration of proposed technologies with existing technologies



### Session 4: PRA To-Be Business Process





# Session 4: PRA To-Be Business Process

## Information Technology Solutions

### 1. PRA Software

#### Features and Functions

- Web enabled
  - Provide access to the public to submit and track their request online.
- Redaction.
  - Searching on words, phrases, numbers, i.e. SS numbers.
  - Versioning
- Capture customer data/ organization:
  - Name
  - Address
  - Phone Number
  - Email
  - Organization Name
- Provide ability to select and deselect which departments to send automated notifications.
- Provide ability to send messages/notifications and Outlook documents.
- Add notes to a closed case or any status of a case.
  - Ability to fulfill a case but not close it.
- Ability to update customer record over time, i.e., as their contact information changes based on permissions.
- Provide "Global Subject"/contact history, i.e., if the contact information changes, still want to keep the history. Do not want information overwritten.
- Various access rights;
  - Coordinators / Liaisons: create, assign/reassign, read, edit, close
  - 311: create, assign, read, close (only management)
  - City staff: read
  - City Management: read
  - City Attorney: create, assign/reassign, read, edit, close
  - Council
  - Public:
    - Secure sign-on
    - Submit PRA
    - Check their PRA status

- Various access rights;
  - Coordinators / Liaisons: create, assign/reassign, read, edit, close
  - 311: create, assign, read, close (only management)
  - City staff: read
  - City Management: read
  - City Attorney: create, assign/reassign, read, edit, close
  - Public:
    - Secure sign-on
    - Submit PRA
    - Check their PRA status
- Data validation: a PRA cannot be created until all required data has been provided.
- Rigorous Search:
  - Code and categorize types of requests
  - Word search
  - Address search
  - Name of Requester
  - Date range
  - Business name
  - Department name
  - Created by
  - Provide detailed information searches.
- Reassign a case.
- Manage confidential records:
  - Records exempt from disclosure
  - Unredacted documents
  - Legal advice from the City Attorney, notes
- Smart Calendar calculator:
  - Recognize weekends
  - Holidays and time.
  - Automatic notifications and reminders to which the case is assigned.
- Provide notification when an extension letter has been sent out and the date.
- Provide a status:
  - Open
  - Response Sent
  - Extension Letter Sent
  - Documents are Ready
  - Closed
- Web portal: Find/submit information, check status.

- 24/7 Access.
- PRA knowledgebase:
  - Available via the web
  - Searchable
- Ability to accept / track / display top questions.
- Automated Workflow: route, escalate, track, reminders, and manage requests.
- Manage deadlines.
- Dashboard.
  - Save searches and responses into dashboards.
- Capture, index, and consolidate PRAs and related records into a secured archive.
  - Screen shot feature.
- Track costs and collect payments. (Policy)
  - Type of media
  - Number of pages
- Public facing / Internal notes, consistently labeled data fields.
- Time tracking:
  - By each Staff
  - Summed up by all Staff
- Smart Forms
- Automatic emailing to requesters at specific points in the process.
- E-Signature

#### Reports

- Monthly Status Report
- Aging
- Late PRA Annual
- Total PRAs
- Number of Days Late
- Date PRAs
- Open/Closed Cases
- Department/Division Reports
- Amount of time spent on a Case
- Report by Person who created PRA
- Income report
- Report by Type/Sub Category (i.e., streets, pepper spray, etc.)
- Non-IT staff should be able to run reports.

#### T 2 Interfaces Requirements

- Outlook
- Records Online
- ERP Financial System

#### T 3 Data Type Requirements

- Requestor information
- Dates
- Categories
- Staff
- Organization (Departments/Divisions)
- Dollars
- Hours
- Times
- Pages
- Notes

#### T 4 System Requirements

- User friendly configuration setting and run by non-IT staff
- User friendly / intuitive with a contemporary GUI (Graphical User Interface). i.e., using pull downs/radial button
- Support responsive design
- Support all leading Browsers



## Session 4: PRA To-Be Business Process

### Business Process / Operational Solutions

- O 1. **Step 1 – Request Received:** A request will have the ability to be received by the new PRA Application, in addition to the current ways a request can be received.
- O 2. **Step 3 – Enter Into CRM:** The PRA Application will replace the Lagan system and request will then be entered into the new PRA Application.
- O 3. **Step 4 – Coordinate Request:** The PRA Application will send electronic notifications to Staff and automatic notices to Department Staff for research. **Note:** The PD will explore if the “Blue Sheet”, can be replaced by a PRA Smart Blue Form.
- O 4. **Step 5 – Search For Record:** The PRA Application will replace shared drives and Lagan. When Staff will upload information into the PRA application if a record exists or note, “no response”. Moving forward records will be stored into the PRA Application, instead of shared drives.
- O 5. **Step 6 – Send Response to Requester:** The PRA and ERP Financials Application will replace the Lagan system. E-Signatures will be implemented for Department Heads/ Division if a document is redacted.
- O 6. **Step 8 – Research/ Compile:** The PRA Application will replace the Lagan System and shared drives.
- O 7. **Step 10 – Enter into Lagan:** The PRA Application will replace the Lagan System and PRA notifications will be implemented.
- O 8. **Step 11 – Various Departments:** The PRA Application will replace the Lagan System.
- O 9. **Step 13 – Search For Records:** The PRA and ERP Financials Application will replace the Lagan System and shared drives. Records will stored in the new PRA Application and not in shared drives.
- O 10. **Step 14 – Multi-Department Coordination:** The PRA Application will replace the Lagan System.
- O 11. **Step 15 – Provide Records:** The PRA and ERP Financials Application will replace the Lagan System. Monies will be collected into the ERP Application.

### Management / Policy Solutions

- **Track costs and collect payments. (Policy):** It would be nice to have a general budget code for billing and collecting money and generating an invoice. When to charge, how much to charge. This will require a policy statement for the public, including potential costs.
- **Records retention in the PRA:** Provide automated records disposition based on the retention schedule. Notification of destruction will be provided.
- **Shared drive policy:** Centralize the PRAs in one central place.
- **E-Signature:** develop and adopt an e-signature policy for PRAs, specifically for PRAs that are being redacting.
- **Including Council as a User Group:**  
Explore including the Council with read access to the PRA.  
Explore Berkeley Municipal Ordinance, Fire, related to cost recovery, which is different than other departments.
- **When and how to close a case:** if requesters have not looked at or picked up records, is it considered closed. Scan documents in and don't keep hardcopy.