



**CITY COUNCIL  
AGENDA REPORT**

**TYPE OF ITEM: Report**

**AGENDA ITEM NO.: 6-1**

**DATE:** December 1, 2015

**TO:** City Council

**THROUGH:** Greg Nyhoff, City Manager  
Office of the City Manager

**FROM:** Keith Brooks, Interim IT Director

**SUBJECT:** Presentation of Information Technology Four-Year Master Plan from NexLevel Information Technology, Inc.

**CONTACT:** David Endelman, GIS Coordinator  
David.Endelman@Oxnard.org, 385-8205

**RECOMMENDATION:** That City Council receive a presentation and report on the Information Technology Four-Year Master Plan from NexLevel Information Technology, Inc.

**BACKGROUND**

This Information Technology Master Plan (ITMP) for the City of Oxnard provides strategic direction for optimal benefits from the City's computer systems and enterprise solutions. The completion of an IT Master Plan is Recommendation Priority 1A #24 of the 128 recommendations outlined in the Organizational Assessment.

The previous ITMP was adopted by Council in 2009. A comprehensive RFP process was implemented and NexLevel Information Technology, Inc. was selected to be the vendor in 2014 for an Information Technology Four-Year Master Plan. Council approved an agreement with NexLevel that was entered into on January 27, 2015.

The focus of this master plan is on the City Manager's Central Information Technology Division (formerly known as Information Systems) with a secondary look at examining how all four of the City of Oxnard's Information Systems groups might better coordinate Information Technology (IT) efforts. The scope of this agreement was amended on March 23, 2015 to include a survey of the Police IT group and the inclusion of projects from Police, Library and Housing.

The resulting Information Technology Four-Year Master Plan contains a Central IT Assessment Summary and Project Listings for all IT groups (Central IT, Police IT, Library IT and Housing IT) with

appendices including the Detailed Project Descriptions and the Enterprise Resource Planning (ERP) Alternatives Analysis Report.

NexLevel met with representatives from all City departments to identify potential future technology projects. Input for this report was provided by:

- “Voice of the User” Surveys for Central IT and Police IT
- Interviews conducted with key user stakeholders and management of all City departments
- Interviews with City executive management
- Interviews conducted with the Central IT staff and IT management
- Tour of Central IT office area and interior of primary Data Center
- Review of City IT documentation provided
- IT Best Practices Assessment completed by Central IT and reviewed by NexLevel
- Community Meeting facilitated by NexLevel

#### ITMP Assessment Summary

With a focus on Central IT, this ITMP evaluates whether the City’s technology infrastructure, business technology software applications, security, service delivery, administration and support resources are prepared to meet the City’s current and future technology needs. From a high-level perspective, key findings include:

- The City currently lacks a common technology vision and direction due to lack of a single point of information technology leadership.
- The City has not had an Information Technology Director position since 1993.
- The City currently has four distinct IT support systems in place including Central IT, Police IT, Housing IT and Library IT. The individual IT support groups manage their specific department’s technology, resulting in multiple platforms, systems, direction, standards and periodically inhibiting staff’s ability to function seamlessly across these multiple City Departments.

- Central IT staffing resources have decreased and negative impacts to service delivery resulted.
- While technology users expressed satisfaction with the willingness of Central IT to provide support and services, they stated that service could be improved. Department expectations have lowered over the years and those interviewed shared that they are aware support resources are limited.
- The technology infrastructure and supporting technology equipment is not maintained or replaced on a formal and consistent refreshment cycle.
- While Central IT has been innovative and has accomplished much with limited resources (human and dollars), this has often been achieved at the expense of conformance to some IT best practices for items such as change management, standardization, application life cycle management, project management and governance.
- The City continues to invest in legacy systems that may not meet the department/enterprise needs and the continued investment in these systems should be assessed.

#### ITMP Recommendations Summary

NexLevel has developed a series of recommendations to remediate the key findings and to provide the City with an improved IT support service framework. NexLevel's recommendations include the following:

##### RECOMMENDATION 1 - Implement IT governance (Immediate)

1. Establish a Technology Steering Committee (TSC) with senior level department executives as members
2. Complete a formal TSC Charter that defines the committee scope, membership, chairman role, roles and objectives, duties, meeting frequency, decision process, etc.
3. The TSC will define technology sub-committees (permanent and temporary as needed)
4. The City Manager's Office should schedule and conduct regular (minimum quarterly) meetings of the TSC

##### RECOMMENDATION 2 - Complete an IT organization analysis (Immediate)

1. Create and fill an Information Technology Director position
2. Consolidate silo IT service groups
3. Conduct a citywide IT organizational assessment

4. Consider alternative methods for meeting service delivery
5. Develop and implement succession plans for IT staff
6. Implement a professional development plan for IT staff
7. Provide opportunities for staff and end-users to receive training

RECOMMENDATION 3 - Plan for IT operational improvements (Short-Term)

1. Consider opportunities for cloud computing
2. Central IT should work with City management/PIO to develop a strategy for eGovernment and Community Outreach and future web site design/management
3. Complete Disaster Recovery Plans and Business Continuity Plans for information technology
4. The City should consider leveraging its current fiber infrastructure and resources, including shared resources available through agreements with other public agencies, in order to position itself to become a "Fiber City"
5. Prepare a fiber strategy to address network speed issues at the remote locations
6. Prepare a Wi-Fi plan to address the remote locations, field operations staff and mobile office requirements
7. Include Public Wi-Fi considerations when looking at other City facilities and buildings
8. Identify and implement network monitoring and capacity planning tools to help manage and forecast future IT needs
9. Adopt enhanced backup and recovery processes, including periodic testing
10. Allocate the time to create the necessary tactical plans for technology operation, including a technical blueprint that documents the existing and planned information technology city-wide architecture

RECOMMENDATION 4 - Address infrastructure and hardware modernization (Immediate)

1. Adopt a formal refreshment policy for desktops and servers with confirmed recurring funding source
2. Continue to implement server virtualization technology when physical servers are due to be replaced
3. Consider utilizing the generator outside the Service Center as a power source for extended emergency operations in the Central IT data center
4. Complete the immediate replacement of end-of-life equipment and look at best practice replacements; including core applications servers, end-of-life switch equipment, older firewall equipment and non-supported WIN2003 servers
5. Complete the rollout of 300 replacement desktops and consider external assistance

RECOMMENDATION 5 - Adopt IT additional operational best practices (Immediate)

1. Identify and adopt citywide Technology Standards Plan

2. Create and manage an Application Portfolio
3. Establish Vendor Management procedures
4. Establish and manage SLA's (Service Level Agreements)
5. Implement more formal Help Desk procedures
6. Adopt a formal Project Management Methodology
7. Adopt and implement Change Management
8. Adopt and require departments to participate in formal Acceptance Testing Plans
9. Implement a Quality Management Plan
10. Review current policies and procedures and update where needed

RECOMMENDATION 6 - Deliver cybersecurity and mobile device management (Mid-Term)

1. Contract with an independent, certified, firm to conduct an external network vulnerability and penetration test to identify security gaps and identify areas for improvement
2. Develop a security plan to remediate the identified vulnerabilities and to provide a continuing approach to security management including periodic threat assessments and the development of plans to detect and respond to security breaches
3. Adopt a City-wide security policy which requires annual employee review and acknowledgement by all employees
4. Develop a plan for continuing vulnerability assessments on an every two-year basis
5. Implement data encryption on City hardware vulnerable to being lost or stolen, including laptop computers and other mobile devices
6. Educate users, especially those using mobile devices, regarding security risks, safe networking practices and their responsibility to protect City information and assets
7. Adopt rules for the use of mobile devices and ensure that all staff members using them receive periodic security training and adopt a proactive approach to mobile device management
8. Work with City departments to determine areas where mobile applications for staff and the public will provide efficiencies and save time

RECOMMENDATION 7 - Complete HTE functional assessment and implement subsequent recommendations, which may include system(s) replacement (Immediate)

1. NexLevel has provided to the City a separate document titled "ERP Alternatives Analysis Report" that provides detailed information regarding the current ERP system along with recommended alternatives

## ITMP Schedule and Project List

The ITMP also contains a schedule of Projects by Fiscal Year. There are forty-eight projects in this schedule categorized as in-progress, enterprise or new. A detailed description of projects is also included in the ITMP appendix.

## Enterprise Resource Planning (ERP) Alternatives Analysis Report

NexLevel conducted a series of focused interviews with City staff to evaluate the effectiveness of the City's current ERP (Enterprise Resource Planning) solution, to identify potential alternatives and make a recommendation. The City's current ERP system is from Sungard and the product name is HTE. The City first implemented the HTE financial applications (accounts receivable, accounts payable, payroll, purchasing, general ledger, cashiering and utility billing) in 1989. Limitations of the HTE system include lack of support for CIP projects or fixed assets and limited self-reporting abilities. Additionally, the current system is very cumbersome, inefficient and lacks effective financial reporting tools for our stakeholders.

The primary objective of an ERP system must be to provide the features and functionality to accurately report the City's financial and business transactions, streamline business processes, improve customer service, reduce costs and improve decision making. Because of the cost and organizational impact of implementing a new ERP system, a replacement should only be considered when significant value can be attained by a change of system.

This report recommends a new ERP solution should be considered as the best option because there are significant benefits that can be realized by moving to a more current and modern ERP system. Correspondingly, NexLevel recommends a project to do a comprehensive ERP system assessment.

## FINANCIAL IMPACT

None at this time. A funding plan will be presented to Council on January 26, 2016. The funding plan will show IT Master Plan project funding requirements by fiscal year and project lists by fiscal year for new projects and in-process projects.

## ATTACHMENTS

#1 - Information Technology Four-Year Master Plan

Note: Attachment #1 has been provided to City Council under separate cover. Copies for review are available at the Help Desk in the Library after 6:00 p.m. on Wednesday prior to the Council meeting and in the City Clerk's Office after 10:00 a.m. on Thursday prior to the Council meeting.