

Council Technology Application Committee Meeting

Wednesday, January 19, 2011

4:30 P.M. to 5:30 P.M.

Hayward City Hall

777 B St. Hayward

Conference Room 2A

Hayward, CA 94541

AGENDA

Public Comments: (Note: For matters not otherwise listed on the agenda. The Committee welcomes your comments under this section but is prohibited by State Law from discussing items not listed on the agenda. Your item will be taken under consideration and referred to staff.)

1. Minutes of Wednesday, October 20, 2010
2. Review and comment on the submitted City Website Report
3. Review and comment on the submitted ERP Project Report
4. Member Comments

Distribution:

Mayor and City Council
City Manager
Assistant City Manager
Assistant to the City Manager
Community & Economic Development Director
City Attorney
City Clerk
Finance Director

Fire Chief
Human Resources Director
Library Director
Police Chief
Public Works Director
Technology Services Manager
Daily Review
Post.

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CITY OF
HAYWARD
HEART OF THE BAY

Council Technology Application Committee (CTAC)

Meeting Minutes of October 20, 2010

Members Present: Olden Henson, Mark Salinas

Staff: Fran David, Clancy Priest

Guest: James Murkowski, Account Manager for Cisco Systems

Public Comments:

None.

1. Approval of Minutes: Approved

2. Review and comment on the submitted Cisco TelePresence System Report:

Technology Services Director, Clancy Priest, discussed the project to assist the Hayward Fire Department to connect into the California Emergency Management Agencies (CalEMA) existing system. They are in the process of working with the Urban Area Security Initiative (UASI) to secure a Grant; all work has been done by the Hayward Fire Department to secure the Grant. Cisco Systems has come up with a scope of work and proposal to implement the Cisco TelePresence System throughout the Hayward Fire Department including all Fire Stations, Training Centers and here at City Hall. This System will allow all of the different physical locations of the Fire department to interconnect into the video system. The system has a total cost at the moment of \$220,000, the same amount is being asked of UASI as a Grant to reimburse the City. The ability to purchase the System with funds from the City and to use a reimbursement Grant from UASI to recoup those funds will be request from the City Council. There is an ongoing maintenance that will occur afterwards of around \$30,000 per year that will be addressed either with funds from the Hayward Fire Department or we will look at the Internal Service Funds (ISF) that are charged back from Technology Services to cover these different maintenance fees that will be ongoing. This system is one of the better systems available and Cisco has gone the extra mile and given the City around a 70% discount.

3. Review and comment on the submitted Access Hayward CRM Report:

Technology Services Director, Clancy Priest, provided an update to the Committee on the Access Hayward System with current numbers and new things that have come up since the last report at the June 16th Committee meeting. Since the launching of the CRM System, we have received 11,234 CRM requests. Government Outreach reported that the City has been doing above average for our size in meeting our goals.

4. Review and comment on the submitted Desktop Virtualization Project Report:

Technology Services Director, Clancy Priest, reported that he has taken a portion of the funds from our Capital Projects for desktops and purchased a 50 user system with 50 desktop VDI's or Zero Clients, the server and all the software involved averaged out to about \$450 per unit, this is approximately two thirds of the cost of a regular desktop. We will be implementing 12 of these in our Technology Services Training Room and give 10 each to the main Library and Weekes Branch Library and will determine later where the remainder of the 18 units will go to. If a user experiences a problem, they can phone the Help Desk and the Help Desk can go into the server from their desktop and correct any problems or reboot the system. Everything can be done remotely and each unit has a life span of approximately 5-7 years. These systems use less than 90% of what a normal desktop uses in power consumption, so, that will be a 90 -92% energy savings.

5. Member comments:

Councilmember Salinas commented on the color and amount of text on the City's Website. City Manager, Fran David informed him that the Technology Services Director, Clancy Priest and his crew already have another website under development.

Next Meeting: January 19, 2011 at 4:30pm

Meeting adjourned at 5:06pm



DATE: January 19, 2011
TO: Council Technology Application Committee
FROM: Clancy Priest, Technology Services Director
SUBJECT: City of Hayward Website

RECOMMENDATION

That the Committee review and comment on this report.

BACKGROUND

In the 2000/2001 City budget, the Council allocated funds for Webmaster consultant services. The funding was provided to support the expansion and development of the "City's Home Page." After interviewing a number of website vendors, the project was out-sourced to InfoLane for design, implementation and maintenance.

In 2002, Technology Services added a Webmaster position and brought the entire web function in-house. Technology Services implemented the first in-house version of the City's website in 2003 in conjunction with CTAC recommendations.

A complete restructuring of the website was done in 2007, which is still the current format. During the last three years, the site has added an abundance of information, which has caused the pages to become very "busy" in look and feel and is not very user friendly.

DISCUSSION

Technology Services will be embarking on a restructuring of the City's website with the assistance of the City Council, City Manager, City staff and the public. The City's webmaster, Joseph Ochinerio, has begun work on an initial revision.

Along with internal feedback, Technology Services will approach the new website design with user-centered design (UCD) as the methodology for ensuring usability. In broad terms, UCD is a design philosophy and a process in which the needs, wants, and limitations of end users of a product are given extensive attention at each stage of the design process. In order to create a website that meets users' needs, Technology Services will use UCD as a structured development methodology that involves users throughout all stages of website development. This approach

will consider the organization's business objectives and the user's needs, limitations, and preferences.

In order for the City's website to be successful, users must be able to find information or accomplish tasks when visiting the site. No matter what objectives are set for the website, it must carefully balance the needs of users and the needs of the organization. If users don't find the website helpful, they will not use it.

To create a user-centered website, the project team must think about the needs of users throughout each step in the development, including:

- planning the site
- collecting data from users
- developing prototypes
- writing content
- conducting usability testing with users

The first step is to clearly define organizational and user needs, goals, and objectives:

- What are the primary business objectives and how do they relate to the Web?
- Who are the users of our website and what are their tasks and goals?
- What information and functions do users need, and in what form do they need it?
- How do users think the website should work?
- What hardware and software will the majority of users use to access your site?

This methodology will help ensure that any new website revision will be user centric versus staff centric. Some of the past revisions to the City's site were too internally focused and contained verbiage that was cumbersome and bureaucratic. The City needs a site that is externally focused with a service orientation.

The concept of website usability has grown in importance to government and is now considered a best practice by website designers that make sure usability is built into the web development lifecycle. This format is being incorporated into e-government initiatives, public-facing websites, web applications, intranets, and hand-held devices to ensure they are highly responsive and meet both agency and user needs.

One of the main components for any revised website format will be the use of Web 2.0 functionality. The term Web 2.0 is associated with web applications that facilitate interactive systems, interoperability and user-centered design. A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue as consumers of user-generated content in a virtual community. This is in contrast to websites where users are limited to the active viewing of content that they created and controlled. Examples of Web 2.0 include social networking sites, blogs, wikis, video sharing sites, hosted services, web applications and syndication.

Syndication uses standardized protocols to permit end-users to make use of a site's data in another context (such as another website, a browser plugin, or a separate desktop application). Protocols which permit syndication include RSS (really simple syndication, also known as web syndication), RDF (as in RSS 1.1), and Atom, all of them XML-based formats. Many developers have started to refer to these technologies as web feeds, which will be part of our future structure in the City's website.

FISCAL IMPACT

The City will utilize internal City staff and existing resources to complete the project.

PUBLIC CONTACT

None as of this report. A schedule will be developed for public input and design assistance.

SCHEDULE

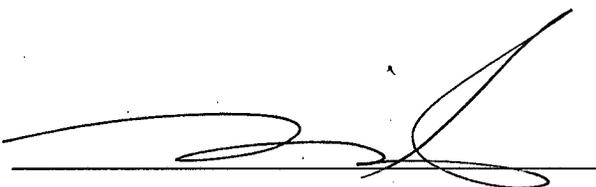
A schedule will be developed to complete and implement a new website design by the end of calendar year 2011.

Prepared by:



Clancy Priest, Technology Services Director

Approved by:



Fran David, City Manager



DATE: January 19, 2011

TO: Council Technology Application Committee

FROM: Clancy Priest, Technology Services Director

SUBJECT: Enterprise Resource Planning (ERP) Status Report

RECOMMENDATION

That the Committee review and comment on this report.

BACKGROUND

In September 2009, the Council approved a Technology Strategic Plan. One of the top priorities identified in the plan was to replace the existing financial system with an Enterprise Resource Planning (ERP) System. The current financial system is limited in its ability to interconnect and provide bidirectional data transfer with the City's other diverse software systems. There are barriers within the system that are not conducive to integration with various other mission critical systems. ERP is a way to integrate the data and processes of an organization into one single system. Usually, ERP systems will have many components including hardware and software and will provide the ability to transfer, share, and warehouse data.

DISCUSSION

As noted above, the City identified the need to replace the City's current financial system and ancillary data collection systems with a new City-wide ERP system. Work has already begun related to this major goal including the following:

- The Technology Services Department has performed a preliminary inventory of all technology data collection processes;
- The Finance Department is developing an inventory of all financial related systems;
- Several vendor demonstrations have been held for City staff to begin to assess the technologies that exist in the market;
- A preliminary budget of \$3.5 million has been identified for a new ERP system, of which \$2.5 million of funding has been identified;
- A project team has been established including: the Assistant City Manager, Technology Services Director, Director of Finance, Human Resources Director, Purchasing and Services Manager, and Information Systems Manager.

Selecting an ERP requires understanding the City's needs and expectations for business process improvement that will result from the application of technology. It also requires understanding that there are various levels of ERPs. Selecting the right level is critical to the success of the project and to the ongoing cost controls and efficiency of the business processes.

ERPs are identified by tier and there are up to four levels. The most common comparison is between a Tier 1 and Tier 2 system. A Tier 1 ERP is software for a large enterprise, such as multi-site, multi-national corporations. Typically, the Tier 1 customer is a company with several sites, geographically dispersed on a global basis and organized into multiple companies. A Tier 2 ERP is designed for mid-sized companies. These usually operate from either one or just a few localized sites. Critical factors when selecting one of these ERP tiers include the level of complexity and breadth of organization operations. Many cities use a Tier 2 ERP but some larger cities have deployed a Tier 1 system. The City of Hayward will be focusing on Tier 2 level ERP systems.

Implementing an ERP requires changes in business processes and how City staff approach various tasks and requirements. Business processes that previously involved routing of paper documents are often replaced by electronic processes. In the past, the City's financial software was often heavily customized to match the organization's manual processes. In order to improve reliability of the software, customization is much less common in modern generation software but vendors often include the capability to customize or configure some of the most common practices on a very limited basis. As a result of limited customization, some business process changes will be inevitable and the critical issue becomes choosing the best of the available options and transitioning staff to the new approaches. Modern ERPs also allow broad access to information; staff who may have no data entry responsibilities can still access summary and even detail data. Training will be required to access and understand that data correctly in lieu of asking accounting staff to produce the needed information.

The City has retained the Government Finance Officers Association (GFOA) to assist in the ERP software vendor selection phase of the project. GFOA was chosen from three qualified vendors that responded to a Request for Proposal (RFP) issued for ERP consulting services.

The project began on January 11th with several sessions held at the City, including two ERP 101 Classes and an Executive Visioning session. The following day, staff officially began the project with a kickoff meeting in the Council Chambers. Following the kickoff, the team then conducted a series of meetings on needs assessment and process mapping steps to assess the impact of an ERP on the organization, and to define functional scope.

The first steps are in progress and are detailed below. This Needs Assessment and Process Mapping task will assist the team with the formulation of a set of comprehensive documents to build a Request for Proposal for the actual ERP system.

**Initial Phase Project Plan for
City of Hayward, CA**

Task No.	Description of Activities	Proposed Dates
1.1	Project Planning – Create Detailed Project Plan with City’s designated Project Manager	Prior to January 10
1.2	ERP 101 – Two 1 hour sessions to include the following: comparison to legacy systems, description of functionality of ERP systems, overview of selection and implementation, deployment options, marketplace analysis, and other related areas as needed.	January 11
1.3	Executive Visioning Session – with key executive and stakeholders – to identify what the goals, objectives and desired outcomes are. Prioritize business drivers and goals and align between the project team’s activities and the City’s overall objectives.	January 11 – Working Lunch session
1.4	Project Kickoff – A public event where the project team and executives demonstrate their commitment with a brief talk and employees have an opportunity to ask questions. Should include the City’s Project Manager, Steering Committee, other stakeholders and city staff.	January 12
2.1	<p>Needs Assessment Interviews – Begin meeting with stakeholders and staff within the project scope to</p> <ul style="list-style-type: none"> (a) Identify current systems and applications being used to support City financial process-include side or shadow systems outside of the main system of record. (b) Identify strengths and weaknesses of the current systems – discuss the processes associated with each system and deficiencies and inefficiencies in providing service to constituents and whether these are due to technology age, process design, or policy and procedure limitations. (c) Identify the major functionality needs of the City (d) Determine the extent to which these needs are being met by the current systems(s). 	January 12th with meetings continuing the weeks of January 24 and January 31 to coincide with process mapping in Task 2.2 below.
2.2	Process Mapping	Weeks of January 24 and 31

The consultant and the City’s project team will proceed to develop detailed requirements and build an RFP, as well as develop a change management strategy that will be critical to ensuring a successful implementation. A tentative schedule with tasks (below) details the process that will be followed in the coming months.

**Estimated Timeframe and Schedule,
by Month from Kickoff**

Phase/Activity	1	2	3	4	5	6	7	8	9	10	11	12
I – Project Organization	■											
II – Needs Assessment and Process Mapping	■	■	■	■								
III – Plan of Action				■								
IV – Development of the RFP (all tasks, including Change Management)					■	■	■					
V – Evaluation and Vendor Selection								■	■	■		
VI – Contract Negotiations											■	■

Once this phase of the project is complete, staff will have selected an ERP system and will bring a request to the full Council to proceed with the procurement and implementation of an ERP system for the City of Hayward.

FISCAL IMPACT

A preliminary budget of \$3.5 million has been identified for a new ERP system, of which \$2.5 million of funding has been identified.

PUBLIC CONTACT

None to date.

SCHEDULE

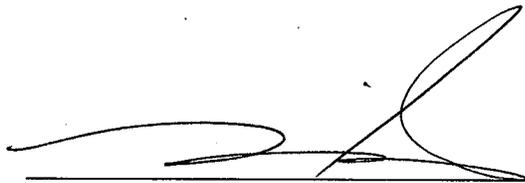
Phase one is estimated to be one year with phase two deliverables and timeline to be developed by the City and the selected ERP vendor.

Prepared by:



Clancy Priest, Technology Services Director

Approved by:



Fran David, City Manager