



CITY OF
HAYWARD
HEART OF THE BAY

**COUNCIL TECHNOLOGY
APPLICATION COMMITTEE**

OCTOBER 19, 2011

Table of Contents

Agenda	2
Minutes of Friday, July 1, 2011	
Draft Minutes	4
Enterprise Resource Planning (ERP) Status Report	
Staff Report	6
Project Update on the Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS)	
Staff Report	10



CITY COUNCIL TECHNOLOGY APPLICATION COMMITTEE MEETING
Wednesday, October 19, 2011
Conference Room 4A
4:30 P.M. to 5:30 P.M.

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS: *(The Public Comment section provides an opportunity to address the City Council Committee on items not listed on the agenda. The Committee welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Committee is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.)*

1. Approval of Minutes of July 1, 2011
[Draft Minutes](#)
2. Enterprise Resource Planning (ERP) Status Report
[Staff Report](#)
3. Project Update on the Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS)
[Staff Report](#)

COMMITTEE MEMBER ANNOUNCEMENTS AND REFERRALS

ADJOURNMENT

NEXT REGULAR MEETING – WEDNESDAY, NOVEMBER 16, 2011

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. ****

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the Assistant City Manager at (510) 583-4300 or TDD (510) 247-3340.

HAYWARD CITY COUNCIL, 777 B STREET, HAYWARD, CA 94541
[HTTP://WWW.HAYWARD-CA.GOV](http://www.hayward-ca.gov)

OCTOBER 19, 2011





Council Technology Application Committee (CTAC)

Meeting Minutes of July 1, 2011

Members Present: Olden Henson, Bill Quirk, Mark Salinas

Staff: Fran David, Kelly Morariu, Clancy Priest, Desi Calzada, Garrett Contreras

Guests: Bill McCammon, EBRCSA, Wendell Norwood, Dailey-Wells

Public Comments: Councilmember Bill Quirk asked when the next CTAC meeting will be. The Technology Services Director, Clancy Priest said that it would be in September, but, they will discuss.

1. Approval of Minutes:

Minutes of May 25, 2011 Approved

2. Continued Discussion of Status Report on EBRCSA Project:

Technology Services Director, Clancy Priest, discussed the East Bay Regional Communication System Authority (EBRCSA) report and some of the concerns. A few copies of National League of Cities (NLC) Articles have been distributed concerning Grants at the Federal level and how it will be disbursed. A clarification document was created and distributed to help follow along because of acronyms that were thrown out there. The document is basically a 60,000 foot level view of what the moving parts are and how they all fit together.

Bill McCammon discussed the EBRCSA project and the history of it. The Bay Area has three Urban Area Security Initiative's (UASI's) San Francisco, San Jose and Oakland. In Oakland, as part of their planning area, they included Alameda and Contra Costa Counties which is what brought the two counties and the City of Oakland together. This is where the whole idea germinated on building out EBRCSA and to have one communication system for both. As time went on, there were other initiatives that the Bay Area supported and then in 2007 they combined the USAI's together to make a Tier 1 UASI which included San Francisco, San Jose, Oakland, Alameda County, Santa Clara County, those are the voting members on the Approval Authority Board. The board consists of 19 members, each member represents a City or County and there is a process that everyone needs to go through to get a seat. The EBRCSA is not a member, it was proposed to the Board of Directors that the full amount of \$24,500.00 be paid by EBRCSA. At least 7 Cities or Counties need to sign the JPA Agreement, the \$24,500 cost for the seat will be split among the Cities and Counties. The JPA Agreement has been signed by 9 Cities and Counties and they are waiting for one more to be approved. Details of the total cost of the project which was done through financing, Grants and prepayments from Cities and Counties were discussed.

Councilmember Henson would like to explore the possibility of Public Works staff taking a serious look at exploring and getting more information about the costs. Councilmember Quirk also commented on the system and wants to make sure that the City is not buying into an old system again. Both Councilmembers agree that they would like to include in the recommendation to ask staff how many radios are needed because of their concern that the City is buying into an older system. Councilmember Olden Henson summarized the discussion that the Committee would recommend this to full Council. They would go ahead and sign the JPA Agreement, but, with the recommendation that they would delay the project until they can obtain more information on the need for Public Works radios and the cost. The Deputy Fire Chief, Garrett Contreras asked if the position is not going to be held off, he would like to make recommendation that Fire do a test of the system because they would virtually use it daily. If that's the only snapshot they have of the effectiveness, then, they're not going to have a very good test case with Public Works because they do not use radios at this time.

Member comments:

Councilmember Henson informed the Committee that he would like to get together with Fran David, Desi Calzada, Clancy Priest and Garrett Contreras to go over some things before the next EBRCSA meeting. The City Manager, Fran David informed the group that the next CTAC meeting on July 20th will occur if they move forward.

Next Meeting: July 20, 2011 @ 4:30pm

Meeting adjourned at 2:31pm

DATE: October 19, 2011
TO: Council Technology Application Committee
FROM: Technology Services Director
SUBJECT: Enterprise Resource Planning (ERP) Status Report

RECOMMENDATION

That the Committee reviews and comments 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 does not support the City's business processes and requires significant manual tasks and calculations to complete critical City functions, (e.g. payroll). The system is also 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

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 different types of systems available. Selecting the right system that is focused on specific needs of the public sector is critical to the success of the project and to the ongoing cost controls and efficiency of the business processes.

ERPs can be 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 a multi-site or multi-national corporation. A Tier 2 ERP is designed for mid-sized companies. These usually operate from either one or just a few localized sites and require specific functionality for a particular industry. 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 vendors that responded to the City's Request For Proposals (RFP) are Tier 2-level ERP systems focused on local governments.

Implementing an ERP requires changes in business processes and how City staff approaches various tasks and requirements. Business processes that previously involved routing of paper documents or heavy use of Microsoft excel for calculations are typically replaced by electronic processes within the system. In the past, the City's financial software was often heavily customized to accommodate the organization's manual processes. However, this approach features expensive software modifications, often reinforces inefficient manual processes, is prone to software quality problems, and often requires the assistance of a programmer to extract data from the system.

In order to improve reliability of the software, customization is much less common in modern generation software. Recognizing that organizations require some customization, vendors often include the capability to customize or configure some of the most common practices on a limited basis. As a result of limited customization, and the City's desire to make business processes more efficient, some business process changes will be inevitable and will likely lead to more efficient business practices. 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 so staff members who have no data entry responsibilities or access now will gain access to summary and even detailed data. Training will be required to access and understand that data correctly in lieu of asking Finance Department or Human Resources staff to produce the needed information. This important change, typically referred to as "self-service," will offload substantial employee service work currently performed by Finance and HR staff.

The ERP systems under consideration are designed and built in alignment with the City's strategic technology architecture. The ERP clients are web-based, requiring only appropriate internet browsers on user desktops and no special software installations. System security is robust, as are the business continuity options presented by the systems.

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.

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:

- Project kickoff occurred on January 11, 2011 with several sessions held at the City, including two ERP 101 classes and an Executive Visioning session.
- The Technology Services Department has performed a preliminary inventory of all technology data collection processes;
- The Finance Department has developed an inventory of all financial related systems;
- Government Financial Officers Association (GFOA) has been contracted to assist the City with the project;

- Existing business processes have been mapped with GFOA's assistance working with all City departments;
- Business Process Change and Change Management strategies have been developed;
- A Request for Proposal (RFP) was developed and released to vendors on June 23, 2011 with proposals required by August 17, 2011;
- Governance structure has been put in place that involves executive sponsorship, steering committee, evaluation teams, and project management team;
- Three vendors responded and two were chosen to provide in depth week long scripted demonstrations (held the first two weeks of October);
- A vendor will be chosen in November from this process and Council will be requested to give the City Manager the ability to negotiate and sign a contract to implement;
- A preliminary budget of \$4 to 6 million dollars has been identified for a new ERP system, of which \$2.5 million of funding has been designated in the CIP.

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 \$4 to 6 million has been identified for a new ERP system, of which \$2.5 million of funding has been identified. This costs is projected to cover expenses such as software acquisition, hardware upgrades (if any), consultant and project management help, staff training, and some staff backfill during system installation and gear-up.

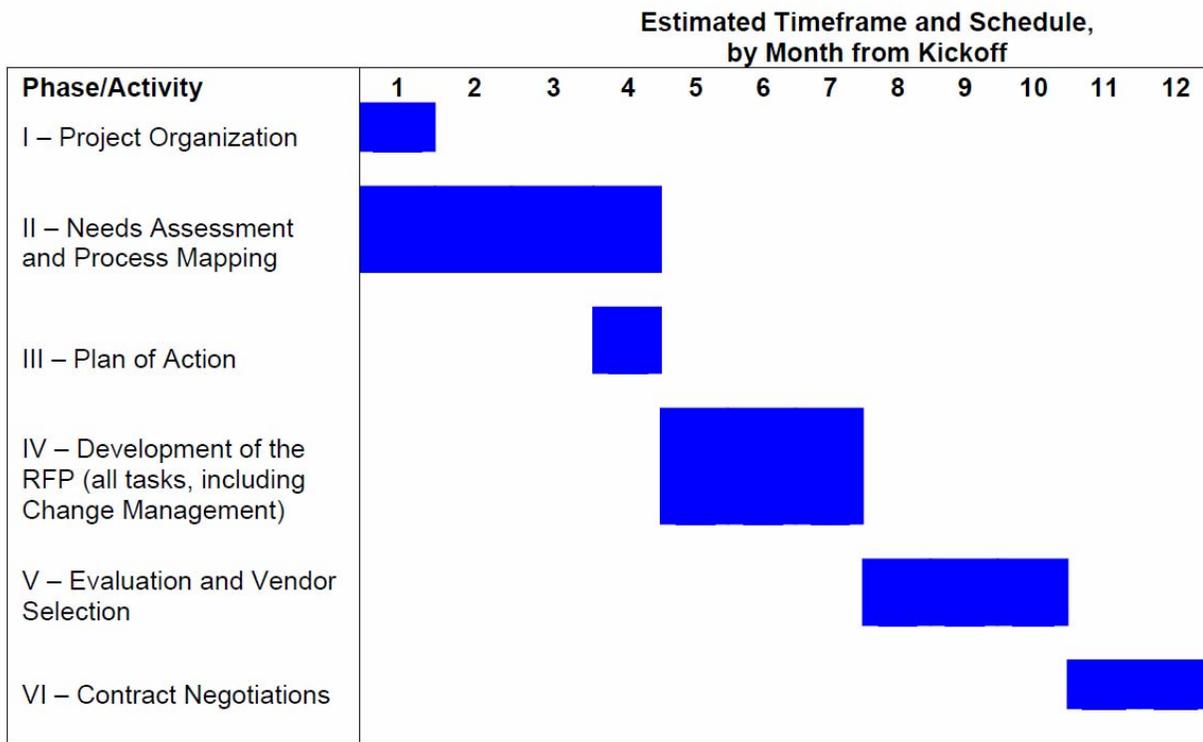
The true fiscal impact of the system, however, will depend on the business process improvements and efficiency gains achieved by implementation of the new system. While it is almost impossible to quantify the benefits of increased information to support decision making, enhanced customer service for citizens and employees, and more efficient internal processes, these improvements can be significant and can offset a portion of the costs.

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 (see current estimated timeline below).



Prepared and Recommended by: Clancy Priest, Technology Services Director

Approved by:



Fran David, City Manager

DATE: October 19, 2011

TO: Council Technology Application Committee

FROM: Clancy Priest, Technology Services Director

SUBJECT: Project Update on the Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS)

RECOMMENDATION

That the Committee receives an update from staff on the progress of this project, then reviews and comments on the report.

BACKGROUND

In 1989, the City of Hayward purchased a Computer Aided Dispatch System (CAD) and Records Management System (RMS). This system was purchased to provide support for public safety dispatch and the management of the related records and reports that resulted from police and fire responses. That system went live in 1991. In June of 2009, the City Council approved the acquisition of a new CAD/RMS from New World Systems using the procurement process undertaken by the City of Berkeley and piggy-backing on their contract. The final contract between the City and New World Systems was completed and signed in December 2009, with the official project kickoff in March of 2010.

DISCUSSION

Immediately after the project kickoff meeting, system implementation began. The City, along with the outside project management vendor and the system vendor, has been working diligently over the past nineteen months to complete the project. Public Safety has configured several teams to assist with the implementation and has made significant progress.

Upon review of other CAD/RMS implementations and a recommendation from the vendor, the City created a project build team, which is responsible for performing the actual configuration of the system to meet the City's needs. This team was established to represent all of the stake holders in Public Safety and consists of managers from Police, Fire, and Technology Services.

All the software databases have been completed. The Build Team has been in testing phase for several months. During this phase of the process, the Build Team is testing each of the programs, validating the modules, and verifying their operation.

Public Safety has been in the process of a final in-house review, where members of the departments will review the software and will be asked to identify any problems or concerns. This has been an on-going effort in conjunction with training. Training for Police and Fire should be complete by the end of October. Communications personnel will be trained during the first two weeks of November. The system will then “go live” on Tuesday, November 15, 2011.

At the same time, the Build Team and the vendor have been installing upgraded interfaces to the City fire station alerting system. There have been several technical challenges as we approach our “go live” deadline. These challenges have caused a suspension of our deadline. The City project team has been working diligently with the vendor to resolve the project problems and all members are confident that the remaining issues will be resolved by the week of October 30th and the project will be back on schedule.

The complete benefits of the new system will not be realized until the Police Department begins fully using the new CAD/RMS system. However, preliminary tests are showing how quickly reports on beat officer availability and activity and predictive criminal behavior and career criminal tracking can be produced.

The Fire Department modules will, for the first time, allow front line personnel to obtain “Pre Plans” of buildings to assist them in identifying fire suppression equipment and other important structural notes while they are responding to calls. Depending on the Fire Department’s deployment, Fire Inspection Reports may become immediately available to front line personnel.

FISCAL IMPACT

The project had an approved budget of \$3.6 million. To date we have expended \$2.9 million. The total cost of the project is projected to be at or under the budgeted amount.

PUBLIC CONTACT

None

SCHEDULE

The project was projected to take twelve to eighteen months from the date of the contract signing in December of 2009. There have been several delays during the implementation due to hardware acquisition and a concerted effort to complete the review of Public Safety business processes, which had not been factored into the original schedule.

These delays have required a revised schedule for completion of the project to November 2011, which will be approximately twenty-four months from contract completion. The delays were agreed upon by the Build Team, the City's project management team, and the vendor to ensure proper implementation.

Prepared by: Desiderio Calzada, Communications Manager

Submitted by: Clancy Priest, Technology Services Director

Approved by:



Fran David, City Manager