



**CITY OF NEWPORT BEACH  
CITIZENS TECHNOLOGY TASK FORCE**

**Report to the City Council**

**DRAFT**

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## **Executive Summary**

This report transmits recommendations from the Citizens Technology Task Force (CTTF) to the Newport Beach City Council that could improve the effectiveness and efficiency of investments in technology.

The Citizens Technology Task Force was established by the Newport Beach City Council on March 23, 2010. After an application process, the Newport Beach City Council appointed seven citizens to the Task Force on April 27, 2010. The Task Force consists of local citizens that are knowledgeable about technology who are able to volunteer their time to work with City staff. The individuals on the Task Force possess a background in computers pertaining to outsourcing, networking, security, system administration, software, database or Enterprise Applications, and/or degrees in computer applications or computer science to provide expertise to the discussions.

The Technology Task Force convened its first meeting on May 4, 2010 and continued to meet regularly through the month of July. The final meeting was held on July 7, 2010.

## **Background**

### **A Task Force and Its Purpose**

The City relies on technology in all areas of City government – such as geographic information systems, public safety mobile data terminals, financial systems, personal computers, smart phones, social networking, and the City's website and intranet. The City invests approximately \$4.9 million annually in technology, including staffing, hardware and software purchases and maintenance. This is a significant investment, and further investments will be made annually. It is time for the City to evaluate its approach to technology, including planning for future investments and staffing the function.

The Task Force will be asked to provide input based on their experience with regards to the following areas:

- A. Process for creating a municipal technology strategic plan;
- B. Different models for managing, maintaining and staffing technology in complex organizations;
- C. Applications of technology that are proven to increase efficiency and effectiveness of business processes;
- D. Application of technology that can improve communication with residents, businesses, and visitors; and
- E. General cost estimates for ideas generated.

## **Establishment of the Citizens Technology Task Force**

On March 9, 2010, Mayor Curry suggested that the City Council establish a seven-member Citizens Technology Task Force (“Task Force”) which would review the City’s use of technology and make recommendations that could improve the effectiveness and efficiency of our investments in technology.

On March 23, 2010 the City Council adopted Resolution No. 2010-24 (Appendix A). This resolution created the Citizens Technology Task Force establishing the purpose of reviewing the City’s use of technology.

On Saturday, April 12, 2010 the City Clerk advertised the vacancies for serving on the Task Force; the deadline to apply was Tuesday, April 20, 2010. Fifteen applications were received by this deadline.

On April 27, 2010, the City Council appointed seven members to the Citizens Technology Task Force as follows:

- Ted Cooper, Chairperson
- Bruce Brandenburg
- Timothy Britt
- Philip Drachman
- Froehlich Franz
- David Lown
- David Scheeff

Froehlich Franz resigned due to scheduling conflicts.

## **Task Force Meeting Dates and Topics Discussed**

The Task Force commenced its work on May 4, 2010. Table 2 below summarizes the Task Force’s meeting dates and the topic to be discussed at each meeting.

**Table 2: Task Force Meetings Held and Topics Discussed**

<b>Task Force Meeting Date</b>	<b>Meeting Purpose</b>
May 4	Share a variety of models for managing, maintaining and staffing technology in complex organizations
May 18	Discuss applications of technology that are proven to increase efficiency and effectiveness of business processes
June 1	Discuss applications of technology that can improve communication with residents, businesses, and visitors
June 15	Recommend process for creating a municipal technology strategic plan
July 7	Finalize report and discuss with the City Manager and Council if necessary

## Methodology

- 1) Received presentations from staff and interviewed IT management staff in Administrative Services, Police, Fire and Library (see Appendix A for Citizens Technology Task Force PowerPoint with sections from Admin, PD, Fire & Library).
- 2) Were given staff tours of Administrative Services IT, Police IT and Dispatch, Fire IT and Dispatch, Library IT, and Traffic Control.
- 1) Developed and distributed an online Customer Satisfaction Survey to City personnel who are significant users of IT infrastructure, applications and services; 72 survey responses were received (see Appendix C & D for Summary & Detail).
- 2) Developed and discussed IT Service Models Overview, IT Service Models Evaluation Matrix, and Outsourcing vs Insourcing (see Appendix E & F).
- 3) Requested the development of and reviewed:
  - a) Technology Deficiencies noted by IT Staff (see Appendix G)
  - b) IT Software & Hardware Health Status Report (see Appendix H)
  - c) IT Budget by Department (See Appendix I)
- 4) Received presentation from staff on current methods of communications with citizens (see Appendix J).
- 5) Discussed the need for a Technology Strategic Plan and obtained samples from Atlanta, Irvine, Long Beach, Riverside and County of San Diego, containing useful information on process and content (See Appendix K).
- 6) Conducted review of documentation including organization structure, management processes, best practices, IT Governance, budgets, inventory of hardware and software, technology standards, policies and procedures.

## Citizens Technology Task Force Recommendations

Based on various staff presentations and a tour of the City data centers, the CTTF committee, in majority, agrees with the following broad recommendations:

### **A. Process for Creating a Municipal Technology Strategic Plan**

1. Develop a 5-year IT Strategic Plan by utilizing the Plans obtained from prominent local governments as a guide for process, structure and content; the 5-year IT Strategic Plan should be designed to facilitate the implementation of the City's General Plan. -
2. Update the 5-year IT Strategic Plan annually.

3. Develop an Annual IT Work Plan for purposes of prioritizing, sharing of resources and budgeting; the first year of each year's updated 5-year plan becomes the Annual IT Work Plan.
4. The CIO should create a team responsible for developing strategic plan, consisting of:
  - Technology participants
  - City Administration participant
  - Department participants

**B. Different Models for Managing, Maintaining and Staffing Technology in Complex Organizations**

1. Strengthen City's governance structure, with clear lines of IT responsibilities.
2. Establish an IT Advisory Council, consisting of the city's IT managers (Admin Services; PD; Fire; Library) and key IT user Dept Heads, to advise on priorities, performance standards, application & infrastructure standards, vendor coordination, duplication mitigation, strategic planning and related matters.
3. Maintain the current IT service model structure for the time being; analyze the IT Service Models Overview, IT Service Models Evaluation, Technology Deficiencies Report, IT Satisfaction Surveys and budget considerations, to determine whether a restructuring of the city's IT Service Model is justifiable and advisable. Consider combining Administrative Services IT and Library IT staff and infrastructure in the Library or in the new City Hall.
4. Appoint a CIO with citywide responsibility.
5. Rationalize infrastructure platforms/Datacenters/Networks/Disaster Recovery Strategies.
6. Establish Minimum Acceptable Service Levels (MASLs) for each type of significant service provided by IT personnel and measure the resultant performance.
7. Adopt an enterprise wide standard project management process and clearly differentiate between projects and on-going operations.
8. Evaluate ITIL based IT service operation.
9. Evaluate replacement of the Police Department Records system.
10. Establish a "Beach City Consortium" with Costa Mesa, Huntington Beach, et al to exchange information on best practices, emergency support, cooperative purchasing, etc.

**C. Applications of Technology that are Proven to Increase Efficiency and Effectiveness of Business Processes**

1. Consider hosted servers, cloud computing, and software as a service opportunity to analyze cost effectiveness.

2. Solicit outside vendors to conduct server, application and network consolidation reports to show benchmarks on utilization and current deficiencies in operations.
3. Create an initiative on hardware refreshes every 36 months. This is a common practice and can be negotiated from multiple vendors under lease contracts that allow the city to gain maximum utilization and retain a residual value in the equipment at time of refresh. It will allow the city to maximize its fiscal resources and at the same time gain the maximum benefit of the latest technology.
4. Document Management Systems - City deals in a lot of paper. Evaluate a platform that can handle everything online.
5. Evaluate the outsourcing of payroll and certain HR functions.
6. Evaluate Citrix for remote application access.
7. Consider the replacement of Critical Outdated Business Systems such as Business and financial systems, Police Department computer aided dispatch (CAD) system.

**D. Applications of Technology that can Improve Communication with Residents, Businesses and Visitors**

1. Unify the “look, feel and navigation” of City’s multiple websites: City Hall, Police, Library and Lifeguard.
2. Implement software that will enable residents to access information from the City’s websites via mobile devices.
3. Develop capability for people to sign up for information push.
4. Utilize automated mailing features to send information out to residents (notifications of events, services, etc.).
5. Develop, with service provider, online permit application system.
6. Expand use of Social Network Site - Facebook
7. Utilize You Tube to publish marketing videos of city and its amenities
8. Evaluate 3-1-1 Service/CRM/Customer Service Department.
9. Evaluate emerging applications and communication channels for engaging citizens.
10. Consider enhancing city’s website according to the recommendations provided by a third-party website consultant ( see Appendix “M”)

## **Acknowledgements**

City staff were an invaluable resource to the CTF Committee. Without exception, these individuals were well organized, well prepared, responsive to requests from the Committee and

were cordial to work with. The CTF Committee expresses its deep gratitude to the staff for a job well done.