

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the Library, 251 South "A" Street and the City Clerk's Office, 305 West Third Street during customary business hours. Any materials to be presented at this meeting will be made available electronically 24 hours prior to the meeting, at the end of this agenda. The agenda reports are on the City of Oxnard web site at www.ci.oxnard.ca.us.



AGENDA

OXNARD CITY COUNCIL

*OXNARD COMMUNITY DEVELOPMENT COMMISSION SUCCESSOR AGENCY

*OXNARD FINANCING AUTHORITY

OXNARD HOUSING AUTHORITY

Regular Meetings

City Council Chambers, 305 West Third Street, Oxnard

October 27, 2015

4:30 P.M. – Closed Session

5:30 P.M. – Open Session

A. ROLL CALL/POSTING OF AGENDA

*** The Oxnard Community Development Commission Successor Agency and the Oxnard Financing Authority will not meet because there are no items requiring consideration on this date.**

B. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

At this time, a person may address the legislative body only on matters appearing on the closed session agenda. The presiding officer shall limit public comments to three minutes.

C. CLOSED SESSION - (Please see Page 4 for a description of closed session items)

D. OPENING CEREMONIES – 5:30 P.M.

Pledge of allegiance to the flag of the United States.

E. CEREMONIAL CALENDAR

L. REPORTS

Fire Department

1. SUBJECT: Verbal Report on Evacuation Procedures for the City of Oxnard in the Event of a Major Emergency.

RECOMMENDATION: Receive and consider report.

Legislative Body: CC

Contact: Susan Duenas

Phone: 385-7717

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

City of Oxnard internet address: www.ci.oxnard.ca.us.

F. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA (30 Minutes)

At this time, the legislative body will consider public comments for a maximum of thirty minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. A person not able to address the legislative body at this time because the thirty minutes expires may do so just prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take any action on any items presented during public comments at this time. Such items may only be referred to the City Manager/ Executive Director/Secretary for administrative action or scheduled on a subsequent agenda for discussion. Persons wishing to speak on public hearing items should do so at the time of the hearing. The presiding officer shall limit public comments to three minutes.

K. APPOINTMENT ITEMS – 6:15 P.M.**Finance Department**

1. **SUBJECT:** Maintenance Assessment District Overview. (001)

RECOMMENDATION: Receive a report on proposed solutions and timelines for maintenance assessment districts.

Legislative Body: CC

Contact: Joseph Lillio

Phone: 385-7475

G. REVIEW OF INFORMATION/CONSENT AGENDA

The members of the legislative body will consider whether to remove Information/Consent Agenda items for discussion later during the meeting.

H. PUBLIC COMMENTS ON INFORMATION/CONSENT AGENDA

At this time, a person may address the legislative body only on matters appearing on the information/consent agenda. The presiding officer shall limit public comments to three minutes.

I. INFORMATION/CONSENT AGENDA**City Clerk Department**

1. **SUBJECT:** Minutes of the Regular Meetings of the Oxnard Housing Authority for June 9, 16 and 23, July 7, 14, 21 and 28, September 1, 15 and 22, and October 6, 13 and 20, 2015. (015)

RECOMMENDATION: Approve.

Legislative Body: HA

Contact: Daniel Martinez

Phone: 385-7803

City Manager Department

2. **SUBJECT:** Agreements for City Council Review. (035)

RECOMMENDATION: Pursuant to Ordinance 2835 and Resolution 13,932, approve and authorize the City Manager, to execute the attached agreements/contracts and change orders/amendments in amounts more than \$25,000 but no more than \$250,000, which are described on the attached list.

Legislative Body: CC

Contact: Greg Nyhoff

Phone: 385-7430

3. SUBJECT: Second Amendment to Novacoast, Inc. Agreement. (037)

RECOMMENDATION: Approve and authorize the Mayor to execute a second amendment with Novacoast (5582-11-CM) in the amount of not to exceed \$300,000. The total value of the Agreement is not to exceed \$525,000, for technical consulting services in the areas of network infrastructure, website design, and operating system support.

Legislative Body: CC

Contact: Keith Brooks

Phone: 385-7597

J. PUBLIC HEARINGSL. REPORTSHousing Department2. SUBJECT: Winter Warming Shelter for the Homeless. (051)

RECOMMENDATION: 1) That the City Council direct staff to work with the City of Ventura and the County of Ventura, and local non-profit service provider organizations to organize a Winter Warming Shelter for the Homeless and authorize the City Manager, or designee, to execute any necessary agreements and contracts towards this end; and 2) That the Housing Authority Board of Commissioners approve and authorize the use of \$40,000 of Housing Authority Central Fund reserves to fund the Winter Warming Shelter for the Homeless on a one-time basis.

Legislative Body: CC/HA

Contact: Arturo Casillas

Phone: 385-8094

City Treasurer Department3. SUBJECT: Agreement for Utility Bill and Business Tax Form Printing, Inserting and Mailing Services. (055)

RECOMMENDATION: 1) Approve and authorize the Mayor to execute a three year agreement between the City of Oxnard and Infosend, Inc. (7828-15-CT) for \$926,923 for utility bill and business tax form printing, inserting and mailing services; and 2) Approve the Budget Appropriation from Customer Billing Fund 725 fund balance in the amount of \$26,500.

Legislative Body: CC

Contact: Danielle Navas

Phone: 385-7825

City Manager Department4. SUBJECT: Presentation of Information Technology Four-Year Master Plan from NexLevel Information Technology, Inc. (089)

RECOMMENDATION: Receive a presentation and report on the Information Technology Four-Year Master Plan from NexLevel Information Technology, Inc.

Legislative Body: CC

Contact: Keith Brooks

Phone: 385-7597

M. REPORT OF CITY MANAGER/EXECUTIVE DIRECTOR/SECRETARY

The City Manager/Executive Director/Secretary shall report on items of interest to the legislative body occurring since the last meeting. The legislative body cannot enter into detailed discussion or take action on any item presented during this report. Such items may only be referred to the City Manager/Executive Director/Secretary for administrative action or scheduled on a subsequent agenda for discussion.

N. CITY COUNCIL/HOUSING AUTHORITY/SUCCESSOR AGENCY/FINANCING AUTHORITY
BUSINESS/COMMITTEE REPORTS

O. PUBLIC COMMENTS ON REPORTS

At this time, a person may address the legislative body only on matters appearing on the reports. The presiding officer shall permit a person to address the legislative body after the staff presentation on the report and before the consideration of the report by the legislative body. The presiding officer shall limit public comments to three minutes.

P. PUBLIC COMMENTS ON STUDY SESSION

At this time, a person may address the legislative body only on matters appearing on the study session agenda. The presiding officer shall permit a person to address the legislative body after the staff presentation on the item and before the consideration of the item by the legislative body. The presiding officer shall limit public comments to three minutes.

Q. STUDY SESSION

C. CLOSED SESSION – Continued from Page 1

1. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION.

CC On the advice of the Interim City Attorney, pursuant to Government Code section 54956.9(d)(4), based on existing facts and circumstances, the City Council shall decide whether to initiate litigation in one potential case,.

The Interim City Attorney requested that this item be discussed in closed session under the Brown Act exception of Conference with Legal Counsel – Anticipated Litigation.

R. ADJOURNMENT



Meeting Date: 10/27/2015

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Michael More, Financial Services Manager Agenda Item No. K-1Reviewed By: City Manager JM City Attorney JOB Finance AL Other (Specify) _____

DATE: October 16, 2015

TO: City Council

FROM: Joseph Lillio, Chief Financial Officer
Finance Department

SUBJECT: Maintenance Assessment District Overview

RECOMMENDATION

That City Council receive a report on proposed solutions and timelines for maintenance assessment districts.

DISCUSSION

As part of the City Manager's organizational assessment, it was disclosed that the City's Maintenance Assessment Districts ("Districts") needed a more comprehensive review, due to deficits or surplus funds that had been allowed to accumulate in various Districts. The deficits in 25 of the Districts required a transfer of approximately \$3 million from the General Fund in FY 14-15 to eliminate the accumulated negative fund balances and a General Fund allocation of \$600,000 in the FY 15-16 budget to subsidize these same districts for another year until a fix was implemented.

On May 20, 2015, the City contracted with NBS to conduct an in-depth review of the Districts. For its review, NBS interviewed City staff, reviewed the Districts' formation and other annual documents, fund balances, the California Constitution, state statutes, recent judicial rulings relating to assessments, conducted site visits to all of the Districts, and reviewed the City's internal processes and procedures. On August 25, 2015, NBS issued its findings in the attached report titled "Maintenance Assessment Districts Review Findings and Recommendations Report" (Attachment No. 1).

NBS' key findings are as follows:

- The parcel database used to prepare the annual assessment rolls is incomplete.
- Twenty five (25) of the Districts have deficit fund balances and operate with expenses that exceed revenues.
- District budgets don't reflect actual District costs, nor do budgets align with annual revenues.
- The original findings by the assessment engineers need review to ensure compliance with the legal landscape present today.

Maintenance Assessment District Overview

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- The management of the Districts and the associated roles, responsibilities, and District related tasks has been compartmentalized beyond a point of efficiency or effectiveness.
- Standards documented in the Districts' engineer's reports are not always implemented.
- Constituents are not aware of the Districts' financial situation, deficit fund balances, or options to rectify financially strained Districts.
- The City does not have the resources, systems and tools needed to effectively track the District expenses and the internal and external labor costs.

These areas of concern should be addressed to ensure the City's special financing district program has a strong foundation that is compliant with the legal landscape surrounding assessments in California. The foundation of the City's special financing district program should be established upon the following principles and practices: transparency, accountability, efficiency and effectiveness, and industry best practices.

A high-level summary of NBS' findings can be found on page 1-1 of Attachment No. 1. A detailed discussion of these findings and their recommendations for improvement are found in Sections 5 and 6 of the report. A high-level summary of their recommendations can be found in Section 7 of the report. The recommendations outlined in this report will require the City to commit resources to ensure implementation. It's anticipated that a majority of the recommendations outlined in this report will be completed within the first year.

Below is a general list of the recommendations discussed in this report. Each recommendation listed has been prioritized and been assigned a proposed timeline to complete each task. The proposed timeline and order of priority is subject to change by City staff and Council.

Category Proposed Timeline

Task	Proposed Completion Date
Community Outreach	10/2015 to 04/2016
Consolidate District Responsibilities	10/31/2015
District Boundary Audits	10/31/2015
District Fund Balance Review and Budget Audits	11/30/2015
Establish District Internal Goals and Policies and Landscape Maintenance Service Levels	11/30/2015
District Levy Audits	12/31/2015
GIS/Regis/Monitoring of District Assets and Costs	12/31/2015
Training of Staff	01/31/2016
Administrative and Operational Manual	02/28/2016
Rewrite All Engineer's Reports and Resolutions Including General and Special Benefits Quantified and Separated	03/31/2016
Increase/Replace Assessments	06/30/2016
Sustainability and Water Conservation Program	12/31/2016

Maintenance Assessment District Overview

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A majority of the recommendations listed above should be implemented for all of the City's MADs prior to preparing and submitting the Fiscal Year 2016/17 assessment rolls.

Community Outreach

Communication between the City and property owners is a critical component of any special financing district program. Public outreach is an important tool for government agencies to communicate with their constituents about expectations and to receive feedback from the citizenry being served. Successful public outreach efforts relay regular messages about a variety of topics; topics that may include, but are not limited to the overall health of the districts, upcoming projects that may impact the properties, any surpluses/deficits, change in budgets and levels of services, any problems, and potential needs for additional revenue that may result in Proposition 218 ballot proceedings.

The purpose of these efforts in keeping the public informed is to ensure that as situations arise, whether it is a need to cut services, changes in budget, or the need to ask for additional revenue, the property owners aren't blindsided by these events. These efforts help ensure that constituents are well informed about any special circumstances that may impact them directly. These communications should occur at a minimum of quarterly, and may come in many forms, such as community meetings or mailers. Ongoing public outreach efforts build a productive relationship between the City and property owners within the districts based on transparency and accountability, to earn the public's trust.

The initial public outreach efforts should be aimed at informing the public about each District's unique circumstances, what can be expected in the coming months and years, and establish a system and procedures for how property owners will direct any future inquiries, feedback, and/or complaints. Currently, the Director of General Services is overseeing a number of inquiries by property owners and interest groups. REGIS Connect can assist via its public application in managing the inquiries for the City. Public inquiries related to the Districts should be managed and overseen by the individual tasked with the responsibility of managing the MAD program.

Presentation

NBS staff will provide a verbal presentation at this meeting providing greater detail on its findings, recommendations, and timelines for remedial action. NBS will also provide a progress update on the projects listed in the IAP that the community outreach efforts have already been started.

FINANCIAL IMPACT

None at this time. City agreement No. 7117-FN-15 in the amount of \$100,000 was previously approved on May 12, 2015. The services included in this initial cost include: Establish MAD Internal Goals and Policies and Landscape Maintenance Service Levels, Consolidate District Responsibilities, District Boundary Audits, and District Fund Balance Review and Budget Audits. To Date, approximately \$50,000 of the initial contract has been expensed.

Attachment No. 1 – Maintenance Assessment District Review Findings and Recommendations Report
Attachment No. 2 – Six-Month Implementation Action Plan

Maintenance Assessment District Overview

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Attachment No. 3 – One-Year Implementation Action 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.

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Community Outreach					
1	Perform Community Outreach for Assessment Increase	<u>General/Educational/Foundation for Program (All Districts)</u>			
		• Identify benefits, issues, and major stakeholders for a customized community outreach plan for the Districts	10/1/2015	NBS	Completed
		• Develop a timeline for community outreach efforts.	10/15/2015	NBS	Completed
		• Create a link on the City's webpage dedicated to Community Outreach for the City's Maintenance Assessment Districts.	10/31/2015	NBS	In Progress
		• Verify situational factors, demographics, needs, constraints, and review any further documents or data to confirm the relevant facts and circumstances surrounding the improvements, maintenance and services provided by each District.	11/30/2015	NBS	In Progress
		• Gather and review parcel characteristics data relevant to community outreach efforts. Gather and review projected improvements, maintenance and services to be funded with cost estimates and cost increase expectations.	12/15/2015	NBS	
		• Design and prepare a public informational mailer to educate property owners about the need for the assessment increase in relation to the ongoing maintenance of the public improvements. Post related information to the City's website. The public informational mailer also provides the date, time and location of public meetings.	12/31/2015	NBS	
		• Hold public meetings to educate and discuss with property owners MAD's and obtain feedback.	1/1/2016 to 2/28/2016	NBS	
		• Update City Council with progress to date and outline next steps in the outreach effort.	2/2016	NBS	
		<u>District Specific Outreach (Individual Districts)</u>			
		• District Specific Outreach will be approached in a similar manner as General Outreach.	2/1/2016	NBS	
		• Develop a timeline for community outreach efforts congruent with Proposition 218 assessment increase efforts.	2/15/2016	NBS	
		• Hold public meetings for each District to discuss the need for the assessment increase with property owners and obtain feedback.	3/1/2016 to 4/30/2016	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Boundary Audits					
2	Audit Maintenance Assessment District Boundaries	Research and compare the 2015/16 fiscal year assessment rolls, County Assessor's secured roll data, boundaries from GIS data, and the original formation and 2015/16 fiscal year engineer's reports to identify parcel levied outside the boundaries of each District and parcels missed within the boundaries of each District.	10/15/2015	NBS	Completed
		Document findings including proposed corrections and fiscal impact.	10/31/2015	NBS	In Progress
		Perform corrective measures with the County Auditor-Controller's Office and the redistribution of funds where applicable.	10/31/2015	NBS	In Progress
		Prepare an updated parcel listing to ensure future assessment rolls reflect only parcels within the boundaries of each District.	10/31/2015	NBS	In Progress

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
3	Establish Internal Goals/Policies and Maintenance Service Levels for the Maintenance Assessment Districts	Internal Goals/Policies and Maintenance Service Levels			
		Gather current policies and procedures used for the formation of new maintenance assessment districts and any other related documents.	10/15/2015	NBS	Completed
		Review policies and procedures, forms, documents, fees, and staff understanding of the 1972 Act, Proposition 218, and the district formation process.	10/15/2015	NBS	Completed
		Review historical and anticipated property development data to identify specific development scenarios to incorporate in the modification and creation of new policies and procedures.	10/15/2015	NBS	Completed
		Modify and create policies, procedures, forms, documents, updated fees, timelines and systems consistent with the 1972 Act, Proposition 218 and the development goals and standards of the City also incorporating the use of Community Facilities Districts for future district formations.	11/15/2015	NBS	In Progress
		Establish citywide landscape maintenance graded service levels identifying the type and frequency of maintenance services to be provided for each grade level.	11/15/2015	NBS	In Progress
		Develop and establish fiscal goals and policies, including ongoing revenue and cost projections in accordance with industry best practices to ensure the financial viability of the Districts.	11/30/2015	NBS	In Progress

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
4	Audit Funds and Budgets for Maintenance Assessment Districts	Funds and Budget Audits			
		Research and compare historical fund balances and costs of maintenance and services to create new audited budgets.	11/15/2015	NBS	In Progress
		Document findings including proposed corrections, fiscal impact, and related goals and policies. Identify Districts subject to an assessment increase through Proposition 218 proceedings or a reduction in levels of service and Districts where surplus funds can be used for authorized improvements and services currently not being provided. Provide five-year projections based on anticipated assessment revenue considering an allocation for operational reserve funds.	11/30/2015	NBS	In Progress
		- Perform corrective measures and the redistribution of funds where applicable. - Update fund balance information and budgets to ensure future assessment levy calculations reflect correct funding needs.	11/30/2015	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Levy Audits					
5	Audit Maintenance Assessment District Levy Calculations	Research and compare the 2015/16 fiscal year assessment rolls as corrected by the boundary audits, County Assessor's secured roll data and the method of assessment (rates) to recalculate and apply assessment levies to all parcels based on applicable property characteristics as required by each method of assessment.	12/15/2015	NBS	
		Document findings including historical modifications, misinterpretation and misapplication of the method of assessment, proposed corrections and fiscal impact.	12/31/2015	NBS	
		Perform corrective measures with the County Auditor-Controller's Office and the redistribution of funds where applicable.	12/31/2015	NBS	
		Prepare an updated assessment roll and supporting data and calculations in an Excel spreadsheet to ensure future assessment rolls reflect the correct application of the Method of Assessment of each District for approximately sixty-one (61) maintenance assessment districts.	12/31/2015	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Staff Training					
6	Train Staff on Maintenance Assessment Districts	Identify training needs and objectives related to the use of special financing districts including Maintenance Assessment Districts and Community Facilities Districts to create a customized training session.	1/15/2016	NBS	
		Provide staff, at least ten (10) days before training day, with an outline of the training session for review and feedback to ensure a successful training session.	1/15/2016	NBS	
		Host a one (1) day in-depth training with all applicable staff. The training will include, but not be limited to, 1972 Act background and current environment, Proposition 218 and impact, determination of special and general benefit, formation policies and procedures, forms, documents, timelines, systems, ongoing administration of the Districts, anticipated challenges to assessment district law and an introduction to Community Facilities Districts.	1/30/2016	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Administrative and Operational Manual					
7	Create an Administrative and Operational Manual for Maintenance Assessment Districts	Create an Administrative and Operational Manual describing the procedures necessary for proper administrative and operational practices by all applicable City staff to ensure compliance with requirements of the 1972 Act and Proposition 218. The Manual will include but not be limited to background and supporting information about the Districts, annual administrative and operational timelines, inventory and assignment of necessary tasks throughout the organization, templates, forms and spreadsheets to track and accomplish such tasks, and related administrative and operational procedures.	2/28/2016	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Resolutions, Engineer's Reports - General and Special Benefits					
8	Rewrite Resolutions and Engineer's Reports Including General and Special Benefits Quantified and Separated	Prepare 2016/17 fiscal year resolutions and staff reports compliant with the 1972 Act and Proposition 218 for the placement of assessment levies on the County secured tax roll and to serve as templates for subsequent fiscal years.	1/15/2016	NBS	
		Review annexation documents, if any, and special circumstances that may impact the engineer's reports.	1/30/2016	NBS	
		Analyze improvements, maintenance, services, boundaries, district characteristics, parcel characteristics, special and general benefits conferred, and assessment engineering industry standards and sources to separate and quantify special vs. general benefit in compliance with the special benefit requirements of Proposition 218.	2/28/2016	NBS	
		Create and add a map of improvements and assessment diagram to the engineer's reports.	3/15/2016	NBS	
		Document findings and recommendations for inclusion into the updated engineer's reports. Provide analysis and numerical support for the breakdown of special vs. general benefit. Identify general fund contributions for general benefit and assessment amounts representing special benefit.	3/15/2016	NBS	
		Prepare updated 2016/17 fiscal year engineer's reports compliant with the 1972 Act and Proposition 218 for the placement of assessment levies on the County secured tax roll and to serve as templates for subsequent fiscal years.	3/31/2016	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
Proposition 218 Assessment Increase					
1	Perform Proposition 218 Assessment Increase for Maintenance Assessment Districts	Create a budget for the projected costs of improvements, maintenance, and services.	1/15/2016	NBS	
		Establish a parcel database relevant to the spread of the assessments.	2/1/2016	NBS	
		Analyze improvements, maintenance, services, proposed boundaries, district characteristics, parcel characteristics, special and general benefits conferred, and assessment engineering industry standards and sources to separate and quantify special vs. general benefit in compliance with the special benefit requirements of Proposition 218.	2/15/2016	NBS	
		Prepare a Method of Assessment, including rates, in compliance with the proportionality requirements of Proposition 218.	2/15/2016	NBS	
		Document findings and recommendations for inclusion into engineer's report. Provide analysis and numerical support for the breakdown of special vs. general benefit. Identify general fund contributions for general benefit and assessment amounts representing special benefit. Use report for community outreach efforts where all stakeholders may provide input, and participate.	3/1/2016	NBS	
		Prepare mailed and published legal notices, determine dates for public meetings and public hearing, verify scheduling, approach, requirements, and other issues related to a successful assessment increase.	3/15/2016	NBS	

Rec #	Recommendation	Steps	Estimated Timeline	Lead Staff	Project Status
		Prepare resolutions, notices and ballots, as required, for compliance with the 1972 Act and Proposition 218. Prepare notice of the public hearing to be published by the Clerk, as required, by the 1972 Act.	4/1/2016	NBS	
		Prepare engineer's report with description of improvements, map of improvements, plans and specifications, cost estimate, assessment methodology, assessment roll and diagram for approval by City Council.	4/1/2016	NBS	
		Tabulate ballots and report results at the conclusion of the public hearing.	6/15/2016	NBS	
		Record assessment diagram with the County Recorder.	6/30/2016	NBS	
		Calculate the first year's levy and process for approval by City Council simultaneously with the assessment increase proceedings.	6/30/2016	NBS	

ATTACHMENT
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MINUTES
OXNARD HOUSING AUTHORITY
Regular Meeting
June 9, 2015

A. ROLL CALL/POSTING OF AGENDA

At 4:35 p.m., the regular meeting of the Oxnard Housing Authority convened in the Council Chambers, concurrently with the City Council. Commissioners Tim Flynn, Carmen Ramirez, Bryan A. MacDonald, Dorina Padilla, Bert Perello and Jose Andrade were present. Commissioner Francisco Vega was absent. The Secretary Designate stated that the agenda was posted on Thursday in the Library and City Clerk's Office. Chairperson Flynn presided and called the meeting to order. Staff members present were: Greg Nyhoff, Executive Secretary; Stephen Fischer, Interim General Counsel; Jeri Williams, Police Chief and Carrie Sabatini, Interim Housing Director were present. At 4:36 p.m., Commissioner Vega was present.

B. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

C. CLOSED SESSION

D. OPENING CEREMONIES

The meeting opened with the pledge of allegiance to the flag of the United States, followed by a moment of silence.

K. APPOINTMENT ITEMS

B. CEREMONIAL CALENDAR

F. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

S. RECESS

At 8:48 p.m., the City Council recessed and at 9:02 p.m., the City Council reconvened.

G. REVIEW OF INFORMATION/CONSENT AGENDA

H. PUBLIC COMMENTS ON INFORMATION/CONSENT AGENDA

I. INFORMATION/CONSENT AGENDA

City Clerk Department

1. SUBJECT: Minutes of the Regular Meetings of the Oxnard Housing Authority for March 17, 24, April 7, 14, 28, May 5, 12, 19 and June 2, 2015. (033)
RECOMMENDATION: Approve.

INFORMATION/CONSENT AGENDA ACTION: The Commissioners concurred to continue to future meeting.

J. PUBLIC HEARINGSL. REPORTSHousing Department

3. SUBJECT: Low Rent Public Housing Budget for Fiscal Year 2016. (093)
RECOMMENDATION: 1) Adopt a resolution approving and adopting the recommended \$7,235,087 operating budget for the Low Rent Public Housing program ("LRPH") for fiscal year 2016, as presented for each project area; and 2) Approve and authorize the use of \$252,322 of reserves to fund the projected deficit.
ACTION: The Commissioners concurred to continue to future meeting.
4. SUBJECT: Section 8 Housing Choice Voucher Program Budget for Fiscal Year 2016. (103)
RECOMMENDATION: 1) Adopt a resolution approving and adopting the recommended \$17,561,888 operating budget for the Section 8 Housing Choice Voucher Program ("Section 8") for fiscal year 2016; and 2) Approve and authorize the use of \$143,546 of administrative reserves to fund the projected deficit.
ACTION: The Commissioners concurred to continue to future meeting.

M. REPORT OF EXECUTIVE DIRECTOR/SECRETARYN. HOUSING AUTHORITY BUSINESS/COMMITTEE REPORTSO. PUBLIC COMMENTS ON REPORTSP. PUBLIC COMMENTS ON STUDY SESSIONQ. STUDY SESSIONCITY COUNCIL

At 10:46 p.m. the joint meeting with the City Council concluded.

R. ADJOURNMENT

At 10:46 p.m. the Housing Authority concurred to adjourn the meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES
OXNARD HOUSING AUTHORITY
Regular Meeting
June 16, 2015

A. ROLL CALL/POSTING OF AGENDA

At 6:05 p.m., the regular meeting of the Oxnard Housing Authority convened in the Council Chambers, concurrently with the City Council. Commissioners Tim Flynn, Carmen Ramirez, Bryan A. MacDonald, Dorina Padilla, Bert Perello, Jose Andrade and Francisco Vega were present. The Secretary Designate stated that the agenda was posted on Thursday in the Library and City Clerk's Office. Chairperson Flynn presided and called the meeting to order. Staff members present were: Daniel Martinez, Secretary Designate; Greg Nyhoff, Executive Secretary; Maria Hurtado, Assistant Executive Secretary; Rahsaan Tilford, Deputy General Counsel; David Millican, Interim Finance Director; Jeri Williams, Police Chief (Acting Fire Chief); Carrie Sabatini, Interim Housing Director; Daniel Rydberg, Interim Utilities Director; Todd Housley, Environmental Resources Manager; Gregory Barnes; Recreation Supervisor and Eden Alomeri, Assistant City Treasurer.

B. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

C. CLOSED SESSION

D. OPENING CEREMONIES

The meeting opened with the pledge of allegiance to the flag of the United States, followed by a moment of silence.

3. CEREMONIAL CALENDAR

F. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

G. REVIEW OF INFORMATION/CONSENT AGENDA

H. PUBLIC COMMENTS ON INFORMATION/CONSENT AGENDA

I. INFORMATION/CONSENT AGENDA

City Clerk Department

1. SUBJECT: Minutes of the Regular Meetings of the Oxnard Housing Authority for March 17, 24, April 7, 14, 28, May 5, 12, 19 and June 2, 2015. (003)
RECOMMENDATION: Approve.

INFORMATION/CONSENT AGENDA ACTION: Approved as recommended. (MacDonald/ Padilla) Ayes: Ramirez, MacDonald, Padilla, Perello, Andrade, Vega and Flynn.

L. REPORTS

Housing Department

3. SUBJECT: Low Rent Public Housing Budget for Fiscal Year 2016. (059)
RECOMMENDATION: 1) Adopt **Resolution No. 1285** approving and adopting the recommended \$7,235,087 operating budget for the Low Rent Public Housing program ("LRPH") for fiscal year 2016, as presented for each project area; and 2) Approve and authorize the use of \$252,322 of reserves to fund the projected deficit.
DISCUSSION: The Interim Housing Director commented on: "reporting" schedule; balances of funds; interest balances and "effectiveness" of the program including communications with Housing Authority to resolve issues.

Public comment was received from: George Miller.

The Commissioners discussed: landlord's reinvestment of properties; "public policy" options and Section 8 Assistance options.

ACTION: Approved as recommended. (Padilla/Ramirez). Ayes: Padilla, Perello, Andrade, Vega, Ramirez and MacDonald.

4. SUBJECT: Section 8 Housing Choice Voucher Program Budget for Fiscal Year 2016. (069)
RECOMMENDATION: 1) Adopt **Resolution No. 1286** approving and adopting the recommended \$17,561,888 operating budget for the Section 8 Housing Choice Voucher Program ("Section 8") for fiscal year 2016; and 2) Approve and authorize the use of \$143,546 of administrative reserves to fund the projected deficit.
DISCUSSION: The Interim Housing Director reviewed "housing" assistance programs including the "Section 8" Program and that landlords are responsible for maintenance of rental units.

Public comment was received from: Larry Stein.

The Commissioners discussed: future "Section 8" budgets; inspection of rental units; the City's "public" housing policy and "Section 8" Assistance options.

ACTION: Approved as recommended. (MacDonald/Perello). Ayes: Perello, Andrade, Vega, Flynn, Ramirez, MacDonald and Padilla.

RECESS

At 8:55 p.m., the Housing Authority concurred to recess and at 9:06 p.m., the Housing Authority reconvened.

J. PUBLIC HEARINGS

ACTION: Chairperson Flynn declared the public hearing open.

DISCUSSION: The City Clerk reported on posting, publication and that there were no written communications received.

Finance Department

1. SUBJECT: Fiscal Year 2015-16 Operating and Capital Budget Public Hearing. (119)
RECOMMENDATION: That Oxnard Housing Authority conduct a public hearing on the Fiscal Year 2015-16 operating and capital budgets for the City of Oxnard and Oxnard Housing Authority.

DISCUSSION: The Executive Secretary outlined: the proposed budget including service level impacts; presenting a balance budget; staffing impact; retirement issues and having a "budget" overview. The Interim Finance Director commented on leadership within the City to plan a financially "sound" budget to reduce "bond" interest rate(s).

Public comments were received from: Jason Zaragoza; Gavin Koon; Blair Brim; Paul Lemos; Mary Diamond; Cyndi Hookstra; Cynthia Daniels; Julie Miller; Daniel Kalbacher; Larry Stein; Jesse Calvillo; Glenn Genaro; Ed Genaro; Al Velasquez; Helen Mitchell; Larry Barbarwe; Daniel Nahmias; Kevin Todd; George Todd; John Cecena; Robert Ross; Nancy Greenfield; David Feigin; Greg Runyon; Inez Tuttle; Doug Stuart; Jason Watkins; Phil Palmer; Steve McNaughten; James Crilly; Tammy Gutierrez; Jim Lavery; George Miller; Mana Isabel Garcia and Alejandro Rivera.

ACTION: Close the public hearing (MacDonald/Perello) approved unanimously.

DISCUSSION: The Commissioners commented on: actions of other cities to deal with City budgets; "bond" rating; proposed "budget" adjustments; reduction of service and proposed staffing levels.

ACTION: The Commissioners conducted a public hearing for the Fiscal Year 2015-16 operating and capital budgets for the Oxnard Housing Authority.

K. APPOINTMENT ITEMS

L. REPORTS

K. APPOINTMENT ITEMS

M. REPORT OF EXECUTIVE SECRETARY

The Executive Secretary requested that more "innovated" thinking and action take place within the City.

CITY COUNCIL

At 12:12 a.m., the joint meeting with the City Council concluded.

N. HOUSING AUTHORITY BUSINESS/COMMITTEE REPORTS

O. PUBLIC COMMENTS ON REPORTS

P. PUBLIC COMMENTS ON STUDY SESSION

Q. STUDY SESSION

R. ADJOURNMENT

At 12:12 a.m. the Housing Authority concurred to adjourn the meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

DRAFT

MINUTES
OXNARD HOUSING AUTHORITY
Regular Meeting
June 23, 2015

A. ROLL CALL/POSTING OF AGENDA

At 6:04 p.m., the regular meeting of the Oxnard Housing Authority convened in the Council Chambers, concurrently with the City Council. Commissioners Carmen Ramirez, Bryan A. MacDonald, Dorina Padilla, Bert Perello, Jose Andrade and Francisco Vega were present. Chairperson Flynn was absent. The Secretary Designate stated that the agenda was posted on Thursday in the Library and City Clerk's Office. Vice-Chairperson Ramirez presided and called the meeting to order. Staff members present were: Daniel Martinez, Secretary Designate; Greg Nyhoff, Executive Secretary and Stephen Fischer, Interim General Counsel.

B. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

C. CLOSED SESSION

D. OPENING CEREMONIES

The meeting opened with the pledge of allegiance to the flag of the United States, followed by a moment of silence.

3. CEREMONIAL CALENDAR

F. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

G. REVIEW OF INFORMATION/CONSENT AGENDA

H. PUBLIC COMMENTS ON INFORMATION/CONSENT AGENDA

I. INFORMATION/CONSENT AGENDA

L. REPORTS

At 7:24 p.m., Chairperson Flynn was present and presided.

J. PUBLIC HEARINGS

ACTION: Chairperson Flynn declared the public hearing open.

DISCUSSION: The City Clerk reported on posting, publication and that there were no written communications received.

Finance Department

1. SUBJECT: Consideration of Adoption of Fiscal Year 2015-2016 Operating Budget. (269)

RECOMMENDATION: Adopt **Resolution No. 1287** approving the Housing Authority's Fiscal Year 2015-16 Operating and Capital Budget.

DISCUSSION: The Executive Secretary and Interim Finance Director reviewed the proposed 2015-16 budget including Council expenses, financial impacts and forecast.

Public comments were received from: Julie Miller; Daniel Kalbacher; Robert Chatenever; Larry Stein; Steve Huber; Greg Runyon and Dan Pinedo.

The Executive Secretary and Interim City Attorney reviewed the request to made changes to the budget recommendations.

ACTION: Approved as recommended (MacDonald/ Padilla) Ayes: Ramirez, MacDonald, Padilla, Perello, Andrade, Vega and Flynn. Noes: MacDonald.

K. APPOINTMENT ITEMS

L. REPORTS

K. APPOINTMENT ITEMS

M. REPORT OF CITY MANAGER

CITY COUNCIL

At 9:55 p.m., the joint meeting with the City Council concluded.

N. HOUSING AUTHORITY BUSINESS/COMMITTEE REPORTS

O. PUBLIC COMMENTS ON REPORTS

P. PUBLIC COMMENTS ON STUDY SESSION

Q. STUDY SESSION

R. ADJOURNMENT

At 9:55 p.m. the Housing Authority concurred to adjourn the meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

CARMEN RAMIREZ
Vice-Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

July 7, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

July 14 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

July 21, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

July 28, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting
September 1, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting
September 15, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES
OXNARD HOUSING AUTHORITY
Regular Meeting
September 22, 2015

A. ROLL CALL/POSTING OF AGENDA

At 6:18 p.m., the regular meeting of the Oxnard Housing Authority convened in the Council Chambers, concurrently with the City Council. Commissioners Tim Flynn, Carmen Ramirez, Bryan A. MacDonald, Dorina Padilla, Bert Perello, Jose Andrade and Francisco Vega were present. The Secretary Designate stated that the agenda was posted on Thursday in the Library and City Clerk's Office. Vice-Chairperson Ramirez presided and called the meeting to order. Staff members present were: Daniel Martinez, Secretary Designate; Greg Nyhoff, Executive Secretary; Stephen Fischer, Interim General Counsel and Arturo Castillo, Housing Director.

B. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

C. CLOSED SESSION

D. OPENING CEREMONIES

The meeting opened with the pledge of allegiance to the flag of the United States, followed by a moment of silence.

3. CEREMONIAL CALENDAR

F. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

G. REVIEW OF INFORMATION/CONSENT AGENDA

H. PUBLIC COMMENTS ON INFORMATION/CONSENT AGENDA

I. INFORMATION/CONSENT AGENDA

Housing Department

4. SUBJECT: Housing Authority Investment Policy. (009)

RECOMMENDATION: Adopt **Resolution No. 1288** adopting an investment policy for the Housing Authority of the City of Oxnard for FY 2015-2016.

INFORMATION/CONSENT AGENDA ACTION: Approved as recommended. (Ramirez/MacDonald) Ayes: Ramirez, MacDonald, Padilla, Perello, Andrade, Vega and Flynn.

L. REPORTS

J. PUBLIC HEARINGS

K. APPOINTMENT ITEMS

L. REPORTS

K. APPOINTMENT ITEMS

M. REPORT OF EXECUTIVE SECRETARY

CITY COUNCIL

At 8:10 p.m, the joint meeting with the City Council concluded.

N. HOUSING AUTHORITY BUSINESS/COMMITTEE REPORTS

O. PUBLIC COMMENTS ON REPORTS

P. PUBLIC COMMENTS ON STUDY SESSION

Q. STUDY SESSION

R. ADJOURNMENT

At 8:10 p.m. the Housing Authority concurred to adjourn the meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

October 6, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

DRAFT

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting

October 13, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

DRAFT

MINUTES

OXNARD HOUSING AUTHORITY

Regular Meeting
October 20, 2015

Because there were no items requiring consideration on this date, there was no regular meeting.

DANIEL MARTINEZ
Secretary Designate

TIM FLYNN
Chairperson

DRAFT



Meeting Date: 10/27/2015

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☒ Info/Consent
☐ Ord. No(s). _____	☐ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Greg Nyhoff, City Manager Agenda Item No. I-2

Reviewed By: City Manager GM City Attorney SMF Finance AL Other (Specify) _____

DATE: October 27, 2015

TO: City Council

FROM: Greg Nyhoff, City Manager
City Manager's Office

SUBJECT: Agreements for City Council Review

RECOMMENDATION

That City Council, pursuant to Ordinance 2835, and Resolution No. 13,932, approve and authorize the City Manager to execute the agreements/contracts and change orders/amendments in amounts more than \$25,000 but no more than \$250,000, which are described on the attached list.

DISCUSSION

On November 16, 2010, the City Council approved changes to the City's Purchasing Procedures reducing the threshold for City agreements/contracts and change orders/amendments requiring City Council approval to \$25,000. The agreements/contract and change orders/amendments described on the attached list involve amounts above \$25,000 and up to \$250,000.

FINANCIAL IMPACT

Funding information is included on the attached list.

Attachment - #1 – List of Agreements/Contracts and/or Change Orders/Amendments

NOTE: Copies of the agreement/contracts and change orders/amendments on the list are available in the City Clerk's Office prior to the Council meeting.

City Manager Contract List for 10/27/2015

Item	Type	Department/Contact	Vendor/Agreement Number	Description/Purpose	Amount
A	Purchase Order	City Manager/Information Technology Division Keith Brooks	Dito, LLC. Purchase Order No. 5617	Purchase Order for Google Apps for Government Licenses and Services The Information Technology department is standardizing all city emails under the Oxnard.org domain name. This will allow all city employees to have a first.last@oxnard.org email address rather than the cumbersome first.last@ci.oxnard.ca.us email address. Google Apps for Government was selected as the cloud computing solution for the Oxnard Police Department for web based email, calendaring and document storage on January 23, 2014. At that time, competitive bids and extensive product comparisons of the cloud computing solutions offered by Microsoft, IBM and Google were conducted with Google emerging as the clear leader in features and price. This purchase adds licenses to that existing account to bring the rest of the City employees under the same system. Google only sells through set prices via licensed resellers it assigns to customers. Dito is the licensed reseller assigned by Google to the City of Oxnard for this purchase.	\$45,820
		385-7597		Total Contract Amount: \$45,820 FundingSource: General Fund	Current FY Amount: \$45,820

ATTACHMENT
PAGE 1 OF 1



Meeting Date: 10/27/2015

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☒ Info/Consent
☐ Ord. No(s). _____	☐ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Tom Clock Agenda Item No. I-3Reviewed By: City Manager [Signature] City Attorney [Signature] Finance [Signature] Other (Specify) _____

DATE: October 20, 2015

TO: City Council

FROM: Keith Brooks, Interim Information Technology (IT) Director

VIA: Greg Nyhoff, City Manager
Office of the City Manager

SUBJECT: Second Amendment to Novacoast, Inc. Agreement (Agreement No. 5582-11-CM)

RECOMMENDATION

That City Council approve and authorize the Mayor to execute a second amendment with Novacoast in the amount of not to exceed \$300,000. The total value of the Agreement is not to exceed \$525,000, for technical consulting services in the areas of network infrastructure, website design, and operating system support.

DISCUSSION

Novacoast was selected on September 15 of 2011 after an RFP was released on August 4, 2011 for technical consulting for the City's Computer network. Staff carefully examined the ten proposals received and very few had any Novell experience, and several hired different contractors for each project. Novacoast's pricing was in the lower range of the proposals received. This agreement was first amended on June 30, 2014. The first amendment increased the not to exceed amount from \$100,000 to a not to exceed amount of \$225,000. The first amendment also extended the term of the contract from June 30, 2014 to June 30, 2016. Because there are few consulting companies that can address the complex technological and infrastructure needs of the City, Novacoast was selected and has become familiar with the City's network in the areas of Infrastructure, eMail and Network Operating Systems. Because of this extensive knowledge in several areas of the City's network, Novacoast is able to service the City in a more efficient and expert capacity compared to other consulting companies.

Novacoast will provide technical consulting on an as-needed basis for short-term projects, including system upgrades, migrations, support, website design and troubleshooting on a variety of hardware and software

FINANCIAL IMPACT

Funding is available in 731-7304-852-8209 - Services Other Professional/Contract, as well as Project 147302 - Network Infrastructure Upgrade

SECOND AMENDMENT TO AGREEMENT FOR TRADE SERVICES

This Second Amendment ("Second Amendment") to the Agreement for Trade Services ("Agreement") is made and entered into in the County of Ventura, State of California, this 6th day of October, 2015, by and between the City of Oxnard, a municipal corporation ("City"), and Novacoast, Inc. (Vendor). This Second Amendment amends the Agreement entered into on September 15, 2011, by City and Vendor.

City and Vendor agree as follows:

1. In Paragraph 3 of the Agreement, the date "June 30, 2014" is deleted and replaced with the date "June 30, 2018."
2. In Paragraph 4 of the Agreement, the statement "The total amount of this Agreement is not to exceed \$225,000." is deleted and replaced with "The total amount of this Agreement is not to exceed \$525,000."
3. As so amended, the Agreement remains in full force and effect.

CITY OF OXNARD

NOVACOAST INC.

Tim Flynn, Mayor

Janice Newlon, C.O.O.

APPROVED AS TO FORM:

APPROVED AS TO INSURANCE:

Stephen M. Fischer, Interim City Attorney

Joseph Lillio, Risk Manager

APPROVED AS TO CONTENT:

Tom Clock, Project Manager

APPROVED AS TO AMOUNT:

Greg Nyhoff, City Manager

ATTACHMENT 1
PAGE 1 OF 13



NOVACOA-01

BOBE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/7/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Brown & Brown Insurance License # 0D04053 P.O. Box 61010 Santa Barbara, CA 93160-1010		(805) 965-0071		CONTACT NAME: Leanna Merritt PHONE (A/C, No, Ext): (805) 690-2638 FAX (A/C, No): (805) 690-2738 E-MAIL ADDRESS: lmerritt@bbofcal.com	
INSURED Novacoast, Inc. 1505 Chapala Street Santa Barbara, CA 93101				INSURER(S) AFFORDING COVERAGE INSURER A: Travelers Property Casualty Co of America INSURER B: Travelers Casualty and Surety Company of America INSURER C: Travelers Indemnity Company of Connecticut INSURER D: Travelers Property Casualty Insurance Company INSURER E: INSURER F:	
				NAIC # 25674 A++ 36161 A++ 25682 A++ 36161 A++	

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	☒ ☒	6303C650455	12/18/2014	12/18/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ALL OWNED AUTOS ☒ HIRED AUTOS ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS	☒ ☒	BA8D467344	12/18/2014	12/18/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☒ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000		CUP3C650455	12/18/2014	12/18/2015	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	☐ Y ☒ N/A	UB9126M210	12/18/2014	12/18/2015	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Employee Theft of Client Prop		105702763	12/18/2014	12/18/2015	\$3,000,000 Retention \$50,000
B	Professional Liability		ZPL61M21718	12/18/2014	12/18/2015	\$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
City of Oxnard, its City Council, officers, employees and volunteers are included as Additional Insured under the General Liability per the attached form CG D4 17 01/12 & the Auto Liability per the attached form CA T3 53 03 10. Waiver of Subrogation applies to the General Liability, Auto Liability & the Workers Compensation per the attached forms CG D4 17 01/12, CA T3 53 03 10, & WC 04 03 06 (01) - 001.

CERTIFICATE HOLDER

CANCELLATION

City of Oxnard
300 W. 3rd Street Rm 200
Oxnard, CA 93030-

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

TECHNOLOGY XTEND ENDORSEMENT

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

GENERAL DESCRIPTION OF COVERAGE – This endorsement broadens coverage. However, coverage for any injury, damage or medical expenses described in any of the provisions of this endorsement may be excluded or limited by another endorsement to this Coverage Part, and these coverage broadening provisions do not apply to the extent that coverage is excluded or limited by such an endorsement. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the provisions of this endorsement and the rest of your policy carefully to determine rights, duties, and what is and is not covered.

- | | |
|---|--|
| <p>A. Reasonable Force Property Damage – Exception To Expected Or Intended Injury Exclusion</p> <p>B. Non-Owned Watercraft Less Than 75 Feet</p> <p>C. Aircraft Chartered With Pilot</p> <p>D. Damage To Premises Rented To You</p> <p>E. Increased Supplementary Payments</p> <p>F. Who Is An Insured – Employees And Volunteer Workers – First Aid</p> <p>G. Who Is An Insured – Employees – Supervisory Positions</p> <p>H. Who Is An Insured – Newly Acquired Or Formed Organizations</p> <p>I. Blanket Additional Insured – Owners, Managers Or Lessors Of Premises</p> <p>J. Blanket Additional Insured – Lessors Of Leased Equipment</p> | <p>K. Blanket Additional Insured – Persons Or Organizations For Your Ongoing Operations As Required By Written Contract Or Agreement</p> <p>L. Blanket Additional Insured – Broad Form Vendors</p> <p>M. Who Is An Insured – Unnamed Subsidiaries</p> <p>N. Who Is An Insured – Liability For Conduct Of Unnamed Partnerships Or Joint Ventures</p> <p>O. Medical Payments – Increased Limits</p> <p>P. Contractual Liability – Railroads</p> <p>Q. Knowledge And Notice Of Occurrence Or Offense</p> <p>R. Unintentional Omission</p> <p>S. Blanket Waiver Of Subrogation</p> |
|---|--|

PROVISIONS

A. REASONABLE FORCE PROPERTY DAMAGE – EXCEPTION TO EXPECTED OR INTENDED INJURY EXCLUSION

The following replaces Exclusion a., **Expected Or Intended Injury**, in Paragraph 2., of **SECTION I – COVERAGES – COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY**:

a. Expected Or Intended Injury Or Damage

"Bodily injury" or "property damage" expected or intended from the standpoint of the insured. This exclusion does not apply to "bodily injury" or "property damage" resulting from the use of reasonable force to protect any person or property.

B. NON-OWNED WATERCRAFT LESS THAN 75 FEET

The following replaces Paragraph (2) of Exclusion g., **Aircraft, Auto Or Watercraft**, in Paragraph 2. of **SECTION I – COVERAGES – COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY**:

(2) A watercraft you do not own that is:

- (a) Less than 75 feet long; and
- (b) Not being used to carry any person or property for a charge.

C. AIRCRAFT CHARTERED WITH PILOT

The following is added to Exclusion g., **Aircraft, Auto Or Watercraft**, in Paragraph 2. of **SECTION**

Do not add this form to a policy. It is for informational use only.

COMMERCIAL GENERAL LIABILITY

I – COVERAGES – COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY:

This exclusion does not apply to an aircraft that is:

- (a) Chartered with a pilot to any insured;
- (b) Not owned by any insured; and
- (c) Not being used to carry any person or property for a charge.

D. DAMAGE TO PREMISES RENTED TO YOU

- 1. The first paragraph of the exceptions in Exclusion j., **Damage To Property**, in Paragraph 2. of **SECTION I – COVERAGES – COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY** is deleted.
- 2. The following replaces the last paragraph of Paragraph 2., **Exclusions**, of **SECTION I – COVERAGES – COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY**:

Exclusions c., g. and h., and Paragraphs (1), (3) and (4) of Exclusion j., do not apply to "premises damage". Exclusion f.(1)(a) does not apply to "premises damage" caused by fire unless Exclusion f. of Section I – Coverage A – Bodily Injury And Property Damage Liability is replaced by another endorsement to this Coverage Part that has Exclusion - All Pollution Injury Or Damage or Total Pollution Exclusion in its title. A separate limit of insurance applies to "premises damage" as described in Paragraph 6. of Section III – Limits Of Insurance.

- 3. The following replaces Paragraph 6. of **SECTION III – LIMITS OF INSURANCE**:

- 6. Subject to 5. above, the Damage To Premises Rented To You Limit is the most we will pay under Coverage A for damages because of "premises damage" to any one premises.

The Damage To Premises Rented To You Limit will be:

- a. The amount shown for the Damage To Premises Rented To You Limit on the Declarations of this Coverage Part; or
- b. \$300,000 if no amount is shown for the Damage To Premises Rented To You Limit on the Declarations of this Coverage Part.

- 4. The following replaces Paragraph a. of the definition of "insured contract" in the **DEFINITIONS** Section:

- a. A contract for a lease of premises. However, that portion of the contract for a lease of premises that indemnifies any person or organization for "premises damage" is not an "insured contract";

- 5. The following is added to the **DEFINITIONS** Section:

"Premises damage" means "property damage" to:

- a. Any premises while rented to you or temporarily occupied by you with permission of the owner; or
- b. The contents of any premises while such premises is rented to you, if you rent such premises for a period of seven or fewer consecutive days.

- 6. The following replaces Paragraph 4.b.(1)(b) of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**:

- (b) That is insurance for "premises damage"; or

- 7. Paragraph 4.b.(1)(c) of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS** is deleted.

E. INCREASED SUPPLEMENTARY PAYMENTS

- 1. The following replaces Paragraph 1.b. of **SUPPLEMENTARY PAYMENTS – COVERAGES A AND B** of **SECTION I – COVERAGES**:

- b. Up to \$2,500 for cost of bail bonds required because of accidents or traffic law violations arising out of the use of any vehicle to which the Bodily Injury Liability Coverage applies. We do not have to furnish these bonds.

- 2. The following replaces Paragraph 1.d. of **SUPPLEMENTARY PAYMENTS – COVERAGES A AND B** of **SECTION I – COVERAGES**:

- d. All reasonable expenses incurred by the insured at our request to assist us in the investigation or defense of the claim or "suit", including actual loss of earnings up to \$500 a day because of time off from work.

Do not add this form to a policy. It is for informational use only.

F. WHO IS AN INSURED – EMPLOYEES AND VOLUNTEER WORKERS – FIRST AID

1. The following is added to the definition of "occurrence" in the **DEFINITIONS** Section:

Unless you are in the business or occupation of providing professional health care services, "occurrence" also means an act or omission committed by any of your "employees" or "volunteer workers", other than an employed or volunteer doctor, in providing or failing to provide first aid or "Good Samaritan services" to a person.

2. The following is added to Paragraph 2.a.(1) of **SECTION II – WHO IS AN INSURED**:

Unless you are in the business or occupation of providing professional health care services, Paragraphs (1)(a), (b), (c) and (d) above do not apply to "bodily injury" arising out of providing or failing to provide first aid or "Good Samaritan services" by any of your "employees" or "volunteer workers", other than an employed or volunteer doctor. Any of your "employees" or "volunteer workers" providing or failing to provide first aid or "Good Samaritan services" during their work hours for you will be deemed to be acting within the scope of their employment by you or performing duties related to the conduct of your business.

3. The following is added to Paragraph 5. of **SECTION III – LIMITS OF INSURANCE**:

For the purposes of determining the applicable Each Occurrence Limit, all related acts or omissions committed by any of your "employees" or "volunteer workers" in providing or failing to provide first aid or "Good Samaritan services" to any one person will be deemed to be one "occurrence".

4. The following is added to the **DEFINITIONS** Section:

"Good Samaritan services" means any emergency medical services for which no compensation is demanded or received.

G. WHO IS AN INSURED – EMPLOYEES – SUPERVISORY POSITIONS

The following is added to Paragraph 2.a.(1) of **SECTION II – WHO IS AN INSURED**:

Paragraphs (1)(a), (b) and (c) above do not apply to "bodily injury" or "personal injury" to a co-"employee" in the course of the co-"employee's" employment by you arising out of work by any of

your "employees" who hold a supervisory position.

H. WHO IS AN INSURED – NEWLY ACQUIRED OR FORMED ORGANIZATIONS

The following replaces Paragraph 4. of **SECTION II – WHO IS AN INSURED** of the Commercial General Liability Coverage Form, and Paragraph 3. of **SECTION II – WHO IS AN INSURED** of the Global Companion Commercial General Liability Coverage Form, to the extent such coverage forms are part of your policy:

Any organization you newly acquire or form, other than a partnership or joint venture, of which you are the sole owner or in which you maintain the majority ownership interest, will qualify as a Named Insured if there is no other insurance which provides similar coverage to that organization. However:

- a. Coverage under this provision is afforded only:

- (1) Until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier, if you do not report such organization in writing to us within 180 days after you acquire or form it; or

- (2) Until the end of the policy period, when that date is later than 180 days after you acquire or form such organization, if you report such organization in writing to us within 180 days after you acquire or form it, and we agree in writing that it will continue to be a Named Insured until the end of the policy period;

- b. Coverage A does not apply to "bodily injury" or "property damage" that occurred before you acquired or formed the organization; and

- c. Coverage B does not apply to "personal injury" or "advertising injury" arising out of an offense committed before you acquired or formed the organization.

I. BLANKET ADDITIONAL INSURED – OWNERS, MANAGERS OR LESSORS OF PREMISES

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is a premises owner, manager or lessor is an insured, but only with respect to liability arising out of the ownership, maintenance or use of that part of any premises leased to you.

The insurance provided to such premises owner, manager or lessor does not apply to:

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COMMERCIAL GENERAL LIABILITY

- a. Any "bodily injury" or "property damage" caused by an "occurrence" that takes place, or "personal injury" or "advertising injury" caused by an offense that is committed, after you cease to be a tenant in that premises; or
- b. Structural alterations, new construction or demolition operations performed by or on behalf of such premises owner, manager or lessor.

J. BLANKET ADDITIONAL INSURED – LESSORS OF LEASED EQUIPMENT

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is an equipment lessor is an insured, but only with respect to liability for "bodily injury", "property damage", "personal injury" or "advertising injury" caused, in whole or in part, by your acts or omissions in the maintenance, operation or use by you of equipment leased to you by such equipment lessor.

The insurance provided to such equipment lessor does not apply to any "bodily injury" or "property damage" caused by an "occurrence" that takes place, or "personal injury" or "advertising injury" caused by an offense that is committed, after the equipment lease expires.

K. BLANKET ADDITIONAL INSURED – PERSONS OR ORGANIZATIONS FOR YOUR ONGOING OPERATIONS AS REQUIRED BY WRITTEN CONTRACT OR AGREEMENT

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is not otherwise an insured under this Coverage Part and that you have agreed in a written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury" or "property damage" that:

- a. Is caused by an "occurrence" that takes place after you have signed and executed that contract or agreement; and
- b. Is caused, in whole or in part, by your acts or omissions in the performance of your ongoing operations to which that contract or agreement applies or the acts or omissions of any person or organization performing such operations on your behalf.

The limits of insurance provided to such insured will be the limits which you agreed to provide in the written contract or agreement, or the limits shown in the Declarations, whichever are less.

L. BLANKET ADDITIONAL INSURED – BROAD FORM VENDORS

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is a vendor and that you have agreed in a written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury" or "property damage" that:

- a. Is caused by an "occurrence" that takes place after you have signed and executed that contract or agreement; and
- b. Arises out of "your products" which are distributed or sold in the regular course of such vendor's business.

The insurance provided to such vendor is subject to the following provisions:

- a. The limits of insurance provided to such vendor will be the limits which you agreed to provide in the written contract or agreement, or the limits shown in the Declarations, whichever are less.
- b. The insurance provided to such vendor does not apply to:
 - (1) Any express warranty not authorized by you;
 - (2) Any change in "your products" made by such vendor;
 - (3) Repackaging, unless unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
 - (4) Any failure to make such inspections, adjustments, tests or servicing as vendors agree to perform or normally undertake to perform in the regular course of business, in connection with the distribution or sale of "your products";
 - (5) Demonstration, installation, servicing or repair operations, except such operations performed at such vendor's premises in connection with the sale of "your products"; or
 - (6) "Your products" which, after distribution or sale by you, have been labeled or re-labeled or used as a container, part or ingredient of any other thing or substance by or on behalf of such vendor.

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Coverage under this provision does not apply to:

- a. Any person or organization from whom you have acquired "your products", or any ingredient, part or container entering into, accompanying or containing such products; or
- b. Any vendor for which coverage as an additional insured specifically is scheduled by endorsement.

M. WHO IS AN INSURED – UNNAMED SUBSIDIARIES

The following is added to **SECTION II – WHO IS AN INSURED**:

Any of your subsidiaries, other than a partnership or joint venture, that is not shown as a Named Insured in the Declarations is a Named Insured if:

- a. You maintain an ownership interest of more than 50% in such subsidiary on the first day of the policy period; and
- b. Such subsidiary is not an insured under similar other insurance.

No such subsidiary is an insured for "bodily injury" or "property damage" that occurred, or "personal injury" or "advertising injury" caused by an offense committed:

- a. Before you maintained an ownership interest of more than 50% in such subsidiary; or
- b. After the date, if any, during the policy period that you no longer maintain an ownership interest of more than 50% in such subsidiary.

N. WHO IS AN INSURED – LIABILITY FOR CONDUCT OF UNNAMED PARTNERSHIPS OR JOINT VENTURES

The following replaces the last paragraph of **SECTION II – WHO IS AN INSURED**:

No person or organization is an insured with respect to the conduct of any current or past partnership or joint venture that is not shown as a Named Insured in the Declarations. This paragraph does not apply to any such partnership or joint venture that otherwise qualifies as an insured under Section II – Who Is An Insured.

O. MEDICAL PAYMENTS – INCREASED LIMITS

The following replaces Paragraph 7. of **SECTION III – LIMITS OF INSURANCE**:

7. Subject to 5. above, the Medical Expense Limit is the most we will pay under Coverage C for all medical expenses because of "bodily injury" sustained by any one person, and will be the higher of:
 - (a) \$10,000; or

- (b) The amount shown on the Declarations of this Coverage Part for Medical Expense Limit.

P. CONTRACTUAL LIABILITY – RAILROADS

1. The following replaces Paragraph c. of the definition of "insured contract" in the **DEFINITIONS** Section:
 - c. Any easement or license agreement;
2. Paragraph f.(1) of the definition of "insured contract" in the **DEFINITIONS** Section is deleted.

Q. KNOWLEDGE AND NOTICE OF OCCURRENCE OR OFFENSE

The following is added to Paragraph 2., **Duties In The Event of Occurrence, Offense, Claim or Suit**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**:

- e. The following provisions apply to Paragraph a. above, but only for the purposes of the insurance provided under this Coverage Part to you or any insured listed in Paragraph 1. or 2. of Section II – Who Is An Insured:

- (1) Notice to us of such "occurrence" or offense must be given as soon as practicable only after the "occurrence" or offense is known to you (if you are an individual), any of your partners or members who is an individual (if you are a partnership or joint venture), any of your managers who is an individual (if you are a limited liability company), any of your trustees who is an individual (if you are a trust), any of your "executive officers" or directors (if you are an organization other than a partnership, joint venture, limited liability company or trust) or any "employee" authorized by you to give notice of an "occurrence" or offense.

- (2) If you are a partnership, joint venture, limited liability company or trust, and none of your partners, joint venture members, managers or trustees are individuals, notice to us of such "occurrence" or offense must be given as soon as practicable only after the "occurrence" or offense is known by:

- (a) Any individual who is:
 - (i) A partner or member of any partnership or joint venture;
 - (ii) A manager of any limited liability company;

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COMMERCIAL GENERAL LIABILITY

- (iii) A trustee of any trust; or
- (iv) An executive officer or director of any other organization;

that is your partner, joint venture member, manager or trustee; or

- (b) Any "employee" authorized by such partnership, joint venture, limited liability company, trust or other organization to give notice of an "occurrence" or offense.
- (3) Notice to us of such "occurrence" or offense will be deemed to be given as soon as practicable if it is given in good faith as soon as practicable to your workers' compensation insurer. This applies only if you subsequently give notice to us of the "occurrence" or offense as soon as practicable after any of the persons described in Paragraphs e. (1) or (2) above discovers that the "occurrence" or offense may result in sums to which the insurance provided under this Coverage Part may apply.

However, if this policy includes an endorsement that provides limited coverage for "bodily injury" or "property damage" or pollution costs arising out of a discharge, release or escape of "pollutants" which contains a requirement that the discharge, release or escape of "pollutants" must be reported to us within a specific number of days after its

abrupt commencement, this Paragraph e. does not affect that requirement.

R. UNINTENTIONAL OMISSION

The following is added to Paragraph 6., **Representations**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**:

The unintentional omission of, or unintentional error in, any information provided by you which we relied upon in issuing this policy will not prejudice your rights under this insurance. However, this provision does not affect our right to collect additional premium or to exercise our rights of cancellation or nonrenewal in accordance with applicable insurance laws or regulations.

S. BLANKET WAIVER OF SUBROGATION

The following is added to Paragraph 8., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**:

If the insured has agreed in a contract or agreement to waive that insured's right of recovery against any person or organization, we waive our right of recovery against such person or organization, but only for payments we make because of:

- a. "Bodily injury" or "property damage" caused by an "occurrence" that takes place; or
- b. "Personal injury" or "advertising injury" caused by an offense that is committed;

subsequent to the execution of the contract or agreement.

Do not add this form to a policy. It is for informational use only.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BUSINESS AUTO EXTENSION ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

GENERAL DESCRIPTION OF COVERAGE – This endorsement broadens coverage. However, coverage for any injury, damage or medical expenses described in any of the provisions of this endorsement may be excluded or limited by another endorsement to the Coverage Part, and these coverage broadening provisions do not apply to the extent that coverage is excluded or limited by such an endorsement. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the provisions of this endorsement and the rest of your policy carefully to determine rights, duties, and what is and is not covered.

- | | |
|---|---|
| A. BROAD FORM NAMED INSURED | H. HIRED AUTO PHYSICAL DAMAGE – LOSS OF USE – INCREASED LIMIT |
| B. BLANKET ADDITIONAL INSURED | I. PHYSICAL DAMAGE – TRANSPORTATION EXPENSES – INCREASED LIMIT |
| C. EMPLOYEE HIRED AUTO | J. PERSONAL EFFECTS |
| D. EMPLOYEES AS INSURED | K. AIRBAGS |
| E. SUPPLEMENTARY PAYMENTS – INCREASED LIMITS | L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS |
| F. HIRED AUTO – LIMITED WORLDWIDE COVERAGE – INDEMNITY BASIS | M. BLANKET WAIVER OF SUBROGATION |
| G. WAIVER OF DEDUCTIBLE – GLASS | N. UNINTENTIONAL ERRORS OR OMISSIONS |

PROVISIONS

A. BROAD FORM NAMED INSURED

The following is added to Paragraph A.1., **Who Is An Insured**, of **SECTION II – LIABILITY COVERAGE**:

Any organization you newly acquire or form during the policy period over which you maintain 50% or more ownership interest and that is not separately insured for Business Auto Coverage. Coverage under this provision is afforded only until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier.

B. BLANKET ADDITIONAL INSURED

The following is added to Paragraph c. in A.1., **Who Is An Insured**, of **SECTION II – LIABILITY COVERAGE**:

Any person or organization who is required under a written contract or agreement between you and that person or organization, that is signed and

executed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, to be named as an additional insured is an "insured" for Liability Coverage, but only for damages to which this insurance applies and only to the extent that person or organization qualifies as an "insured" under the **Who Is An Insured** provision contained in Section II.

C. EMPLOYEE HIRED AUTO

1. The following is added to Paragraph A.1., **Who Is An Insured**, of **SECTION II – LIABILITY COVERAGE**:

An "employee" of yours is an "insured" while operating an "auto" hired or rented under a contract or agreement in that "employee's" name, with your permission, while performing duties related to the conduct of your business.

COMMERCIAL AUTO

2. The following replaces Paragraph **b.** in **B.5., Other Insurance**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

b. For Hired Auto Physical Damage Coverage, the following are deemed to be covered "autos" you own:

- (1) Any covered "auto" you lease, hire, rent or borrow; and
- (2) Any covered "auto" hired or rented by your "employee" under a contract in that individual "employee's" name, with your permission, while performing duties related to the conduct of your business.

However, any "auto" that is leased, hired, rented or borrowed with a driver is not a covered "auto".

D. EMPLOYEES AS INSURED

The following is added to Paragraph **A.1., Who Is An Insured**, of **SECTION II – LIABILITY COVERAGE**:

Any "employee" of yours is an "insured" while using a covered "auto" you don't own, hire or borrow in your business or your personal affairs.

E. SUPPLEMENTARY PAYMENTS – INCREASED LIMITS

1. The following replaces Paragraph **A.2.a.(2)**, of **SECTION II – LIABILITY COVERAGE**:

(2) Up to \$3,000 for cost of bail bonds (including bonds for related traffic law violations) required because of an "accident" we cover. We do not have to furnish these bonds.

2. The following replaces Paragraph **A.2.a.(4)**, of **SECTION II – LIABILITY COVERAGE**:

(4) All reasonable expenses incurred by the "insured" at our request, including actual loss of earnings up to \$500 a day because of time off from work.

F. HIRED AUTO – LIMITED WORLDWIDE COVERAGE – INDEMNITY BASIS

The following replaces Subparagraph (5) in Paragraph **B.7., Policy Period, Coverage Territory**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

(5) Anywhere in the world, except any country or jurisdiction while any trade sanction, embargo, or similar regulation imposed by the United States of America applies to and prohibits the transaction of business with or

within such country or jurisdiction, for Liability Coverage for any covered "auto" that you lease, hire, rent or borrow without a driver for a period of 30 days or less and that is not an "auto" you lease, hire, rent or borrow from any of your "employees", partners (if you are a partnership), members (if you are a limited liability company) or members of their households.

(a) With respect to any claim made or "suit" brought outside the United States of America, the territories and possessions of the United States of America, Puerto Rico and Canada:

(i) You must arrange to defend the "insured" against, and investigate or settle any such claim or "suit" and keep us advised of all proceedings and actions.

(ii) Neither you nor any other involved "insured" will make any settlement without our consent.

(iii) We may, at our discretion, participate in defending the "insured" against, or in the settlement of, any claim or "suit".

(iv) We will reimburse the "insured" for sums that the "insured" legally must pay as damages because of "bodily injury" or "property damage" to which this insurance applies, that the "insured" pays with our consent, but only up to the limit described in Paragraph **C., Limit Of Insurance**, of **SECTION II – LIABILITY COVERAGE**.

(v) We will reimburse the "insured" for the reasonable expenses incurred with our consent for your investigation of such claims and your defense of the "insured" against any such "suit", but only up to and included within the limit described in Paragraph **C., Limit Of Insurance**, of **SECTION II – LIABILITY COVERAGE**, and not in addition to such limit. Our duty to make such payments ends when we have used up the applicable limit of insurance in payments for damages, settlements or defense expenses.

(b) This insurance is excess over any valid and collectible other insurance available

to the "insured" whether primary, excess contingent or on any other basis.

- (c) This insurance is not a substitute for required or compulsory insurance in any country outside the United States, its territories and possessions, Puerto Rico and Canada.

You agree to maintain all required or compulsory insurance in any such country up to the minimum limits required by local law. Your failure to comply with compulsory insurance requirements will not invalidate the coverage afforded by this policy, but we will only be liable to the same extent we would have been liable had you complied with the compulsory insurance requirements.

- (d) It is understood that we are not an admitted or authorized insurer outside the United States of America, its territories and possessions, Puerto Rico and Canada. We assume no responsibility for the furnishing of certificates of insurance, or for compliance in any way with the laws of other countries relating to insurance.

G. WAIVER OF DEDUCTIBLE – GLASS

The following is added to Paragraph D., **Deductible**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

No deductible for a covered "auto" will apply to glass damage if the glass is repaired rather than replaced.

H. HIRED AUTO PHYSICAL DAMAGE – LOSS OF USE – INCREASED LIMIT

The following replaces the last sentence of Paragraph A.4.b., **Loss Of Use Expenses**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

However, the most we will pay for any expenses for loss of use is \$65 per day, to a maximum of \$750 for any one "accident".

I. PHYSICAL DAMAGE – TRANSPORTATION EXPENSES – INCREASED LIMIT

The following replaces the first sentence in Paragraph A.4.a., **Transportation Expenses**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

We will pay up to \$50 per day to a maximum of \$1,500 for temporary transportation expense incurred by you because of the total theft of a covered "auto" of the private passenger type.

J. PERSONAL EFFECTS

The following is added to Paragraph A.4., **Coverage Extensions**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

Personal Effects

We will pay up to \$400 for "loss" to wearing apparel and other personal effects which are:

- (1) Owned by an "insured"; and
- (2) In or on your covered "auto".

This coverage applies only in the event of a total theft of your covered "auto".

No deductibles apply to this Personal Effects coverage.

K. AIRBAGS

The following is added to Paragraph B.3., **Exclusions**, of **SECTION III – PHYSICAL DAMAGE COVERAGE**:

Exclusion 3.a. does not apply to "loss" to one or more airbags in a covered "auto" you own that inflate due to a cause other than a cause of "loss" set forth in Paragraphs A.1.b. and A.1.c., but only:

- a. If that "auto" is a covered "auto" for Comprehensive Coverage under this policy;
- b. The airbags are not covered under any warranty; and
- c. The airbags were not intentionally inflated.

We will pay up to a maximum of \$1,000 for any one "loss".

L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS

The following is added to Paragraph A.2.a., of **SECTION IV – BUSINESS AUTO CONDITIONS**:

Your duty to give us or our authorized representative prompt notice of the "accident" or "loss" applies only when the "accident" or "loss" is known to:

- (a) You (if you are an individual);
- (b) A partner (if you are a partnership);
- (c) A member (if you are a limited liability company);
- (d) An executive officer, director or insurance manager (if you are a corporation or other organization); or
- (e) Any "employee" authorized by you to give notice of the "accident" or "loss".

M. BLANKET WAIVER OF SUBROGATION

The following replaces Paragraph A.5., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

5. Transfer Of Rights Of Recovery Against Others To Us

We waive any right of recovery we may have against any person or organization to the extent required of you by a written contract signed and executed prior to any "accident" or "loss", provided that the "accident" or "loss" arises out of operations contemplated by

such contract. The waiver applies only to the person or organization designated in such contract.

N. UNINTENTIONAL ERRORS OR OMISSIONS

The following is added to Paragraph B.2., **Concealment, Misrepresentation, Or Fraud**, of **SECTION IV – BUSINESS AUTO CONDITIONS**:

The unintentional omission of, or unintentional error in, any information given by you shall not prejudice your rights under this insurance. However this provision does not affect our right to collect additional premium or exercise our right of cancellation or non-renewal.



**WORKERS COMPENSATION
AND
EMPLOYERS LIABILITY POLICY**

ENDORSEMENT WC 04 03 06 (01) - 001

POLICY NUMBER: UB9126M210

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS
ENDORSEMENT-CALIFORNIA**

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

You must maintain payroll records accurately segregating the remuneration of your employees while engaged in the work described in the Schedule.

THE ADDITIONAL PREMIUM FOR THIS ENDORSEMENT SHALL BE _____ % OF THE CALIFORNIA WORKERS' COMPENSATION PREMIUM OTHERWISE DUE ON SUCH REMUNERATION.

SCHEDULE

PERSON OR ORGANIZATION

JOB DESCRIPTION

DATE OF ISSUE: 12-16-2014 ST ASSIGN:

ATTACHMENT _____
PAGE 13 OF 13



Meeting Date: 10/27/2015

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Arturo Casillas Agenda Item No. L-2Reviewed By: City Manager [Signature] City Attorney PT Finance RJH Other (Specify) _____**DATE:** October 27, 2015**TO:** City Council and Housing Authority Board of Commissioners**FROM:** Arturo Casillas, Housing Director
Housing Authority**SUBJECT:** Winter Warming Shelter for the Homeless**RECOMMENDATIONS:**

1. That the City Council direct staff to work with the City of Ventura and the County of Ventura, and local non-profit service provider organizations to organize a Winter Warming Shelter for the Homeless and authorize the City Manager, or designee, to execute any necessary agreements and contracts towards this end;
2. That the Housing Authority Board of Commissioners approve and authorize the use of \$40,000 of Housing Authority Central Fund reserves to fund the Winter Warming Shelter for the Homeless on a one-time basis.

DISCUSSION

Through a partnership with the City of Ventura and the County of Ventura, staff has identified funding and developed a plan for a 4-month winter warming shelter to be located at the Ventura National Guard Armory. The shelter is tentatively scheduled to be open from Dec. 1, 2015 to March 31, 2016. The total cost for the shelter is estimated at \$320,000. Oxnard's share is \$50,000. The proposed action will provide \$40,000 towards our commitment and, if this action is approved, staff will return with an additional request, to re-program \$10,000 of Community Development Block Grant (CDBG) funds to make up the remaining balance of our portion of the shelter funding. A winter warming shelter is an eligible expense under the CDBG Program.

The Housing Authority's Central Fund is unrestricted and has been organized to fund unanticipated, non-recurring expenses on a one-time basis. The fund receives no funding from the U.S. Department of Housing & Urban Development (HUD), and is not regulated by that agency.

Background

During the last 13 years, the cities of Oxnard and Ventura have alternated in hosting Winter Warming Shelters for the homeless at the National Guard armories in their respective cities. These shelters were

operated by the Society of St. Vincent de Paul (SSVDP), which received financial support from the cities of Ventura and Oxnard, usually from funds reserved in the Community Development Block Grant (CDBG) program. Two-years ago, the SSVDP advised the cities of Oxnard and Ventura that, beginning with the year 2015, it would no longer operate the shelters. The change reflected a conclusion arrived at by the SSVDP and local service providers that temporary, overnight shelters, like those being operated out of the armories; do not reflect best practices or the best use of resources in serving the homeless. According to County staff, year round shelters, with opportunities for assessments, connections to services, and bridges to permanent housing are the preferred approach.

The Need for Shelter

The 2015 "Point-in-Time" homeless count identified 1,417 homeless persons in Ventura County, of which 603 reside in the City of Oxnard. Presently, there are three year-round shelters in the City of Oxnard: the Rescue Mission, which serves men only, the Lighthouse, operated by the Rescue Mission for women and children, and the Kingdom Center, which serves women and children. These shelters are usually full, or nearly full, and have a limited number of beds. Together the three existing shelters have 185 emergency and transitional beds, nearly evenly distributed between these two categories. It is estimated, based on the peak number of occupants at the last armory, that an additional 86 beds would be needed in order to accommodate the number of homeless persons from Oxnard who seek shelter during the winter months.

The Current Funding Effort

Approximately two months ago, at the urging of the Oxnard Commission on Homelessness, and the City Council's Committee on Homelessness, staff began meeting and identified potential resources and partnerships to set-up a shelter for the current year. Key to the plan were resources being made available at the City of Ventura and potentially at the County. In early September, City Manager Greg Nyhoff met with Ventura City Manager Mark Watkins and Mike Powers, Chief Executive Officer for the County of Ventura, to encourage joint efforts at setting up a winter warming shelter. On Sept. 22, 2015, the County Supervisors voted unanimously to permit, on a one-time basis, matching funds from a Housing Trust Fund, on a 2 to 1 ratio, for a shelter for the homeless. At a follow up meeting on Oct. 9, the City Manager and staff met with Mr. Watkins and Mr. Powers, and Peter Brown, Ventura employee and Oxnard homeless consultant. The estimated cost to operate the shelter is \$320,000, and the meeting resulted in the following commitments:

City of Ventura	\$ 41,000
Society of St. Vincent De Paul	\$ 50,000
County Emergency Shelter FEMA Grant	\$ 75,000
City of Oxnard (\$10,000 CDBG; \$40,000 Other)	\$ 50,000
County of Ventura	\$104,000

Total: \$320,000

All fund commitments are firm, with the exception of the Emergency FEMA amount of \$75,000, which is based on County staff's expectation that this amount will be granted this year by the federal government. If these funds do not become available, additional resources will be sought to make up the difference. If sufficient resources are not found, the option exists to close the shelter one month early, though staff anticipates that Emergency FEMA funds will be available, or that other fund sources will be found. Additional funds could come from the County or City of Ventura, or from private donors.

The Operations Plan

The operations plan is to have a non-profit organization associated with the Ventura Downtown Association to act as the fiscal agent and official operator of the shelter. This entity will contract Steven Karnazes of Ventura, who has a security business called, "Advance Tactical Training Institute," to assist with on-site operation of the shelter. He has extensive intervention certifications and experience working with populations in need of services, including the homeless. He has also trained individuals in this area. He will hire former homeless workers trained by the Oxnard Rescue Mission to assist him in carrying out the activities required of the shelter on a day to day basis. It is anticipated that the Rescue Mission will be contracted to provide meals at the shelter.

Other details of the operations plan are still being worked out, and will include the assistance of the Society of St. Vincent de Paul, which has offered to meet with and advise and guide the fiscal agent and operator, and is also making its operations manual available.

FINANCIAL IMPACT

The Housing Authority Central Fund was established to fund one-time needs within the Housing Department. In 2012, funds were used to cover a deficit in the Homeless Assistance Program. The proposed recommendation will provide one-time funding for the winter warming shelter. The Central Fund current balance is \$470,171. The proposed expenditure represents 8.5% of the balance, and will reduce the fund to \$430,171.

The proposed action will have no impact on the City's General Fund. If this action is approved, staff will return to the City Council with a public hearing and recommendation to re-program \$10,000 of Community Development Block Grant (CDBG) funds to also use as part of the City's contribution to the 2015 Winter Warming Shelter for the Homeless.



Meeting Date: 10 / 27/ 2015

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Eden Alomeri *Ed*

Agenda Item No. L-3

Reviewed By: City Manager *JM*

City Attorney *JB*

Finance *N*

Other (Specify) _____

DATE: October 27, 2015

TO: City Council

FROM: Danielle M. Navas, City Treasurer

Danielle M. Navas

SUBJECT: Agreement for Utility Bill and Business Tax Form Printing, Inserting and Mailing Services

RECOMMENDATION

That the City Council:

1. Approve and authorize the Mayor to execute a three year agreement between the City of Oxnard and Infosend, Inc. (Contract No. 7828-15-CT) for \$926,923 for utility bill and business tax form printing, inserting and mailing services.
2. Approve the Budget Appropriation from Customer Billing Fund 725 fund balance in the amount of \$26,500.

DISCUSSION

The City Treasurer's Department/Utility Customer Licensing Services Division is responsible for generating utility bills daily, Monday through Thursday, to approximately 40,000 water/sewer/refuse customers. We also generate business tax certificate renewal notices and certificates to over 10,500 businesses on an annual basis. This agreement resulted from an RFP process held from July 1-20, 2015. The RFP was sent to five (5) printing companies and was published in the Ventura County VIDA newspaper on July 9, 2015. We received two proposals: one from Infosend, Inc. and one from DataProse. Infosend is our current vendor for utility bill printing. DataProse was the vendor who printed our utility bills prior to contracting with Infosend. DataProse' bid is lower by a small margin of \$4,000. However, Infosend's technological capabilities and familiarity with our current system and the time saved on the implementation/programming period of approximately 30 days or more outweigh the difference in price.

FINANCIAL IMPACT

The total estimated cost for Fund 725 is \$291,300 for 2015/2016. Funding of \$264,800 for utility bills was adopted in the 2015/2016 Budget. A budget appropriation from Customer Billing Fund 725 in the

amount of \$26,500 is needed to meet the increasing cost of postage. Funding of \$11,973 for business tax forms was adopted in the 2015/2016 Budget in Fund 101. The costs for the next two years will be included in the 2016/2017 and 2017/2018 recommended budgets for City Treasurer.

Attachment #1 - Agreement for Utility Bill and Business Tax Form Printing, Inserting and Mailing Services (Contract No. 7828-15-CT)

#2 – Budget Appropriation

**AGREEMENT FOR TRADE SERVICES
(INCLUDES LIVING WAGE REQUIREMENTS EFFECTIVE FROM 7/1/15)**

THIS AGREEMENT for Utility Bill and Business Tax form Printing, Inserting and Mailing Services ("this Agreement") is made and entered into in the County of Ventura, State of California, this 13th day of October, 2015, by and between the City of Oxnard, a municipal corporation ("City"), and InfoSend, Inc. ("Vendor"), subject to the following terms and conditions:

1. Vendor shall provide to City the following services:

See Exhibit B

2. Vendor shall provide the Services during the term of this Agreement, as set forth in Section 3 below according to the following schedule: Monday through Friday, except holidays observed by City. Vendor shall be excused for delays resulting from causes beyond the control of the Vendor.

3. This Agreement shall begin on July 1, 2015, and shall end on June 30, 2018. City may terminate this Agreement at any time, with or without cause, by giving written notice to Vendor, specifying the effective date of termination. Unless City asserts that Vendor has breached the Agreement, City agrees to pay Vendor in full for the Services satisfactorily performed as of the effective date of termination, including any expenditures incurred on City's behalf, whether for the employment of third parties or otherwise. If City pays for any materials, City shall be entitled to the title and possession of such materials.

4. City shall pay Vendor an amount not to exceed \$926,923 for the Services performed during the term of this Agreement. Vendor's acceptance of final payment made pursuant to this Agreement shall constitute a release of City from all claims and liabilities for compensation to Vendor for anything completed, finished or relating to the Services. Vendor agrees that payment by City shall not constitute nor be deemed a release of the responsibility and liability of Vendor or its employees, subcontractors, agents and sub-vendors for the accuracy and competency of the information provided and/or the Services performed hereunder, nor shall such payment be deemed to be an assumption of responsibility or liability by City for any defect or error in the Services performed by Vendor, its employees, subcontractors, agents and sub-vendors. Vendor shall provide City with a completed Request for Taxpayer Identification Number and Certification, as issued by the Internal Revenue Service. If any sales tax is due for the Services performed by Vendor or materials or products provided to City by Vendor, Vendor shall pay the sales tax. City shall not reimburse Vendor for sales taxes paid by Vendor.

5. a. Vendor shall compensate any employee of Vendor who provides services under this Agreement in accordance with the Living Wage Policy, attached hereto and incorporated herein by reference as Exhibit A. While this Agreement is in effect, Vendor shall pay such employee no less than \$14.92 per hour for each hour that such employee provides services under this Agreement. This hourly rate shall be adjusted on July 1, 2016, and each July 1 thereafter,

according to the percentage change in the Consumer Price Index, all items, prepared by the Bureau of Labor Statistics for the Los Angeles, Riverside, Orange County area relating to all urban consumers (CPI-U), index base 1967 + 100, comparing May of the previous year to May of the current year. In addition, while this Agreement is in effect, Vendor shall provide to such employee no less than 96 hours of paid leave per calendar year.

b. Vendor agrees to post, at a location readily accessible to those employees providing services to the City, a copy of the Living Wage Policy adopted by the Oxnard City Council on July 9, 2002, and effective October 1, 2002.

c. If Vendor fails to compensate such employee pursuant to the Living Wage Policy, the City Manager or designee shall terminate this Agreement on written notice to Vendor, effective immediately.

d. In addition, if Vendor fails to comply with the Living Wage Policy in any manner, Vendor shall pay to City a fine of \$500 and shall pay to any employee providing services under this Agreement a penalty of three times the amount or value of the compensation owed to such employee under the Living Wage Policy. Vendor shall pay such fine and penalty within 15 days after the City Manager or designee provides written notice to Vendor of the amount owed.

6. a. To the fullest extent permitted by law, Vendor shall (1) immediately defend; (2) indemnify; and (3) hold harmless City, its City Council, each member thereof, and its directors, officers, and employees (the **"Indemnified Party"**) from and against all liabilities regardless of nature, type, or cause, arising out of or resulting from or in connection with Vendor's performance of this Agreement or Vendor's failure to comply with any of its obligations contained in this Agreement. Liabilities subject to the duties to defend and indemnify include, without limitation, all claims, losses, damages, penalties, fines, and judgments; associated investigation and administrative expenses; defense costs, including but not limited to reasonable attorneys' fees; court costs; and costs of alternative dispute resolution. Vendor's obligation to indemnify applies unless it is adjudicated that any of the liabilities covered by this Section are the result of the sole active negligence or sole willful misconduct of the Indemnified Party. If it is finally adjudicated that liability is caused by the comparative negligence or willful misconduct of the Indemnified Party, Vendor's indemnification obligation shall be reduced in proportion to the established comparative liability of the Indemnified Party.

b. The duty to defend is a separate and distinct obligation from Vendor's duty to indemnify. Vendor shall be obligated to defend, in all legal, equitable, administrative, or special proceedings, with counsel approved by the Indemnified Party immediately upon tender to Vendor of the claim in any form or at any stage of an action or proceeding, whether or not liability is established. An allegation or determination of negligence or willful misconduct by the Indemnified Party shall not relieve Vendor from its separate and distinct obligation to defend the Indemnified Party. The obligation to defend extends through final judgment, including exhaustion of any appeals. The defense obligation includes the obligation to provide independent defense counsel if Vendor asserts that liability is caused in whole or in part by the negligence or willful misconduct of the Indemnified Party. If it is finally adjudicated that liability was caused by the sole active negligence or sole willful misconduct of the Indemnified

Party, Vendor may submit a claim to City for reimbursement of reasonable attorneys' fees and defense costs.

c. The review, acceptance or approval of Vendor's work or work product by the Indemnified Party shall not affect, relieve or reduce Vendor's indemnification or defense obligations. This Section shall survive completion of the Services or termination of this Agreement. The provisions of this Section shall not be restricted by and do not affect the provisions of this Agreement relating to insurance.

7. Vendor shall continuously maintain adequate protection of all of Vendor's work from damage and shall protect the City's property from any and all injury or loss arising in connection with this Agreement. Vendor shall take all necessary precaution for the safety of employees on the job and shall comply with all applicable provisions of federal, state and municipal safety laws and building codes to prevent accidents or injury to persons on, about or adjacent to any premises where the work is being performed.

8. a. Vendor shall obtain and maintain during the performance of the Services under this Agreement the insurance coverages specified in Exhibit INS-D, attached hereto and incorporated herein by reference, issued by a company satisfactory to the Risk Manager, unless the Risk Manager waives, in writing, the requirement that Vendor obtain and maintain such insurance coverages.

b. Vendor shall, prior to performance of the Services, file with the Risk Manager evidence of insurance coverage as specified in Exhibit INS-D.

c. Maintenance of insurance coverages by Vendor is a material element of this Agreement. Vendor's failure to maintain or renew insurance coverages or to provide evidence of renewal may be considered a material breach of this Agreement.

9. In performing the Services under this Agreement, Vendor is an independent contractor. Vendor and Vendor's agents, employees, subcontractors and other persons acting on Vendor's behalf are not officers or employees of City.

10. Vendor shall not, without the written consent of City's Purchasing Officer, assign this Agreement, or any interest therein, or any money due thereunder.

11. In performing the Services under this Agreement, Vendor shall comply with all applicable laws, ordinances and regulations. Before performing the Services under this Agreement, Vendor shall obtain all required licenses and permits, including a City business tax certificate.

12. This Agreement may be amended only by a written document signed by both City and Vendor.

13. Any notices to Vendor may be delivered personally or by mail addressed to: InfoSend, Inc., 4240 E La Palma Avenue, Anaheim CA 92807. Any notices to City may be

delivered personally or by mail addressed to: City of Oxnard, Utility Billing, 214 South C Street, Oxnard CA 93030.

14. This Agreement constitutes the entire agreement of City and Vendor regarding the subject matter described herein and supersedes all prior communications, agreements and promises, either oral or written.

15. Vendor agrees that City or its auditors shall have access to and the right to audit and reproduce any of Vendor's relevant records to ensure that City is receiving all the Services to which City is entitled under this Agreement or for any other purpose relating to the Agreement. Vendor shall maintain and preserve all such records for a period of at least three years after the expiration of this Agreement, or until an audit has been completed and accepted by City. Vendor agrees to maintain all such records in City or to promptly reimburse City for all reasonable costs incurred in conducting the audit at a location other than in City, including but not limited to expenses for personnel, salaries, private auditor, travel, lodging, meals and overhead.

CITY OF OXNARD

INFOSEND, INC.

Tim Flynn, Mayor

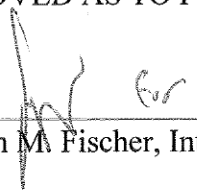
Russ Rezai, Chief Operating Officer

ATTEST:

Daniel Martinez, City Clerk

APPROVED AS TO FORM:

APPROVED AS TO INSURANCE:

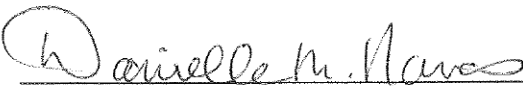


Stephen M. Fischer, Interim City Attorney

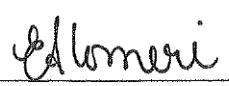
Risk Manager

APPROVED AS TO CONTENT:

APPROVED AS TO CONTENT:



Danielle Navas, City Treasurer



Eden Alomeri, Project Manager

delivered personally or by mail addressed to: City of Oxnard, Utility Billing, 214 South C Street, Oxnard CA 93030.

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~~16. COOPERATIVE STATEMENT: This Agreement resulted from a competitive procurement process conducted by the City. The provisions and pricing of this Agreement may be extended to other public agencies as defined by Cal. Gov. Code § 6500 for similar volumes, services and materials at the vendor's discretion. The City is not liable or responsible for any obligations related to a subsequent agreement between the Contractor and another public agency.~~

CITY OF OXNARD

INFOSEND, INC.

Tim Flynn, Mayor



Russ Rezai, Chief Operating Officer

ATTEST:

Daniel Martinez, City Clerk

APPROVED AS TO FORM:

APPROVED AS TO INSURANCE:

Stephen M. Fischer, Interim City Attorney

Risk Manager

APPROVED AS TO AMOUNT:

Greg Nyhoff, City Manager

EXHIBIT A

LIVING WAGE POLICY

The Living Wage Policy of the City of Oxnard is hereby adopted by the City Council on July 9, 2002 to be effective October 1, 2002.

1. Pursuant to this Living Wage Policy, a service contractor shall pay those employees who provide services to the City under contract:
 - (a) Effective October 1, 2002, at least \$9.00 an hour for the time during which the employee is providing services to the City;
 - (b) Effective July 1, 2003, at least \$9.25 an hour for the time during which the employee is providing services to the City and 32 hours of paid leave per every calendar year in which an employee provides services to the City;
 - (c) Effective July 1, 2004, at least \$10.59 an hour for the time during which the employee is providing services to the City and 64 hours of paid leave per every calendar year in which an employee provides services to the City; and
 - (d) Effective July 1, 2005, at least \$12.22 an hour for the time during which the employee is providing services to the City and 96 hours of paid leave per every calendar year in which an employee provides services to the City.
2. The hourly rates established in Section 1 shall be adjusted July 1, 2006 and, each July 1 thereafter, according to the percentage change since July 1, 2005 in the Consumer Price Index prepared by the Bureau of Labor Statistics for the Los Angeles, Anaheim, Riverside area relating to all urban consumers.
3. A service contractor executing a service contract with the City for which the City will pay the contractor \$25,000 or more during the contract term shall be subject to the Living Wage Policy.
4. A service contractor executing more than one service contract with the City, and the combined monetary total of the payments by the City pursuant to such contracts is \$25,000 or more for the combined contract terms shall be subject to the Living Wage Policy.
5. This Living Wage Policy shall not govern the following types of contracts for: (a) the purchase, rental or lease of goods, products, equipment, supplies or other personal property; (b) public works projects as defined in State or local law; and (c) professional services.

6. This Living Wage Policy shall not govern the following service contractors: (a) nonprofit entities organized under IRS Code section 501(c)(3); (b) public entities such as cities, counties, special districts, states and the federal government; and (c) businesses employing fewer than five persons.
7. The City Attorney is directed to include in all standard trade services contracts and all contracts involving unique trade services, the language set forth in Exhibit 1 attached hereto and incorporated herein by this reference.
8. If a service contractor fails to comply with this Living Wage Policy, the City Manager is directed to terminate the subject service contract immediately and to impose appropriate fines and penalties as set forth in the service contract.
9. The City Manager and the City Attorney are responsible for the administration and enforcement, respectively, of the Living Wage Policy. If an employee of a service contractor governed by the Living Wage Policy concludes that he/she has been retaliated against for the exercise of rights under the Living Wage Policy, the employee should contact the City Manager at 385-7430.
10. The City Manager shall reasonably cooperate with representatives of the Ventura County Living Wage Coalition to ensure the effective administration and enforcement of the Living Wage Policy.
11. This Living Wage Policy may be changed only by City Council and only after a duly noticed public hearing.
12. The City Manager is directed to ensure that the City Council will review the Living Wage Policy as part of the FY 2003-2004/05 budget process.

Exhibit 1

Living Wage Policy

Pursuant to the Living Wage Policy adopted July 9, 2002 by the City Council and effective October 1, 2002, the City Manager and City Attorney are directed to include the following language in all standard trade services contracts and all unique trade services contracts governed by the Living Wage Policy.

- A. (Contractor or Vendor) shall compensate any employee of (Contractor or Vendor) who provides services under this Agreement in accordance with the Living Wage Policy, attached hereto and incorporated herein by reference as Exhibit _____. While this Agreement is in effect, (Contractor or Vendor) shall pay such employee no less than \$_____ per hour for each hour that such employee provides services under this Agreement. In addition, while this Agreement is in effect, (Contractor or Vendor) shall provide to such employee no less than _____ hours of paid leave per calendar year.
- B. (Contractor or Vendor) agrees to post, at a location readily accessible to those employees providing services to the City, a copy of the Living Wage Policy adopted by City Council on July 9, 2002 and effective October 1, 2002.
- C. If (Contractor or Vendor) fails to compensate such employee pursuant to the Living Wage Policy, the City Manager or designee shall terminate this Agreement on written notice to (Contractor or Vendor), effective immediately.
- D. In addition, if (Contractor or Vendor) fails to comply with the Living Wage Policy in any manner, (Contractor or Vendor) shall pay to City a fine of \$500 and shall pay to any employee providing services under this Agreement a penalty of three times the amount or value of the compensation owed to such employee under the Living Wage Policy. (Contractor or Vendor) shall pay such fine and penalty within 15 days after the City Manager or designee provides written notice to (Contractor or Vendor) of the amount owed.

**CITY OF OXNARD LIVING WAGE REQUIREMENTS
EFFECTIVE JULY 1, 2015**

5. a. Vendor shall compensate any employee of Vendor who provides services under this Agreement in accordance with the Living Wage Policy, attached hereto and incorporated herein by reference as Exhibit 1. While this Agreement is in effect, Vendor shall pay such employee no less than **\$14.92 per hour** for each hour that such employee provides services under this Agreement. **This hourly rate shall be adjusted on July 1, 2016, and each July 1 thereafter, according to the percentage change in the Consumer Price Index**, all items, prepared by the Bureau of Labor Statistics for the Los Angeles, Riverside, Orange County area relating to all urban consumers (CPI-U), index base 1967 + 100, comparing May of the previous year to May of the current year. In addition, while this Agreement is in effect, Vendor shall provide to such employee no less than 96 hours of paid leave per calendar year.

b. Vendor agrees to post, at a location readily accessible to those employees providing services to the City, a copy of the Living Wage Policy adopted by the Oxnard City Council on July 9, 2002 and effective October 1, 2002.

c. If Vendor fails to compensate such employee pursuant to the Living Wage Policy, the City Manager or designee shall terminate this Agreement on written notice to Vendor, effective immediately.

d. In addition, if Vendor fails to comply with the Living Wage Policy in any manner, Vendor shall pay to City a fine of \$500 and shall pay to any employee providing services under this Agreement a penalty of three times the amount or value of the compensation owed to such employee under the Living Wage Policy. Vendor shall pay such fine and penalty within 15 days after the City Manager or designee provides written notice to Vendor of the amount owed.

e. The foregoing requirements are restated on pages 1 and 2 of the Agreement for Trade Services.

EXHIBIT B

Scope of Services

1. Vendor is a "Full Service" vendor capable of providing all services requested with no subcontracting of any portions of the projects, including presorting, artwork, programming, etc.
2. Vendor has a backup plan for disaster recovery and business continuity.
3. Vendors production facility, where forms will be printed and mailed, is located within the State of California.
4. Vendor is responsible for procuring and warehousing forms and envelopes in anticipation of printing needs at no cost.
5. Vendor will allow City representatives to view the production facility before selection of final vendor and/or during production of statements after the contract is awarded. This includes the possibility of a test run of a full file of bills with a City representative at the vendor's production facility.
6. Vendor has the capability to allow search and view of sample statements before and after mailing.
7. All work shall be done at a location that provides security and supervision from start to finish, including a well-defined quality control assurance program.
8. Vendor has the ability to handle a high-volume production on a daily basis.
9. All functions must be handled start to finish on the same premise, including inhouse presorting.
10. Bill to the City will include at minimum the following information presented on a monthly invoice:
 - a. Detailed cost of print, fold, insert, meter, sort of regular bills.
 - b. Detailed cost of print, fold, insert, meter, sort of delinquent notices.
 - c. Detailed cost of print, fold, insert, meter, sort of final accounts: 1st notices.
 - d. Detailed cost of print, fold, insert, meter, sort of final accounts: 2nd notices.
 - b. Detailed cost of print, fold, insert, meter, sort of business tax certificate renewal notices.
 - c. Detailed cost of print, fold, insert, meter, sort of business tax certificate delinquent notices.
 - d. Detailed cost of print, fold, insert, meter, sort of business tax certificate final notices.
 - e. Detailed cost of print, fold, insert, meter, sort of business tax certificates.
 - f. Cost of householding certain statements.
 - g. Detailed cost of print, fold, insert of additional materials handled such as inserts.
 - h. Postage
 - i. Other charges

Printing

1. Vendor is able to print same or better level of detail as current forms.
2. Vendor is able to print variable data in black, black plus one spot color, black plus multiple spot colors, or in full color (CMYK).
3. Vendor has ability to MICR/OCR laser print.
4. Vendor is capable of providing a graphical presentation of the water consumption data comparing usage for the last two 12-month periods.
5. Vendor is capable of printing standard 3 of 9 barcoding.
6. Vendor has multiple page and selective inserting capabilities (at least 5 inserts).
7. Vendor is able to laser image onto cut sheet paper.
8. Vendor is able to print in color advertisement on pre-designated area of the statement.
9. Vendor is able to print in color messages on predesignated area of the statement.
10. Vendor is able to print on the back of utility bill the instructions on how to pay at 7-Eleven including the logos and barcode compatible with the 7-Eleven store system.
11. Imaging resolution used in printing is 600 DPI or better.
12. Vendor is able to preprint forms, envelopes, and fliers (if necessary).
13. Vendor is able to warehouse preprinted forms (if necessary) in climate controlled facility for use at specified time.

Mailing

1. Vendor is able to mail daily (4 days per week) runs of approximately 3,000 per day and twice this quantity two times per month.
2. Vendor is able to mail monthly runs of approximately 875 business tax certificates and 1,210 business tax certificate renewal notices.
3. Turnaround: vendor is able to guarantee next-day printing and delivery to bulk mail center if file is delivered and approved by 5 PM.
4. Vendor has capability to CASS/PAVE/NCOA certify mail piece to obtain the lowest possible postage rate.
5. Vendor will mail via presort First Class mail to maximize postal discount.
6. Vendor is able to sort to the carrier route level.
7. Vendor will use the USPS full service Intelligent Mail Barcode for all outgoing mail pieces. Vendor must pass on \$0.003 discount per mail piece applied by the USPS for all full service IMB barcoded mail pieces.

8. Vendor will presort to conform to latest USPS notification.
9. Vendor will include zip+4 barcoding on all outgoing mail.
10. Vendor is able to provide proof of delivery to the USPS on an as requested basis.
11. Vendor will pre-pay for postage on agency's behalf and bill agency for actual postage used on a monthly basis.
12. There will be one utility bill, one return envelope and at least one insert (if any) per envelope.
13. There will be one business tax certificate renewal notice, one return envelope and at least one insert (if any) per envelope.
14. There will be one business tax certificate per envelope.
15. Multiple statements to the same owner and mailing address will be matched and handinserted in the appropriate size envelope, metered first-class separately, and delivered to the USPS at the same time as other bills are delivered.
16. City of Oxnard utility bills will be sorted separately and delivered via courier to the City designated person/location.
17. Certain business tax certificates (under a predefined code) will be sorted separately and delivered via e-mail in Pdf format to the City-designated person/location.

Inserting

1. Vendor is able to print inserts and meet the following requirements:
 - a. Average Quantity: 40,000 Utility Bills and 2,085 Business Tax forms per month
 - b. Frequency: Minimum of one insert per mail piece.
 - c. Artwork: CRA
 - d. Halftones: One per insert (optional)
 - e. Fold: To fit #10 envelope
 - f. Pricing: Per thousand
2. Vendor is able to receive and accept for mailing drop-shipped inserts.
3. Vendor is able to accept inserts of different weight of paper, paper size and type of fold, etc.

Technology/Hardware

1. Vendor has ability to accept upgrades to current customer billing system
2. Vendor will provide a password secure/secure directory.
3. Vendor will provide one password per customer, vendor controlled—no unauthorized access.
4. Vendor will provide an emergency backup plan for production and has the ability to duplicate all machinery to avoid an out of service situation.

5. At a minimum, vendor is capable of accepting, receiving data during 24 hours in the following methods:

- a. Electronic
- b. CD and/or Flash Drive
- c. Asynchronous transmission

6. Vendor has the capability to distinguish unique types of bills and business tax forms and use the appropriate color ink assigned to each type of forms:

Regular Bill

Regular Delinquent

1st Final Notice

2nd Final Notice

Business Tax Certificate Renewal Notices

Business Tax Certificate Delinquent Notices

Business Tax Certificate Final Notices

Business Tax Certificates

7. Vendor is able to perform Intelligent/Selective inserting based on unique type or other parameters provided in the data. Types might include but are not limited to the following examples:

- a. Cycle/Route
- b. Customer type (residential/commercial)
- c. Zip Code
- d. Business Classification Code
- e. Business Rate Code

8. Vendor has the ability to archive the data for viewing bills on-line or for use at a later time, if needed.

Additional Services

- 1. Vendor is capable of archiving bills for viewing and approval prior to sending file to production.
- 2. Vendor is capable of archiving bills for viewing bills on-line.
- 3. Vendor will serve as a resource expert regarding USPS postal regulations.
- 4. Vendor will serve as a resource for solution-based recommendations regarding technological change(s).
- 5. Vendor has Scanner/imaging capability.

Artwork

All artwork, layouts, plates, negatives, proofs, and all data discs, i.e., CD, DVD, etc., will become property of the City of Oxnard.

Scope of Services – Confidential Information

All information printed on the bills shall be considered private and confidential, including test files and sample documents provided during the RFP process.

Security, Compliance and Disaster Recovery

1. Vendor is "Red Flag Rules" compliant per the Fair and Accurate Credit Transactions Act of 2003 (FACTA).
2. Vendor is PCI Level 1 Certified. Vendor will provide most recent PCI certificate in the response.
3. Vendor has a comprehensive Information Security policy and complete set of procedures. Vendor will provide details on policies and procedures in the response.
4. Vendor has a disaster recovery plan to process Agency billing if the main facility becomes inoperable. Provide locations and information about all disaster recovery facilities.
5. Vendor owns and operates at least one disaster recovery facility that must be located in a geographically diverse location from the main production site.
6. The vendor allows periodic site visits by Agency personnel.
7. The vendor has a backup generator at its California facility capable of generating enough power to run all production equipment in case the power grid goes down.

Customer Support

1. Vendor provides unlimited customer support to agency personnel during vendor's business hours.
2. Vendor provides procedures for after-hours support.
3. Vendors company holidays are New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day Observed.
4. Vendor will provide contact points for customer service.
5. Vendor will provide a dedicated project manager for implementation and ongoing customer support after project go-live.
6. Vendor will provide weekly status updates during all project implementations.

File Transfer and Data Processing

1. Vendor has the ability to accept daily files using an HTTPS upload or a standard FTP or SFTP transmission with PGP encryption support. Agency must be able to log into the Vendor's server and transmit the files 24/7.

2. Vendor is able to accept Agency files in their current format as Agency may be unable to change the file format without manual intervention and/or a modification to their system. Vendor must be able to handle: Data files are flat files (ASCII), PDF files, CSV files, TXT files, PRN files, etc.

3. The vendor will provide a web-based interface to: Track the status of job types through the production process

View reports

Manage inserts

Process exception or special handling of documents

Manage ad hoc messages displayed on job output

Upload test files

Contact vendor customer service

4. Vendor will provide agency the ability to view and approve sample forms online before they are printed and mailed. Included with the samples must be a summary of the total counts of printed forms, suppressed bills, and a count of any inserts included with the batch.

5. Vendor has the capability to suppress the printing of forms and/or envelopes for certain customers, based on agency requirements. Suppression could be on a one-time or ongoing basis.

6. Vendor is able to produce agency form in the current format, propose a new form format and/or provide a form re-design included in the implementation.

7. Vendor is capable of producing remittance compatible with Motorola DS9208 Barcode Scanner: DS9208-DL00004NNWW

8. Vendor has the capability to print:

a. Intelligent bill messages based on customer type

b. Logos

c. Usage history graphs comparing water consumption of the last two 12-month periods

d. Multiple page bills as needed

9. Vendor is capable of presorting documents and including an intelligent mail barcode (IMB).

10. Vendor will provide an interface that will allow agency to update requirements for form messages and form inserts on an ad-hoc basis. Interface must allow agency to include/exclude inserts and messages based on agency requirements including customer type, account number, or other parameter within the data file.

11. Vendor has in place and will provide as part of the response a comprehensive Quality Control plan for ensuring the data, printing and mailing is error free.

12. Vendor will provide a process of "pulling" a form from the live production file. Vendor must indicate in the response whether fees apply.

13. Vendor has printing equipment that can print variable data in black or in full color and explain how redundancy is achieved in the event of equipment failure at the facility.

14. Vendor has mailing equipment that can keep track of mail piece sequencing to prevent mailing errors and explain how redundancy is achieved in the event of equipment failure at the

facility.

15. Vendor has procedures for ensuring that the file transmissions are completed successfully. Vendor must provide in the response details on what happens if a file transfer errors.

16. Vendor has the ability to provide an exception handling service to allow Agency to divert individual forms from the main batch based on business rules or a flag in the data file. The exceptions must be viewable in a web portal to allow Agency to individually approve or reject them for printing and mailing.

Materials

1. Vendor will support the following paper stock: 8.5" x 11", 24# with a micro perforation and 8.5" x 11, 24# without perforation.

2. Vendor is able to provide:

- a. A double window #10 mailing envelope, 24# white paper stock
- b. A single window #9 security return envelope, 24# white paper stock
- c. Single window #10 envelope, 24# white paper stock
- d. #9 no window security return envelope, 24# white paper stock
- e. Above various sized envelopes in 30% post consumer recycled
- f. Eco-envelopes or reusable envelopes

3. Vendor will provide the ability to print inserts, newsletters or other notices to be included with regular mailings.

4. Vendor agrees to receive shipments of inserts and store/warehouse all forms and envelopes used to process agency forms.

5. Vendor is able to dynamically print content after the statement page as additional pages. This optional process would allow the Agency to eliminate preprinted materials such as inserts and have them produced as part of the bill package.

Archived Documents

1. Vendor is able to archive as PDF files of document images. PDF images must be available on the same day that data files are processed.

2. Vendor will supply an online interface to agency to view the document images produced.

Vendor will provide details about the interface capabilities.

Screen shots of the interface

Search capability

Print capability

Process for viewing archived bill images

Process for emailing archived bill images to specific customer email addresses

3. Vendor is capable of indexing at least 5 data fields for searching via online interface.

4. Vendor is able to store document images for 36 months.

5. Vendor is capable of taking static PDF images from the Agency of inserts, notifications or

newsletters and including them with the form image that is archived.

Reporting

1. Vendor will provide an email confirming receipt of file transmission for data processing.
2. Vendor will provide daily production confirmation reports. This report will contain the following details, at a minimum:
 - Number of forms received for processing
 - Number of forms printed
 - Number of suppressions
 - Postage presort breakdown including actual rates
 - Inserts used and insert counts
 - Total \$ value of bills contained in data file
3. Vendor will provide an NCOA or ACS Move update report that includes customer name, account number, previous address, updated (new) address.

InfoSend eBusiness

Client may select one or more of InfoSend's Primary Services from the list below. Optional Service Features can be turned on or off at any time without incurring a termination fee when turned off.

Vendor can provide eBusiness services (the "eBusiness Services") to the City as described and priced below. These services can include presenting bills online and/or accepting payment transaction information to facilitate ACH and/or credit card payments.

Online BillPay (EBPP)

- Fully featured EBPP service (Electronic Bill Presentment and Payment).
- Customers self-enroll for the service and create a username and password to securely access their eBills and make payments.
- Multiple payment options include checking/savings account (ACH), and credit/debit cards.
- Payment accounts are stored as a Payment Profile for easy repetitive use.
- Go Green! Eliminate paper bills and reduce the fuel used to deliver them with paperless billing.
- Customers can view their eBills and view the account balance before making a payment.
- Customer-activated AutoPay and other features.

CSRPay

- This service can be purchased as an optional addition to one of the above services.
- This service gives your CSRs the ability to take live payments over the phone or in person.

Standard Offering - Detailed List of Features

Feature	Feature Description – EBPP and QuickPay
No Hardware or IT Costs	Use of Software as a service (SaaS) model and allow InfoSend to host City's billing portal to realize cost savings on Day 1.
Secure Communications and Infrastructure	Utilizing industry best 3 tier architecture and 128-bit SSL encryption for all web traffic for City and customers' protection.
PCI-DSS Certified	Level 1 PCI Certified platform (the strongest designation possible), taking your systems and personnel out of PCI scope.
Branded Portal	Vendor will add City's logo, colors and information for a "branded" look and feel.
Billing Cycle File Data Processing	InfoSend will process your billing cycle output to parse accounts and amounts due for customer access online.
Daily New Account and Account Balance Processing	Vendor will process a daily export of your account list and their balances (if biller system capable). This allows customers to pay as soon as possible and to present most recent balance at all times. No need to "wait" for next billing cycle to collect funds online from new customers.
One-Time Payments	Ability for customer to make one-time payment on their account with payment methods of your choice (ACH, CC).
Payment "tokenization"	Customer's sensitive payment information (card or routing numbers) will not be stored by City or Vendor. Vendor passes sensitive information to bank/processor and only stores a "token" in return, an extremely secure practice.
Payment Reporting and Transfer	Vendor standard delimited file for import into your billing system and transferred securely by desired method: secure FTP, secure portal download. Custom file format available for additional charges.
Archived Payment History	Archived payment history stored for your reference up to 18 months.
Customer Self-Enrollment	Customer ability to "enroll" for the online service
Username & Password	Customers pick a username and password to login and pay one or many accounts. Complete self-administration with "forgot username or pass" functionality.
Email Notifications	Ability for customer to receive system-generated emails for certain events: new bill, payment confirmation, payment failure (ACH return), and more.
Presentment of Bills	Vendor will process monthly output and present copies

Feature	Feature Description – EBPP and QuickPay
	of bills online for customers to view full detail.
"Push" eBill	Ability to "push" bill via email to customer.
Bill History	Customers will have access to 18 calendar months of bill history, starting from enrollment date forward.
Paperless Billing	Customer ability to choose paperless billing. Bills are excluded automatically from print file. Otherwise, paperless status reports are shared on a daily basis.
Customer Stored Payment Profiles	Ability for customer to store payment account on file for quick, three-click one-time payments or automatic payments.
Recurring Payments (AutoPay)	Ability for customer to self-enroll. Vendor to schedule automatic payments from chosen payment account each billing cycle for the amount due.
Payment Summary Report	Human readable summary report of accounts, pay methods and total amounts received by the online portal.
User "Subscription" Report	A daily, weekly or monthly report giving City full demographic data on your customers: email address, paperless preference and AutoPay setting.
ACH Return Report	Receive notification as soon as an ACH return is reported, allowing City to monitor potential delinquencies.
Full-Featured Customer Service Portal (CSR Portal)	CSR access to a full-featured portal for doing payment and billing research, as well as support customer configurations on their behalf: issue reset passwords, modify paperless and AutoPay preferences, resend eBills, add or remove payment profiles
Two-way, Secure Customer Service Communication Tool	Ability for customers to submit requests securely via the user portal to the CSR portal. Ability for the CSR to reply securely, and "close" the request when resolved. Communications are archived forever as reference.

COST SECTION

I. Project Cost: Data Processing, Printing, and Mailing for Utility Billing

Provide a cost proposal for print and mail development, implementation, and ongoing maintenance. This section adhere to the provided table form. Identify all costs to be billed to the project, including out-of-pocket expenses such as travel and office support.

Initial and Ongoing Professional Services Fees		
One-Time Implementation Fee Includes all phases of the project prior to the production phase: initial programming, testing, and implementation.	\$ 0.000	One-Time Fee
Professional Services Charges For requested programming changes after initial implementation.	\$ 160.00	Per Hour

Cost of Materials		
White Paper Stock Cost 8.5x11", white 24 pound paper stock. Vendor must be able to provide a micro-perforation on all 1-page statements and on the first page of each multiple page set. The additional pages of the multiple page sets must not have a perforation. The paper cost charged to City of Oxnard for all pages must be the same for simplicity sake.	\$ 0.015	Per Sheet
Blank Outgoing Envelope Cost Double window #10 envelope with security tint. Double window #10 envelope with security tint (30% post consumer recycled). Eco-envelope or reusable.	\$ 0.015	Per Envelope
	\$ 0.020	Per Envelope
	\$ 0.039	Per Envelope
Blank Return Envelope Cost Single window #9 envelope with security tint. Single window #9 envelope with security tint (30% post consumer recycled).	\$ 0.014	Per Envelope
	\$ 0.017	Per Envelope
Flat Envelope Cost Applies only to multi-page bills that do not fit in the standard double window #10 envelope.	\$ 0.160	Per Envelope

Service Fees		
Existing Format: Per Page Utility Bill and Delinquent Notice Service Fee (excluding materials) approx. 50,000 per month Includes file transmission, data processing, duplex black plus blue printing of variable data, mail preparation (folding, inserting a 1-page bill and the return envelope into an outgoing envelope), and delivery to the USPS. Additional pages priced at the same service fee. Vendors must price this option out.	\$ 0.050	Per Page
Alternate Utility Bill and Delinquent Notice Format A: Same as Existing Format, Except:	\$ 0.058	Per Page

Duplex black plus two spot colors of AGENCY's choosing. Vendors can optionally quote this alternative format to give AGENCY the ability to highlight key data in colors other than black. The additional colors that will be used will be setup during implementation and stay constant until AGENCY requests a change. If you cannot provide this format type "Not Available" in the price area.		
Alternate Utility Bill and Delinquent Notice Format B: Same as Existing Format, Except: Duplex full color (CMYK) printing of variable data. Vendors can optionally quote this alternative format to give AGENCY the ability to create a fully dynamic bill design that can support multiple colors and the dynamic printing of logos and photos in full color. If you cannot provide this format type "Not Available" in the price area.	\$ 0.068	Per Page
Handwork Fee For householding when there are too many pages to be inserted by machine. For example if multiple bills are grouped together into one envelope or box to reduce the average per page postage amount. These high page count sets can either be inserted into a #10 envelope, flat 9x12" envelope or a box.	\$ Waived \$ 0.350 \$ 0.350	Per #10 Package Per Flat Envelope Per Box
Optional Marketing Insert Fee Charge for inserting client-provided marketing insert. For example: Newsletter.	\$ 0.010	Per Additional Insert
Optional Move Update Service Fees NCOALink or ACS service.	\$ 0.350	Per Reported Change
Optional Archive Fee be stored in PDF format for 24 months.	Images must \$ 0.017	Per Archived PDF

II. Project Cost:Data Processing, Printing, and Mailing for Business Tax Forms

Initial and Ongoing Professional Services Fees		
One-Time Implementation Fee Includes all phases of the project prior to the production phase: initial programming, testing, and implementation.	\$ 0.000	One-Time Fee
Professional Services Charges For requested programming changes after initial implementation.	\$ 160.00	Per Hour
Cost of Materials		
White Paper Stock Cost 8.5x11", white 24 pound paper stock, no perforation. The paper cost charged to City of Oxnard for all pages must be the same for simplicity sake.	\$ 0.015	Per Sheet
Business License #10 Custom Envelope Single Window Outgoing – Est Volume 875/month. These envelopes include City Logo on the upper left hand corner with a clear film. Single window #10 envelope with a clear film. Single window #10 envelope with a clear film (30% post consumer recycled). Eco-envelope or reusable.	\$ 0.050 \$ 0.060 \$ N/A	Per Envelope Per Envelope Per Envelope

Business License Alternate #10 Custom Envelope Single Window Outgoing – Est Volume 1,210/month “Business Tax Certificate Renewal Enclosed – Open Immediately” printed on front of #10 envelope. These envelopes include City Logo on the upper left hand corner with a clear film. Single window #10 envelope with clear film. Single window #10 envelope with a clear film (30% post consumer recycled). Eco-envelope or reusable.	\$ 0.050 \$ 0.060 \$ N/A	Per Envelope Per Envelope Per Envelope
Business License #9 Custom Courtesy Reply Envelope – Est Volume 1,210/month These envelopes include City Logo on the upper left hand corner with the City’s return address. #9 envelope (30% post consumer recycled).	\$ 0.045 \$ 0.055	Per Envelope Per Envelope
Flat Envelope Cost Applies only to multi-page forms that do not fit in the standard double window #10 envelope.	\$ 0.160	Per Envelope

Service Fees		
Business Tax Certificate – Est Volume 875/month Price includes black ink and blue simplex printing from Postscript file	\$ 0.110	Per Page
Business Tax Certificate Renewal Notices – Est Volume 860/month & Business Tax Certificate Delinquent Notices – Est Volume 225/month Price includes black ink duplex printing from a Postscript file. Mail pieces normally have 2 pages. Price is per page	\$ 0.110 \$ 0.110	Per Page Per Page
Business Tax Certificate Final Notices – Est Volume 125/month Price includes black ink simplex printing from a Postscript file	\$ 0.110	Per Page
Handwork Fee For householding when there are too many pages to be inserted by machine. For example if multiple forms are grouped together into one envelope or box to reduce the average per page postage amount. These high page count sets can be inserted into a #10 envelope or flat 9x12” envelope.	\$ Waived \$ 0.350	Per #10 Package Per Flat Envelope
Optional Marketing Insert Fee Charge for inserting client-provided marketing insert. For example: Newsletter.	\$ 0.010	Per Additional Insert
Optional Move Update Service Fees NCOALink or ACS service.	\$ 0.350	Per Reported Change

III. Project Cost: Optional Electronic Bill Presentment and Payment

Provide a cost proposal for EBPP development, implementation, and ongoing maintenance. This section should be in table form, with costs for each task, each key area of focus, total project implementation cost, and ongoing post-production maintenance costs for EBPP. The matrix should include the name of the project team member and hourly rate for task. Identify all costs to be billed to the project, including out-of-pocket expenses such as travel and office support. **YOU MUST USE THE FOLLOWING MATRIX TABLE AND FILL IT OUT COMPLETELY. YOU MUST LIST YOUR VENDOR PAYMENT PROCESSING CHARGES AND PAYMENT PROCESSOR CHARGES SEPARATELY ON THE APPROPRIATE LINES.**

If the Cost Proposal includes hosting, these costs should be clearly stated and separate from development costs.

Also provide an estimate summary of the total cost for implementation and maintenance of the "future phases" section of the scope of work. Please use the following exact cost matrix for pricing out your EBPP bid:

EBPP Item or Function	Cost	Description/ Explanation
Set Up & Implementation: EBPP portal and payment configuration	\$ 1,000.000	One time cost
Option One: Price to Load all AGENCY bills into system and store for 24 months	\$ 0.014	Per eBill
Price charged per enrolled customer per month	\$ Waived	
Price charged to send bill to AGENCY customer via email	\$ Waived	
Price per payment initiated via the EBPP system	\$ 0.030	To Paymentus
Monthly Maintenance/Support Costs	\$ 100.00	
Programming charges per hour	\$ 160.00	
Other (explain in 3 rd column)	\$ TBD	If payments are initiated to a payment company other than Paymentus then a higher payment initiation fee may apply.
Other (explain in 3 rd column)	\$	
Other (explain in 3 rd column)	\$	



CERTIFICATE OF LIABILITY INSURANCE

INFOS-1 OP ID: KO

DATE (MM/DD/YYYY)
05/07/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Friedmann & Friedmann Ins Svcs CA License #0769373 3990 Westerly Place Suite 100 Newport Beach, CA 92660 Kevin K. O'Connor	CONTACT NAME: Kevin K. O'Connor PHONE (A/C No. Ext): 949-253-8009 FAX (A/C No.): 949-253-8009 E-MAIL: Kevin@fandfins.com ADDRESS: Kevin@fandfins.com
INSURED INFOSEND, Inc. 4240 E. La Palma Ave Anaheim, CA 92807	INSURER(S) AFFORDING COVERAGE INSURER A: Federal Insurance Company INSURER B: Axis Surplus Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 20281 26620

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSURER	TYPE OF INSURANCE	ADDL SUBR (IND) W/O	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	X	36031149	02/24/2015	02/24/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PROP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS ☒ SCHEDULED AUTOS ☒ HIRED AUTOS ☒ NON-OWNED AUTOS		73687120	02/18/2015	02/18/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$		79896856	02/24/2015	02/24/2016	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	71749812	02/01/2015	02/01/2016	☒ PER STATUTE ☐ OTHER EL EACH ACCIDENT \$ 1,000,000 EL DISEASE - EA EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000
B	Errors & Omission		MCN000222831401	12/01/2014	12/01/2015	Limit 5,000,000 Ded 25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate Holder is hereby named as an additional insured with regards to General Liability. Waiver of subrogation applies to workers compensation.

CERTIFICATE HOLDER City of Oxnard 214 South C Street Oxnard, CA 93030	CANCELLATION OXNAR-2 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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ACORD 25 (2014/01)

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ATTACHMENT 1
PAGE 24 OF 29

WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY INSURANCE POLICY

WC 99 03 04 (Ed. 7-08)

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT—
CALIFORNIA**

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.

(The following "attaching clause" need be completed only when this endorsement is issued subsequent to preparation of the policy.)

This endorsement, effective on **02/01/15** at 12:01 A. M. standard time, forms a part of
(DATE)

Policy No. **(16)7174-98-12** of the **FEDERAL INSURANCE COMPANY**
(NAME OF INSURANCE COMPANY)

issued to **INFOSEND INC**

Endorsement No. _____

Authorized Representative

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. The additional premium for the blanket waiver offered by this endorsement shall be 1.00 % of total California premium.

Schedule

Person or Organization

Job Description

**BLANKET WAIVER - ANY PERSON OR ORGANIZATION
FOR WHOM THE NAMED INSURED HAS AGREED BY
WRITTEN CONTRACT TO FURNISH THIS WAIVER**

ALL CALIFORNIA OPERATIONS

WC 99 03 04 (Ed. 7-08)

ATTACHMENT 1
PAGE 25 OF 29

COMMERCIAL AUTOMOBILE

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

COMMERCIAL AUTOMOBILE BROAD FORM ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

This endorsement modifies the Business Auto Coverage Form.

1. EXTENDED CANCELLATION CONDITION

Paragraph A.2.b. -- CANCELLATION -- of the COMMON POLICY CONDITIONS form IL 00 17 is deleted and replaced with the following:

- b. 60 days before the effective date of cancellation if we cancel for any other reason.

2. BROAD FORM INSURED

A. Subsidiaries and Newly Acquired or Formed Organizations As Insureds

The Named Insured shown in the Declarations is amended to include:

1. Any legally incorporated subsidiary in which you own more than 50% of the voting stock on the effective date of the Coverage Form. However, the Named Insured does not include any subsidiary that is an "insured" under any other automobile policy or would be an "insured" under such a policy but for its termination or the exhaustion of its Limit of Insurance.
2. Any organization that is acquired or formed by you and over which you maintain majority ownership. However, the Named Insured does not include any newly formed or acquired organization:
 - (a) That is an "insured" under any other automobile policy;
 - (b) That has exhausted its Limit of Insurance under any other policy; or
 - (c) 180 days or more after its acquisition or formation by you, unless you have given us written notice of the acquisition or formation.

Coverage does not apply to "bodily injury" or "property damage" that results from an "accident" that occurred before you formed or acquired the organization.

B. Employees as Insureds

Paragraph A.1. -- WHO IS AN INSURED -- of SECTION II -- LIABILITY COVERAGE is amended to add the following:

- d. Any "employee" of yours while using a covered "auto" you don't own, hire or

borrow in your business or your personal affairs.

C. Lessors as Insureds

Paragraph A.1. -- WHO IS AN INSURED -- of SECTION II -- LIABILITY COVERAGE is amended to add the following:

- e. The lessor of a covered "auto" while the "auto" is leased to you under a written agreement if:
- (1) The agreement requires you to provide direct primary insurance for the lessor; and
 - (2) The "auto" is leased without a driver. Such leased "auto" will be considered a covered "auto" you own and not a covered "auto" you hire. However, the lessor is an "insured" only for "bodily injury" or "property damage" resulting from the acts or omissions by:
 1. You;
 2. Any of your "employees" or agents; or
 3. Any person, except the lessor or any "employee" or agent of the lessor, operating an "auto" with the permission of any of 1. and/or 2. above.

D. Persons And Organizations As Insureds

~~Under A Written Insured Contract~~

Paragraph A.1. -- WHO IS AN INSURED -- of SECTION II -- LIABILITY COVERAGE is amended to add the following:

- f. Any person or organization with respect to the operation, maintenance or use of a covered "auto", provided that you and such person or organization have agreed under an express provision in a written "insured contract", written agreement or a written permit issued to you by a governmental or public authority to add such person or organization to this policy as an "insured". However, such person or organization is an "insured" only:

- (1) with respect to the operation, maintenance or use of a covered "auto"; and
 - (2) for "bodily injury" or "property damage" caused by an "accident" which takes place after:
 - (a) You executed the "insured contract" or written agreement; or
 - (b) The permit has been issued to you.
3. **FELLOW EMPLOYEE COVERAGE**
EXCLUSION B.5. - FELLOW EMPLOYEE - of SECTION II - LIABILITY COVERAGE does not apply.
4. **PHYSICAL DAMAGE - ADDITIONAL TEMPORARY TRANSPORTATION EXPENSE COVERAGE**
 Paragraph A.4.a. - **TRANSPORTATION EXPENSES - of SECTION III - PHYSICAL DAMAGE COVERAGE** is amended to provide a limit of \$50 per day for temporary transportation expense, subject to a maximum limit of \$1,000.
5. **AUTO LOAN/LEASE GAP COVERAGE**
 Paragraph A. 4. - **COVERAGE EXTENSIONS - of SECTION III - PHYSICAL DAMAGE COVERAGE** is amended to add the following:
- c. **Unpaid Loan or Lease Amounts**
 In the event of a total "loss" to a covered "auto", we will pay any unpaid amount due on the loan or lease for a covered "auto" minus:
1. The amount paid under the Physical Damage Coverage Section of the policy; and
 2. Any:
 - a. Overdue loan/lease payments at the time of the "loss";
 - b. Financial penalties imposed under a lease for excessive use, abnormal wear and tear or high mileage;
 - c. Security deposits not returned by the lessor;
 - d. Costs for extended warranties, Credit Life Insurance, Health, Accident or Disability Insurance purchased with the loan or lease; and
 - e. Carry-over balances from previous loans or leases.
- We will pay for any unpaid amount due on the loan or lease if caused by:
1. Other than Collision Coverage only if the Declarations indicate that Comprehensive Coverage is provided for any covered "auto";
 2. Specified Causes of Loss Coverage only if the Declarations indicate that Specified Causes of Loss Coverage is provided for any covered "auto"; or
 3. Collision Coverage only if the Declarations indicate that Collision Coverage is provided for any covered "auto".
6. **RENTAL AGENCY EXPENSE**
 Paragraph A. 4. - **COVERAGE EXTENSIONS - of**

SECTION III - PHYSICAL DAMAGE COVERAGE
 is amended to add the following:

- d. **Rental Expense**
 We will pay the following expenses that you or any of your "employees" are legally obligated to pay because of a written contract or agreement entered into for use of a rental vehicle in the conduct of your business:
- MAXIMUM WE WILL PAY FOR ANY ONE CONTRACT OR AGREEMENT:**
1. \$2,500 for loss of income incurred by the rental agency during the period of time that vehicle is out of use because of actual damage to, or "loss" of, that vehicle, including income lost due to absence of that vehicle for use as a replacement;
 2. \$2,500 for decrease in trade-in value of the rental vehicle because of actual damage to that vehicle arising out of a covered "loss"; and
 3. \$2,500 for administrative expenses incurred by the rental agency, as stated in the contract or agreement.
 4. \$7,500 maximum total amount for paragraphs 1., 2. and 3. combined.
7. **EXTRA EXPENSE - BROADENED COVERAGE**
 Paragraph A.4. - **COVERAGE EXTENSIONS - of SECTION III - PHYSICAL DAMAGE COVERAGE** is amended to add the following:
- e. **Recovery Expense**
 We will pay for the expense of returning a stolen covered "auto" to you.
8. **AIRBAG COVERAGE**
 Paragraph B.3.a. - **EXCLUSIONS - of SECTION III - PHYSICAL DAMAGE COVERAGE** does not apply to the accidental or unintended discharge of an airbag. Coverage is excess over any other collectible insurance or warranty specifically designed to provide this coverage.
9. **AUDIO, VISUAL AND DATA ELECTRONIC EQUIPMENT - BROADENED COVERAGE**
 Paragraph C.2. - **LIMIT OF INSURANCE - of SECTION III - PHYSICAL DAMAGE** is deleted and replaced with the following:
2. \$2,000 is the most we will pay for "loss" in any one "accident" to all electronic equipment that reproduces, receives or transmits audio, visual or data signals which, at the time of "loss", is:
 - a. Permanently installed in or upon the covered "auto" in a housing, opening or other location that is not normally used by the "auto" manufacturer for the installation of such equipment;
 - b. Removable from a permanently installed housing unit as described in Paragraph 2.a. above or is an integral part of that equipment; or

Liability Insurance

Endorsement

Policy Period FEBRUARY 24, 2015 TO FEBRUARY 24, 2016
Effective Date FEBRUARY 24, 2015
Policy Number 3603-11-49 NBO
Insured INFOSEND INC
Name of Company FEDERAL INSURANCE COMPANY
Date Issued FEBRUARY 4, 2015

This Endorsement applies to the following forms:

GENERAL LIABILITY

Under Who Is An Insured, the following provision is added.

Who Is An Insured

Additional Insured - Scheduled Person Or Organization

Persons or organizations shown in the Schedule are insureds; but they are insureds only if you are obligated pursuant to a contract or agreement to provide them with such insurance as is afforded by this policy.

However, the person or organization is an insured only:

- if and then only to the extent the person or organization is described in the Schedule;
- to the extent such contract or agreement requires the person or organization to be afforded status as an insured;
- for activities that did not occur, in whole or in part, before the execution of the contract or agreement; and
- with respect to damages, loss, cost or expense for injury or damage to which this insurance applies.

No person or organization is an insured under this provision:

- that is more specifically identified under any other provision of the Who Is An Insured section (regardless of any limitation applicable thereto).
- with respect to any assumption of liability (of another person or organization) by them in a contract or agreement. This limitation does not apply to the liability for damages, loss, cost or expense for injury or damage, to which this insurance applies, that the person or organization would have in the absence of such contract or agreement.

Liability Endorsement
(continued)

Under Conditions, the following provision is added to the condition titled Other Insurance.

Conditions

**Other Insurance --
Primary, Noncontributory
Insurance -- Scheduled
Person Or Organization**

If you are obligated, pursuant to a contract or agreement, to provide the person or organization shown in the Schedule with primary insurance such as is afforded by this policy, then in such case this insurance is primary and we will not seek contribution from insurance available to such person or organization.

Schedule

Persons or organizations that you are obligated, pursuant to a contract or agreement, to provide with such insurance as is afforded by this policy.

All other terms and conditions remain unchanged.

Authorized Representative



REQUEST FOR BUDGET APPROPRIATION

Department: City Treasurer
Project/Program
Manager: Eden Alomeri

Date: October 27, 2015
Phone: 385-7811

Reason for Appropriation:

To appropriate funds for Infosend, Inc. (Contract # 7828-15-CT)

Accounts and Descriptions

AMOUNT

Fund: **CUSTOMER BILLING OPR FUND (725)**

Expenditures/Transfers Out

CITY TREASURER - UTILITY CUSTOMER SERVICES

725-1211-856.81-01 GEN. AND ADMIN EXPENSES / POSTAGE 26,500

Sub-total Expenditures 26,500

Net Change to Fund Balance 26,500

Net Appropriation Change 26,500

Approvals

Department Director

Danielle M. Navas

Chief Financial Officer

City Manager

ATTACHMENT 2
PAGE 1 OF 1



Meeting Date: 10/27/15

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: David Endelman, GIS Coordinator Agenda Item No. L-4Reviewed By: City Manager JM City Attorney RT Finance AL Other (Specify) _____**DATE:** October 27, 2015**TO:** City Council**FROM:** Keith Brooks, Interim IT Director**VIA:** Greg Nyhoff, City Manager
Office of City Manager**SUBJECT:** Presentation of Information Technology Four-Year Master Plan from NexLevel Information Technology, Inc.

RECOMMENDATION

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

DISCUSSION

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 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 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 states that the present HTE system is meeting the basic needs of the City and it can be a viable solution for the next 3 – 5 years. However, it 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.

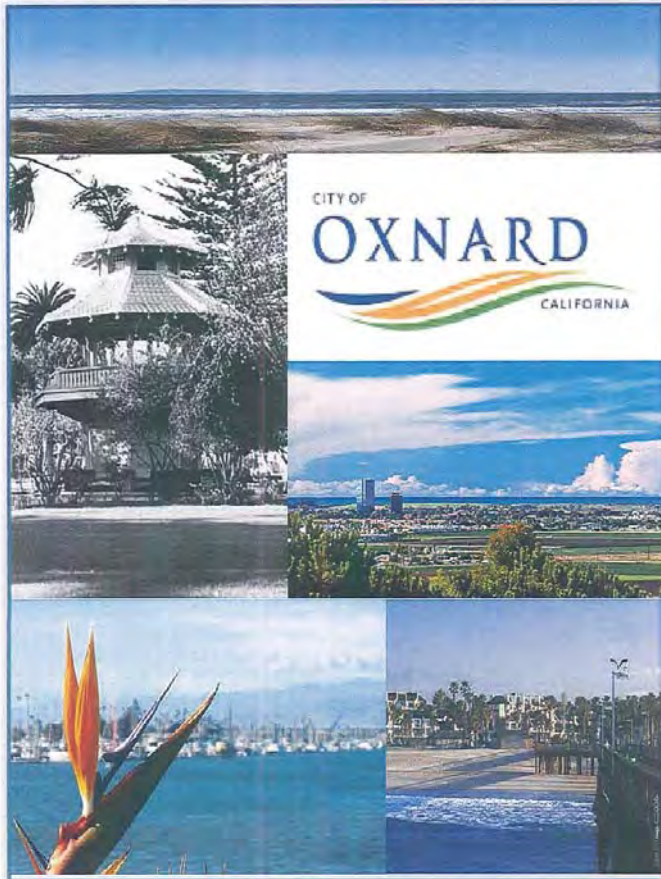
FINANCIAL IMPACT REVIEW

None at this time. A funding plan will be presented to Council on November 17, 2015. 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.

DJE

Attachment #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.



City of Oxnard

**Information Technology
Four-Year Master Plan
Final Report**

October 2015

Prepared by:



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1. Introduction and Overview

1.1 Purpose

This document, entitled Information Technology Four-Year Master Plan (ITMP) was prepared for the City of Oxnard, California (City) by NexLevel Information Technology, Inc. (NexLevel).

1.2 Document Organization and Contents

This report contains the following sections:

- **Section 1 – Introduction and Overview** provides background information, the scope and objectives of the Information Technology Master Planning effort, the methodology used in the development of the master plan, and the organization and contents of the plan.
- **Section 2 – Central IT Assessment Summary** provides a high-level overview of Central IT's present technology environment using a strengths, weaknesses, opportunities, and threats (SWOT) model. In addition, it provides an overview of the activities taken in the course of the development of the ITMP, including a summary of Central IT's current compliance with information technology best practices for governance, business technology applications, service delivery, infrastructure, security, and administration.
- **Section 3 – Project Prioritization and Scheduling** describes the process that was used to develop the plan. It also provides timelines for the current, planned, and requested projects identified by the City's stakeholders, along with a summary of the initial cost for each project by fiscal year and funding source when known.
- **Section 4 – Conclusion** provides perspectives on technology governance, laying a technology foundation for a

satisfactory return on investment, and technology planning success factors.

- **Appendix A – Project Detailed Descriptions** contains additional information relevant to this report.
- **Appendix B – ERP Alternative Analysis Report** contains additional information relevant to this report.

1.3 City of Oxnard Background

The City of Oxnard is located in Ventura County. It has a population of more than 203,000 and is the largest City in the County. It is nestled approximately 60 miles northwest of Los Angeles and 35 miles south of Santa Barbara. The city is defined by open spaces, beaches and coastline, and agricultural areas. Oxnard boasts some of the richest agricultural land in California.

The City has many diverse historic, cultural, performing arts and entertainment venues and activities. Two thriving military bases provide a strong employment base and are a major contributor to the regional economy. Oxnard is also a thriving center of commerce, tourism and industry and Oxnard prides itself on its rich diversity and culture.

It is the mission of the City government to ensure that Oxnard will have clean, safe, prosperous and attractive neighborhoods with open and transparent government.

1.4 Central IT Support Services

Central IT is the responsibility of the City Manager's office. For the past several years, the Deputy City Manager served as the primary executive for the management of the Central IT staff and the support of the City's technology infrastructures and service delivery.

Fifteen percent (15%) of the Deputy City Manager's position was charged to the Central IT budget (Source: City).

In July 2015, the City Manager recommended the establishment of an Information Technology Director position, and recruitment is currently underway to fill the position. In mid-August the City appointed an interim Information Technology Director to oversee information technology matters.

1.5 Scope and Objectives of the ITMP

The primary objective of the Information Technology Master Plan is to provide a roadmap that will help the City effectively close the gap between its current state and future technology needs. As depicted in Figure 1, Technology Gap, user expectations increase over time, while the capability of existing systems tends to actually decrease, thus further widening the gap. Other factors that contribute to the widening of the gap include staff reductions and challenges in the effective allocation of IT resources to support citywide needs. The technology gap leads to what one technology research firm has described as "friction" between the users and the IT organization, and in the absence of effective IT Governance, this friction tends to worsen over time.

The objectives of the ITMP include:

- ♦ Identification of technology improvements and solutions to improve customer service, productivity, public access and transparency.
- ♦ Development of acquisition/support costs associated with proposed technology solutions.
- ♦ Development of a four-year technology master plan that presents projects in a prioritized and phased approach.
- ♦ Review of the City's current Central IT Division structure, along with recommendations for potential improvements.

- ♦ Obtaining comprehensive customer input (internal and external) regarding technology needs and direction.
- ♦ Assessment of the City's current ERP system with subsequent recommendations regarding upgrade/replacement opportunities.
- ♦ Development of technology-related recommendations designed to provide the highest level of IT service delivery possible.



Figure 1 – Technology Gap

1.6 “Listen, Plan, Deliver,” Methodology

The methodology used by NexLevel to develop the Information Technology Four-Year Master Plan process is depicted in Figure 2, Strategic Planning Methodology. The methodology is composed of three basic phases:

- ♦ Listen – During which NexLevel worked with the client to conduct a project kickoff meeting, configure and conduct two “Voice of the User Surveys,” conduct interviews with user stakeholders and IT management and staff, and facilitate a community meeting.
- ♦ Plan – During which NexLevel worked with Central IT to perform a detailed assessment of their current use of information technology. This included the completion of an IT Best Practices Self-Assessment. The resulting data is structured to provide realistic and achievable recommendations for the City and the Central IT organization to enable them to obtain greater value for their investment in information technology and realize improvements in the governance of information technology and the delivery of IT services. It should be noted that NexLevel did not conduct a comprehensive assessment of Police IT, Housing IT, or Library IT as a part of this Central IT Assessment.

As a result of the interviews conducted in the Listen phase, a Project List was developed and provided to all City IT groups and department heads for review. The Planning and Prioritization Workshop helped drive consensus in the prioritization of projects and an assigned timeframe for the project's completion.

- ♦ Deliver – During which NexLevel worked with the client to utilize the results of the Project Prioritization Workshop to develop an Information Technology Master Plan.

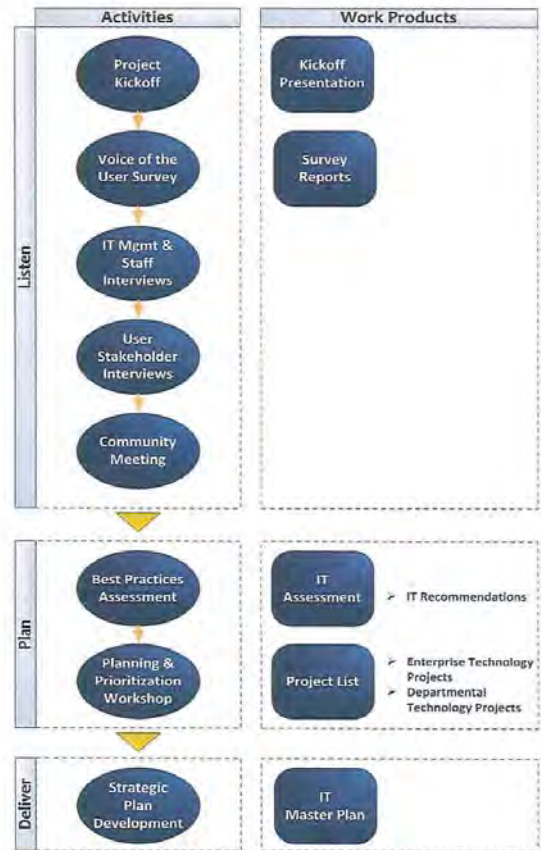


Figure 2 – Strategic Planning Methodology

2. Central IT Assessment Summary

2.1 Summary of Assessment

This section of the report provides a summary and recommendations resulting from the Central IT assessment. The IT Assessment focused on Central IT and how effectively the City is leveraging technology under its direction to attain its stated mission and vision, and 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. This responsibility was assigned to the Deputy City Manager, and 15% of their total time was charged to technology business. As of mid-August 2015 an interim IT Director has been appointed while a formal recruitment is underway.
- ♦ 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 and standards, and periodically inhibiting staff's ability to function seamlessly across these multiple City Departments.
- ♦ Central IT staffing resources have decreased and 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. City departments are aware support resources are limited and have lowered their expectations in recent years.
- ♦ 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.

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 are further detailed in Section 2.8 – Central IT Assessment Recommendations and include the following key items:

- ♦ Implement IT governance
- ♦ Complete an IT organization analysis
- ♦ Plan for IT operational improvements
- ♦ Address infrastructure and hardware modernization
- ♦ Adopt additional IT operational best practices
- ♦ Deliver cybersecurity and mobile device management

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

2.2 “Voice of the User” Surveys

The original scope of work for the IT Master Plan project called for one Voice of the User Survey, to be utilized to gather input from Central IT customers. Subsequent to Project Kickoff, the City requested that NexLevel add to the scope of work for the project a second Voice of the User Survey for Police IT customers.

Between March 12, 2015 and March 26, 2015, NexLevel conducted an on-line survey of City employees to assess their satisfaction with the support they receive from the Central IT Division. Of the approximately 675 full-time City employees directly supported by Central IT and sent the survey, 362 employees participated, a 52% response rate. On April 17, 2015, a Central IT User Satisfaction Survey report was delivered to the City, outlining the results of the survey.

Between March 23, 2015 and April 9, 2015, NexLevel conducted an on-line survey of the City of Oxnard Police Department employees to assess their satisfaction with the support they receive from the Police IT Division. Of the approximately 378 Police employees supported by Police IT and sent the survey, 142 employees participated, a 40% response rate. On May 7, 2015, a Police IT User Satisfaction Survey report was delivered to Police management, and was subsequently provided to the City Manager’s office on May 15, 2015.

2.3 User/Stakeholder Interviews

NexLevel conducted a series of individual and small group interviews to understand Central IT’s service delivery. Sessions

were held with City executives, department heads, managers, and key system users with the objectives of identifying:

- ♦ Barriers to the effective use of information technology
- ♦ Anticipated needs and priorities
- ♦ Areas where existing automation is not meeting the user’s needs
- ♦ Current and planned projects that should be factored into the Information Technology Four-Year Master Plan.

The interviews included:

- ♦ Central IT
- ♦ City Attorney
- ♦ City Clerk
- ♦ City Manager’s Office
- ♦ Deputy City Manager (PIO, Neighborhood Services)
- ♦ Development Services (Planning, Building & Engineering, Traffic Engineering, Operations & Transit Center)
- ♦ Economic Development
- ♦ Finance (Finance, Budget, CIP, General Accounting, Payroll)
- ♦ Fire (Administration, Disaster Preparedness/EOC CUPA)
- ♦ General Services (Streets, Parks & Facilities, Fleet, Utilities)
- ♦ Human Resources
- ♦ Housing and Housing IT
- ♦ Library and Library IT
- ♦ Police (Administration, Code Enforcement, Dispatch, Animal, Police IT)

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NEXLEVEL

- ♦ General Services (Solid Waste, Streets, Traffic Services, Waste Water Treatment Plant, Fleet)
- ♦ Recreation, Performing Arts and Convention Center
- ♦ Special Projects (Wi-Fi Task Force, Green Team, etc.)
- ♦ Transportation and General Services (Transportation, Risk Management, Engineering)
- ♦ Treasurer's Office (Utility Billing, Business License)
- ♦ Utilities (CIP, Design and Construction, Water, Wastewater, Environmental Services)

General themes and key issues identified by the user community in the course of the user/stakeholder interviews included:

- ♦ A general appreciation for the efforts and services provided by Central IT given the constraints in which it operates.
- ♦ A conflict between the desire to do more with less and for the City to invest in technologies.
- ♦ Lack of IT leadership, vision and direction with emerging technology.
- ♦ The age and lack of support for some of the business applications in place.
- ♦ The age of desktop computers and local systems.
- ♦ The multiple email systems used within the City and restrictive email retention policies in place.
- ♦ The lack of Wi-Fi and mobility in the field or City locations.
- ♦ Web site support and department desire to support their own pages and content in the future.
- ♦ The future sustainability of the City's current HTE ERP system.

- ♦ Current lack of ease of access to City data for citizens and community.

2.4 Central IT Staff Interviews

NexLevel conducted individual Central IT staff interviews and met with core functional service areas within the Central IT Division. General themes and key issues identified in these interviews included:

- ♦ Central IT staff members are loyal and committed to providing good customer service.
- ♦ Central IT staff has a good understanding of the City's technology environment and they want to do the best possible job in their support of technology within the City.
- ♦ Central IT would benefit from additional network monitoring and capacity planning tools to better manage the infrastructure.
- ♦ There are several legacy business applications at end of life that should be upgraded or replaced with new systems (MP2 - sewer management/maintenance, tree inventory, HTE green screen usage, solid waste management).
- ♦ Lack of funding has prevented staff participation in training and vendor user conferences, impacting IT staff from staying current on systems they support.
- ♦ Lack of user departments taking ownership of data, along with a large increase in requests for data analysis and reporting from user departments.
- ♦ Departments not regularly participating in system upgrade testing and heavy reliance on Central IT.

- ♦ Lack of a succession plan for IT staff. As several Central IT staff near retirement, the City may be impacted by the loss of significant amounts of historical/legacy knowledge that is not documented.
- ♦ Due to a key IT management staff absence over the past year, department support staff has stepped into areas of responsibility they may not have been adequately trained.
- ♦ Many of the City departments have had interim or acting department Directors leaving support staff to drive the technology needs for the departments.
- ♦ Limited resources have impact on the refreshment of desktops.
- ♦ No formal IT Director to provide true IT leadership for future technology direction.

2.5 Community Meeting

In addition to the traditional interview activities that are typically undertaken as a part of the IT assessment process, NexLevel facilitated a community meeting on May 28, 2015 from 6:00 – 7:30 pm. The meeting was designed to gather input from community members regarding the City's IT services. Approximately 15 community members, along with City staff, attended the meeting, with participants breaking into discussion groups and identifying the highest priorities for the community.

The outcome of the community meeting included items such as information dissemination and delivery, the City's current website, and the ability for residents to report issues utilizing mobile devices. Table 1 - Summary of Community Meeting Public Comments provides a summary of all of the items identified during the course of the meeting.

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Table 1 – Summary of Community Meeting Public Comments

Discussion Group Comments	
NOTE: Discussion Group Comments are the verbatim comments out of the collective public groups that participated in the Community Meeting.	
1	City website should provide links to other important sites. (Adjacent Cities, County, State, Federal, etc.)
2	Make all documents available in a format residents can cut and paste from. (Example, the 2030 General Plan has some sections that cannot be copied to a Word document.)
3	Provide more mobile phone apps. (GAPS for All – Graffiti Reporting / Tourism and Driving Apps)
4	Increase range of Council Wi-Fi. (To at least the Service Building and the Annex.)
5	Provide Wi-Fi at Wilson Senior Center and South Oxnard Center. (Dead zones, old and slow pc's.)
6	Address slow Internet access in general at City Centers. Need auto-updates as well.
7	Advertise streaming of City Meetings and assure reliable provider. (Council, Planning, etc.)
8	Advertising of on-line resources in general at schools and provide a clearer web presence. (Such as Rec Services)
9	Conduct a Summer Community Resource event.
10	Provide multi-lingual web resources.
11	Conduct more E-Waste events.
12	Implement the use of Body Worn Cameras.
13	Implement e-911 for text and video submissions to Public Safety.
14	CAD to Twitter traffic alerts.
15	Implement something like NextDoor.com to engage and keep neighborhoods informed.
16	Address and update Wi-Fi / Wi-Max.
17	Provide public access to computers and Internet.
18	Google apps.
20	Publish an IT Service Catalog.
21	Look into moving some systems to the Cloud.
22	Measure the results of IT performance.
23	Increased awareness of web functionality. More intuitive navigation to different functions.
24	Social Media campaign for tips / tricks and general awareness.
25	Expand reach to Spanish speaking users.
26	More available Wi-Fi around City and at City facilities.
27	Reach out through the schools to raise awareness in the youth of City offerings.
28	Provide Kiosks to enable City services digitally at multiple locations and across several languages.
29	Provide City of Oxnard official news board. (Digital scroller.) Raise awareness of meetings.
30	Offer Newsletter / Push Notifications (RFS feeds) to Citizens. Sign up and customize the feed(s) you want to receive.
31	Crowdsourcing app to identify City problem areas.
32	Access to resources to help citizens learn English and multilingual crowdsourcing applications.

2.6 Best Practices Assessment

Best Practices Conformance and Maturity Level Model

NexLevel has found that Figure 3, Levels of Conformance to Best Practices, provides a useful graphic to depict the relative capabilities of IT service organizations. The model is based on five levels of maturity ranging from "Frontier" (where the IT organization is largely unstructured) to progressively higher levels striving for the "Value" state (where the organization is very structured and consistently follows best practices in all areas). Each level of maturity is associated with a degree of compliance with best practices.



Figure 3 - Levels of Conformance to Best Practices

IT organizations at the Frontier level typically have fewer than 20% of their processes in compliance with best practices. This level of maturity is characteristic of new and/or re-organized IT organizations. The degree of compliance increases as organizations adopt well-defined and repeatable processes. In this model, 50% compliance with best practices is a key metric. Organizations with less than 50% compliance are generally reactive in responding to

user needs, while those with better than 50% compliance are generally proactive and are better able to anticipate user needs.

The Service level falls between 81 to 90% compliance with best practices. IT organizations at this level of compliance generally excel across all of the best practice dimensions and provide an optimum balance between total cost of ownership and return on investment.

The highest level of performance (Value) is generally applicable only to private sector firms that use technology as a competitive differentiator or as a profit center; although public sector organizations find that some components of the Value level are useful.

A number of factors can affect an IT organization's ability to adopt best practices. For example, IT organizations that have been under-funded or that are in transition from hosted service delivery models to hybrid or sourced service (outside assistance) delivery models, typically find themselves at the reactive level of the model. NexLevel has observed that many organizations achieve approximately 40% to 60% compliance with best practices resulting in their having some of the characteristics of both the reactive and proactive levels of the model. NexLevel recommends that organizations work to achieve at least 50% compliance with best practices, with 65% being a reasonable target.

Compliance with Best Practices

Based on NexLevel's experience, we have observed that many IT organizations, particularly those that have been under-funded, are struggling to adopt new technologies while supporting their existing base, and organizations that are in transition from decentralized service models to centralized or hybrid service models find themselves in a reactive state (less than 50% compliance with best practices). Organizations that have highly decentralized IT service models similarly find it difficult to achieve a consistent level of

conformance with best practices. Consequently, the current state of best practice compliance for many IT organizations is approximately 35% (the middle of the reactive level), while NexLevel recommends that IT organizations work to achieve at least 50% compliance with best practices, with 65% being the desired target.

The benefits to improving the degree of compliance with best practices include:

- ♦ Greater ability/agility to meet increased user needs for support and to meet increased public expectations for access to information and services.
- ♦ Deriving greater value (in areas such as increased effectiveness in the delivery of services to the user community for investments in technology - this is measured as a higher return on investment (ROI)).
- ♦ Greater ability to sustain, if not further improve on, the level of IT service provided to the user community.

Caveat Regarding Best Practices

A word of caution about best practices is appropriate. An IT organization need not meet or exceed every best practice in order to provide excellent customer service; however, a higher degree of conformity to best practices generally enables an IT organization to sustain service delivery levels over time and to successfully cope with external and internal factors that have the potential to disrupt its ability to deliver services. The best practices are heavily weighted towards the development and use of formalized procedures and supporting documentation since these provide the basis for sustaining and improving services and service levels. If we were to compare two similar IT organizations, providing the same services and service levels, and with the same degree of user satisfaction, the organization that has more formalized processes and documentation will have a higher degree of compliance.

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Compliance with Best Practices

NexLevel uses a comprehensive list of best practices that are categorized into six separate dimensions to evaluate the organization's compliance with best practices. The six dimensions include:

- ♦ **Technology Governance** – Practices related to the leadership and reporting structure of the IT organization, degree of management overview, and the consistent tracking of the delivery of technology services.
- ♦ **Service Delivery** – Practices related to coordinating the processes involved in providing customer support including training, help desk, and service delivery management, and the establishment of service level agreements (SLAs) and tracking of conformance with them.
- ♦ **Business Technology Applications** – Practices related to the management and support of the application information systems supporting business operations.
- ♦ **Infrastructure** – Practices related to acquisition, utilization, and maintenance of the technology equipment, operating systems, support software, and communications network services that are used.
- ♦ **Security** – Practices related to the effective use of policies and standards, user conduct, software tools (filtering, monitoring, etc.), and audits to validate that material and software resources are used only for their intended purposes.
- ♦ **Administration** – Practices related to the management of technology in terms of budgets, maintenance agreements, software licenses, and the development and maintenance of current and accurate documentation on all technology activities.

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As part of the assessment, Central IT management and supporting staff was asked to complete activities including providing IT technical documentation, participating in assessment interviews, and completing NexLevel's IT Self-Assessment Questionnaire. The information gathering also included NexLevel's first-hand observations of Central IT staff, including IT service delivery processes and procedures. The IT Self-Assessment consisted of 183 data points, each of which required a determination as to whether the City was in compliance with the best practice, not in compliance, or in partial compliance.

The Central IT Self-Assessment Questionnaire response results are summarized and provided in Table 2, Central IT Self-Assessment Compliance with Best Practices below for each of the six dimensions:

Oxnard Best Practice Dimension	Items	Does Not Conform	Minimally Conforms	Fully Conforms	Percent Compliant	Maturity Level
Technology Governance	25	9	11	5	33%	Reactive
Service Delivery	34	15	12	7	32%	Reactive
Business Technology Applications	21	8	10	3	25%	Reactive
Infrastructure	45	15	21	9	34%	Reactive
Security	25	6	15	4	36%	Reactive
Administration	33	15	17	1	20%	Reactive
Total	183	68	86	29	30%	Reactive

Table 2 – Central IT Self-Assessment Compliance with Best Practices

These results were then taken into account along with the information developed through the interviews and the Central IT user survey to provide a holistic picture of the Central IT's compliance with best practices as depicted in Figure 4, Central IT Compliance with Best Practices:

- Each of the rings represents a level in the best practice conformance model, with the outer most (red) ring representing the Frontier level of organizational maturity (the lowest level of conformity with best practices) and the core of the diagram representing the Service and Value levels (the highest degree of conformity with best practices).
- The hexagon is segmented into two halves. The upper half of the hexagon is composed of the best practice dimensions that involve participants other than IT, such as executive management; while the lower half of the hexagon is composed of the best practice categories where the IT support groups are the principal parties involved in the delivery of the services.
- The results of the IT Self-Assessment have been plotted for each of the best practice dimensions within the rings (the gray target points) and then connected them together to depict where the City is from an overall perspective.
- The red dotted line represents Central IT's average compliance with best practices, which is 30%.

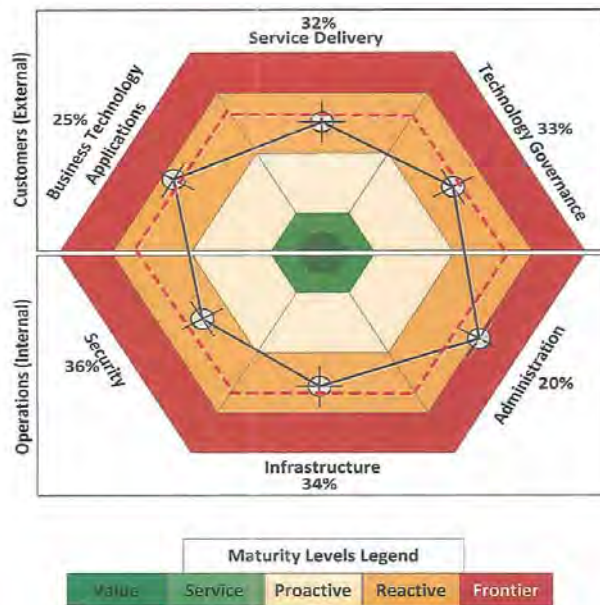


Figure 4 – Central IT Compliance with Best Practices

NexLevel's assessment of Central IT's degree of compliance with best practices is based on the following considerations:

- ♦ **Technology Governance:** The best practices assessment found that Central IT is approximately 33% compliant with best practices in this dimension, and this is in the mid-tier of the reactive level in the maturity model. A key factor in this determination was that the City as a whole does not presently have an effective Technology Governance structure. Historically, a Governance Committee was

formed and comprised of delegated department support staff as members. Instead of department heads participating to provide the typical technology oversight and planning, the committee became a steering committee for researching potential departmental projects. The meetings diminished over time and the committee no longer meets. Other factors include the absence of key supporting elements for effective technology governance including an application portfolio, project management and reporting, standards, policies and procedures, and formal processes for communicating with the City's user community.

- ♦ **Service Delivery:** The best practices assessment found that Central IT is approximately 32% compliant with best practices, and this is in the mid-tier of the reactive level in the maturity model. Key factors in this determination include number of current IT resources available, on-going training, the absence of service-level agreements and escalation procedures, and the absence of formal, well defined, change management procedures.
- ♦ **Business Technology Applications:** Central IT is approximately 25% compliant with best practices in this dimension, and this is in the lower tier of the reactive level in the maturity model. The key factor in this determination is that Central IT is minimally compliant with best practices in application support, standards, and application effectiveness. Although the City makes use of commercial-off-the-shelf applications, the City does not have formal processes for regular evaluation of departmental systems and how they are meeting the needs of the users. Lack of funding impacts staff's ability to attend training or vendor user conferences to stay current on software releases. There are no formal release management procedures followed to assure user testing and acceptance takes place in a test environment prior to applying upgrades to the

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production environment. Several current systems are at end of life or are no longer functioning, causing staff to revert to manual means to complete their day to day operations.

- ♦ **Infrastructure:** The best practices assessment found that Central IT is approximately 34% compliant with best practices in this dimension, and this is in the mid-tier of the reactive level within the maturity model. It indicates that Central IT is handling the traditional responsibilities of managing the infrastructure and provides a foundation for the City to build on. The cautionary items identified in the assessment for this dimension include the need to formalize planning to support the lifecycle and replacement of servers, routers, and network equipment. Focus should be on improving the speed of the network, addressing end of life operating systems, and providing adequate backup power to the primary data center.
- ♦ **Security:** The best practices assessment found that Central IT is approximately 36% compliant with best practices in this dimension, and this is in the mid-tier of the reactive level in the maturity model. This is the strongest ranking dimension for the IT Assessment. Areas of concern include the need to routinely conduct network perimeter testing to identify network vulnerabilities posed by cyber security threats, addressing firewall equipment nearing end of life, improving citywide awareness of the steps that employees should take to safeguard City information and assets, and adopting a more formal approach to the management of mobile devices.
- ♦ **Administration:** The best practices assessment found that Central IT is approximately 20% compliant with best practices in this dimension, and this is in the lower tier of the reactive level in the maturity model. In general, the findings in this dimension mirror other findings discussed above including an over-reliance on informal and ad-hoc procedures, particularly with regard to a professional development plan for Central IT staff, planning for staff succession in the event that key

employees leave the City, lack of formal policies and procedures being documented and adopted, and absence of a clear sense of technology leadership, vision, and direction.

Gap Analysis

The Gap Analysis, depicted in Figure 5, illustrates the difference between NexLevel's assessment of Central IT's current level of compliance with best practices and the recommended target maturity state, using the maturity level model as a scale.



Figure 5 – Gap Analysis

NexLevel has plotted two points on this scale:

- (A) Oxnard Central IT Best Practices Assessment: Coincides with the average score of 30% for the six target dimensions in Figure 4;
- (B) Target Maturity State: Represents NexLevel's recommended level of best practices compliance of 65% for Central IT.

Typically, NexLevel recommends that organizations seek to achieve at least 50% to 65% compliance with IT best practices, based on its experience that organizations with higher levels of best practice compliance:

- ♦ Realize higher returns on their investment in technology (ROI);
- ♦ Are better able to sustain service delivery levels;
- ♦ Are better able to respond to new requirements and public expectations.

The recommendations identified in Table 3 on Page 21 represent best practice goals and provide direction for Central IT and the City.

2.7 SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) diagram provided in Figure 6, SWOT Analysis provides a high-level summary of the assessment. This diagram provides a summary of the factors involved in the effective delivery of Central IT services. In this model, the strengths and weaknesses represent service delivery enablers and inhibitors for IT (the upper sections of the chart) and the information technology opportunities and threats facing the City as a whole (the lower portion of the chart).

	Positive	Negative
Internal	Strengths ➤ Central IT staff has technical competence ➤ Willingness and "can do" attitude ➤ Strong customer-service orientation ➤ Strong GIS services ➤ Long-term employees have strong understanding of City systems ➤ Several departments have taken strong lead in support of technology	Weaknesses ➤ Legacy business applications are dated and need to be upgraded or replaced ➤ Limited City funding ➤ Service levels not formalized ➤ Limited conformance to IT best practices ➤ Inconsistent management of technology projects ➤ Lack of IT staff and user training ➤ No citywide technology standardization for software and hardware
External	Opportunities ➤ Replace HTE functionality with best breed COTS (Commercial-off-the Shelf) systems ➤ Establish IT leadership ➤ Alternative sourcing of some IT services ➤ Improve business and operational processes ➤ Integration of disparate applications ➤ Mobile technology ➤ Community engagement and e-commerce	Threats ➤ Budget constraints ➤ Cybersecurity vulnerabilities ➤ Disaster and business technology continuity ➤ Resistance to change ➤ Absence of IT governance ➤ No single point of technology vision, leadership and direction ➤ No replacement funding mechanism

Figure 6 – SWOT Analysis

Looking at the City in this framework, NexLevel found that the City has both significant strengths and opportunities; however, it must act to remediate the weaknesses and the threats in order to meet its objectives:

- ♦ **Strengths:** Overall Central IT has worked hard to provide technology services in support of the City's software and infrastructure investments and its delivery of IT services. Central IT staff is committed, has personnel with solid technical skills, a willingness to support the City's technology infrastructure and day-to-day operations (although the latter has come at the expense of agility to respond to newer requirements), and all Central IT staff

have a positive attitude in response to meeting service requests. Staff in the Parks and Recreation, Fleet Services and Environmental Services areas have taken strong leadership in support of their technology.

- ♦ **Weaknesses:** While Central IT has been competent, it has done so in an ad-hoc manner without the adoption of the formal standards and processes that provides the foundation for the effective delivery of IT services. Several legacy business applications, (Hanson, MP2 - sewer asset management/maintenance, solid waste management) are dated, and several functional areas need to be updated and/or replaced in order to take advantage of improvements in features and continue to meet department needs citywide. The HTE system is up-to-date, but this application is not based on current technology available. Lack of consistent funding impacts Central IT staff and end-users from attending conferences and training. City-wide IT standards are not in place to provide uniformity in selected systems, take advantage of volume pricing and shared IT support knowledge. Technology project implementations do not follow a consistent or formal project methodology. No formal service levels are in place to gauge delivery of services.

- ♦ **Opportunities:** The City has a number of opportunities and is in a position to become innovative in its use of technology, improve business processes throughout the organization, integrate disparate computer systems, and expand the use of computer mobility for improved job performance in the field. The City's assessment of its current ERP solution, its approach to addressing those functional areas not meeting the City's needs, and its willingness to look at alternative methods to deliver services in the future, will better serve the staff and users.

- ♦ **Threats:** The threats to the City's use of technology include on-going budget constraints, the potential increase in vulnerability to cyber-attacks as a result of the City's greater use of mobile and web technologies, and the lack of continuity of IT support for City operations during emergency situations with lack of a business continuity plan. Future technology initiatives must be embraced by user departments and supported by IT staff in order to be successful. User departments look to IT for direction, planning and leadership, and this is currently lacking. Most critical is the lack of IT Governance to provide oversight and to assure IT initiatives follow the strategic and business goals of the City.

2.8 ERP Analysis

A component of NexLevel's project with the City included reviewing the City's current Sungard (HTE) system to develop recommendations regarding maintaining the current system, upgrading to the vendor's latest solution, or replacing the current system with a new ERP solution. This section provides a summary of the "ERP Alternative Analysis Report". The entire report is included as Appendix B to this ITMP report.

The HTE system has been in place since 1989 and has provided a robust and comprehensive solution that has served the City for many years. However, the system is now becoming obsolete, and many agencies relying on HTE are replacing it with new ERP systems that take advantage of current technologies to streamline processes, create better access to information, increase productivity, and improve decision making.

Since being implemented, HTE was purchased by SunGard, which continues to provide maintenance and support; however, ongoing investments into research and development appear to be minimal and the solution does not appear to be marketed any longer.

Rather, SunGard's new preferred solution offering is called ONESolution.

The HTE system supports many daily City business processes for several departments (e.g. Community Development, Finance, Treasury, and Police). More specifically, the HTE system supports the following functions:

- ◆ Financial Reporting/General Ledger
- ◆ Payroll
- ◆ Accounts Payable
- ◆ Accounts Receivable
- ◆ Purchasing
- ◆ Cashiering
- ◆ Building Permits
- ◆ Business Tax
- ◆ Code Enforcement
- ◆ IVR (Interactive Voice Response)
- ◆ Land Management
- ◆ Planning and Zoning
- ◆ Utility Billing

The HTE system has electronic interfaces with the following systems: Electronic Document Imaging System, Hansen, Socrata, GIS, CAFR, Assetworks, Realquest, Chameleon, AMR, CUPA, and other systems.

In addition, SunGard provides the City a Disaster Recovery "hot site" located in Florida.

The City's Central IT organization is responsible for maintaining the HTE system and interfacing with SunGard for ongoing maintenance and support. In addition, the Central IT organization has developed and supports several solutions that provide additional information to staff. The primary support of the system comes from a system administrator within the Central IT organization. This resource has

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significant HTE system knowledge and is a key person in maintaining the system and supporting the users. Unfortunately, when that person is absent, the quality of service is adversely impacted.

Key findings resulting from this analysis include:

- ◆ The City needs to upgrade or replace its existing SunGard system for both functional and technical reasons. From a functional standpoint, the City is not receiving significant benefits for its continuing investment in this technology, while from a technical standpoint the underlying AS/400 technology is nearly obsolete and the application is considered by many to be nearing the end of the product life cycle. As a result, it neither meets the City's current needs nor will be able to support future requirements.
- ◆ The City is undergoing significant organizational, policy, and process changes. The implementation of a new ERP system is capable of not only supporting, but driving best practice adoption to provide a number of key benefits, including streamlined operations, improved internal controls, and enhanced access to timely decision information. As a result, the City will need to embark on a focused and carefully planned approach to effectively manage these significant organizational and cultural changes.

At a high level the following are concerns:

- ◆ Most staff continues to use the "green-screens" interface that is similar to DOS, though an enhanced user interface experience is offered, most staff stay within the older version.
- ◆ HTE offers an enhancement, NaviLine, which is a web-based interface that provides a more intuitive user interface. Unfortunately, staff indicates that NaviLine does not provide the same functionality as the green-screen version.

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- ◆ The age of the system makes it difficult to use. In particular, the lack of configurability in the user interface and the need to develop and apply custom modifications to the software reduce its usability and agility.
- ◆ The system is based on IBM AS/400 technology which is now more than three decades old, and the current hardware is due for replacement (eight years old).
- ◆ The application is nearing end-of-life support by the vendor.
- ◆ The existing system does not provide functionality to support analytics or the creation of dashboards for the City's managers and executives, leaving them with only paper reports, various online queries, and ad-hoc databases to manage operations and performance. User need to engage Central IT to extract data and/or setup reports.
- ◆ The application is not as "open" as newer software suites, thus restricting the City's ability to integrate key productivity tools.
- ◆ The City users are supplementing the functionality provided by the application through the use of spreadsheets and ad-hoc databases.
- ◆ The HTE system lacks a robust security and audit solution that adequately supports data security, separation of roles and responsibilities, and audit logging.
- ◆ Testing of the current system by end-users is limited and increases the risk when change is introduced. Central IT is responsible for installing updates, which are periodically installed directly into the production system.
- ◆ Staff reported that the HTE system is not effective or efficient in supporting the business tax function.

- ◆ Staff reported that the HTE system does not provide a solution to track developer deposits and/or meet future eService functionality desired by Development Services.

In addition to the above issues, the HTE system lacks features and functionality to adequately support the following:

- ◆ Reporting
- ◆ Project Accounting
- ◆ Chart of Accounts (COA)
- ◆ Position Control
- ◆ Workflow
- ◆ Time and Attendance Reporting
- ◆ Human Resources
- ◆ Budget
- ◆ Security and Audit Trail
- ◆ CAFR
- ◆ Grant Management
- ◆ Developer
- ◆ Business Tax
- ◆ Training and Documentation

The attached analysis report provides extensive details of what NexLevel believes are the City's three alternatives:

- A. Continue As-Is
- B. Upgrade the Existing System
- C. Replace the Existing System

NexLevel believes the City will see significant value in replacing the HTE system with an industry-recognized, proven ERP system. For this reason, Alternative A is an option only if the City does not have the staff and financial resources to take on an ERP replacement project. Alternative A should be viewed as a stop gap solution, as it will not allow the City to address current needs and issues.

While Alternative B is a viable option, the level of effort, cost, and risk of this option approaches what would be expected if the City pursues Alternative C. It is for this reason that NexLevel recommends that the City pursue Alternative C. Alternative C provides the City the ability to take a measured and deliberate approach to procuring and selecting a long-term solution (potentially 15+ years). With Alternative C, the current vendor (SunGard) could still propose their flagship product, ONESolution, and the City could fairly evaluate the costs and benefits of that solution with other solutions available in the market.

Procuring and implementing a new ERP system, while time consuming and expensive, should be viewed as a 15+ year commitment that will impact virtually every department. It involves identifying and entering into a long-term partnership with a vendor that is committed to continuous improvement and innovation.

If the City selects to pursue Alternative B or C, it may still wish to explore short-term improvements in the current ERP system via training and enhanced reporting. The timeline to implement Alternative B and C would be 24 – 36 months. In the meantime, a greater understanding of the system design, reports, and application solutions will allow the City to get more value out of the existing system and reduce staff frustration.

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2.9 IT Staffing

A component of NexLevel's project with the City included a high-level review of the IT support services being provided by Central IT, Police, Housing and Library Departments. The intent of this review was to identify opportunities for improved efficiencies and coordination between IT support organizations, along with potential opportunities for IT service delivery consolidation. NexLevel has delivered the results of this review to the City in the form of a Memorandum entitled IT Support Services Memorandum.

Subsequent to the completion of NexLevel's IT support services review and delivery of the resulting Memorandum, the City Manager recommended, and the City Council approved, the establishment of an Information Technology Director position. The July 21, 2015 Report to City Council requesting approval of the IT Director position stated, "The Management Partners report found that compared to its peer cities, Oxnard was below average in the number of I.T. employees and expenditures for a city its size."

As discussed in the IT Support Services Memorandum, the City currently has four distinct IT groups supporting the technology needs of the organization, as follows: Central IT; Police IT; Library IT; and Housing IT. The total number of budgeted positions across these four IT groups is 27, but the actual number of current employees is 21.

Based on a study conducted by NexLevel in 2013, the average percentage of full-time employees (FTEs) supporting information technology is 2.6%, with a range of 1.9% to 3.4%. Using the City's current payroll data, there are 1,043 full time equivalent (FTE) employees and 550 Limited Benefit Employees (LBE), for a total of 1,593 total staff currently employed at the City. Utilizing this number as the basis to calculate the number of IT staff needed to support the total employee base, the City should have between 30 and 54 information technology FTE positions, with an average of 42. As discussed previously, the City presently has an IT staff of 21 employees supporting information technology across the four IT

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groups, which supports the Management Partners report which found that compared to its peer cities, Oxnard was below average in the number of I.T. employees and expenditures for a city its size.

NexLevel recommends that the City complete the recruitment of an IT Director and task the individual appointed to the position with conducting an IT organization analysis, as more fully described in Recommendation 2 on Page 21 of this report.

2.10 Central IT Assessment Recommendations

The recommendations provided in this report were developed by NexLevel based on our experience in working with local government agencies. Our goal was to identify activities that have high value, some of which can be accomplished with existing resources, while others will require augmentation of City resources. By necessity, these recommendations are highly pragmatic and conditioned by real-world considerations. NexLevel understands that it is much easier to prescribe change than to implement it, and that no public or private sector organization has sufficient resources to safeguard against all possible risks.

Consequently, NexLevel's approach is to help our clients maximize the use of resources to feasibly reduce the most common and probable obstacles faced by IT organizations.



Figure 7 – Process for Implementation of Recommendations

As depicted in Figure 7, Process for Implementation of Recommendations, NexLevel believes that communication with all internal and external stakeholders is central to the effective delivery of technology services. All other factors being equal, IT organizations that foster communication and collaboration perform better than those that do not. Planning and measurement also play key roles: planning provides the baseline for performance; and measurement provides vital feedback to improve future planning, procurement, and implementation. This commitment to continuous improvement enables IT organizations to progress to higher levels of maturity and performance.

The successful implementation of organizational procedural change must take into account behavioral and organizational culture factors as well. Change, even change that is ultimately beneficial, is subject to resistance and skepticism. Ultimately, the changes that prevail are those that:

- ♦ Have strong executive sponsorship.
- ♦ Have immediate and tangible benefits and are “owned” by management and staff.
- ♦ Become anchored in the culture of the organization (what might be called the “new normal”).

Specific recommendations to enable the City to close the gap between its present level of best practices conformance and the target state are discussed in further detail in the Central IT Assessment report, which was provided to the City previously.

NexLevel has outlined seven major recommendations and provided specific operational recommended actions within each recommendation. These recommendations are intended to help the City improve Central IT service delivery and to prepare the IT organization as a whole to be better able to meet the technology

advances it will be faced with in the future. Table 3, Strategic Recommendations, presents the summarized recommendations and the actions needed to implement them

The major recommendations have been further assigned an action ranking based on the following definitions:

- ♦ **Immediate** - Recommended Action to take place within:
 - 3 to 6 months
- ♦ **Short-Term** - Recommended Action to take place within:
 - 6 to 18 months
- ♦ **Mid-Term** - Recommended Action to take place within:
 - 18 to 36 months
- ♦ **Long-Term** - Recommended Action to take place within:
 - 36 to 48 months

RECOMMENDATION 1	Implement IT governance (Immediate)
Recommended Actions	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 organizational analysis (Immediate)
Recommended Actions	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. Identify training opportunities for staff and end-users
RECOMMENDATION 3	Plan for IT operational improvements (Short-Term)
Recommended Actions	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

Table 3 – Strategic Recommendations

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Recommended Actions	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)
Recommended Actions	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)
Recommended Actions	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)
Recommended Actions	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

Table 3 – Strategic Recommendations (continued)

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Recommended Actions	3. Adopt a City-wide security policy which requires annual review and acknowledgment 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)
Recommended Actions	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. The "ERP Alternatives Analysis Report" is attached as Appendix B.

Table 3 – Strategic Recommendations (end)

3. Information Technology Master Plan

3.1 Introduction

Change is a constant concern for public sector executives who must often respond to increased public expectations and new mandates with limited resources and information technology environments that may not be agile. Without a strategic plan to manage and respond to change, organizations tend to become reactive rather than proactive and, as a result, obtain reduced benefits for their investments in information technology. Strategic planning enables organizations to find a balance between immediate, short-term, mid-term and long-term needs. It follows that the process for the development of a strategic plan needs to take the same considerations into account.

3.2 Technology Strategic Direction

This Information Technology Four-Year Master Plan (ITMP) sets forth a roadmap for the City of Oxnard that identifies current technology projects and, to the extent possible, future technology needs identified through collaborative efforts by department management and stakeholders. The plan lays out the strategy and steps to meet those needs and to make City IT resources more effective in delivering high quality services to internal and external customers. The plan is based on the premise that the City will continue to support information technology services and tools that reflect a focus on excellence, repeatability, standardization and innovation.

NexLevel recommends the City continuously review evolving technology trends and carefully consider their use throughout the information technology planning process. Successful

implementation can enable the City to improve its ability to deliver Central IT and overall IT services and provides more value (i.e., quality and productivity) from existing staff resources and external service providers.

3.3 ITMP Development

NexLevel is committed to the concept that information technology needs and priorities should be aligned with business needs and priorities. While there are a number of means to accomplishing this alignment, the most effective is to integrate business planning and technology planning within a common framework, and this is the basis for the project prioritization workshop where technology priorities are set by the organization's business stakeholders.

Figure 8, Planning and Prioritization Process, depicts the methodology that was used in the development of the project plan schedule that is the core of the Information Technology Four-Year Master Plan.



Figure 8 – Planning and Prioritization Process

The inputs to the prioritization process in developing the ITMP included:

- ♦ The organization's vision (business direction and priorities) and public expectations.
- ♦ Available resources. Although staff resources most commonly come to mind (and indeed, staff resource availability is often a critical limiting component in

planning technology projects); project funding, and particularly the ability to provide stable funding for information technology over the course of the ITMP, is similarly critical.

- ♦ The technology and operational needs and priorities that were identified by the City's users/stakeholders, IT and management.
- ♦ The identified gaps/recommendations defined through the assessment process.
- ♦ Enabling technology strategies and trends such as the integration of operational and technology planning, resource management, user-centric service delivery, and strategic sourcing, that can facilitate the achievement of the City's priorities.
- ♦ The prioritization workshop collaborative forum to collectively determine projects priorities.

3.4 Oxnard Project List

The Oxnard technology projects/initiatives identified throughout the planning and business assessment processes are provided below in Table 4, Oxnard Project List, which provides summary information for each proposed project including:

- ♦ The project status (IP – In-Process or N – New)
- ♦ The project's title and the department owner/project sponsor
- ♦ The relative level of effort (high, medium, or low)
- ♦ The estimated range of cost (low to high) in thousands of dollars
- ♦ The potential funding source if known
- ♦ The departments that would be impacted by the project

Note: The project list included here in the ITMP has gone through a series of vetting processes. All projects identified during the requirements gathering phase were documented and assigned a character letter and number to show if a project was considered IP – In-Process or N – New.

Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP as well during these activities.

The list provided here represents the final projects list. Further details regarding the project Description, the project Benefits, and the Post Workshop Outcome activities (provides information on what projects were removed, combined, moved, etc.) are included as Appendix A of this document.

Table 4 – Oxnard Projects List

Status (IP = In-Process / N = New)	Project Titles (Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP.)	Department Owner / Project Sponsor	Level of Effort (H - High, M - Med, L - Low)	Total Cost to Implement - Low Range (in thousands)	Total Cost to Implement - High Range (in thousands)	Potential Funding Source	Impacted Departments
IP1	Public Works Integrated Master Plan Project	Utilities / Water	H	\$ 7,000	\$ 10,000	Operations	All
IP2	GIS Upgrade ESRI Version	City Manager's Office / Central IT	L	\$ 10	\$ 25	Internal Funds	All
IP3	Citywide Video Surveillance/Access Security	Police / Police IT	H	\$ 300	\$ 350	TBD	All
IP4	Technology Hardware Replacements and Future Funding	City Manager's Office / All IT	M	\$ 75	\$ 100	CIP Project	All
IP5	Housing Infrastructure Upgrades	Housing	M	\$ 50	\$ 75	TBD	Housing
IP7	Mobile Data Computers (MDCs) for Police Vehicles	Police / Police IT	M	\$ 650	\$ 700	Measure O	Police
IP8	Upgrade Current 9-1-1 to Next Generation 9-1-1	Police	H	\$ 150	\$ 200	Measure O	Police / Public
IP9	New Fire Station (IT Requirements)	Fire / Central IT / Police IT	M	\$ 100	\$ 150	Measure O	Fire / Police
IP10	New World Systems CAD/RMS v. 11 Upgrade	Police / Police IT	M	\$ 25	\$ 50	Measure O	Fire / Police
IP11	OnSSI Video Management Replacement	Police / Police IT	M	\$ 150	\$ 175	Cops Grant	Police
IP12	Recycled Water Billing	City Treasurer / Utilities / Finance	M	\$ 25	\$ 50	Internal Funds	Treasurer / Utilities / Finance
IP14	Storage Network Upgrade - Police	Police / Police IT	M	\$ 50	\$ 75	Cops Grant	Fire / Police
IP15	Sturgis Network Video Recording (NVR) System Replacement	Police / Police IT	H	\$ 25	\$ 50	Cops Grant	Police
IP16	Valve Management and Maintenance System	Utilities / Water	M	\$ 75	\$ 100	TBD	Utilities / Water
IP18	Wide Area Network / Fiber Connection Upgrades	City Manager's Office / Central IT / Police IT	H	\$ 300	\$ 350	CIP Project	All
IP19	Facilities Work Order System - GPS Phones	General Services	M	\$ 25	\$ 50	Internal Funds	General Services / IT
IP20	Intelligent Transportation System (I.T.S.) Software Upgrades	Development Services	M	\$ 225	\$ 250	TBD	Development Services / Others

Table 4 – Oxnard Projects List (continued)

Status (IP = In-Process / N = New)	Project Titles (Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP.)	Department Owner / Project Sponsor	Level of Effort (H - High, M - Med, L - Low)	Total Cost to Implement - Low Range (in thousands)	Total Cost to Implement - High Range (in thousands)	Potential Funding Source	Impacted Departments
IP21	Credit Card Processing (Remote Locations)	Police / Finance / Development Services	L	\$ 10	\$ 15	Internal Funds	Finance / Other Depts.
IP22	Mobile Connectivity for Housing Inspectors	Housing	M	\$ 50	\$ 75	TBD	Housing
IP23	PACC Technology Upgrades	City Manager's Office / PACC	M	\$ 50	\$ 75	CIP/Internal Funds	PACC / Public
IP24	Utility Billing Enhancements	City Treasurer	M	\$ 75	\$ 100	Internal Funds	City Treasurer / Finance / Public
IP25	Video Surveillance at Environmental Resources Remote Sites	Utilities / Environmental Services	L	\$ 50	\$ 75	Internal Funds	Environmental Services
Total In Process Projects				\$ 9,320	\$ 13,165		
N1	Agenda Management Software	City Manager's Office	H	\$ 75	\$ 100	Internal Funding	All
N2	AssetWorks for Fleet PIER	General Services / Fleet	M	\$ 50	\$ 75	TBD	Fleet / Finance
N3	Automated Materials Handling for Library	Library	M	\$ 250	\$ 400	TBD	Library / Patrons
N4	Automated Meter Reading for Water	Utilities / Water	H	\$ 200	\$ 300	TBD	Utilities / Water / Central IT / Public
N5	Backflow Inspections for Water	Utilities / Water	M	\$ 50	\$ 75	TBD	Water
N6	Body Cameras and Supporting Infrastructure	Police	H	\$ 300	\$ 400	Cops Grant/ TBD	Police
N7	Business Tax System	City Treasurer	H	\$ 100	\$ 125	TBD	City Treasurer / Finance / Public
N8	Chameleon Animal Safety PIER	Police / Animal Safety	M	\$ 75	\$ 100	TBD	Animal Safety / Dispatch
N9	City Website Redesign/Replacement	City Manager's Office / Public Information Office	H	\$ 150	\$ 200	CIP/Internal Funds	All / Public
N10	Hansen CMMS (Customer Maintenance Management System) Review	Utilities / General Services and Others	H	\$ 750	\$ 1,250	TBD	Utilities, General Services and Others
N11	Compuweigh Billing Integration with H.T.E.	Utilities / Environmental Resources	M	\$ -	\$ 25	TBD	Environmental Resources / Finance
N12	Contract and Insurance Certificate Management	Finance / Purchasing	L	\$ 75	\$ 100	TBD	All

Table 4 – Oxnard Projects List (continued)

Status (IP = In Progress / N = New)	Project Titles (Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP.)	Department Owner / Project Sponsor	Level of Effort (H - High, M - Med, L - Low)	Total Cost to Implement - Low Range (in thousands)	Total Cost to Implement - High Range (in thousands)	Potential Funding Source	Impacted Departments
N14	Customer Relationship Management (CRM)	City Manager's Office / Communication and Public Information Office	M	\$ 75	\$ 100	Internal Funds	All / Public
N15	Cube Traffic System Upgrade	Development Services / Traffic Engineering & Operations	L	\$ 5	\$ 15	Operational	Traffic Engineering
N16	Document Management for Housing	Housing	M	\$ 75	\$ 100	TBD	Housing
N17	Documentum Post Implementation Evaluation Review (PIER) and Expansion	City Clerk	M	\$ 100	\$ 150	TBD	All
N18	EOC (Emergency Op Center) / Public Safety Satellite Connectivity	Police / Police IT	M	\$ 75	\$ 100	TBD	All
N19	Enterprise Recourse Planning (ERP) System Assessment	Finance / Purchasing	H	\$ 100	\$ 150	TBD	All
N21	Facility Maintenance System	General Services / Parks and Facilities	M	\$ 100	\$ 150	Internal Funding	Parks and Facilities
N22	Facility Park Rentals	General Services/Parks and Facilities	M	\$ 25	\$ 50	TBD	Parks and Facilities / Public
N23	Front Counter Kiosks for Police Department	Police / Police IT	L	\$ 5	\$ 10	TBD	All
N24	Grant Compliance Management	Finance / Purchasing	L	\$ 25	\$ 50	TBD	Housing / Finance / Police
N25	Green Team Projects	Development Services / Green Team	M	\$ 75	\$ 100	TBD	All
N26	Groupwise Email Evaluation, Email Archive Requirements and Consolidation	City Manager's Office / Central IT and Others	H	\$ 50	\$ 75	Internal Funding	All
N27	Human Resource Application	Human Resources	H	\$ 100	\$ 150	TBD	All
N28	IT Infrastructure Upgrades for Central IT	City Manager's Office / Central IT	H	\$ 150	\$ 200	CIP Project	All
N29	IT Infrastructure Upgrades for Police IT	Police / Police IT	M	\$ 150	\$ 200	TBD	All
N30	Internal Affairs Software	Police	M	\$ 50	\$ 75	TBD	Police
N31	Intranet Redesign/Replacement	City Manager's Office / Communication and Public	H	\$ 50	\$ 75	CIP/Internal Funds	All

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Table 4 – Oxnard Projects List (continued)

Status (IP = In-Process / N = New)	Project Titles (Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP.)	Department Owner / Project Sponsor	Level of Effort (H - High, M - Med, L - Low)	Total Cost to Implement - Low Range (in thousands)	Total Cost to Implement - High Range (in thousands)	Potential Funding Source	Impacted Departments
N32	Land Management and Permitting System	Development Services / Planning	H	\$ 750	\$ 1,000	TBD	Development Services / Planning
N33	Library & HR Meeting Room A/V Equipment	Library / Human Resources	L	\$ -	\$ 25	Internal Funding	Library / All
N34	Library Self Checkout	Library	M	\$ 75	\$ 100	TBD	Library / Public
N35	License Plate Recognition	Police	M	\$ 75	\$ 100	TBD	Police
N36	Establish a Makerspace at the Library	Library	L	\$ 50	\$ 75	TBD	Library / Public
N37	Recreation Membership Management	Recreation and Community Services	L	\$ -	\$ 25	TBD	Recreation and Community Services / Seniors
N40	PC / Laptop Replacements for Police IT	Police / Police IT	H	\$ 50	\$ 75	TBD	Police
N42	Public Permit Search	Development Services / Planning	L	\$ 10	\$ 25	TBD	Development Services / Planning / Public
N43	Implement Tools for Public Communications	City Manager's Office / Communication and Public Information Office	L	\$ 25	\$ 50	TBD	All
N44	Radio Infrastructure Assessment and Support	Police / Fire	M	\$ 100	\$ 150	TBD	Police / Fire / Others
N45	Radio Frequency ID (RFID) for Library Materials	Library	M	\$ 75	\$ 100	TBD	Library / Public
N46	SCADA Upgrade for Water	Utilities / Water	H	\$ 300	\$ 350	CIP Project	Water
N47	Scheduling Application for Police	Police	M	\$ 50	\$ 100	TBD	Police / Utilities
N48	Solid Waste Management System	Utilities / Environmental Resources	M	\$ 100	\$ 125	TBD	Environmental Resources
N50	Citywide Time and Attendance System	Finance	H	\$ 50	\$ 100	TBD	All

Table 4 – Oxnard Projects List (continued)

Status (IP = In-Process / N = New)	Project Titles (Numbering may be non-sequential or missing due to Project Prioritization Workshop activities. Projects were removed, combined or may have moved from IP to N or N to IP.)	Department Owner / Project Sponsor	Level of Effort (H - High, M - Med, L - Low)	Total Cost to Implement - Low Range (in thousands)	Total Cost to Implement - High Range (in thousands)	Pontential Funding Source	Impacted Departments
N51	Traffic Accident/Incident Data	Development Services/Traffic Engineering & Operations	L	\$ 25	\$ 50	TBD	Traffic Engineering
N52	Tree Management System	General Services / Parks and Facilities	L	\$ 50	\$ 75	TBD	Parks and Facilities / Public
N55	Video Conferencing at Library	Library	L	\$ 25	\$ 50	TBD	Library / All
N56	Virtualization & Storage Area Network (SAN)	City Manager's Office / Central IT	M	\$ 75	\$ 100	CIP Project	Central IT / All
N57	Waste Vehicle GPS / Dash Camera Enhancements	Utilities / Environmental Resources	L	\$ 50	\$ 75	TBD	Environmental Resources
N58	Waste Vehicle Routing System	Utilities / Environmental Resources	M	\$ 75	\$ 100	TBD	Environmental Resources
N59	Downtown Wi-Fi Pilot Project	City Manager's Office / Central IT	H	\$ 25	\$ 50	TBD	Central IT / All
N60	Sewer Asset Management and Maintenance System	Utilities	M	\$ 50	\$ 75	TBD	Utilities
Total New Projects				\$ 5,520	\$ 8,100		
Total In-Process Projects				\$ 9,515	\$ 13,160		
Total In-Process and New Projects				\$ 15,035	\$ 21,260		

3.5 Project Prioritization Workshop

The Project Prioritization workshop was conducted on July 8, 2015 with all City departments represented at the 3 hour session. The agenda included briefing the participants on the methodology to be used and the "ground rules" for the workshop including:

- ★ That the participants were all working from a common framework.
- ★ That each participant would have the opportunity to voice their opinions, and that the group would openly consider each other's concerns and suggestions.
- ★ That the participants would actively support the group's decisions.
- ★ That the participants were prepared and committed to working together.

In addition, the workshop activities included confirming participants understanding of the projects identified in the project list and that they would have the opportunity to add any missing projects during the course of the workshop

The prioritization process of the projects was guided by a number of key factors including:

- ★ Need/business value.
- ★ Dependencies on other projects.
- ★ Availability of the resources needed to complete the project.
- ★ Projects identified as Enterprise projects: High-priority IT initiatives that were identified by City stakeholders and that benefit the operation of the City as a whole.
- ★ Establishing the high-level timeline using NexLevel's "Bluewall" methodology and the collaborative development

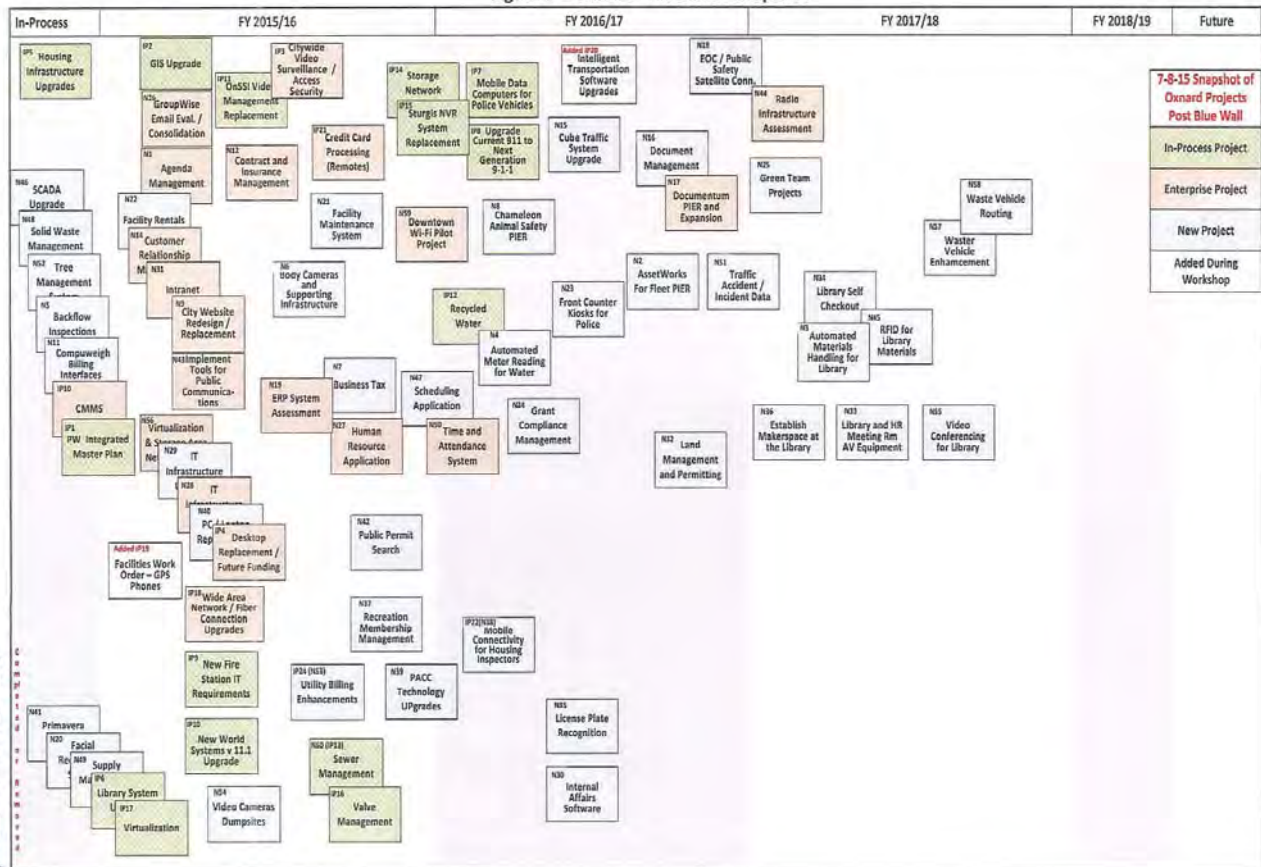
of the project timeline on a project-by-project basis to the satisfaction and agreement of all participants.

- ★ Reviewing the next steps.

Figure 9, Oxnard "Bluewall" Snapshot, depicts the results of the workshop based on initial input from participants during the "Bluewall" activities on July 8th. Projects were plotted by the participants along a timeline that depicted "In-Process" projects, those projects identified to take place within specific fiscal years (FY 2015/2016 to FY 2018/2019,) and projects that could not be placed in a timeframe by the participants, which were scheduled for "Future."

Please note that during the prioritization workshop participants identified projects that could be consolidated, and these are identified within the following graphics. Please refer to the project detailed descriptions in Appendix A for Post Workshop Outcome information and full details of combined projects, removed projects and projects that moved from In-Process to New or New to In-Process.

Figure 9 – Oxnard “Bluewall” Snapshot



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3.6 ITMP Roadmap

The resulting strategic information technology master plan project timeline is detailed below in the following figures and tables:

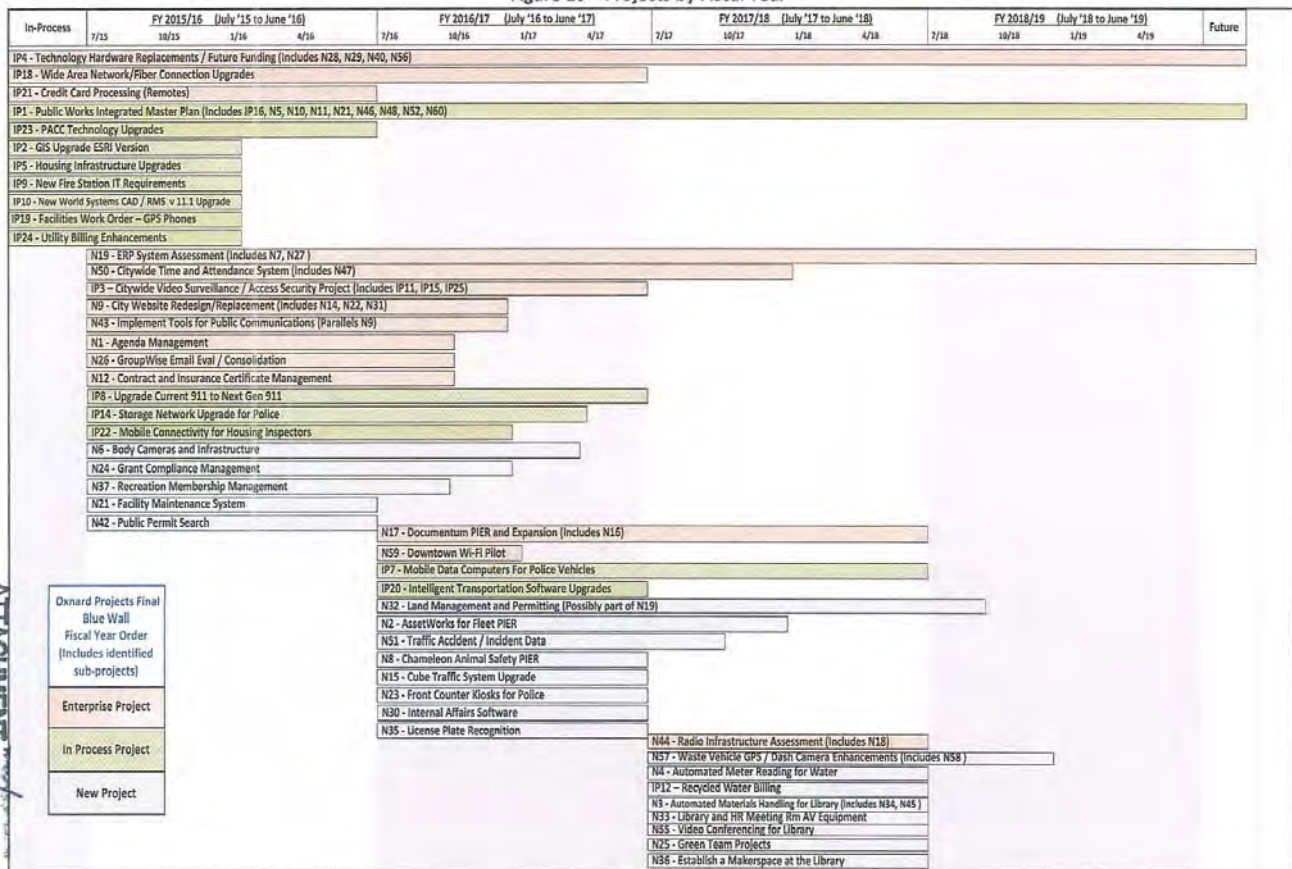
Figure 10, Projects by Fiscal Year, represents the City's projects prioritization based on the fiscal year the projects are slated to start. Organized by:

- ✦ By fiscal year order
- ✦ Within fiscal year projects were ordered first by projects that were identified to be Enterprise (Peach color)
- ✦ Then by In-Process projects (Green color)
- ✦ And last by New projects (Blue color)

Table 5, Project Schedule for Enterprise and Department Projects, for each project the schedule shows:

- ✦ The name of the project
- ✦ The estimated duration of the project in months
 - Inclusive of Project Planning, Project Work and Project PIER (Post Implementation Evaluation Review)
 - Symbols are used in the timeline for each project to identify the above activities
- ✦ The timeline includes Fiscal Year 2015/16, Fiscal Year 2016/2017, Fiscal Year 2017/2018, Fiscal Year 2018/2019 and Future for those projects that would be scheduled beyond FY 2018/2019 or whose start date could not be determined by the participants at this time

Figure 10 – Projects by Fiscal Year



Oxnard Projects Final
Blue Wall
Fiscal Year Order
(Includes identified
sub-projects)

Enterprise Project

In Process Project

New Project

LEGEND: ♦ Project Planning ■ Project Work ○ Post Implementation Evaluation Review ■

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Table 5 – Project Schedule for Enterprise and Department Projects (Continued)

LEGEND: ♦ Project Planning ■ Project Work ○ Post Implementation Evaluation Review ■

The projects identified as starting in a Fiscal Year in Figure 10 have been further broken down by Project Planning, Project Work and Post Implementation Evaluation Review phases.

Project Number	Project Names (Includes Projects that were identified as part of a primary project)	FY 14/15	FY 2015/16					FY 2016/17					FY 2017/18					FY 2018/19					Future						
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
		A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		J	F	M	A	M	J
N6	Body Cameras and Supporting Infrastructure			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N24	Grant Compliance Management			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N37	Recreation Membership Management			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N21	Facility Maintenance System			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N42	Public Permit Search			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N17	Documentum (PIER) and Expansion (Includes N16)										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N59	Downtown Wi-Fi Pilot Project										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
IP7	Mobile Data Computers (MDCs) for Police Vehicles										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
IP20	Intelligent Transportation System (I.T.S.) Software Upgrades										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N32	Land Management and Permitting System (Possibly part of N19)			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	
N2	AssetWorks for Fleet PIER										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N51	Traffic Accident / Incident Data										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N8	Chameleon Animal Safety PIER										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N15	Cube Traffic System Upgrade										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N23	Front Counter Kiosks for Police Department										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N30	Internal Affairs Software										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N35	License Plate Recognition										♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N44	Radio Infrastructure Assessment and Support (Includes N18)														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N57	Waste Vehicle GPS / Dash Camera Enhancements (Includes N58)														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N4	Automated Meter Reading for Water														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N3	Automated Materials Handling for Library (Includes N34, N45)														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
IP12	Recycled Water Billing														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N88	Library & HR Meeting Room A/V Equipment														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N55	Video Conferencing at Library														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N25	Green Team Projects														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		
N86	Establish a Makerspace at the Library														♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		

4. Conclusion

In closing, it is appropriate to comment on the nature of information technology and the establishment of a foundation for the effective use of business application systems. Figure 11, Technology Expenditures and Return on Investment – presented on the following page, depicts the relationships between the components of an organization's information technology infrastructure, the organizations cumulative total cost of ownership (TCO) for information technology, and the return on investment (ROI) for those expenditures.

The implementation of any end-user business application (and the ability for an organization to realize its benefits) is dependent on the successful implementation and support of all of the supporting components of the information technology infrastructure. This includes the shared infrastructure (including servers, storage devices, and network capabilities), user infrastructure such as desktop computers and other enabling technologies. The ROI is proportional to the total cost of ownership.

Weaknesses in any of these supporting components can significantly impede the effectiveness of a business application by reducing availability, performance, and reliability. Faced with an application that is slow or not available due to infrastructure issues, users often resort to the use of ad-hoc databases and spreadsheets. These "shadow IT" applications defeat the basic reasons for implementing an integrated business suite in the first place and further reduce the organization's ROI while introducing significant security and data consistency issues.

Therefore, it is important for the City to look at its overall technology environment at a high (strategic) level and ensure that the foundation for all applications remains solid. The IT Master Plan

is a valuable tool to ensure technology is procured, implemented, and managed in a cost-effective approach that maximizes the benefits to the City and its customers.

The ITMP is a result of a comprehensive, planning effort that provided the opportunity for management and staff to review, discuss, and integrate their technology needs into a common framework. It provides a common understanding of the City's technology priorities and serves as a tool to provide an overall pictures of what is to be accomplished and why.

While the creation of the Information Technology Four-Year Master Plan represents the culmination of one step in the planning process, it marks the beginning of another step – one through which City leaders must work together to create an environment that supports the plan. Central IT and the other IT service groups must now work in concert with City management, leaders, and staff as they begin a journey to create an organizational sense of purpose that goes much deeper than any vision statement, mission statement, or plan can communicate.

Support of the ITMP will need to come in terms of priorities, funding, policies and practices. Successful implementation may mean making compromises, and it will mean exercising patience, taking an organization-wide perspective, and maintaining a continued focus on revising the plan as events take place. And finally, it will take cooperation, communication and flexibility to adapt to changing needs, technologies and resources.

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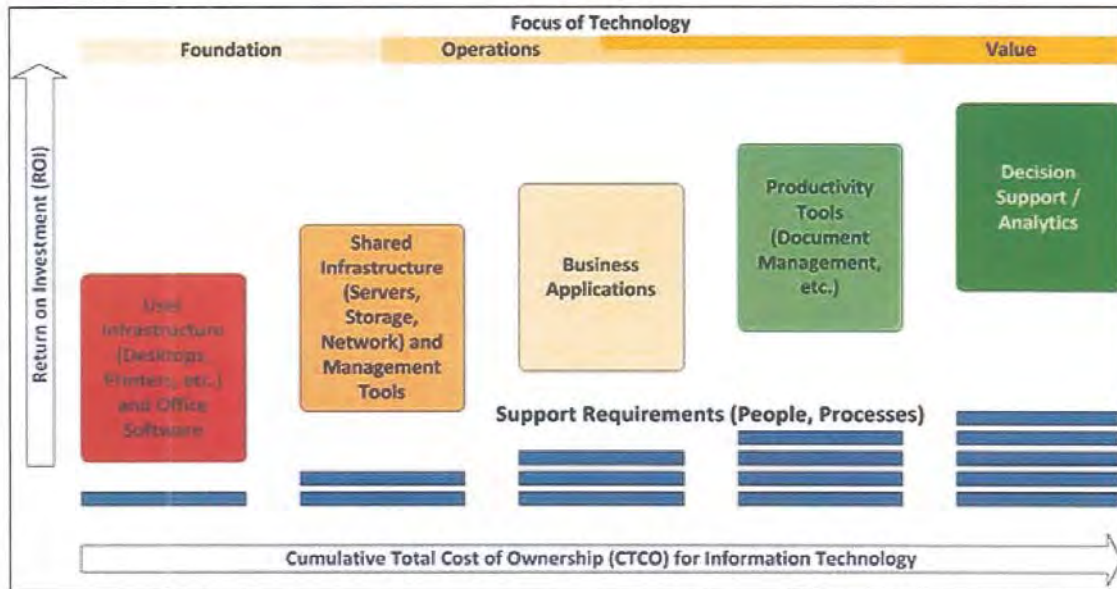


Figure 11- Technology Expenditures and Return on Investment

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5. Appendix A – Project Detailed Descriptions

City of Oxnard - In-Process Projects		
<i>(Post-Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project)</i>		
IP1	Public Works Integrated Master Plan <i>Department Owner - Water / Wastewater</i> <i>Status: In-Process</i>	Description: The City is just completing the Public Works Integrated Master Plan project. The driving force besides updating the General Plan was to look at the current CMMS (Computer Maintenance Management System) in place at the City. The new plan will provide direction to address the City needs and to help streamline work flow, improve cost-effectiveness, and improve performance of Public Works functions. The resulting plan is expected to identify and recommend areas for technology improvements to better meet the service needs of the City, including Capital Improvement Planning system, Modeling and Simulation (water, wastewater, storm water, and pavement condition), Project Management/Construction Management system, and a document management system with GIS interface. The first phase will focus on CMMS and will be followed by possible additional modules that could take advantage and leverage the same system for Tree Management, Solid Waste Management, etc. Benefits: Improvements to processes through technology systems, integrated solutions and automated workflows. Post Workshop Outcome: The following In-Process Projects were identified during the Prioritization Workshop as possible components of the Public Works Integrated Master Plan project: N4 - Automated Meter Reading for Water, N5 - Backflow Inspections, N10 - Hansen CMMS (may include N21 - Facility Maintenance System, N60 - Sewer Management System and IP16 Valve Management), N46 - SCADA Upgrade, N48 - Solid Waste Management System, N11 - Compuweigh Billing Interfaces, and N52 - Tree Management System.
IP2	GIS Upgrade ESRI Version <i>Department Owner - City Manager's Office / Central IT</i> <i>Status: In-Process</i>	Description: This project is to complete the GIS (Geographic Information System) upgrade to the current ESRI version (10.3.1 server). Migration includes moving from ArcGIS 10.0 SQL2008 to ArcGIS 10.3.1 SQL2012 databases along with a web based application interface for users. The ESRI upgrade also includes migrating python scripts that perform nightlight updates of HTE data that is mapped and displayed in the GIS and also supports the New World CAD / RMS. Benefits: Resolves limited number of licenses issue; dated technology will be replaced with current versions.
IP3	Citywide Video Surveillance / Access Security <i>Department Owner - Police IT</i> <i>Status: In-Process</i>	Description: This project is to review facility access (need to move to one single facility access control system), update and replace video cameras throughout the City, add video storage and other security initiatives. The project was initiated and then placed on hold due to limited funding. In addition, viewing of video from the Security Operations Center (SOC) of the Oxnard Transit Center (OTC) is at risk due to hardware failures on the Oxnard Transit Center Network Video Recording. Benefits: Increased security and safety for public facilities. Post Workshop Outcome: During the prioritization workshop IP11 - OnSSI Video Management Replacement, IP15 - Sturgis NVR System Replacement, and IP25 (was N54) - Video Cameras (Dumpsites) were identified to be part of the citywide security project. The City renamed the project Citywide Video Surveillance / Access Security.

City of Oxnard - In-Process Projects		
(Post-Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
IP4	Technology Hardware Replacements and Future Funding <i>Department Owner - City Manager's Office / All IT</i> <i>Status: In-Process</i>	Description: This project is to complete the rollout of refreshment PC's currently underway within Central IT and to reestablish the replacement policies for all City desktops and future annual funding for PC replacements. This should be an on-going annual budget line for all (City, Fire, Housing and Library) future desktop refreshments, infrastructure enhancements, and other ongoing technology hardware needs. Benefits: Reduction in equipment down time; improve user productivity; migration of operating software to current versions; eliminate the existing obsolete Microsoft operating system (XP) security risk. Ensure that City infrastructure continues to support City technology requirements. Post Workshop Outcome: During the prioritization workshop, the following projects were identified to be part of the over-all City approach to address current and future replacement and funding for city-wide desktops, infrastructure, servers, storage and peripheral hardware needs: N28 & 29 - IT Infrastructure Upgrades, N40 - PC / Laptop Replacements, N56 - Virtualization & Storage Area Network (SAN).
IP5	Housing Infrastructure Upgrades <i>Department Owner - Housing</i> <i>Status: In-Process</i>	Description: Infrastructure upgrades are underway including server virtualization, operating system upgrades and firewall upgrades. This project is to complete the identified upgrades. Benefits: Maintaining core infrastructure results in efficiency and security. Post Workshop Outcome: This project is underway and is expected to be completed by December 2015. Future infrastructure upgrades should fall under IP4 - Technology Hardware Replacements and Future Funding.
IP6	Library System Upgrade <i>Department Owner - Library</i> <i>Status: In-Process</i>	Post Workshop Outcome: This project was removed during Prioritization Workshop by the department.
IP7	Mobile Data Computers (MDCs) for Police Vehicles <i>Department Owner - Police IT</i> <i>Status: In-Process</i>	Description: The current fleet of Police MDC's is over 4 years old. This effort includes replacing approximately 150 aging Police and Fire Mobile Data Computers. This project is to replace the identified equipment with new mobile data computers (MDCs) and move 80 Police MDCs to front vehicle mounts. Benefits: Replaces old equipment with current technology. Post Workshop Outcome: This project though noted as In-Process prior to the workshop was assigned a December 2016 start time.
IP8	Upgrade Current 9-1-1 to Next Generation 9-1-1 <i>Department Owner - Police</i> <i>Status: In-Process</i>	Description: Next Generation 9-1-1 (NG9-1-1) is an initiative to improve public emergency communications services and is intended to replace the existing 9-1-1 system. NG9-1-1 will enable the public to transmit text, images, video and data to 9-1-1 call centers. This project is to complete the remaining project items, including software upgrades to New World Systems to support NG9-1-1 features as the Federal Government completes and rolls out the standards. The data will be stored on storage devices within the Public Safety network that is accessible to the New World Systems servers and 911 phone system. Benefits: Enhanced public safety.

City of Oxnard - In-Process Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project)		
IP9	New Fire Station (IT Requirements) Department Owner - Fire / Central IT / Police IT Status: In-Process	Description: A new City Fire station is under construction. This project is to identify and implement the necessary technology to address the information technology requirements (i.e. voice and data lines, fire station alerting system, computers and printers). Benefits: Provision of technology tools for new fire facility.
IP10	New World Systems CAD/RMS v. 11 Upgrade Department Owner - Police IT Status: In-Process	Description: This upgrade is required for continued GIS compatibility with the City ESRI software. The recent City GIS changes require the next iteration of New World Systems CAD / RMS / MDC software. This project is to complete the software upgrade. Benefits: Required for continued GIS compatibility.
IP11	OnSSI Video Management Replacement Department Owner - Police Status: In-Process	Description: The OnSSI Video system requires replacement at the City Police Headquarters. This project is to replace existing OnSSI video management system within a Milestone Video Management Solution to integrate with Security Operations Center, Oxnard Transit Center and others. Benefits: Provides advanced equipment. Post Workshop Outcome: During the Prioritization Workshop project IP11 - OnSSI Video Management Replacement was identified to be part of IP3 - that was renamed Citywide Video Surveillance / Access Security Project.
IP12	Recycled Water Billing Department Owner - City Treasurer / Utilities / Finance Status: In-Process	Description: A new City program will offer recycled water. This project is to complete the necessary data billing processes and technology needed to successfully implement this new program. Benefits: Potable water conservation for the community; tools to manage the consumption billing. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be included as part of N4 - Automated Meter Reading project and then subsequently separated.
IP13	Sewer Asset Management and Maintenance System Department Owner - Utilities Status: New	Post Workshop Outcome: During the Prioritization Workshop project IP13 - was changed from an In-Process project to a New project. See N60 - Sewer Asset Management and Maintenance System.
IP14	Storage Network Upgrade - Police Department Owner - Police Status: In-Process	Description: The Police storage network requires upgrading and associated training to support. This project is to upgrade the storage network to 10Gb with Juniper equipment, cabling, necessary labor, future maintenance and training for support staff. Benefits: Address current and future data storage requirements. Post Workshop Outcome: Future infrastructure upgrades should fall under IP4 - Technology Hardware Replacements and Future Funding.

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City of Oxnard - In-Process Projects		
(post Workshop Outcome Information provides a narrative if a project is to be part of another project, have moved from IP to flow or vice versa or been removed as a project.)		
IP15	Sturgis Network Video Recording (NVR) System Replacement Department Owner - Police Status: In-Process	Description: The Sturgis NVR (Network Video Recorders) system has not been running all video feeds for several years. This project is to address the thirteen of the thirty-four video feeds that have been down at Sturgis with a replacement system. Benefits: Replaces non-functioning network video recording. Post Workshop Outcome: After Prioritization Workshop project IP15 - Sturgis NVR (Network Video Recorders) System Replacement was identified to be part of IP3 - that was renamed Citywide Video Surveillance / Access Security Project.
IP16	Valve Management and Maintenance System Department Owner - Utilities / Water Status: In-Process	Description: The City is working with a consultant to complete a Valve Management program. This project is to complete the recommended solution and address the future use of field laptops to capture valve maintenance and GPS (Geographic Positioning System) coordinates to associate all data with GIS. Benefits: Implementation of these enhancements will improve efficiency for field staff and overall valve management. Post Workshop Outcome: During the Prioritization Workshop this project was associated with N10 - CMMS.
IP17	Virtualization Department Owner - Police / Police IT Status: In-Process	Post Workshop Outcome: This project was removed during Prioritization Workshop by the department.
IP18	Wide Area Network / Fiber Connection Upgrades Department Owner - City Manager's Office / Central IT / Police Status: In-Process	Description: The Traffic division installed fiber cabling throughout the City for traffic signal management. Additional fiber strands were installed to provide high-speed access to add City / Police / Fire facilities to the wide area network. This project will upgrade wide area network connectivity to the locations that currently have slower network speeds. Phase 1 includes Wastewater and the Performing Arts Convention Center, and will be followed by Phase 2 to complete additional Fire locations and City facilities. Benefits: Increased staff productivity through access to internal systems.
IP19	Facilities Work Order System - GPS Phones Department Owner - General Services Status: In-Process	Description: The assignment of work orders for maintenance of City facilities, parks, etc. is currently manual. This project is to complete the in-house system that will provide work order assignment via City assigned GPS phones. The system provides mobile access to the work orders and staff will be able to capture pre and post work pictures of work via mobile phones. Benefits: Increased staff productivity and management of completed activities. Post Workshop Outcome: This project was added during the Prioritization Workshop as In-Process.
IP20	Intelligent Transportation System (I.T.S.) Software Upgrades Department Owner - Development Services Status: In-Process	Description: The City completed the initial 8 million dollar project to install the fiber infrastructure for the City. This project is to provide the remaining \$250,000 funding to complete connectivity and to enable use of the system as planned to meet the department needs. Benefits: Will provide full utilization of installed network. Post Workshop Outcome: Added as an In-Process Project to be completed during Prioritization Workshop.

City of Oxnard - In-Process Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project)		
IP21	Credit Card Processing (Remote Locations) Department Owner - Finance Status: In-Process	Description: Currently all credit card transactions are centrally processed for the City. This project is to consider accepting credit card payments at remote city locations. The initial request was for the Police front counter, but additional City needs and locations should be considered. Benefits: Staff and public efficiencies and time savings. Post Workshop Outcome: This project was previously labeled N13 - Credit Card Processing and moved to an In-Process, IP21 during Prioritization Workshop.
IP22	Mobile Connectivity for Housing Inspectors Department Owner - Housing Status: In-Process	Description: Housing uses the Yardi System to manage 772 housing units under the City's responsibility. This project is to provide mobile access to allow the housing inspectors to create and close work orders remotely. Benefits: Increase staff efficiency. Post Workshop Outcome: Project was previously labeled N38 and was moved to an In-Process project during the Prioritization Workshop and is now IP22 - Mobile Connectivity for Housing Inspectors.
IP23	PACC Technology Upgrades Department Owner - City Manager's Office / Performing Arts and Convention Center Status: In-Process	Description: This project is to upgrade the technology that supports the Performing Arts Community Center (PACC). The software is used to schedule banquet rooms, theater events, print tickets, etc. The hardware is obsolete and cannot support the software application updates. There is no acceptable Wi-Fi signal in the facility and customers expect Wi-Fi to be available when they rent the banquet and meeting rooms. Benefits: Upgrade technology to support PACC activities and provide expected rental amenities. Post Workshop Outcome: Project was previously labeled N39 and was moved during the Prioritization Workshop to an In-Process project and labeled IP23.
IP24	Utility Billing Enhancements Department Owner - City Treasurer Status: In-Process	Description: The HTE system is used to support customer utility billing processes and management. Desired enhancements include paperless billing, monthly electronic auto-pay, the ability to email bills and to provide payment kiosks. Phase 1 of the project is to complete the upgrade to Click2Gov component. Benefits: Improve billing efficiency and payment processing. Post Workshop Outcome: Project was previously labeled N53 and was moved during the Prioritization Workshop to an In-Process project and labeled IP24.
IP25	Video Surveillance at Environmental Resources Remote Sites Department Owner - Utilities / Environmental Services Status: In-Process	Description: The City routinely has to clean up common dump areas that are not authorized by the City. This project is to continue to provide the necessary equipment to post cameras at identified locations to capture the parties who are dumping illegally. Benefits: Assist in preventing illegal dumping and provide a means to identify and prosecute guilty parties. Post Workshop Outcome: Project was previously labeled N54 and was moved during the Prioritization Workshop to an In-Process project and labeled IP25. Additionally, IP25 - Video Cameras (Dumpsites) was renamed as Video Surveillance at Environmental Resources Remote Sites and identified to be part of IP3 - that was renamed Citywide Video Surveillance / Access Security Project.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N1	Agenda Management Software Department Owner - City Manager's Office Status: New	Description: A cost saving measure and in-house method was developed to support the creation of staff reports for the City Council agenda. The process is supported using restricted access to shared folders and manual file transfer to simulate an automated workflow. This project would identify a commercial-off-the-shelf (COTS) system to provide electronic report creation, automated workflow review, electronic approval processing and automated generation of the City agendas. Benefits: Reduce department staff time required to support agenda creation; ensures consistency in managing creation and approvals of agenda items.
N2	AssetWorks for Fleet PIER Department Owner - General Services / Fleet Status: New	Description: The AssetWorks fleet management software successfully tracks the maintenance and repair of the City's fleet of vehicles (Fire, Police, Public Works, Facilities Maintenance). The system has a custom interface with the on-site NAPA parts vendor. The 25 plus laptops originally purchased by the department and used by the mechanics are at end of life. This project would conduct a PIER (post implementation evaluation review) of the application's additional features, possible enterprise interfaces and would include an evaluation of the AssetWorks hosted (cloud) solution. In addition, the laptops should be added to the future refreshment cycle. It is expected that a software upgrade and new servers will be needed. Benefits: Ensure the system is being leveraged to its capacity; refresh hardware; evaluate the in-house and hosted models to determine the better solution for the City.
N3	Automated Materials Handling for Library Department Owner - Library Status: New	Description: Automated Materials Handling (AMH) technology reduces the amount of time required to re-shelve library materials. Each item in the collection has an RFID (Radio Frequency ID) tag and automated sorters replace manual sorting. Benefits: Efficiency; reduced staff hours required to re-shelve materials allowing staff to be reallocated to other activities; materials available to patrons faster; lower risk of repetitive motion injury. Post Workshop Outcome: During the Prioritization Workshop the following projects were identified as subsets of this project: N34 - Library Self Checkout, and N45 - Radio Frequency ID (RFID) for Materials Handling projects.
N4	Automated Meter Reading for Water Department Owner - Utilities / Water Status: New	Description: The current automated meter reading (AMR) system is failing and approximately 10,000 re-reads are required each year. This project is to identify the options available and determine how the City will proceed with replacing the aging AMR meter reading system with consideration of the capital costs, installation requirements and technical requirements. Benefits: Roadmap to upgrade the current meter reading solution. Automates the collection of water usage electronically, provides early detection of unusual water usage and provides the customer ability to see usage. Post Workshop Outcome: During the prioritization workshop this project was identified to include IP12 - Recycled Water project. N4 - Automated Meter Reading for Water was further identified to be part of IP1 - Public Works Integrated Master Plan.
N5	Backflow Inspections for Water Department Owner - Utilities / Water Status: New	Description: To support backflow inspections and fees, a method was developed using the Hansen CMMS and HTE utility billing systems. In addition, an Access database is used for inspection scheduling. This project would procure a COTS (commercial-off-the-shelf) system to support backflow inspections and fee collection within a single solution. Benefits: increased efficiency by reducing the processes required to support backflow inspection activity. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be part of IP1 - Public Works Integrated Master Plan Project outcome recommendations.

City of Oxnard - New Projects		
(Post-Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N6	Body Cameras and Supporting Infrastructure Upgrades <i>Department Owner - Police</i> <i>Status: New</i>	Description: This project would implement Police officer body-worn cameras to capture and support evidence and increase both public and officer safety. The project scope may include network infrastructure upgrades to support storage of the additional audio / visual recordings and on-going maintenance. Benefits: Increased transparency, expedite resolution of citizen complaints or lawsuits and improve evidence for arrest and prosecution.
N7	Business Tax System <i>Department Owner - City</i> <i>Treasurer</i> <i>Status: New</i>	Description: The HTE business tax functionality is used as the basis for processing applications and renewals, but the application is inflexible and requires extensive manipulation and workarounds in order to meet processing requirements. This project would begin with an analysis of the City business tax structure and recommendation and follow with a formal procurement to identify a COTS (commercial-off-the-shelf) system that will better meet the needs of the City. Desired enhancements include a web interface to provide customers with the convenience of online applications, payment processing and electronic renewals. Benefits: Efficiency for the customers and staff. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be included in N19 - ERP System Assessment. May result in a system to support this functional area or remain part of current / future ERP system.
N8	Chameleon Animal Safety PIER <i>Department Owner - Police / Animal Safety</i> <i>Status: New</i>	Description: Animal Services uses the Chameleon system to support animal licensing and enforcement activity. This project would complete a PIER (post implementation evaluation review) of the system and identify additional features and functionality available. Desired system enhancements include automated electronic renewals and online payments, hand-held ticketing and the ability for staff to accept payments remotely. Benefits: Enhanced customer service and Police staff efficiency.
N9	City Website Redesign/Replacement <i>Department Owner - City</i> <i>Manager's Office / Public Information Office</i> <i>Status: New</i>	Description: During interviews, many departments mentioned that the current City website is not easily updated due to staff reductions. The departments have no means to edit or add to their department pages within the customized, in-house managed website. This project will analyze the long term strategy for the City website to move to a COTS (commercial-off-the-shelf) solution, providing departments the ability to edit and update their pages without assistance. The analysis should result in direction on standardization to www.oxnard.org, address future e-commerce requirements, determine if the website support should move back to IT and the potential need for a dedicated support resource. During evaluation of a future COTS solution, consideration should include consolidation to a single COTS system, include a CRM, and provide the City with an Intranet tool. The Inter-department Public Communications Team (out of the City Manager's office) will run in parallel to set policies and procedures for city wide Public Communications. Benefits: A COTS system will allow departments the ability to maintain their own pages and provide the City an opportunity to update the website. Post Workshop Outcome: During the Prioritization Workshop the following projects were identified to be included in this project: N14 - Customer Relationship Management (CRM), and N22 - Facility Rentals, N31 - Intranet. The N43 - Public Communications project is currently starting and will run parallel.

City of Oxnard - New Projects		
(Post Workshop Outcome Information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N10	Hansen CMMS (Computer Maintenance Management System) Review Department Owner - Utilities / General Services and Others Status: New	Description: The Hansen CMMS (Computer Maintenance Management System) application supports work order management for potholes and sidewalks. The application is an older version of Hansen. Other maintenance management system needs include streets, parks, medians, facilities, playgrounds and graffiti. Integration with GIS is required and integration with the ERP/HR/Payroll system is desired. This project would begin with an assessment of the CMMS needs, followed by a determination if the current Hansen system is a viable solution. If it is determined that the Hansen application cannot meet the City's needs, the project would continue with a CMMS system procurement to meet all City department needs. (Note: This will work in tandem with the activities and results of the in progress Carollo project.) Benefits: Increased efficiency and ability to track and manage asset activities, resource scheduling, preventive maintenance work orders, capital planning/budgeting, reporting, field / mobile access, inventory management and timekeeping. Post Workshop Outcome: During the Prioritization Workshop this project was identified as part of expected recommendations based on IP1 - Public Works Integrated Master Plan Project. N10 - Hansen CMMS may include IP16 - Valve Management and Maintenance System, N5 - Backflow Inspections, N21 - Facility Maintenance System, N60 - Sewer Management System, and N52 - Tree Management System.
N11	Compuweigh Billing Integration with HTE Department Owner - Utilities / Environmental Resources Status: New	Description: The City now manages the Del Norte Waste Facility. This project is to review the manual billing processes to determine if the HTE system can support billing activity. Integration with the Facility's point of sale system to Treasury to replace manual reconciliation is desired. Benefits: Increased efficiency through automation to eliminate manual billing processes. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be part of IP1 - Carollo Engineers Project.
N12	Contract and Insurance Certificate Management Department Owner - Finance / Purchasing Status: New	Description: Contract expiration is currently tracked using a custom Access database. This project is to establish the systems and procedures to manage and track the expiration of contracts and certificates of insurance. The Documentum document management system may provide a limited solution. Integration with the purchasing module in the ERP system would further support procurement best practices, i.e. a purchase order could not be issued if an approved contract was not on file. Benefits: Consistent contract and insurance certificate management.
N14	Customer Relationship Management (CRM) Department Owner - City Manager's Office / Communication and Public Information Office Status: New	Description: The City currently is using an in-house developed system to "Report a Problem" on the City's website. The City Manager's office oversees the system and directs the reported problems to the responsible department(s). This project is to identify a citywide CRM (Customer Relationship Management) solution that would manage the activity. Integration between the CRM application and the work order systems used by departments would eliminate duplication of effort. Benefits: Centralized and standard system to manage and respond to reported issues. Post Workshop Outcome: Identified during the Prioritization Workshop to be a part of project N9 - City Website Review. CRM solutions typically are part of new web content systems.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N15	Cube Traffic System Upgrade <i>Department Owner - Development Services / Traffic Engineering & Operations</i> <i>Status: New</i>	Description: The Cube system is used by Traffic Engineering for travel forecasting. The application is a stand-alone system that uses real traffic data to support "what-ifs" for future traffic needs and CIP projects. The current version runs on the obsolete Microsoft XP operating system. This project is to update or replace the system to allow integration with data from the Southern California Association of Governments (SCAG) and Caltrans. Benefits: Continued access to analytical data to assist with future transportation planning.
N16	Document Management for Housing <i>Department Owner - Housing</i> <i>Status: New</i>	Description: The Housing Department does not have a document management system. All department documents are paper and managed manually. This project is digitize historic paper files, identify a COTS (commercial-off-the-shelf) system to manage the electronic files and to identify ways to eliminate paper files where possible and use electronic forms. Benefits: Simpler access to documents; reduction or elimination of need for paper file management. Post Workshop Outcome: During the Prioritization Workshop this project was suggested for consolidation with N17 - Documentum PIER and Expansion project.
N17	Documentum Post Implementation Evaluation Review (PIER) and Expansion <i>Department Owner - City Clerk</i> <i>Status: New</i>	Description: The Documentum records management system maintains electronic versions of vital City records. The system is not fully implemented for use by all of the departments and is not being leveraged to its full capabilities. Many departments maintain paper records and would benefit from digitizing their documents. This project is to additionally leverage the current system to provide all departments access to the centralized electronic repository for records management, retrieval, retention, management and future access of public records via the web. Benefits: Leverage current City system for all departments and the opportunity to provide public access via the web to public documents. Post Workshop Outcome: During the Prioritization Workshop project N16 - Document Management for Housing was identified to be reviewed within this assessment project. Need to determine if City's current Documentum system is capable of meeting the needs of Housing and interfacing to Yardi.
N18	EOC (Emergency Op Center) / Public Safety Satellite Connectivity <i>Department Owner - Police / Police IT / Fire</i> <i>Status: New</i>	Description: The City currently has established Emergency Operations Centers. This project is for the City to consider backup satellite solutions for the EOC sites and Police / Fire HQs. Implementation of satellite connectivity provides additional disaster preparedness in the event that a disaster event results in consequences such as fiber cuts and cell tower failures. Benefits: Provides an additional layer of protection in the event of a disaster resulting in loss of Internet connectivity. Post Workshop Outcome: During the Prioritization Workshop project N44 - Radio Infrastructure Assessment and Support was grouped with this project based on possible project oversight by Fire EOC staff.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa, or been removed from a project.)		
N19	Enterprise Resource Planning (ERP) System Assessment Department Owner - Finance / Purchasing Status: New	Description: The City first implemented the HTE financial applications (accounts receivable, accounts payable, payroll, purchasing, general ledger, cashing 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. This project would entail a formal assessment and possible procurement of functional area solutions. The project recommends assessment services, possible software, hardware, additional interfaces, training, data conversion, project management and business process improvements. Benefits: Implementation of current technology and opportunity to address current system limitations. Post Workshop Outcome: The following projects were identified during the Prioritization Workshop to be part of this ERP Assessment: N7 - Business Tax System, and N27 - Human Resource Application.
N20	Facial Recognition Department Owner - Police / Police IT Status: New	Post Workshop Outcome: This project was removed during Prioritization Workshop by the department.
N21	Facility Maintenance System Department Owner - General Services / Parks and Facilities Status: New	Description: The work order system used for facility and park maintenance failed in October 2014 and because of the age of the system, it could not be restored. The system generated preventive maintenance work orders and tracked activity. This has had an impact on the level of support staff can provide. This project would obtain a work order management system to support maintenance and operations activities for City facilities. The replacement system should include a mobile interface so field staff could receive work assignments, update the status of assigned work orders while working in the field and perform other work while in the field. Benefits: Ability to track repair history and preventive maintenance activity. Post Workshop Outcome: Possibly part of future N10 - CMMS (which is part of IP1), however the division has resorted to a manual process due to failed hardware and software. This should be looked at as an immediate need for correction.
N22	Facility Park Rentals Department Owner - General Services / Parks and Facilities Status: New	Description: City facilities are available for rent to the public. This project is to provide the public with information about the facilities (i.e. locations, amenities, rental rates) and the requirements (i.e. insurance, rules, application) on the City's website. Benefits: Provides the public with facility rental information on the website; reduce the amount of staff time required to answer inquiries from the public. Post Workshop Outcome: Identified during Prioritization Workshop to be part of project N9 - City Website Review.
N23	Front Counter Kiosks for Police and Dev Services Department Owner - Police / Development Services Status: New	Description: Currently all front counter activities require Police and / or Development Services staff involvement. This project is to implement self-service front counter kiosks for the public to use to retrieve reports, pay fines / fees, print traffic collision documents, etc. for Police dealings without waiting in line for assistance. Front counter kiosks may greatly assist Development Services, Licensing, and Utility Billing areas in the service center depending on features available. Recommend considering other customer service departments in this project for viability assessment. Benefits: Provides self-service, saving staff and public time.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N24	Grant Compliance Management Department Owner - Finance / Purchasing Status: New	Description: Each department is responsible for the regulatory requirements, administrative reporting and project tracking of grants they have obtained. This project is to obtain a software application to provide tools to assist with compliance for all grant-related reporting activities. Benefits: Automation of grant management activity through the end of the term of the grant funds.
N25	Green Team Projects Department Owner - Development Services / Green Team Status: New	Description: The Green Team was created to work on state directives for energy and drought conservation and all items related to this effort. This project is to identify the projects in place (Utility Management System, Greenhouse Gas, etc.) and the software technology requirements to collect and maintain the data in the future using advanced GIS capabilities and geodesign concepts. Will help model Oxnard corridor project. Benefits: Assures resources and technology can support these efforts at end of the term of the grant.
N26	GroupWise Email Evaluation, Email Archive Requirements and Consolidation Department Owner - City Manager's Office / Central IT and Others Status: New	Description: The GroupWise email and calendaring system is used by City departments with the exception of Housing and Police. The users report issues with email communications and calendaring when interacting with those using Microsoft Exchange. This project would determine if GroupWise remains a viable solution or if the email and calendaring needs would be better served with a different solution. In addition, an email archive solution is needed to efficiently store, manage and discover information. The evaluation should consider the advantages and disadvantages of cloud-based systems and a possible common approach for all City departments. Benefits: Standardization of email programs within the City; reduce required storage and required management.
N27	Human Resource Application Department Owners - Human Resources Status: New	Description: The City does not have a Human Resources application, which would manage a variety of information, including electronic personnel action forms, automated performance reviews, job history, certification and training requirements oversight, on-line training, etc. There is no automation or electronic workflow for approval routing or web-based employee self-service. This project is to procure a Human Resources application for implementation to meet the needs of departments and HR support staff. Benefits: Convenience and operational efficiency; automate administrative functions required to support human capital management. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be included in N19 - ERP System Assessment.
N28	IT Infrastructure Upgrades for Central IT Department Owners - City Manager's Office / Central IT Status: New	Description: Several key network infrastructure components are nearing end of life or require newer technology. This project is to procure and replace the core switches and firewall equipment (Cisco 4500 / 4510 and Cisco ASA 5520). In addition, the City internet connection is slow and an upgrade from 20 mb/sec to 300 mb/sec is desired. The internet upgrade requires changing vendors, new IP addresses and firewall configuration changes. Benefits: Maintain network reliability and improve network speed. Post Workshop Outcome: During the Prioritization Workshop several hardware and infrastructure projects were combined within IP4 - renamed Technology Hardware Replacement and Future Funding project. Projects now grouped include N28 & N29 - IT Infrastructure Upgrades, N40 - PC / Laptop Replacements, and N56 -Virtualization & Storage Area Network (SAN).

City of Oxnard - New Projects		
(Post Workshop Outcome) Information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.		
N29	IT Infrastructure Upgrades for Police IT Department Owner - Police IT Status: New	Description: Replacement of all critical public safety technology infrastructure should be considered as it reaches end of life. Specifically, aging network infrastructure will need to be updated and replaced proactively in the future. This project is to identify and allocate funding for future requirements. Benefits: Continue to maintain a robust and reliable public safety network infrastructure. Post Workshop Outcome: During the Prioritization Workshop several hardware and infrastructure projects were combined with IP4 - renamed Technology Hardware Replacement and Future Funding. Projects now grouped include N28 & N29 - IT Infrastructure Upgrades, N40 - PC / Laptop Replacements, and N56 - Virtualization & Storage Area Network (SAN).
N30	Internal Affairs Software Department Owner - Police Status: New	Description: The Police Department currently utilizes Excel spreadsheets to track internal affairs activity and record-keeping. This project would procure a COTS (commercial-off-the-shelf) solution to replace the current Excel spreadsheets. Benefits: Automated tool to support centralized information.
N31	Intranet Redesign / Replacement Department Owner - City Manager's Office / Communication and Public Information Office Status: New	Description: The current City Intranet is not accessible via the web for Police, Housing or the Library staff. (This is not an impact to Central IT supported staff within the main City network.) A citywide intranet would provide a tool for sharing information. This project is to implement a citywide intranet for all departments to utilize to share information. Benefits: Improve internal communication; centralize forms. Post Workshop Outcome: The N31 - Intranet project was identified during the Prioritization Workshop to be combined within project N9 - City Website Review.
N32	Land Management and Permitting System Department Owner - Development Services / Planning - Building Status: New	Description: The HTE system is used to manage development activity. The system does not provide the features and functionality needed to effectively support the activities associated with the development process, reporting on performance measures, and customer accessibility to information. The solution needs to support as close to real time financials as possible if stand alone system. This project would procure a new permitting application with the most current technology including automated workflow and public on-line services. Benefits: Staff efficiency, improved service to the community via customer portals for status tracking and inquiry. Will provide support of project N42 - Public Permit Searching Post Workshop Outcome: Project N32 - Land Management and Permitting System was identified as a stand alone project though currently functions are part of the City HTE ERP system. As part of project N18 - ERP System Assessment Land Management and Permitting requirements will drive if this remains part of the larger ERP or is best of breed solution stand alone project.

City of Oxnard - New Projects		
<i>(Post Workshop Outcome information provides a narrative. If a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)</i>		
N33	Library & HR Meeting Room A / V Equipment <i>Department Owner - Library / Human Resources</i> <i>Status: New</i>	Description: The audio / visual equipment at the Library and Human Resources (HR) meeting rooms (projector, sound system, TV, etc.) are in need of upgrades or replacement. Benefits: Improved audio / visual equipment for the internal meeting room and increased level of service for the community renting the Library and HR meeting rooms.
N34	Library Self Checkout <i>Department Owner - Library</i> <i>Status: New</i>	Description: The Main Library does not have patron self checkout units and the self-checkout equipment at the South Oxnard branch is in need of replacement. This project would install self checkout units at the Main Library and refresh the equipment at the South Oxnard Branch. Benefits: Allow patrons to check out materials without assistance from staff; allow staff to focus on other duties. Post Workshop Outcome: During the Prioritization Workshop this project and N45 - Radio Frequency ID (RFID) for Materials Handling were identified as subsets of N3 - Automated Materials Software.
N35	License Plate Recognition <i>Department Owner - Police</i> <i>Status: New</i>	Description: This project would upgrade the current LPR (License Plate Recognition) system, which is at end of life. Benefits: Implement advanced law enforcement tool to identify stolen vehicles, lost plates and vehicles with more than five parking citations.
N36	Establish a Makerspace at the Library <i>Department Owner - Library</i> <i>Status: New</i>	Description: Makerspace is an area in libraries that offers patrons an opportunity to create content through various resources such as computers, 3-D printers, audio and visual services and arts and crafts materials. This project would determine the tools, technology and materials to establish a Makerspace and builds on the Makerspace Grant awarded to Calabasas and Ventura County Libraries. Benefits: Encourage hands-on learning by providing design and activities to teach and empower patrons.
N37	Recreation Membership Management <i>Department Owner - Recreation and Community Services</i> <i>Status: New</i>	Description: The senior center provides numerous free events and daily activities for the senior community. This project would identify a technology solution to record event participation through a membership and tracking system. Benefits: Provides analytical data and reports to better serve the senior population.
N38	Mobile Connectivity for Housing Inspectors <i>Department Owner - Housing</i> <i>Status: In-Process</i>	Post Workshop Outcome: Project was previously labeled N38 and was moved to an In-Process project during the Prioritization Workshop and is now IP22 - Mobile Connectivity for Housing Inspectors.

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City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N39	PACC Technology Upgrades Department Owner - City Manager's Office / Performing Arts and Convention Center Status: In-Process	Post Workshop Outcome: Project was previously labeled N39 and was moved during the Prioritization Workshop to an In-Process project and labeled IP23.
N40	PC / Laptop Replacements for Police IT Department Owner - Police IT Status: New	Description: Numerous Police personal computers (PCs) are end of life and cannot be upgraded to newest operating systems required to function with newer public safety systems. Traditional PCs and Zero / Thin clients with virtual PC solutions can be deployed for many of these locations. This project is to upgrade and replace the end of life equipment and maintain an annually funded refreshment schedule in the future. Benefits: Provides current equipment to Police staff. Post Workshop Outcome: During the Prioritization Workshop several hardware and infrastructure projects were combined with IP4 - renamed Technology Hardware Replacement and Future Funding.
N41	Primavera Department Owner - General Services Status: New	Post Workshop Outcome: This project was removed during Prioritization Workshop by the department.
N42	Public Permit Search Department Owner - Development Services Status: New	Description: The City has an ordinance that requires buyers be provided with complete permit history on properties they are purchasing. This project would provide the public with the ability to research permit history and to look up current status of building permits. Future goals include customers accessing property data (zoning, planning permits, code cases, and building permits) on the City's website via a future Land Management System or via a public GIS layer with associated public permit data. Benefits: Reduction in calls to the City and the amount of staff support required to provide permit history; provide access to the information 24/7.
N43	Implement Tools for Public Communications Department Owner - City Manager's Office / Communication and Public Information Office Status: New	Description: Providing transparency and open communications with the public is a primary goal of the City. This project is to identify tools to better communicate with the City residents including methods for general discussion, distribution of information and data based on area, topic, specific requests and mass distributions (i.e. Next-door, Constant Contact, Socrata, etc.). Benefits: Provide the City an avenue for consistent and continued communications with the City residents. Post Workshop Outcome: During the Prioritization Workshop this project was identified to run in parallel with N9 - City Website Review. The newly formed Inter-department Public Communications Team (out of the City Manager's office) will take a lead role in this project and the future City Website.

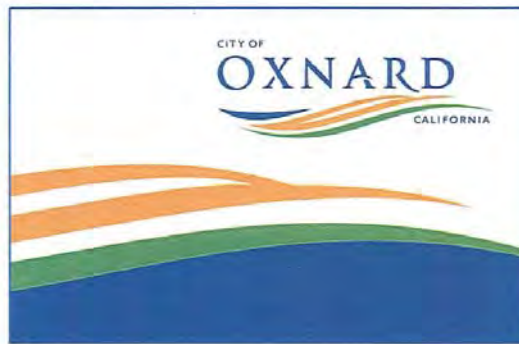
City of Oxnard - New Projects		
(Post-Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N44	Radio Infrastructure Assessment and Support Department Owner - Police / Fire Status: New	Description: The City's radio infrastructure is aging and consists of separately managed segments. Support is not centralized, meaning each department (i.e. fire, police, utilities, public works) maintains separate systems and radios. The Police department has been using a radio console system installed in 1999, running on XP, and which will no longer be supported in 2018. The Fire department uses equipment from the mid-1980's and there are no parts to continue to support the system. This project would entail an assessment of the citywide radio system(s) to identify needed enhancements of the shared frequency channel, address current dead spots, and identify equipment replacement requirements. This project would create centralized radio support, with consideration of obtaining a maintenance agreement and determining a road map for future upgrades. Benefits: Reduce the duplication of effort with radio support through centralization; establish a roadmap for future radio infrastructure improvements. Post Workshop Outcome: During the Prioritization Workshop project N18 - EOC / Public Safety Satellite Connectivity was grouped with this project based on possible project oversight by Fire EOC staff.
N45	Radio Frequency ID (RFID) for Library Materials Department Owner - Library Status: New	Description: RFID chips are newer technology replacing traditional barcode systems for library materials check-in /check-out. RFID allows materials to be checked-in / checked-out more quickly because the book doesn't need to be opened to read the bar code. RFID is also a security mechanism; an alarm will sound if materials are carried through the exit that are not checked out. RFID is required in order to implement automated materials handling (AMH). Benefits: Staff efficiency, inventory security. Post Workshop Outcome: During the Prioritization Workshop this project and N34 - Library Self checkout were identified as subsets / components of N3 - Automated Materials Software at the Library.
N46	SCADA Upgrade for Water Department Owner - Utilities / Water Status: New	Description: The SCADA system at the Water Plant was first implemented in 2002. The SCADA system and the Microsoft operating system (XP) are at end of life. SCADA is currently supported by ProUsys. This project is to conduct a tactical SCADA Assessment and prepare a future SCADA Master Plan that addresses the current and future needs for the SCADA network infrastructure, hardware, system configuration, physical and system security and remote access. This would include an upgrade for the Water Plant SCADA to Rockwell SE, which is the application that supports SCADA at the Wastewater Plant. Benefits: Address the long-term support and leveraging of the SCADA system to provide enhanced ability to manage facility operations and capture data for reporting. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be part of IP1 - Public Works Integrated Master Plan Project recommendations.
N47	Scheduling Application for Police Department Owner - Police / Utilities Status: New	Description: The Police Department currently uses various systems to complete staff scheduling. This project is to implement a commercial-off-the-shelf (COTS) scheduling and time-keeping system. Integration with payroll time reporting is desired. Benefits: Operation efficiency with automated scheduling of staff. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be considered when project N50 - Time and Attendance System begins.

City of Oxnard - New Projects		
(From Workshop, Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N48	Solid Waste Management System Department Owner - Utilities / Environmental Resources Status: New	Description: The City provides waste services for approximately 40,000 residential and 23,000 commercial accounts. The Solid Waste Management System (SWMS) used by Environmental Resources was purchased several years ago and the vendor has since gone out of business. The City maintains the database but does not have source code for the application. This project would replace the SWMS system. In the future, there is interest in implementing an RFID (radio frequency ID) system on the waste containers to assist with inventory management. Benefits: Implement current technology to manage the City Solid Waste program and improve oversight. Post Workshop Outcome: During the Prioritization Workshop this project was identified as a component / recommendation of the IP1 - Public Works Integrated Master Plan Project.
N50	City Wide Time and Attendance System Department Owner - Finance Status: New	Description: Currently, staff report hours worked on paper timesheets and the hours are then entered into the payroll system by the department timekeeper. This project would procure an electronic time reporting system. A web based system would allow for employees to enter hours worked, electronically route the timesheet to management for approval, then upload / interface the information to payroll for paycheck issuance. The system should also support vacation request approvals. Benefits: Eliminate manual entry and tracking of hours worked to generate payroll; increase efficiency and accuracy. Post Workshop Outcome: During the Prioritization Workshop project N47 - Scheduling Application was identified as a component of a citywide Time and Attendance system.
N51	Traffic Accident/ Incident Data Department Owner - Development Services / Traffic Engineering & Operations / Police Status: New	Description: Collision and traffic incident data collected by the Police Department is used by Traffic Engineering for analysis and to obtain data for grant applications. Previously, Traffic Engineering could access the Police Department's database. The Police Department obtained a different system and Traffic Engineering is no longer able to access the system. This project is to identify how Traffic Engineering can access the Police Department's collision database (currently Crossroads) to analyze the data. Benefits: Access to collision data for analysis and review to support accident prevention and to apply for grants.
N52	Tree Management System Department Owner - General Services / Parks and Facilities Status: New	Description: The City's tree inventory is contained in an Access database and provides limited information. A tree inventory application would support tree trimming preventive maintenance, health, presence or absence of insects or diseases, photos, work orders, etc. The tree inventory application should interface with GIS to allow the inventory to be displayed and analyzed spatially. Benefits: Tree management tool to promote efficiency. Post Workshop Outcome: During the Prioritization Workshop this project was identified to be part of IP1 - Public Works Integrated Master Plan Project recommendations.
N53	Utility Billing Enhancements Department Owner - City Treasurer Status: In-Process	Post Workshop Outcome: Project was previously labeled N53 and was moved during the Prioritization Workshop to an In-Process project and labeled IP24.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N54	Video Cameras (Dumpsites) Department Owner - Utilities / Environmental Services Status: New	Post Workshop Outcome: This project was combined with IP3 - Citywide Video Surveillance / Access Security project during the Prioritization Workshop.
N55	Video Conferencing at Library Department Owner - Library Status: New	Description: Video conferencing provides live transmission of audio and video to allow participants in multiple locations to communicate with each other. The Southern California Library Cooperative may install equipment in the Oxnard Library, and it will need to be supported by Library IT. Benefits: Provide video conferencing capability to the community.
N56	Virtualization & Storage Area Network (SAN) Department Owner - City Manager's Office / Central IT Status: New	Description: Central IT has been working to migrate physical servers to virtual servers in the VMware environment. The project(s) requires funding for a storage area network (SAN), VMWare licensing and consulting services to complete the implementation. Benefits: Addresses the issue of replacing 20 physical servers with the Microsoft Windows Server 2003 operating system that is at end of life; the SAN provides additional data storage and simplifies management tasks. Post Workshop Outcome: During the Prioritization Workshop several hardware and infrastructure projects were combined with IP4 - renamed Technology Hardware Replacement and Future Funding.
N57	Waste Vehicle GPS / Dash Camera Enhancements Department Owner - Utilities / Environmental Resources Status: New	Description: The City operates approximately 57 waste vehicles for refuse collection within the City. This project is to install GPS devices and dash cameras to the City waste vehicles to capture slip and fall claims, accidents, etc. Benefits: Automated vehicle locating and reporting of vehicle travel data. The cameras would capture incidents and activity. Post Workshop Outcome: During the Prioritization Workshop this project was linked to N58 - Waste Vehicle Routing project.
N58	Waste Vehicle Routing System Department Owner - Utilities / Environmental Resources Status: New	Description: The City's larger bin refuse pick-ups are based on a set schedule and not on need. This project is to identify a commercial-off-the-shelf (COTS) solution that would help evaluate scheduling based on customer need (fullness of bin) versus a set schedule. Systems are available that capture bin weight using a weighting chip (RFID) and fullness minimums to generate a pickup request. Daily routes are then coordinated through the system. Benefits: Effective pickup and routing of waste vehicles based on need. Post Workshop Outcome: During the Prioritization Workshop this project was linked to N57 - Waste Vehicle Enhancements project.

City of Oxnard - New Projects		
(Post Workshop Outcome information provides a narrative if a project(s) are to be part of another project, have moved from IP to New or vice versa or been removed as a project.)		
N59	Downtown Wi-Fi Pilot Project <i>Department Owner - City Manager's Office / Central IT Status: New</i>	Description: This project would be a first step toward providing the community with Wi-Fi access. The project would establish a pilot area for deployment (Downtown / City Hall) of a single Wi-Fi hotspot controller which, if successful, could then be expanded incrementally across multiple locations. Benefits: Support residents, the business community and school districts. Expanded Wi-Fi access for the City staff, public, business, visitors and vendors.
N60	Sewer Asset Management and Maintenance System <i>Department Owner - Utilities Status: - New</i>	Description: The City uses the MP2 system for Sewer Asset Management and maintenance schedules. The system is running on old equipment and an outdated version of the software. This project is to determine whether to pursue a replacement solution or an upgrade of the current software version. (MP2 was purchased by Infor and is now part of a larger CMMS solution.) Benefits: Current technology will better assist the department in sewer management. Post Workshop Outcome: During the Prioritization Workshop, IP13 - Sewer Asset Management was identified to include IP16 - Valve Management and was moved from an In-Process Project to a New Project status and project name changed to N60 - Sewer Asset Management and Maintenance system. Subsequently the projects were separated.

6. Appendix B – ERP Alternative Analysis Report



Information Technology 4-Year Master Plan Project ERP Alternatives Analysis Report



Prepared by:

July 2015

October 2015

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NexLevel was tasked with reviewing the City's current Sungard (HTE) system to develop recommendations regarding maintaining the current system, upgrading to the vendor's latest solution, or replacing the current system with a new ERP solution. This report presents the outcome of NexLevel's efforts on this assignment.

♦ 1 – Introduction

Introduction

This report, entitled ERP Alternatives Analysis Report, was developed for the City of Oxnard (City) by NexLevel Information Technology, Inc., (NexLevel) as a component of the four-year Information Technology Master Plan (ITMP) project. To complete this report, NexLevel conducted a series of focused interviews with City staff to evaluate the effectiveness of the City's current ERP system (HTE). The purpose of these interview sessions was to gather specific information about the HTE system, to identify potential alternatives for the City to consider, and to recommend which alternative the City should pursue.

This report provides the City with information regarding:

- ♦ The characteristics of ERP (Enterprise Resource Planning) solutions, including the relationship between technology investments and benefits in ERP projects, ERP product offerings, the typical application architecture of ERP applications, considerations regarding "Best in Breed" vs. single solution strategies, the shift in commercial off-the-shelf (COTS) products from customization to configuration, and the emergence of "cloud-based" ERP solutions.
- ♦ An analysis of the overall situation, including an evaluation of the current strengths, weaknesses, opportunities, and threats related to the existing HTE system.
- ♦ The potential alternatives available to the City to address current needs, and recommendations for next steps.

Although the City will face considerable challenges in upgrading or replacing its current SunGard (HTE) system, the continued evolution of the products in the public-sector ERP market and associated service offerings provide considerable opportunities.

- ♦ Critical success factors in the implementation of ERP solutions, particularly with regard to the definition, rationalization, and prioritization of business requirements and the procurement and selection of an ERP solution.
- ♦ The challenges facing the City in the replacement of its HTE system, and the City's readiness to face these challenges, including: organizational change management, long-term project management, and ensuring the continuing success of the ERP solution.

Synopsis

The City implemented the HTE system in 1989. The current HTE system supports daily business processes in the Community Development, Finance, Treasury, and Police Departments. The HTE system provided a robust and comprehensive solution that has served the City for many years. However, the system is now becoming obsolete, and many agencies relying on HTE are replacing it with new ERP systems that take advantage of current technologies to streamline processes, create better access to information, increase productivity, and improve decision making.

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City of Oxnard – ERP Alternatives Analysis Report

Since being implemented, HTE was purchased by SunGard, which continues to provide maintenance and support; however, ongoing investments into research and development appear to be minimal and the solution does not appear to be marketed any longer. Rather, SunGard's new preferred solution offering is called ONESolution.

Key findings resulting from this analysis include:

- ♦ The City needs to upgrade or replace its existing SunGard system for both functional and technical reasons. From a functional standpoint, the City is not receiving significant benefits for its continuing investment in this technology, while from a technical standpoint the underlying AS/400 technology is nearly obsolete and the application is considered by many to be nearing the end of the product life cycle. As a result, it neither meets the City's current needs nor will be able to support future requirements.
- ♦ The City is undergoing significant organizational, policy, and process changes. The implementation of a new ERP system is capable of not only supporting, but driving best practice adoption to provide a number of key benefits, including streamlined operations, improved internal controls, and enhanced access to timely decision information. As a result, the City will need to embark on a focused and carefully planned approach to effectively manage these significant organizational and cultural changes.
- ♦ NexLevel's analysis and findings are consistent with those identified in the Management Partner's "Oxnard Strategic Plan: Phase 1 – Corporate Support, Accountability and Value Systems" as it relates to the City's ERP. The implementation

of a new ERP system is capable of supporting the "Building Blocks of Good Government."

Despite the findings, a number of factors are working in the City's favor including:

- ♦ The number of product offerings in the ERP market and the scope of functionality they provide for public-sector entities have increased, providing the City with a variety of alternatives to consider. A new ERP would bring features and functionality out of the box to support critical areas such as budgeting, position control, cost tracking and controls.
- ♦ Modern ERP systems include, or integrate with, enterprise content management/document management (ECM/EDM) functionality. This would allow the City to aggressively move towards a paperless environment that uses electronic workflow technologies to improve internal controls, policy enforcement, and processing cycles. The range of productivity tools provided "out of the box" has increased, including workflow management tools, tools to create interfaces with other business applications, tools to extract and load data from existing business applications, and reporting tools that support "paperless" standard and ad-hoc queries, including "dashboards" to manage organizational performance.
- ♦ Modern ERP systems now adapt to user requirements through "configuration" rather than "customization." This evolution has reduced the risks and costs associated with the implementation and long-term support of ERP solutions.

NexLevel's report outlines the following three potential alternatives:

- ♦ Alternative A - Continue As-Is
- ♦ Alternative B - Upgrade the Existing System
- ♦ Alternative C - Replace the Existing System

We discuss the merits of each alternative, but ultimately recommend that the City pursue Alternative C, Replace the Existing System. It should be noted that the City should only pursue Alternative C if it is a top priority City-wide project, has the necessary funding, and there is an acknowledgement to ensuring the necessary staff will be committed to the project and its implementation. The implementation of a new ERP system requires the City to commit significant staff (both department and technical) time over the entire lifespan of the project, from the development of the ERP roadmap through requirements definition and process re-engineering, procurement, configuration, training, testing, acceptance, and post-implementation activities.

2 – ERP Overview

It is important that the City have a common and comprehensive understanding of today's ERP systems, as this provides the foundation for the ERP Alternatives Analysis Report. The recommendations made in this report are based on current ERP system capabilities and evolving trends.

Technology Investment and Benefits

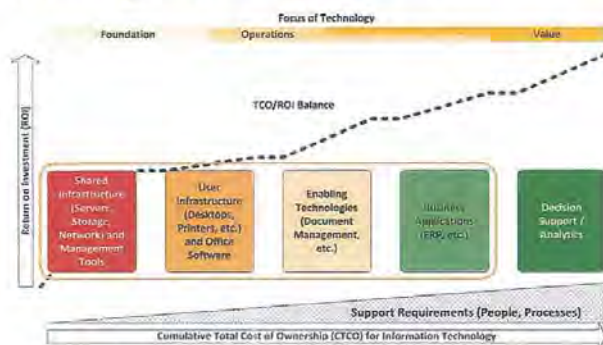


Figure 1 – Technology Expenditures and Return on Investment

Figure 1, Technology Expenditures and Return on Investment, depicts the relationship between the components of an organization's information technology infrastructure, the organizations cumulative total cost of ownership (TCO) for information technology, and its return on investment (ROI) for those expenditures. In today's world, the implementation of an ERP software suite (and the ability for an organization to realize its benefits) is dependent on the successful implementation and

support of all of the supporting components of the information technology infrastructure including the shared infrastructure (servers, storage devices, etc.), user infrastructure (desktops, etc.), and enabling technologies.

Weaknesses in any of these supporting components can significantly impede the effectiveness of a business application by reducing availability, performance, and reliability. Faced with business applications that have cumbersome or non-intuitive user interfaces, applications that are slow or not available when needed, users often resort to the use of ad-hoc databases and spreadsheets. These "shadow IT" applications reduce the effectiveness of the business applications, further reducing the organization's ROI and introducing significant security and data consistency issues.

Thus organizations need to consider the cost for implementing and supporting an ERP system in more holistic terms, looking at the total cost of ownership for not only the ERP system, but all ancillary systems (i.e. document management, GIS, etc.) and integration points (i.e. permitting & planning systems, billing systems, scheduling and reservation systems, cashiering, etc.). Attaining the full value out a modern ERP system is only achieved when the application works in concert with other City technology and business/operational systems.

ERP Product Offerings

ERP software is typically provided as commercial-off-the-shelf (COTS) software. Only those organizations with significant financial and technology resources can develop and support their own ERP software suite, and even these organizations are challenged to keep pace with the rapid development and evolution of COTS ERP offerings. The scope, functionality, complexity, and cost of ERP

products are a function of the intended user organizations and are generally classified by “tiers” as follows:

- ◆ Tier 1 products are generally focused on the business requirements of very large enterprises, often with multiple locations, cost centers, and lines of business, with revenues of approximately \$1 billion¹ and a large number of users. From the standpoint of systems architecture, Tier 1 systems provide greater opportunity for the use of third-party and custom software to provide extended functionality. Tier 1 solutions are not specifically developed for government, but have been adapted to the needs of local government, although often with higher support and maintenance costs. The primary vendors in this tier are SAP, Oracle and Baan.
- ◆ Tier 2 products account for the majority of ERP implementations in the public sector. The solutions are generally focused on the business requirements of the “mid-market,” a wide swath of organizations with annual revenues ranging from \$50 million to less than \$1 billion. Tier 2 includes products that have been developed specifically for government. Firms providing solutions to California municipalities include: Harris Computer Corporation (solutions include GEMS, Innoprise, Cayenta, and Select), New World Systems Logo.NET, Springbrook, SunGard HTE (ONESolution), MS Dynamics, JD Edwards, Tyler Technologies (solutions include MUNIS, Incode, and EDEN), Caselle Inc., and Infor (Lawson).
- ◆ Tier 3 products are generally focused on the business requirements of smaller enterprises with revenues of less

than \$50 million and fewer than 50 users. Examples include QuickBooks and Sage 50, formerly known as Peachtree.

The tiers are not absolute and there is generally some overlap between them, the difficulty being that while a mid-sized enterprise could procure and implement a Tier 1 solution, they may find that their ROI is limited by the costs to implement and the long-term support the ERP software suite. Broadly, Tier 1 products are more suitable for organizations that need significant customization of the ERP suite to support their business needs, and have dedicated teams (including user SMEs and IT personnel) and/or contracts with system integrators to implement and support their ERP projects, while Tier 2 products are more suitable for organizations that are able to use the product “out of the box” and rely on the vendor for support.

¹ Top 10 Enterprise Resource Planning (ERP) Vendors, CompareBusinessProducts.com, 2014

ERP Application Architecture

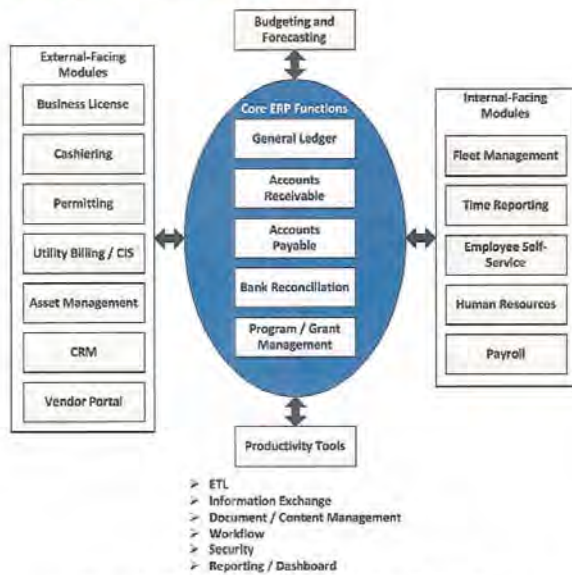


Figure 2 – ERP Public Sector Application Architecture

Figure 2, ERP Public Sector Application Architecture, provides a logical view of the organization of the modules in a “typical” ERP software suite. This diagram does not include features of the technical architecture such as the database management system or the user interface. The “Core ERP Functions” are shown in the middle of the diagram since these comprise the financial “heart” of the system, including the modules that provide support for General

Ledger, A/R, A/P, Bank Reconciliation, and Program/Grant Management functions. Please note that while Budgeting can be included within the core, some organizations prefer to utilize a third-party or custom-developed budgeting module that is a closer fit for their requirements.

ERP software suites typically include productivity features including:

- ♦ Workflow – Supports the automation of processes (including both document-driven and data-driven events) including the ability to distribute work among multiple staff members, generate alerts, manage work queues, and to re-direct work as needed.
- ♦ Enterprise Content Management/Document Management (ECM/EDM) – Supports a paperless environment, allowing agencies to use workflow technologies to improve internal controls, policy enforcement, and processing cycles.
- ♦ Dashboards – Provides information to system users as well as providing information to executives and unit managers regarding the performance of their business units to support performance management, resource allocation and re-allocation. An additional advantage of a dashboard is that it allows executives and managers the ability to see information without having to navigate through the system.
- ♦ Information Exchange – Supports the exchange of information with other information systems based on pre-defined triggers. A major advantage provided by current technology is the ability to “API-enable” an input or update screen so that information entered manually or received automatically is subject to the same editing and verification.

- ♦ ETL (Extract/Transform/Load) – Tools that provide the ability to migrate information from legacy applications to the ERP suite.
- ♦ Ad-hoc Queries and Reporting – Supports the generation of queries without the need for third-party reporting packages.
- ♦ Role-based Security – Supports the tailoring of user's access to ensure that the staff members have access to only that information and those functions that are needed to perform their work functions.

A significant proportion of an organization's return on investment (ROI) for its investment in ERP software is related to the effective use of these productivity tools. For example, some organizations independently procure an ECM/EDM solution (which may include workflow functionality) and then integrate it with the ERP system. Alternatively, since ECM/EDM functionality has been largely commoditized/standardized, some ERP vendors provide "plug ins" to facilitate the integration of industry-leading solutions with their products. Thus, fully utilizing the productivity tools provided with an ERP solution is a key factor to maximizing return on investment.

Other modules available with ERP software suites include customer-facing modules (such as business license, permitting, etc.) and internal-facing modules (such as employee self-service and time reporting). These modules may or may not be licensed with the core of the system depending on how the ERP vendor "bundles" their software suite, and this often encourages organizations to pursue a "best in breed" strategy (see below) and procure a mix of different modules from different software providers.

"Best in Breed" vs. Single Solution

ERP solutions provide a wide-range of functionality, and some of the modules are better designed and architected than others. As a result, one vendor may have a more capable A/R module while another vendor may have a more capable Permitting or Utility Billing module. "Best in Breed" refers to the process of licensing individual modules from ERP solution providers. The viability of the resulting hybrid ERP system depends on the compatibility of the technical architectures of the respective modules, the degree to which they support information exchange, and the ability of the user organization to initially integrate the modules and maintain that integration through successive new release and revision cycles. Although it is possible to achieve the best possible requirements fit for each business unit by assembling such a system, the costs to establish and maintain the hybrid environment are considerable, and this generally limits the approach to user organizations having substantial IT resources.

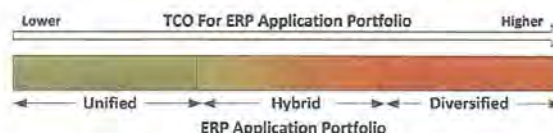


Figure 3 – Typical TCO as a Function of the Diversity of an Organization's ERP Application Portfolio

Figure 3, Typical TCO as a Function of the Diversity of an Organization's ERP Application Portfolio, illustrates the relationship between Total Cost to Own and the complexity of the ERP Application Portfolio. Other factors being equal, complexity has a significant impact on TCO. The maintenance of interfaces between multiple applications is a daunting challenge, as software patches

and new versions can have an impact on the information stored in the applications and the complexity of exchanging information with other applications.

In the balance between TCO and ROI:

- ◆ Hybrid and diversified ERP portfolios provide the opportunity to realize higher ROI (through a better fit for the organization's business processes) at the expense of increased TCO; however, a hybrid solution mitigates one of the main benefits of a single solution; that being, the ability to have a solution with a similar look and feel across the user organization (thus lowering training and support costs)
- ◆ Unified solutions have a lower TCO. Those organizations that can effectively adapt their business processes to the functionality provided by the ERP solution have the opportunity to realize both lower TCO and higher ROI, while other organizations realize lower benefits.

Shift from Customization to Configuration

One of the more difficult challenges facing organizations in the implementation of ERP solutions has been the fit between the functionality provided by the software (which is typically based on market needs and best practices) and the organization's existing business processes. In the past, organizations were faced with the choice of either managing the organizational change resulting from the need to modify long-established business processes (whether they added value or not), or having the vendor modify the software for them.

Having the vendor modify the software (typically a "custom" modification to the ERP solution) can be problematic for both the

user organization and the vendor. User organizations are faced with the prospect of incurring additional costs in the future to re-apply the modifications when installing new system releases, or alternatively, foregoing new releases and either paying for additional support from the vendor or running an unsupported version of the product. Vendors found themselves challenged to provide support for clients whose software performed differently than other installed sites, and it is typically not feasible for vendor product planners and managers to accommodate custom modifications in the design of new releases.

The solution to this problem, for both the vendor and user organizations, has been the move to system configuration. Once confined to simple table entries that enabled users to change the names of screen fields, configuration options have evolved to the point that organizations can modify the layout of input and update screens, field level edits, create standard and ad-hoc queries, and other functions to their needs. Two caveats apply: (1) configuration adds a degree of complexity for the user organization since it then becomes responsible for the management of changes to the configuration including the re-application of the configurations following system upgrades; and (2) not all ERP solutions are equally configurable.

Software-as-a-Service

Software-as-a-Service (SaaS), the delivery of system functionality from a remote location through the internet, has become an increasingly appealing choice for both user organizations and vendors across all ERP solution tiers. User organizations find that SaaS enables them to obtain leading-edge ERP solutions without having to perform expensive infrastructure refreshments, while ERP solution providers find that support is much easier to provide to the

extent that some ERP solutions are provided only as SaaS. An additional benefit for many organizations is that using SaaS simplifies their disaster recovery and business continuity planning since they can quickly resume operations from a facility that is connected to the internet.

Compared to the costs for the on-premises hosting of ERP solutions, SaaS offers the potential to:

- ✦ Lower initial costs (approximately 30% to 50% of an on-premises solution) since the solutions are typically priced on a subscription basis (thus eliminating perpetual license fees), and the user organization does not have to incur hardware acquisition and installation costs. "Pay as you go," options permit user organizations to scale based on actual needs.
- ✦ Lower recurring costs by reducing solution support requirements, as well as the need for the user organization to maintain on-premises hardware and systems software or to perform system administration tasks.
- ✦ Lower cost and complexity related to the development and maintenance of business continuity and disaster recovery planning.
- ✦ Reduced timeframe required for implementation.

The potential disadvantages include:

- ✦ Reliance on connections to the Internet to access the solution and organization information (although this risk can be reduced by a so-called "private cloud" where although the ERP solution is still browser-based, the

connection to the remote facility is provided by a direct link rather than through the Internet).

- ✦ Reliance on the performance of the solution provider, although this risk can be partially mitigated through the development of a Service Level Agreement (SLA).
- ✦ Less control over when version upgrades and new releases are installed. One option to lessen this risk is to procure a "single-tenant" where the user organization is the sole user of an instance of the ERP solution versus a "multi-tenant" solution where the user organization shares the software with other organizations (but the data is stored separately). Typically, due to the reduced economies of scale for the software host, single-tenant solutions are more expensive.
- ✦ Concerns regarding the security of information and the security of the locations used to host the solution. In some cases, this may be off-shore, and this is not always preferable for some user organizations.
- ✦ Additional complexities in implementing and maintaining interfaces and integration with systems that are hosted at the organization's site or other hosted providers.
- ✦ The complexity and cost related to maintaining information exchanges between the "cloud hosted" ERP solution and business applications hosted on City premises.
- ✦ Additional costs for processor use and network bandwidth incurred for running queries, etc., although these can also be mitigated by keeping a reporting database on-premises.

User organizations that choose on-premises hosting of their ERP solution are motivated to do so if:

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- ♦ They already have a substantial investment in on-premises hardware or software and need to leverage that investment.
- ♦ They have skilled and capable on-site resources to support the application.
- ♦ They need to ensure connectivity with legacy systems.
- ♦ They need to comply with regulatory or other requirements that would make SaaS difficult to justify.

The fundamental decisions that most organizations need to make in evaluating whether SaaS is a viable solution for them are:

- ♦ Do they wish to minimize the large, initial capital and resources costs associated with an on-premises installation at the expense of potentially paying more for the solution over its lifetime?
- ♦ Are they prepared to accept less flexibility in adapting the solution to meet their specific needs in order to reduce the risk and complexity of the implementation and operation of the ERP solution?

3 – Situational Analysis

The HTE system was implemented in Oxnard in 1989. Since then, the HTE system was purchased by SunGard, which continues to provide maintenance and support functions under contract. The long-term viability of HTE is questionable, as it does not appear that SunGard is continuing to evolve the HTE solution or actively proposing it to new clients. As further evidence of the questionable long-term viability, SunGard is actively encouraging current HTE clients to migrate to the latest SunGard offering, ONESolution.

The HTE system supports many daily City business processes for several departments (e.g. Community Development, Finance, Treasury, and Police). More specifically, the HTE system supports the following functions:

- ◆ Financial Reporting/General Ledger
- ◆ Payroll
- ◆ Accounts Payable
- ◆ Accounts Receivable
- ◆ Purchasing
- ◆ Cashiering
- ◆ Building Permits
- ◆ Business Tax
- ◆ Code Enforcement
- ◆ IVR (Interactive Voice Response)
- ◆ Planning and Zoning
- ◆ Utility Billing

The HTE system has electronic interfaces with the following systems: Electronic Document Imaging System, Hansen, Socrata, GIS, CAFR, Assetworks, Realquest, Chameleon, AMR, CUPA, and other systems.

In addition, SunGard provides the City a Disaster Recovery "hot site" located in Florida.

The City's Central IT organization is responsible for maintaining the HTE system and interfacing with SunGard for ongoing maintenance and support. In addition, the Central IT organization has developed and supports several solutions that provide additional information to staff. The primary support of the system comes from a system administrator within the Central IT organization. This resource has significant HTE system knowledge and is a key person in maintaining the system and supporting the users. Unfortunately, when that person is absent, the quality of service is adversely impacted.

In Figure 4 on the following page, NexLevel presents an Application Effectiveness diagram to help the City assess where it is today and what strategies or alternatives is available going forward. The diagram plots three points, as outlined below.

- ◆ The first point identifies the current HTE system in two areas:
 - Technological capabilities – how do the HTE system's features and functionality compare to the capabilities offered in modern ERP systems?
 - User effectiveness - how well are users taking advantage of the current system capabilities?
- ◆ The second point identifies where NexLevel believe the HTE system could move to if it were upgraded to the current release, users were trained further, and processes were modified to more fully leverage the system.
- ◆ The third point is where a modern ERP system would be if fully implemented and City business processes were

designed to take full advantage of the system – a fully optimized implementation.

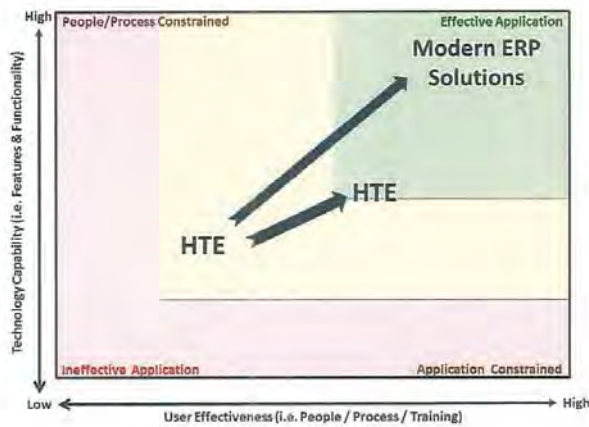


Figure 4 – Application Effectiveness

As depicted in Figure 4, compared with a modern ERP system, NexLevel views the HTE system as an application which is almost ineffective. It is constrained both in terms of technological capabilities and user effectiveness. If the HTE system were upgraded to the current release and more fully leveraged, we believe it could be a marginally effective application. However, even if the HTE system was fully leveraged, it still does not provide the full value that a modern ERP system is capable of providing.

Our placement of the HTE system on the Application Effectiveness diagram is based on interviews with staff, knowledge of other systems, and related municipal finance experience and includes

factors such as technical capability of the application, its usability, the supporting technology infrastructure, functional support, and how the system was implemented. A highly capable system that is implemented in a way that causes more work and/or does not meet the business process requirements leads to user frustration, users working outside of the system, and inconsistent business processes.

Figure 5 provides another method to evaluate the City's HTE system. This figure illustrates a typical product lifecycle for complex business applications such as the HTE system.

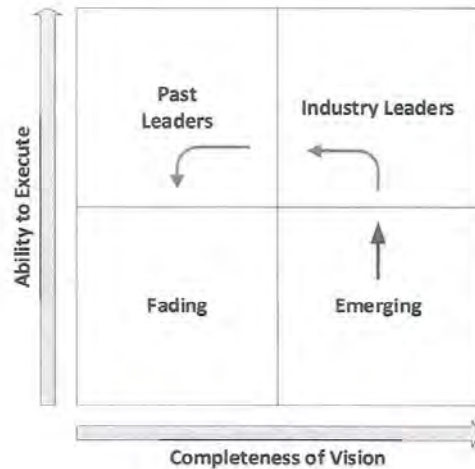


Figure 5 – Solution Evaluation

It is important to note that industry leaders change frequently due to factors including the evolution of business and technical requirements and the time and cost to design and deploy new products. Users are challenged to find a balance between vendor vision (features and functionality), ability to deliver (performance and services), product lifespan, and having a system that supports and stays current with best practices. Based on these factors, NexLevel would place the HTE system in the “Fading” quadrant.

As a result of our interviews with staff, along with our knowledge of other systems and our municipal finance experience, we became aware of the following issues:

- ◆ The system is described by staff as having “green-screens” similar to DOS, the first widely installed operating system for personal computers. HTE offers an enhancement, NaviLine, which is a web-based interface that provides a more intuitive user interface. Unfortunately, staff indicates that NaviLine does not provide the same functionality as the green-screen version. As a result, the NaviLine version is more effective for casual (occasional) users. Staff that uses the system on a daily basis continues to use the DOS-based version.
- ◆ The age of the system makes it difficult to use. In particular, the lack of configurability in the user interface and the need to develop and apply custom modifications to the software reduce its usability and agility. Without an intuitive user interface and self-help features and tutorials, users are unable to develop new competencies in the use of the application or maintain existing competencies.
- ◆ The system is based on IBM AS/400 technology which is now more than three decades old, and the current

hardware is due for replacement (eight years old with a replacement cost of approximately \$80,000).

- ◆ The application is nearing end-of-life. While SunGard continues to provide maintenance and support, it does not appear that they are continuing to invest in the solution through ongoing research and development (R&D). SunGard is presently proposing its new solution, ONESolution, which is based on current web technology and specifically designed for public agencies.
- ◆ The existing system does not provide functionality to support analytics or the creation of dashboards for the City’s managers and executives, leaving them with only paper reports, various online queries, and ad-hoc databases to manage operations and performance.
- ◆ The application is not as “open” as newer software suites, thus restricting the City’s ability to integrate key productivity tools such as workflow and document management for financial management and reporting and human relations. The absence of these tools complicates the completion of approval processes for items such as personnel action forms, invoices, and requisitions.
- ◆ The City users are supplementing the functionality provided by the application through the use of spreadsheets and ad-hoc databases. This proliferation of information represents significant problems for the organization, in terms of data integrity and consistency and the effort required to reconcile separate data sources, as well as in terms of planning for, and ensuring, business continuity. As a result, the information contained in the HTE system may be considered to be inaccurate or out of date.

- ❖ The HTE system lacks a robust security and audit solution that adequately supports data security, separation of roles and responsibilities, and audit logging to confirm who made a particular change, when the change was made, and what data was changed. The current system allows staff in some cases the ability to change information (including fees and pay rates, for example) that should not be changed by those individuals.
- ❖ Testing of the current system by end-users is limited and increases the risk when change is introduced. Central IT is responsible for installing updates, which are periodically installed directly into the production system. Following best practices would require installing and testing updates in a test environment. However, Central IT indicates that departments are short staffed and therefore are unable to provide the resources to complete testing. To date, Central IT reports minimal consequences of installing updates directly to the production environment; however, this is a risky approach and increases the risk of instability, data corruption, or unavailability.
- ❖ Staff reported that the HTE system is not effective or efficient in supporting the business tax function.
- ❖ Staff reported that the HTE system does not provide a solution to track developer deposits.

In addition to the above issues, the HTE system lacks features and functionality to adequately support the following:

- ❖ **Reporting** – City staff consistently cited the need for improved information access and reporting. In an effort to compensate for the lack of reporting, Central IT has created

a process that copies information on a nightly basis from the HTE system to a Microsoft Access database for reporting and inquiry. Unfortunately, there is a perception that reports do not balance, which could be because of a lack of understanding of when updates process (i.e. immediately or overnight) and the source of the information (Access database or a financial report).

- ❖ **Project Accounting** – The HTE system does not adequately support the City's Capital Improvement Projects (CIP) that crosses multiple years. In an effort to track CIP budgets, some departments have resorted to using an Access database that provides high-level information but lacks detail. Limited accurate financial information hinders managing to the CIP budget.
- ❖ **Chart of Accounts (COA)** – The HTE system's COA does not adequately support the growing needs of the City. The COA structure, as currently designed, has run out of numbers to support the implementation of new accounts. This limits the ability to analyze financial information or to track information at the desired level of detail.
- ❖ **Position Control** – Position control refers to system functionality which provides the ability to track information based on positions rather than employees. Implemented correctly, it creates a framework of positions for all the jobs within the organization without regard to whether or not there is currently an incumbent in a specific job. The HTE system has position control, but it was not implemented properly. As a result, it is possible to have duplicate authorization numbers for the same position.
- ❖ **Workflow** – The HTE system does not support workflow capabilities, which would provide more streamlined and

efficient processes when handling common financial activities. Workflow has the ability to automate the review, approval, and tracking of common financial tasks. In addition, workflow would replace the movement of hardcopy documents and support a paperless environment.

- ♦ **Time and Attendance Reporting** – The HTE system does not provide automated time and attendance reporting. In today's environment, staff submit paper timesheets to a department level timekeeper who then keys the information directly into the system. Moving to an automated system would create efficiency and improve reporting. In some cases, separate manual and reporting processes are used to track staff hours for code enforcement or permitting rather than using a single automated system.
- ♦ **Human Resources** - The HTE system does not include an HR module. As a result, the city uses manual processes to support and track HR activities. The HR Department needs a system to track many activities, including certification and training, performance evaluations, FMLA, and hours worked for PARS.
- ♦ **Budget** – The HTE system does not support the City's budget activities. In today's environment, the budget is created in Excel using data exported from the system to Access. Once the budget is finalized in the Excel models, then it is manually entered into the HTE system.
- ♦ **Security and Audit Trail** - In order to compensate for system limitations, users have the ability to override fees, pay rates, etc. The system does not provide an audit trail identifying the override and the user who made the change.

- ♦ **CAFR** - The CAFR Unlimited application is used to create the CAFR. An application created by Central IT extracts financial data from the system into a CSV file. However, the user must perform significant manipulation in the CAFR Unlimited application.
- ♦ **Grant Management** - The City has successfully obtained multiple grants. Regulatory compliance is the responsibility of the department that obtained the grant. Grant management software could assist with tracking grant-related activity and reporting.
- ♦ **Developer Deposits** - Staff hours worked on a project are maintained outside of the system using Excel and Access. Invoices are generated using Microsoft Word. The manual process is time consuming and cumbersome. The ability to track developer deposits in the system is desired. Ideally, the staff hours would also transfer to timekeeping for payroll.
- ♦ **Business Tax** - There are approximately 10,200 active Business Tax Certificates. The HTE business tax system is used to process applications and renewals, but the application is inflexible and requires extensive manipulation and workarounds in order to meet processing requirements.
- ♦ **Training and Documentation** - Staff reported there was little to no training available when the system was initially installed. The lack of training has continued since initial implementation, with new City employees shown how to use the system by others who may not have a strong depth of understanding themselves. In addition, inadequate training is exacerbated when City positions are not filled until after the

previous employee is gone and unavailable to answer questions.

Although there are limitations, the HTE system is effectively supporting Utility Billing and Code Enforcement as follows:

- ♦ **Utility Billing** - The City has approximately 44,000 utility accounts. While enhancements are desired, the application effectively supports billing and payment processing.
- ♦ **Code Enforcement** - The Code Enforcement staff use the HTE system effectively. The system supports case entry, initial notification, and further activity including inspection recheck, citation issuance, court action, referral to City Attorney and abatement. Functionality includes the ability to generate and attach letters and notes, and the officer can specify the desired date for the status check. Code Enforcement is able to view all building permit activity and flags, and this information is of value to the officers.

4 – Alternatives Analysis

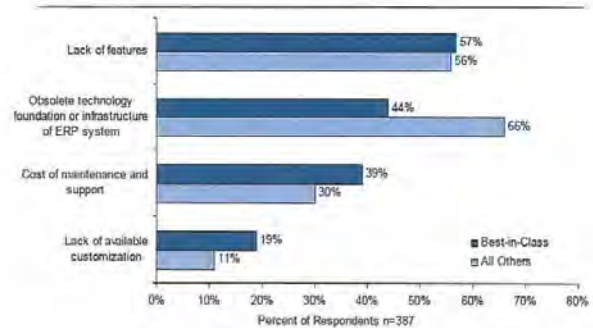
The primary objective of an ERP system must be to provide the features and functionality to accurately report the City's financial and business transactions, streamline business processes, improve customer service, reduce costs, and improve decision making. Because of the cost and organizational impact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

Industry research has shown that there are several common reasons why an organization looks to change an ERP system. According to the Aberdeen Group's 2011 research, the common reasons for an ERP system change include:

- ◆ Organizations are concerned with the lack of features and functionality to fully support their business and operational needs, and in a 2011 survey over half of those polled identified this as a top reason for replacing their ERP system
- ◆ The second driving factor was to keep current with modernizing technology infrastructure and replacement of obsolete back-end architecture and applications
- ◆ Third, many have been driven to change based on the cost to maintain and support the current solution. With the Tier 1 and 2 solutions bridging the gap of features and functionality, the annual costs to support are comparably different

- ◆ Lastly, others have considered change because their system has lacked the available customization to meet the business requirements

Figure 6 is taken from the Aberdeen Group study.



Source: Aberdeen Group, July 2011

Figure 6 - ERP Replacement Reasons

Having this understanding of the industry helps the City identify the reasons why it is considering a new system, and what are the next best steps to meet the City's current and future ERP system needs.

NexLevel believes that the City has the following three alternatives:

- ◆ Continue As-Is
- ◆ Upgrade the Existing System
- ◆ Replace the Existing System

In the following pages we discuss each alternative.

Alternative A - Continue As-Is

The HTE system is meeting the basic needs of the City and it can be a viable solution for the next 3 – 5 years. However, as outlined in this report, there are significant benefits that can be realized by moving to a more current and modern ERP system.

This alternative should be considered if the City has other competing priorities that would erode the focus and resources required for a successful new ERP system implementation. The complexity and risk of replacing the HTE system is significant. The City should only launch an ERP replacement project if it is a high priority project. If there are competing priorities that will make key staff unavailable to assist with replacement, then this alternative should be considered.

If the City determines that continuing with the HTE system is the best course of action, then the City should make an investment in the following areas to ensure the most value is received from system:

- ◆ Perform additional user training
- ◆ Implement reporting enhancements
- ◆ Establish a succession plan for key system support resources and/or cross training personnel
- ◆ Consider opportunities to re-engineer existing processes to help streamline operations
- ◆ Take steps to address or minimize the concerns identified in the Management Partners Organizational Assessment and Audit report

Alternative B - Upgrade Existing System

This alternative would be to upgrade the HTE system to SunGard's most current solution, ONESolution. SunGard recognized the limitations of the HTE system and now offers the ONESolution system, which was first released in 2010. To encourage clients seeking a change from the HTE system, SunGard may offer its clients significant discounts for licensing and other fees to reduce the cost of migrating to ONESolution.

The City should recognize that this alternative is much more than a software upgrade; instead, it should be treated as essentially a new ERP system implementation, which would include planning, gap analysis, process re-design, conversion, integration, testing, and training. The implementation of ONESolution would be a significant change for all users, since the implementation includes a new user interface, reporting tools, processes, and procedures. Because of the magnitude of the change that will be introduced, this alternative should include a comprehensive change management program to encourage staff change and acceptance.

The primary advantage of this alternative is that SunGard has significant knowledge of the City and the current solution (HTE). This helps reduce the risk associated with the fit gap assessment and with data migration. However, this alternative shares many of the complexities and risks associated with a new ERP system implementation.

Alternative C – Replace the Existing System

This alternative is to replace the HTE system with an industry-proven, long-term solution. This alternative would be initiated by following a best practices procurement and selection approach to

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ensure careful evaluation of vendor solutions to identify the best fit solution. The replacement of an ERP system should be viewed as an enterprise effort with a focus on obtaining the support and buy-in from the users. It should also be conducted to ensure the City takes full advantage of modern technology, including workflow, content management, reporting/business intelligence, web services and portals, dashboards, and mobile technology.

The benefits of this alternative include the ability to:

- ◆ Incorporate fully integrated “best business practices”
- ◆ Develop a system that is user friendly and empowers departments to improve their business processes
- ◆ Add and improve functionality in back-office functional areas
- ◆ Improve quality and accessibility of information to support business planning and decision support
- ◆ Streamline processes by eliminating paper-based workflow processes and forms
- ◆ Improve information access by reducing redundant “shadow systems”, data entry, storage and paper processing
- ◆ Improve operational effectiveness and productivity of staff
- ◆ Enable strategic planning initiatives (e-Government, etc.) including enhanced customer service and web self-service
- ◆ Increase remote access to information through the use of mobile applications and devices

The cost of implementing a new ERP system is much more than just software. The following table identifies cost components that must be considered to arrive at a total cost to implement.

Table 1 – ERP Cost Components

Software Licensing	Implementation Services
◆ Software licensing ◆ Third Party Software Licensing ◆ Ongoing Maintenance and Support ◆ Vendor Implementation Services ○ Implementation Support ○ Integration ○ Conversion ○ Training ○ Documentation	◆ Staff Backfill ◆ Server and Storage ◆ Database Licenses ◆ Project Management ◆ Integration with other systems (i.e. permitting, utility billing, etc.) ◆ Documentation

The timeframe to implement a new ERP solution can vary significantly based on:

- ◆ The degree to which current business processes need to be re-engineered
- ◆ The availability of technical and user resources (allowing for the fact that current applications must be supported during the implementation timeline and that operations must be similarly supported)
- ◆ The organization’s experience in the implementation of enterprise applications
- ◆ The number and complexity of external dependencies (such as the testing and implementation of interfaces with

external organizations or the approval of regulatory agencies)

Based on NexLevel's experience, the timeline for a new ERP system procurement and implementation in an organization similar to Oxnard would be 24 – 36 months. Typically, the timeline is broken out into five phases:

1. **Project Planning and Preparation:** A 1 - 2 month phase that includes all of the activities related to laying the foundation for the successful management of enterprise projects. In addition to the customary project planning activities such as the development of the project schedule and the assignment of resources to the tasks in the schedule, the successful and timely completion of enterprise projects is highly dependent on the development and implementation of effective processes for change management, risk management, and communication management.
2. **Requirements Definition:** A 2 - 4 month phase that includes all of the activities related to the gathering, consolidation, and refinement of requirements for the new enterprise system. Critical success factors in this phase include focusing on the elimination of siloed and/or non-value added activities and on the specification of requirements in terms of "what" the organization needs to accomplish rather than "how," since the "how" will largely be determined by the selected solution. Organizations will sometimes either rush through this phase or omit it entirely, and often find that they do not procure the best solution for their needs or implement the solution in a way that minimizes the benefits that they receive. The worst-case scenario is that the enterprise project fails. The critical point being that time spent in getting the requirements right reduces project risk and increases the value that the

organization ultimately obtains for the considerable investment in resources associated with enterprise projects.

3. **RFP and Selection:** A 4 - 6 month phase that includes all of the activities related to the solicitation of proposals, their evaluation, and the detailed evaluation of the various solutions to select the solution best suited to meeting the City's needs, and the negotiation of the contract with the vendor.
4. **Implementation:** The implementation will likely involve three major phases (e.g. Finance; Payroll/HR; Other). Each phase typically entails 9 – 12 months. Activities involved in the implementation of the solution include the initial configuration of the solution, development of training and testing plans, development of the data conversion plan and the conversion of data from the present solution, initial testing and refinement of the configuration, and acceptance testing.
5. **Post-Implementation:** A 3 – 6 month phase that is often neglected in project planning and includes the activities related to completing any components of the project that have been deferred until after implementation, such as resolving defects that were previously deemed non-critical, reviewing the implementation and documenting lessons-learned, and performing an operational review to identify any further configuration changes or training that may be needed to enable the users to be as effective as possible. This phase often also includes planning for future phases of the project.

There are additional considerations that must be addressed if the City chooses to replace the HTE system. The City is currently

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supporting several department level functions with the HTE system including the following:

- ◆ Business Tax
- ◆ Land Development
- ◆ Utility Billing
- ◆ Code Enforcement

While some industry proven ERP systems can address the above department needs, the City might find it most beneficial to consider separate solutions. The City should carefully evaluate the benefits of taking a “single system” approach (like what is done today with the HTE system) versus a “best of breed” approach (implementing the best functional solution for the City, possibly outside of the ERP system). It is common for cities the size and complexity of Oxnard to select the functional software solution that most closely aligns with their needs – maximizing the value.

NexLevel Recommendation

NexLevel believes the City will see significant value in replacing the HTE system with an industry-recognized, proven ERP system. For this reason, Alternative A is an option only if the City does not have the staff and financial resources to take on an ERP replacement project. Alternative A should be viewed as a stop gap solution, as it will not allow the City to address current needs and issues.

While Alternative B is a viable option, the level of effort, cost, and risk of this option approaches what would be expected if the City pursues Alternative C. It is for this reason that NexLevel recommends that the City pursue Alternative C. Alternative C provides the City the ability to take a measured and deliberate approach to procuring and selecting a long-term solution (potentially 15+ years). With Alternative C, the current vendor (SunGard) could still propose their flagship product, ONESolution, and the City could fairly evaluate the costs and benefits of that solution with other solutions available in the market.

Procuring and implementing a new ERP system, while time consuming and expensive, should be viewed as a 15+ year commitment that will impact virtually every department. It involves identifying and entering into a long-term partnership with a vendor that is committed to continuous improvement and innovation.

If the City selects to pursue Alternative B or C, it may still wish to explore short-term improvements in the current ERP system via training and enhanced reporting. The timeline to implement Alternative B and C would be 24 – 36 months. In the meantime, a greater understanding of the system design, reports, and application solutions will allow the City to get more value out of the existing system and reduce staff frustration.

5 - Critical Success Factors to Consider

NexLevel has conducted a wide range of ERP selections for public agencies. This work often involves performing an assessment of an existing ERP implementation to understand why that system is no longer meeting the organization's needs. Out of this experience, NexLevel has identified the following critical success factors:

(1) ERP requirements should be gathered in a collaborative manner

All departments and stakeholders should participate in the development and review of the requirements for the ERP system. Dialog at this point in the project is critical since requirements are much easier to refine and revise at this point than later in the project. Taking the time to establish the correct requirements at the outset will return significant benefits later in the project. For example, although the finance unit is generally the "owner" of the financial requirements, processes such as budget creation, time entry, and invoice approval must also work for the rest of the organization.

(2) Beware of the "automation boundary"

The "automation boundary" is a term used by NexLevel to describe the relationship between automated and manual processes. Organizations with older applications often find that individual groups of users develop different manual "workarounds" over time. These workarounds can be developed as a result of a lack of understanding of system functionality or due to limitations in system functionality. In either case, these are often "institutionalized" over time and become the "way we do business," and separate units within the organizations may have their own way of performing the same tasks. Left alone, this can result in the development of

user requirements that are overly complex and based on non-value added business processes. The "prime directive" for the team members assigned to facilitate the development of user requirements should always be to ask "why" and not to accept "because we've always done it that way."

(3) Willingness to change business processes

As we have addressed previously, the readiness of an organization to embrace procedural change is critical to the development of requirements for a new ERP system. People are often reluctant to change processes; some are unable to conceptualize how a process can be improved, and some fear the loss of hard-won competencies or the imposition of additional accountability. Whatever the motivation, an organization must be prepared to work with the user community to overcome these obstacles.

(4) Make a good, long-term technical decision

Organizations are often tempted to make technical decisions that are based on minimizing short-term disruptions and risks, or on what is "trendy" - and subsequently incur the cost for these decisions in the long run. Considering that enterprise systems in the public sector are generally used for fifteen to twenty years, making an informed long-term technical decision is critical. For most organizations, this comes down to the decision to either use a cloud-based solution or host the ERP system on-premises. Considerations related to both of these options have been discussed previously in this report.

(5) Plan for the Long-Term

The implementation of enterprise solutions requires a significant commitment from the organization over a long

period of time. The implementation plan should carefully consider how functionality can be phased in over time to minimize organizational impact and risk. Organizations should also plan to conduct post-implementation evaluations after each phase, to document lessons learned and to “clean up” any issues that remain from implementation, before proceeding with the next phase.

- (6) **Carefully consider the long-term total cost of ownership (TCO) and the organization’s return on investment (ROI) for the ERP system**

As noted previously, ERP solutions have both direct and indirect costs, and anyone determining the true cost of an ERP solution should take into consideration the costs related to the improvements needed in the supporting technology infrastructure including desktop computers, servers, storage systems, and the City’s network.

- (7) **Prepare for obstacles and contingencies**

Although project sponsors and project planners often spend a good deal of time in risk management and in crafting highly resilient and realistic project plans, the reality is that no plan can ever anticipate every possible contingency. Therefore, organizations embarking on the implementation of enterprise technologies such as an ERP system should be prepared to cope with and overcome unplanned obstacles and contingencies.

- (8) **Streamline and rationalize report generation**

Current processes are often based on the generation and dissemination of paper reports, and organizations need to work with the user community to break the “paper habit” and transition users to obtaining information directly from the ERP

system so that they have access to the most current information. Similarly, users are accustomed to exporting information into spreadsheets and ad-hoc databases for reporting purposes, and to the maximum extent possible, these separate documents should be replaced with on-demand queries that are generated directly from the ERP system.

- (9) **Plan to make maximum use of system features and functionality from the outset of the project**

Organizations implementing ERP software suites often pay more attention to how the product can support their business requirements and overlook features and functionality in the new system that extend beyond their immediate requirements. It is very important to look for those opportunities. Planning to get the most use from the product can improve the ROI for the expenditure involved, as well as create opportunities to improve service delivery. This includes making better use of “dashboard” functionality to focus on effectiveness and performance. Planning to make use of these features and functionality from the outset of the project is preferable to attempting to implement them on an ad-hoc basis in the midst of other project priorities.

- (10) **Utilize system demonstrations rather than checklists**

Often, procurement processes rely on vendors responding to long checklists of requirements and indicating whether the requirement would be supported by the baseline functionality of the application, through a configuration change, or through a custom modification. At best, these indicate “what” the application can do rather than how well the functionality provided conforms to the user’s expectations. Over-reliance on checklists can result in an organization spending precious time and resources investigating what may turn out to be “dead

ends.” A better approach is the development of use cases in which the vendor must demonstrate the “how” to the selection committee. The development of use cases is a “win - win” scenario for organizations – despite the effort involved to generate them, they can be used to refine requirements, to evaluate alternative solutions, and in the acceptance testing process.

6 –ERP Readiness Assessment Considerations

NexLevel has worked with a variety of government clients that are engaged in ERP projects. Some of these clients have sought an ERP solution to replace a mix of custom applications that have become prohibitively expensive to support and that no longer meet the organization's business needs. Others, similar to the City, are seeking to replace an existing ERP system that is becoming obsolete or that is no longer a fit for the organization's needs.

In either case, NexLevel has found that the success of any new ERP project is largely dependent on whether the organization is prepared to handle the challenges associated with the implementation of an enterprise system. The City's ERP readiness assessment should include consideration of the following factors:

- (1) **The City's management team must be fully committed to the success of the project and to providing the resources that are needed**

The success of a new ERP implementation is dependent on the committed and active support for the project from the City Council, the City Manager's Office, and the department directors. The implementation of the new ERP system will affect every department within the City and require the participation of staff in a range of activities including the definition and confirmation of requirements, the identification of opportunities to improve business processes, cleaning up data in the existing application, and in the testing and acceptance of the new modules, all of which must be done in a manner that does not significantly impact customer service and operations.

- (2) **The City must be committed to reviewing and re-engineering existing business processes to take advantage of the features and functionality provided by the new ERP system, and to adopting a formal approach to change management**

The City's ability to realize significant benefits through the implementation of the new ERP system is directly related to its willingness to embrace operational and organizational change. Michael Hammer's landmark study "Reengineering Work: Don't Automate, Obliterate," noted that organizations often fail to realize the benefits of significant expenditures for automation because they use technology to automate existing business processes, some of which date back to largely manual environments. These processes often "promote tunnel vision oriented towards narrow goals of individual functions or departments, rather than the goals of the process as a whole."²

As a result, while new technology may improve an organization's ROI, the ability of an organization to more fully realize the benefits from their investment in technology is related to their willingness to accept and embrace changes in how the organization conducts business. The City's stakeholders must be prepared to overcome the obstacles frequently encountered in the implementation of new enterprise software, including resistance to change.

Typically this requires the adoption of formal approaches to both business process reengineering (BPR) (which Hammer defines as "the fundamental rethinking and radical redesigning of business processes to achieve dramatic improvement in... cost, quality, services, and speed"), and organizational change

² Hammer, M. "Reengineering Work: Don't Automate, Obliterate," Harvard Business Review, July-August, 1990, pp. 104-112.

management (OCM). The adoption of formal processes for OCM is critical since resistance to change has been consistently ranked high as one of the factors contributing to the failure of enterprise system implementations. Together, these approaches will enable the City to:

- ◆ Adapt the City's organizational structure and procedures to take advantage of the features of the new system, particularly with regard to taking advantage of best practices, streamlining processes through the elimination of non-value added tasks, the adoption of standard processes across the enterprise, and the elimination of manual document processing and handling.
- ◆ Adapt functional requirements in response to external factors (such as statutory or regulatory changes), but also as a result of the users obtaining greater experience in how technology can best be used to improve operations. Changes in functional requirements can also lead to changes in policies and procedures and expectations, particularly regarding the availability, timeliness, and accuracy of information.
- ◆ Adapt technical requirements to the performance and availability of the system, the underlying technologies supporting the system, and the new technology offerings that can potentially provide additional performance or costs benefits.
- ◆ Adapt contractual requirements and the implementation plan to organizational, procedural, functional, and technical changes, and changes to the availability of resources.

- ◆ Mitigate project risks including:
 - potential delays in implementation that can impact operations and result in cost-overruns,
 - user dissatisfaction with the new system, and
 - difficulties in realizing the intended benefits from the implementation of the new ERP suite.

(3) The City must have a well-defined roadmap for the replacement of its current financial system

The roadmap needs to identify and document:

- ◆ How the new financial system will integrate with other components of the City's application portfolio.
- ◆ Which business processes and modules will be included in the ERP project, and their relative priorities.
- ◆ The resulting application architecture indicating which modules will be replaced, renovated, or retired in the course of the project.
- ◆ Whether information from existing applications will be carried forward to the new ERP system, and the measures required to ensure the accuracy and consistency of that information.
- ◆ The impact of the implementation on the City's information technology environment and steps that must be taken to upgrade it.
- ◆ The plan for the acquisition and implementation of the new ERP system including how the modules will be phased into use and the City's preferred approach regarding on-premises hosting vs. SaaS. The City will need to plan to

implement the features and functionality that are most needed and provide the greatest benefit.

- ♦ The finances, personnel and other resources required to support the implementation of the new ERP system.

(4) The City must identify the goals and metrics that will be used to measure the business benefits of the new ERP system

Goals and metrics provide tangible reference points to indicate whether the desired benefits are being obtained from the new ERP system, and serve as the foundation for the implementation of a program for continuous improvement in the delivery of services to internal and external customers. Key performance indicators (KPIs) that are presently in use are a good starting point for these metrics, with the caveat that some process changes may make some of these KPIs less relevant. Nonetheless, the publication of information regarding improvements in performance helps justify the effort being expended on the implementation of process changes and the new ERP system.

(5) The City must be prepared to effectively manage the scope and objectives of the ERP project

It is likely that the City will implement the ERP system over multiple years and phases. As a result, it may have to make compromises to make the overall project more successful. For example, the City might have to push some functionality to a later phase, consider using third-party products to provide needed functionality, or remove one or more system functions from the project altogether. The City must be prepared to make informed decisions to ensure that, during the “crunch” that often accompanies implementation, these decisions are made based on realistic, long-term operational considerations,

and do not result in the implementation of products which fall short of the organization’s needs and expectations and that diminish organizational support for the project.

(6) The City must have a long-term plan to ensure that users can obtain the greatest value from the new ERP system through an ongoing approach to training

Training is often sacrificed in the rush to get a new system implemented, and then becomes a secondary concern in the face of the immediate tasks related to the day-to-day business of organizations. Even if adequate training is provided in the course of the implementation of the new ERP system, users often forget how to use functions and features that they do not use frequently, and user competence can also be diminished over time by staff attrition and re-assignments. The City must be prepared to provide ongoing training and to ensure that all staff members are sufficiently trained in the use of the new ERP system.

(7) The City must have a long-term approach to project planning and management

Project planning often ends with the completion of the last planned implementation phase; however, the City should consider its long-term requirements for project planning in order to:

- ♦ Effectively implement changes to the new ERP system in response to new or changed functional requirements or the availability of new or improved functionality from the system provider,
- ♦ Plan for and implement additional modules that were not part of the original implementation plan.

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- ♦ Monitor vendor performance. If the City elects to utilize a remotely hosted solution, it will need to designate staff members to monitor vendor performance and ensure compliance with the terms of the Service Level Agreement (SLA), and advise City management in the event that the vendor is not meeting the agreed upon SLA levels and actions are required.