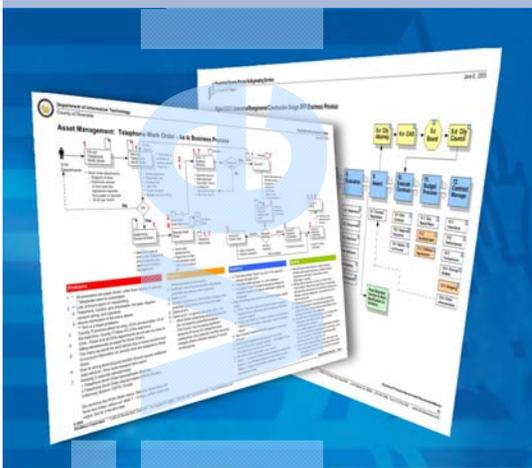


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## Information Technology Strategy Plan

Part 2: ITSP Implementation Roadmap  
September 2, 2014

Del



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## Section 1

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### Introduction

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#### 1.1 Introduction to the ITSP Implementation Roadmap

This document provides the Westlake Village 5 Year ITSP Implementation Roadmap, including phased and prioritized Information Technology initiatives. This roadmap addresses the acquisition and implementation of Strategic Business Technologies, in addition to addressing the sustainability of the ITSP with IT human resources.



Part 1 of the ITSP, the Information Technology Strategic Plan Findings & Recommendations document articulates “what” should be undertaken - this document is a management tool defining the “when” and at what “cost” the IT Strategy initiatives might be carried out.

As with any planning document, periodic review and updating of the ITSP is important. ITSP updates should consider changing circumstances in a variety of areas: e.g., the Westlake Village organization, the community demographic, emerging Information Technologies, fluctuations in the state of the economy, etc. The following pages lay out a pragmatic Implementation Roadmap that will ensure the successful deployment of the IT Strategic Plan. The Implementation Roadmap reflects sound investments in technologies specific to Westlake Village, addressing the following:

- The criteria used to prioritize ITSP Initiatives;
- Implementation Roadmap over a 5 year timeline;
- ITSP budget estimates by year; and,
- Human Resources required to sustain the ITSP implementation.

Deliverable 3.2.2: **ITSP Implementation Roadmap**



## 1.2 City's Vision, Mission and Values

The following outlines Westlake Village's vision, mission and values:

### *Vision*

Westlake Village is a "city in the country" where residents are actively engaged and involved in the life of the community. Over the years, a well-conceived master plan, shared values, and a balanced economy (i.e., residential and commercial) have fostered a strong sense of identity and a uniquely high quality of life. This combination of elements will continue to drive City residents build up on their successes as they address the opportunities and challenges of the future. The City will build trusted partnerships and deliver innovative and effective IT solutions to meet the business needs of our customers and constituents.

### *Mission*

Ensure IT investments and strategic business technologies are customer focused, sound, and deliver the highest possible value to the City and its constituents.

### *Values*

Our actions are guided by our values and are integral to everything we do:

**Excellence:** We lead with a clear vision, communicate, form partnerships, and take full ownership and responsibility in fulfilling our mission. Our work is relevant, timely, and delivered with superior customer service that reflects our commitment to collaboration and the highest standards of quality.

**Transparency:** We uphold a standard of municipal transparency, accountability, and reliability. We conscientiously run our operations to promote a City workforce that is worthy of the public trust. We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment.

**Innovation:** We constantly seek new ways to accomplish our work through efficiencies and collaboration to generate extraordinary transformative results. We are dedicated to delivering creative and forward-looking solutions.



### 1.3 IT Strategic Plan Vision Statement

The ITSP Implementation Roadmap will foster a transformative framework for how the City of Westlake Village leverages its Information Technologies. The City will embrace Information Technology as a strategic enabler, embedding it as a critical and fundamental component in all the City does. It is also critical that Westlake Village, ensuring the use and application of Information Technologies, is aligned with and supportive of the efficient and responsive delivery of services to all of the City's constituents – residents, businesses, and visitors.



By aligning Information Technology in support of the City's business and service delivery processes, Westlake Village will become a more agile organization that is better able to adapt to challenging economic conditions and fiscal pressures. Through investment in Information Technology, the City will develop and implement innovative and cost effective approaches for improving the quality and delivery of needed services to its constituents.

### 1.4 ITSP Implementation Roadmap Goals

The goals of the ITSP Implementation Roadmap are to:

- Develop a high performance and reliable Citywide IT / broadband infrastructure supporting the dynamic requirements of the City;
- Align the City's IT initiatives with the City's overall business objectives and the 2015 Plan while ensuring City business responsibilities and priorities are recognized and taken into account;
- Invest in IT systems based on a rational and impartial assessment of both tangible and intangible benefits - and a realistic assessment of project costs, benefits and risks;
- Reduce the cost of operations and service delivery, while improving the quality of services delivered to customers through responsible IT investment; and,
- Deliver IT services, internally to the City and externally to the residents of Westlake Village, in a cost-effective manner.



## 1.5 IT Strategic Plan Guiding Principles

ThirdWave recommends that Westlake Village adopt a new set of guiding principles related to the use of Information Technologies. Many of the following have not been in historically in place, primarily due to the small size of the City and the lack of a traditional IT department.



The above notwithstanding, ThirdWave recommends the following principles for implementing the IT Strategic Plan:

- 1. Leadership** Embrace technology as a strategic enabler and utilize IT to improve the way staff perform their jobs and deliver services to customers.
- 2. Communications** Foster effective communications between the City and constituents to keep all parties involved and informed on the progress of IT initiatives. Westlake Village will keep the public informed on the use of technology in the City via its website and other means.
- 3. IT Governance** Adopt a formal management process to ensure that IT initiatives are properly vetted for consistency with the ITSP Implementation Roadmap, IT industry trends and direction, are fiscally sound, and are effective in improving operating efficiencies and customer service **prior** to proceeding with IT initiatives.
- 4. Enterprise Approach** Encourage an enterprise approach when procuring, implementing and managing the City's Information Technologies. The City will utilize state-of-the-art technology ensuring investments are effectively leveraged across departments, businesses and constituents – employing economies of scale wherever possible. Information Technologies will foster cost containment and/or the highest return on investments possible.
- 5. Accountability** Create an environment that encourages accountability through service level agreements, performance measures and individual responsibility.
- 6. Proven Technology** Implement contemporary, but proven, technologies that maximize future options by emphasizing open standards. Applications should use Commercial Off-the-Shelf software wherever possible, and should be web based, wireless ready and GIS enabled, where appropriate and applicable.



- 
- 7. Efficiencies** Decisions regarding funding for technology initiatives should be based on a Business Process Improvement assessment using a formal and standard Continuous Improvement methodology, e.g., Rapid Workflow Process Modeling®, Lean, Kaizan or other similar method. The resulting data will be used to produce a comprehensive business case that takes both tangible and intangible costs and benefits of the project into account.
- 
- 8. Strategic Investments** IT assets, systems, skills and support operations will be viewed as strategic investments that are critical in attaining internal City-wide business and external service delivery objectives.
- 
- 9. Partnerships** The City will maintain partnerships with outside Information technology firms / consultants and regional government organizations to undertake collaborative efforts in the provision of information and services, and obtain expert advice and knowledge of IT trends.
- 
- 10. Accessibility** Implement Information Technology that provides all internal and external customers easy and timely access to information and services. The City will strive to make data available for the benefit of the public subject only to the need to protect the privacy of individuals.
-



## Section 2

# IT Strategic Plan Initiatives

### 2.1 Technology Initiatives

The Findings & Recommendations<sup>1</sup> document identified dozens of management, business process and technology solutions for enhancing the business / service delivery environment at Westlake Village over the next five years.

The initial list of ITSP initiatives was consolidated, reduced and prioritized in this document, bringing the final number to thirty-four technology initiatives. The final list of solutions relate to six Information Technology categories: infrastructure, hardware, departmental software, enterprise software, internal E-Government solutions and public facing E-Government solutions. The remaining solutions include operational and/or policy recommendations related to the use, operation and management of the City's IT portfolio.

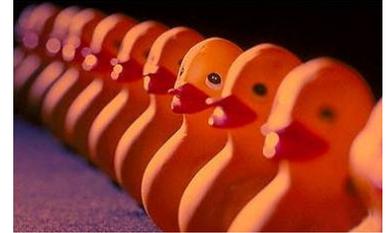


IT solutions identified in the requirements definition phase of the project were vetted to produce the final list used in the prioritization process. Information Technology initiatives are described in some detail in Part One of the Westlake Village ITSP Findings & Recommendations, August 28, 2014.



2.1.1 Prioritization Criteria & Process

The ITSP initiatives noted above were processed through prioritization criteria, which included a broad range of performance parameters aligned with common municipal business objectives and tangible internal / customer benefits.



This criteria was used by the Westlake / ThirdWave Project Team to identify a preliminary sorting of initiatives. The sequencing of initiatives were subsequently reviewed and further sorted by the City’s Executive Committee - in addition to some “low hanging fruit,” i.e., low cost initiatives that can be carried out for a relatively low cost in the short term. A final vetting of priority was carried out with the City’s IT Support Vendor.

The figure below describes the criteria employed to prioritize ITSP initiatives, using a rating system of 1, 3, and 5 as described below.

Figure 2.1.1.1: ITSP Initiative Prioritization Criteria

Business Case Benefit Rating

- 5 **High:** Provides significant benefit to internal operating efficiency / extraordinary customer service.
- 3 **Medium:** Provides some benefit to internal operating efficiency and extraordinary service.
- 1 **Low:** Provides limited benefit to internal operating efficiency / extraordinary customer service.

Prioritization Application of Criteria

1. **Internal or External IT Requirement**
  - The number of times an initiative was identified in the requirements definition phase of the project, including the Management and Staff Surveys, Online Public Survey, Community Outreach Focus Groups, internal IT Focus Groups or 2015 Plan Visioning workshops;
  - Provides the architecture / infrastructure required to implement other key projects;
  - Facilitates collaboration with and within government; and/or,
  - Enterprise solution, highly leverageable, benefiting the City as a whole.
2. **Staff Productivity**
  - Staff time savings;
  - Fosters internal operating efficiencies;
  - Improves business practices, aligning them with enterprise / departmental goals; and/or,
  - Enhancing the ability to share data.
3. **Improved Customer Services**
  - Significantly improves customer service;
  - Provides online 24x7 convenience; and,
  - Web enables services for faster/easier service to the public.



- 4. **Cost Savings / Revenue Generation**
  - Provides the potential for hard dollar savings; and,
  - Provides the possibility of increased revenues.
  
- 5. **Reduced Risk**
  - Mitigates legal exposures in how the services provide services to the public, and,
  - Mitigates internal risks.
  
- 6. **Support of the 2015 Plan**
  - Vision: Core Values, Engaged Life Style, Collaborative Approach, Responsive Local Government
  - Strategic Goals Workshop:
    - Sense of Community;
    - Quality Environment;
    - Open Space Preservation;
    - Community Health Initiatives;
    - Strong Economy;
    - Technology and It's Uses; and,
    - Accessible Government.

Figure 2.1.1.2 below provides a list of the final technology initiatives identified in the prioritization process, grouped into yearly phases for management consideration and budgeting over the 5-year implementation timeline.

**Figure 2.1.1.2: ITSP Technology Initiatives**

Phase 1		
1	INFR	Broadband Infrastructure Master Plan
2	INFR	Broadband Infrastructure Enhancement RFP
3	INFR	Consultant Remote Access
4	ESW	Enterprise Resource Planning System Requirements/RFP
5	EGOV	Public E-Government Apps
6	EGOV	Social Media (Facebook, Twitter, Instagram)
7	MNG	Regional IT Consortium
8	MNG	IT Sustainability Staff: City & Contracted
Phase 2		
1	INFR	Broadband Infrastructure Enhancement (Phase 1)
2	ESW	ERP Solicitation Process
3	OPER	Disaster Recovery/Business Continuity
4	HW	Mobile Devices (Tablets / Smart Phones)
5	ESW	Enterprise Content Management System
6	EGOV	Public E-Government Apps
7	HW	Cell Phone Help Desk
8	HW	Cellular Phone Systems Enhancement



**Phase 3**

1	INFR	Broadband Infrastructure Enhancement (Phase 2)
2	DSW	Traffic Operations Center
3	OPER	Network Security
4	EGOV	City Online / Mobile Applications
5	OPER	Training Programs
6	SWE	E- Forms
7	SWE	E- Signatures
8	OPER	Technical Support Policies
9	MNG	Mobile Computing Policy
10	MMG	Online Application Policies

**Phase 4**

1	INFR	Broadband Infrastructure Enhancement (Phase 3)
2	DSW	Asset Management Software
3	EGOV	Online Videos
4	EGOV	E - Learning Tools
5	EGOV	Video Chat at Council Meetings
6	HW	Servers / Data Storage
7	HW	Personal Computers
8	HW	Peripherals

**Phase 5**

1	INFR	Broadband Infrastructure Enhancement (Phase 3)
2	SWE	GIS: Bring Admin. back In-house
3	HW	Desktop Scanners
4	HW	Printer Upgrades

A brief description of strategic operational and management initiatives in the ITSP is provided below.

## 2.2 Strategic Operational Initiatives

The following Operational Initiatives were identified in one or more of the phases of the ITSP project. They are not specifically related to technology but rather best practices, methods and procedures that will broaden and strengthen the position of Westlake Village’s IT operation.

The following list contains a number of IT best practices which are missing at Westlake Village. Implementation of these operational practices will significantly enhance the likelihood of success with the ITSP initiatives and IT projects in general.





**OPER 1 Network Security**

The City lacks network security protocols and policies that outline the rules for computer network access, how policies are enforced and a basic architecture of the City security / network security environment. Network security initiatives include the following:

- Develop standardized security protocols / policies requirements in order to protect citizens, systems, and data; and,
- Consider the types of network connectivity that will be acceptable given the risk, likelihood, and impact of a malicious attack such as for PCs, laptops, tablets, smartphones, servers, storage, networks, applications, website (i.e. online payment transactions), e-signatures, remote connectivity, social media, traffic lights, etc.

**OPER 2 Training Programs**

The City has two types of training requirements that should be addressed with a formal ongoing training program including:

***City Staff training:***

- Adopt Office Automation application training to City staff by implementing an outsourced formal training program. Identify firms who provide the required training, preferably firms that provide onsite training.
- Adopt a practice that all new ITSP initiatives include end user training.
- Provide custom tailored / role-based application specific training beyond the standard vendor training on all application implementation.

***Citizen Training:***

- Adopt training for applications implemented for use by the public, particularly online E-Government service delivery and E-Commerce applications. Training programs aimed at the public should include senior citizens.

**OPER 3 Technical Support Policies**

The City's IT technical support is currently outsourced to a technology firm. Most City consultants (i.e. Engineering Department) have limited access to the City's IT environment and the same level of technical support as City staff. There are also instances where the process for obtaining technical support is unclear to City staff. The introduction of ITSP initiatives will increase the demand for technical support. Technical support initiatives include

- Establish a technical support policy articulating mutual roles and responsibilities for staff and all existing and future Information Technologies used at the City;
- Establish clear lines of first and second lines of support; and,
- Provide access to City consultant to the City's Information Systems, as appropriate;
- Expand support contract with technology vendors, as appropriate, to support all technologies identified in the ITSP, many which will be supported by vendors who do the implementation:
  - Office Automation software (Microsoft Office Suite);
  - Departmental Software: Asset Management; and,



- Enterprise Software: Enterprise Resource Planning and Enterprise Content Management.

## 2.3 Strategic Management Initiatives

The following Management Initiative recommendations were identified in one or more of the phases of the IT Strategic Plan project. They are not specifically related to technology but rather policies and best practices that will strengthen the City's position with regards to the City's ITSP Roadmap.



### MNG 1 Regional IT Consortium

One of the opportunities for enhancing the City's IT portfolio identified in the ITSP project was that of forming a regional IT Consortium with partner government agencies, i.e., cities and school districts in the region. Possible initiatives include the following:

- Establish a Regional Technology Working Group using an online tool, i.e., Facebook / Twitter, to communicate and coordinate regional technology efforts;
- Hold monthly City IT Managers informational meetings, on an as needed basis;
- Hold quarterly meetings to discuss and coordinate technology initiatives; and,
- Establish a Conejo Valley Connectivity initiative;

### MNG 2 IT Sustainability Staff

One of the most important facets of an IT Strategic Plan, which is often overlooked or not given proper attention, is the issue of staffing sustainability. Technology strategies typically identify lengthy lists of initiatives to be carried out over several years, which result in human resource requirements. Therefore, there are issues of sustainability and technical support that must be considered, for instance:

1. Does the organization have staff with the **required knowledge, skills (KSAs) and abilities** to sustain the proposed IT initiatives contained in the ITSP?
2. Does the current organization have **sufficient staff** (Full Time Equivalents) to sustain the proposed IT initiatives contained in the ITSP Implementation Roadmap?

Cloud computing solutions notwithstanding, which provide remote support resources, the City should consider implementing the following recommendations related to IT sustainability as appropriate:

- Formalize the City's relationship with LanSpeed, clearly identifying those technical areas they can and will support;
- Identify the technical support requirements, in terms of KSA's, for each ITSP technology initiative implemented and negotiate those services with service providers (other than LanSpeed), for instance:
  - Enterprise Resource Planning, which typically require onsite applications specialists;



- Enterprise Content Management System application specialist;
- Web-enabled Application Development and Support resources;
- Systems Integrators to interface some of the systems listed above, as required; and,
- Project Management Office services, with firms who have extensive experience in managing the implementation of the enterprise systems listed above.
- Obtain required contracted technical support resources with one or more of the following: onsite contract staff, off-site site, SAS (Software-as-a-Service vendors) and/or outsourced support agreements.

**MNG 3 Disaster Recovery / Business Continuity**

- Articulate a Business Continuity Plan with key metrics of Recovery Point Objective (RPO) and Recovery Time Objective (RTO) for various critical business processes (such as the process to run payroll, generate an order, etc.);
- Implement best practice for data protection Disaster Recovery (DR) practices including:
  - Carry out a DR audit;
  - Produce backups to disc and send off-site at regular intervals;
  - Produce backups to disk on-site and automatically copy to off-site disk, or made directly to off-site disk;
  - Replicate data to an off-site location, replacing the need to restore the data (only the systems then need to be restored or synchronized) using Storage Area Network (SAN) technology;
  - Replicate both on-site and to off-site data centers with Hybrid Cloud solutions; and,
  - Use high availability systems that keep both the data and system replicated off-site, enabling continuous access to systems and data, even after a disaster.

**MNG 4 Mobile Computing Policy**

The City does not currently have formal mobile standard policies or operating procedures. With the ever increasing use of mobile computing, the ITSP recommends the City address and adopt one or more of the following:

- Develop formal mobile computing policies including:
  - Purchase, suitability and support;
  - Acceptable Use;
  - Encryption;
  - Network Access and Password;
  - Remote and Guest Access;
  - Third Party Connection;
  - Virtual Private Network (VPN);
  - Mobile Device and Wireless;
  - Network Security;
    - Confidential Data;
    - Physical Security; and,
    - Backup Policy.



- Employ Mobile Device Management (MDM)
- Provide training to City staff on the new policies.

**MNG 5 Online Application Policies and Standards**

The City does not currently have formal online application policies and standards, not surprising since they do not have an IT department nor does the City develop applications. However, with the ever increasing use of web-enabled / mobile computing applications the ITSP recommends the City develop formal online application policies and standards to ensure all future web apps are consistent and supportable in a cost effective manner. The ITSP recommends articulating standards for the following,

- Development platform technical specification;
- Programming tools;
- Database engine;
- Browser support to be used; and,
- Provide the policies and standards to contracted firms developing online apps for the City.



## Section 3

# 5 Year IT Strategic Plan Implementation Roadmap

### 3.1 ITSP Implementation Roadmap

The IT Strategy Implementation Roadmap illustrates the prioritized sequencing and projected timelines for strategic initiatives over a 5 year period. The Implementation Roadmap represents the construction phase of the IT Strategic Plan.

The following pages provide yearly project schedules reflecting the final prioritized IT Initiatives identified in the ITSP Project *as of this writing*. However, it bears noting that this Roadmap is a living document. As a planning and implementation document, this document is subject to continuous review and adjustment as the City's business needs, financial position and Information Technology portfolio change.



#### 3.1.1 Technology Implementation Principles

The ITSP Implementation Roadmap adheres to a framework comprised of a number of general operating principles, as outlined below:

1. **Build a solid and secure infrastructure foundation:** The Roadmap assumes that the City's network / communications infrastructure is sound and secure, allowing for the deployment of various strategic business technologies. This is a prerequisite to the deployment of departmental / enterprise applications.



2. **Focus on economies of scale in the investment and deployment of initiatives:** For instance, the implementation of an Enterprise Resource Planning system will meet a whole host of needs *for all City departments*; the E-Government applications can assume a “write-once use many” approach where an Online Payments application can be used to address several online payment requirements across numerous departments and applications.
3. **Provide staff with the minimum tools of the trade:** The ITSP Implementation Roadmap focuses on providing staff with the fundamental tools needed to provide City services *and* interface with all of the City’s constituents, i.e., contemporary PCs, Office Automation software, mobile devices, and web-enabled service delivery solutions.
4. **Recognize deployment prerequisites:** The Roadmap recognizes that deployment of certain solutions require up-stream system preparation, i.e., upgrading the City’s website in order to deploy online E-Commerce applications, ubiquitous remote access to data for City staff working in the field, and so on. In some cases, this may require the City to acquire enabling hardware and/or software technologies either in-house or through outside “cloud-based” service providers.
5. **Utilize parallel deployment approaches to fast track initiatives:** To the extent possible, based on available resources, ITSP initiatives will occur in parallel using appropriate IT resources / firms to execute the IT projects. However, given the size of Westlake Village, enterprise systems should not be deployed at the same time as that might unnecessarily tax the workload of existing City staff.
6. **Use IT best practices for the execution and management of ITSP initiatives:** All development and implementation projects will use formal industry standard PMBOK® (the Project Management Institute’s *Project Management Body of Knowledge*) Project Management methodology and a uniform Enterprise Architecture, development tools and databases.
7. **Allocate sufficient IT staff resources to ensure sustainability:** The Implementation Roadmap currently includes ITSP initiatives of varying scale and complexity over the next several years. This represents a significant workload for an organization without internal IT resources. The implementation will require that the City place a high level of importance on IT resource allocation to successfully deploy and effectively sustain the ITSP Implementation Roadmap.



### 3.2 5 Year Roadmap

The figure on the following page (3.2.1) provides an overview of the proposed 5 Year Implementation Roadmap. In general, the 5 Year plan follows the prioritization identified in Section 2 of this document. The following should be noted:

- Projects anticipated to be carried out by existing IT resources without a solicitation phase are shown with a solid bar indicating approximate deployment timelines.
- Projects requiring requirements definition and/or solicitation process are shown with a light colored bar preceding the solid dark color bar, which indicates the deployment timelines. ITSP initiatives that require a solicitation process tend to be the larger and more complex projects. These projects will generally be carried out by external professional resources supported by internal City staff / subject matter experts.



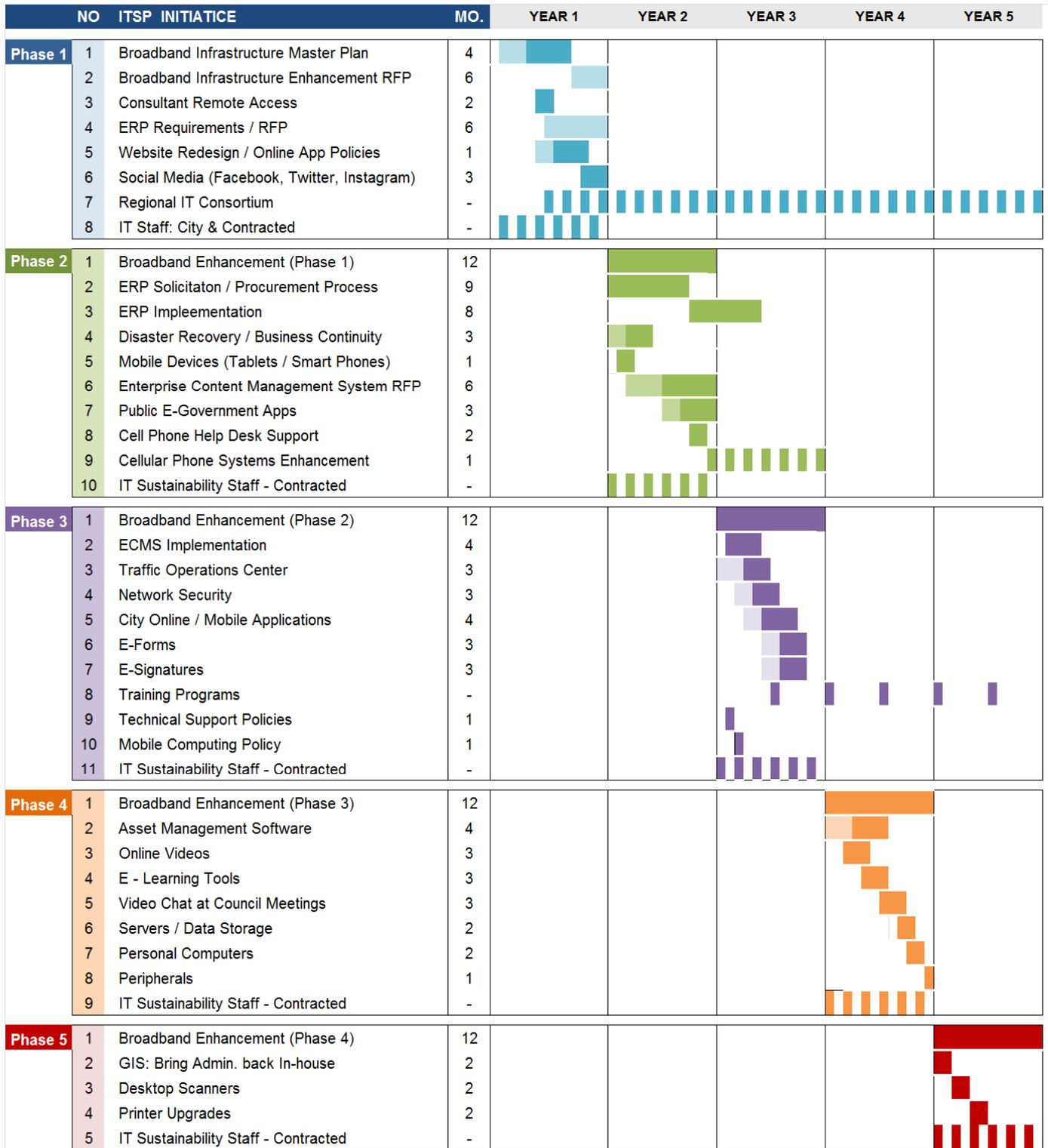
From a planning perspective, the solicitation timelines are important because they imply:

- A requirements definition efforts;
  - The formation staff resources for the development of RFP documents;
  - The formation of end user evaluation / selection committees;
  - The assignment of appropriate IT staff resources for the execution of the initiatives; and,
  - The identification of appropriate Change Management activities.
- Ongoing ITSP initiatives are shown with a dashed line.
  - The number in the column titled “MO” indicates the approximate number of months estimated to carry out an initiative.
  - **The timing of IT Strategy Implementation Roadmap initiatives are subject to change based on the availability of funding**, either at the department or enterprise level.
  - **The Implementation Roadmap proposed here is not cast in concrete** and should be reviewed on a yearly basis and revised as appropriate.

**Note:** The implementation roadmap on the next page includes the Broadband Enhancement initiative carried out over multiple years, which will be determined after the execution of the proposed Infrastructure master feasibility and master plan.



Figure 3.2.1: Overall 5 Year Implementation Roadmap





## Section 4

# IT Strategy 5 Year Budget Estimates

### 4.1 Budget Estimate Considerations

The following figures provide high level budget estimates or funding requirements for a phased multiple year implementation of the Westlake Village IT Strategic Plan.

In general, the IT Strategic Plan budget estimate only includes initiatives identified in the course of the project. For instance, the cost of ongoing IT projects, planned projects, and the cost of existing proposed projects are not addressed in the IT Strategic Plan were not incorporated into this budget estimate. Moreover, the following should be noted:

- Budget estimates are represent gross numbers, based on experience and/or cost data received from computer vendors, **the numbers are not price quotes**;
- Actual IT initiative **costs may vary substantially** for a variety of reasons, including but not limited to:
  - The cost of software can vary widely due to vendor pricing models, i.e., enterprise, named user, named device, or concurrent user - and whether it's a cloud based solution or not;
  - Vendor cost structures (i.e., overhead, hourly billing rates, travel costs, etc.) can vary substantially, with the cost for professional consulting, development and system integration services ranging from \$125.00 to \$275.00 per hour; and,
  - The condition of the economy (supply and demand) can affect cost structures.





- The definition of IT Initiatives is based on high level requirements defined in the ITSP, not the detailed technical and functional requirements definition that would be carried out to produce a Request for Proposal document.

The figures on the following pages depict two options of the ITSP Implementation Roadmap.

**Option A:** 5 Year roadmap with the implementation of broadband enhancements, which begins with an Infrastructure Master Plan to determine the best, most cost effective implementation of the broadband enhancement initiative over 5 years.

**Option B:** 5 Year roadmap without the implementation of broadband enhancements.



**Figure 4.1.1: 5 Year ITSP Budget with Broadband Option: One Time & Ongoing Costs**

NO	ITSP INITIATIVE	Services \$	Systems \$	Yr. Maint.	PHASE 1	PHASE 2	PHASE 4	PHASE 4	PHASE 5
<b>Phase 1</b>									
1	Broadband Infrastructure Master Plan	200,000			200,000				
2	Broadband Infrastructure Enhancement RFP	40,000			40,000				
3	Consultant Remote Access	10,000			10,000				
4	ERP Requirements / RFP	60,000			60,000				
5	Website Redesign / Online App Policies	50,000			50,000				
6	Social Media (Facebook, Twitter, Instagram)	6,000			6,000				
7	Regional IT Consortium	0			0				
8	IT Sustainability Staff - Contracted	150,000			150,000				
<b>Phase 2</b>									
1	Broadband Enhancement (Phase 1)		750,000			750,000			
2	ERP Solicitation / Procurement Process	80,000				80,000			
	ERP Procurement / Implementation	80,000	80,000	16,000		160,000	16,000	16,000	16,000
3	Disaster Recovery/Business Continuity	50,000				50,000			
4	Mobile Devices (Tablets / Smart Phones)		10,000			10,000			
6	Enterprise Content Management System RFP	20,000				20,000			
7	Public E-Government Apps	30,000				30,000			
8	Cell Phone Help Desk Support	10,000				10,000			
9	Cellular Phone Systems Enhancement	TBD				0			
10	IT Sustainability Staff - Contracted	150,000				150,000			
<b>Phase 3</b>									
1	Broadband Enhancement (Phase 2)		750,000				750,000		
2	Enterprise Content Management System Procure	40,000	40,000	8,000			80,000	8,000	8,000
3	Traffic Operations Center	20,000	30,000	6,000			50,000	6,000	6,000
4	Network Security	25,000					25,000		
5	City Online / Mobile Applications		30,000	6,000			30,000	6,000	6,000
6	E-Forms	10,000	10,000				20,000		
7	E-Signatures	15,000	5,000				20,000		
8	Training Programs	25,000					25,000		
9	Technical Support Policies	12,000					12,000		
10	Mobile Computing Policy	12,000					12,000		
12	IT Sustainability Staff - Contracted	150,000					150,000		
<b>Phase 4</b>									
1	Broadband Enhancement (Phase 3)		750,000					750,000	
2	Asset Management Software	20,000	25,000	5,000				45,000	5,000
3	Online Videos	20,000						20,000	
4	E - Learning Tools	20,000						20,000	
5	Video Chat at Council Meetings	20,000						20,000	
6	Servers / Data Storage		8,000					8,000	
7	Personal Computers		20,000					20,000	
8	Peripherals		6,000					6,000	
9	IT Sustainability Staff - Contracted	150,000						150,000	
<b>Phase 5</b>									
1	Broadband Enhancement (Phase 4)		750,000						750,000
2	GIS: Bring Admin. back In-house		0						0
3	Desktop Scanners		5,000						5,000
4	Printer Upgrades		6,000						6,000
5	IT Sustainability Staff - Contracted	150,000							150,000
					<b>516,000</b>	<b>1,260,000</b>	<b>1,190,000</b>	<b>1,075,000</b>	<b>802,000</b>
					<b>5 YEAR BUDGET ESTIMATE</b>				<b>4,843,000</b>

The next page provides footnotes on the budget estimates for the ITSP initiatives.



Footnotes:

**Phase 1:**

1. **Broadband Infrastructure Master Plan:** This initiative will include issuing an RFP to retain a consultant\* to perform a regional Infrastructure Master Plan. This initiative would explore funding approaches and strategies for the broadband enhancement, including public/private partnerships. ThirdWave recommends including representatives from local government agencies and the business community in this study.
2. **Broadband Infrastructure Enhancement RFP:** If the regional infrastructure master plan confirms the feasibility of a broadband enhancement project, this task will entail developing and issuing an RFP for the phased physical enhancement of the City's broadband infrastructure. ThirdWave recommends the City retain the services of a consulting firm experienced with ERP systems to assist in developing the broadband enhancement RFP.
3. **Consultant Remote Access:** This initiative entails retaining a consultant to set up secure remote system access to the City's consultants.
4. **ERP Requirements / RFP:** This initiative will entail retaining a consultant to perform requirements definition of business, functional and technical requirements for an Enterprise Resource Planning system and develop an RFP document. The budget estimate is limited to Budget Module and Contracting modules.
5. **Website Redesign / Online Application Policies:** This initiative will entail issuing an RFP to retain a consultant to redesign the City's website, implementing the website infrastructure to support the City's E-Government strategy. This will include articulating web development policies and technical standards related to web development tools.
6. **Social Media (Facebook, Twitter, and Instagram):** This initiative will entail retaining a consultant to configure / develop social media solutions for the City's website, including a Facebook page, Twitter and an Instagram space. The development will be preceded with a formal requirements task and a best practice SDLC methodology.
7. **Regional IT Consortium:** This initiative will entail the City appointing a lead person(s) to work with other regional agencies to implement a regional technology consortium to explore and pursue opportunities for collaboration in leveraging investments in technology.
8. **IT Sustainability Staff – Contracted:** This initiative will entail the City contracting or retaining an in-house application specialist to support new information technologies implemented as a result of the ITSP.

**Phase 2:**

1. **Broadband Enhancement (Phase 1):** This initiative will entail implementing the City's broadband strategy. The budget estimate reflects data gathered in the ITSP project. The amount of fiber required throughout the Westlake Village is estimated at 29.5 miles. Working with consultants who participated during the ITSP workshops, the cost of laying fiber is estimated at approximately \$6.00 / linear foot or \$30,000 / 5,000 feet with a fiber count of 144 strands. Based on 29.5 miles, the total estimated cost is \$934,560. This cost does not include termination costs at each point, which would be determined by the broadband infrastructure study; however, an additional cost of \$250,000 was added per year for additional termination costs. Fiber backbone capital costs will be amortized over 5 years.

\* The term "consultant" is used to denote an entity (person or firm) with the experience, expertise and proven capability to execute an ITSP initiative.



2. **ERP Solicitation & Procurement:** *This initiative will entail retaining a consultant to assist with the solicitation and procurement of an ERP solution. This initiative includes the definition of business, functional and technical requirements for an Enterprise Resource Planning system that will be used to develop an RFP document. This contract should also include the consultant providing assistance during the vendor benchmarking, evaluation, selection and contract negotiation process.*
3. **ERP Implementation:** *This initiative will entail entering into a contract with an ERP vendor to implement the appropriately sized ERP system for the City.*
4. **Disaster Recovery / Business Continuity:** *This initiative will include developing and issuing an RFP to retain a consultant to develop a Disaster Recovery / Business Continuity Plan.*
5. **Mobile Devices (Tablets / Smart Phones):** *This initiative will include developing policies and practices addressing mobile devices. This plan assumes that this initiative will be carried out without the need to produce and issue an RFP.*
6. **Enterprise Content Management System RFP:** *This initiative will entail developing and issuing an RFP to retain the services of a consulting firm experienced with ECMS requirements definition and RFP development. This contract should also include the consultant providing assistance during the vendor benchmarking, evaluation, selection and contract negotiation process.*
7. **Public E-Government Apps:** *This initiative will entail issuing an RFP to retain a consultant to develop an E-Commerce application to allow Westlake constituents to purchase bus passes on-line. The development of the web app will use software development best practices, a Structured Development Life Cycle (SDLC) and a standard development toolset identified by the City.*
8. **Cell Phone Help Desk:** *This initiative will retaining a technical support firm to provide cell phone help desk services, in addition to assisting in standardizing equipment, identifying minimum requirements; and providing training on the use of cell phones.*
9. **Cellular Phone System Enhancement:** *This initiative will entail continuing working with the City's consultant ATS in develop new or additional sighting locations for telecom facilities. (The broadband enhancement fiber network could result in additional sighting opportunities.)*
10. **IT Sustainability Staff – Contracted:** *This initiative will entail the City contracting or retaining an in-house application specialist to support new Information Technologies implemented as a result of the ITSP.*

### Phase 3:

1. **Broadband Enhancement (Phase 2):** *This initiative will entail continuing the multi-year broadband enhancement program, if the City decides to pursue it.*
2. **Enterprise Content Management System Implementation:** *This initiative will entail the selected ECMS vendor implementing the ECMS system.*
3. **Traffic Operations Center:** *This initiative will entail City staff developing and issuing an RFP to procure traffic operation software and implementation services.*
4. **Network Security:** *This initiative will entail retaining a consulting firm to develop standardized security protocols / policies requirements in order to protect citizens, systems, and data for PCs / laptops / tablets / smartphones, servers, storage, networks, applications, website (i.e. online payment transactions), E-Signatures, remote connectivity, social media, traffic lights, etc.*
5. **City Online / Mobile Applications:** *This initiative will entail retaining a firm to develop a second mobile application. The retained consultant will work with the City to review the applications identified*



- in the ITSP and select one that maximizes the return on investment, preferably an application that uses E-Form and E-Signature, to establish a template for future similar applications.*
- 6. **E-Forms:** This initiative will entail purchasing the E-Forms software from the selected ECMS vendor to be used in the developing the online / mobile application. The City should develop ongoing outsourced relations with a good vendor to develop online / mobile apps and this initiative.*
  - .7. **E-Signatures:** This initiative will entail purchasing the E-Forms software from the selected ECMS vendor to be used in the developing the online / mobile application. The City should develop an ongoing outsourced relations with a good vendor to develop online / mobile apps and this initiative.*
  - 8. **Training Programs:** This initiative will entail the City implementing a series of office automation software training to staff.*
  - 9. **Technical Support Services:** This initiative will entail entering into a relationship with a technology consultant to support the new ITSP applications implemented at the City, which will be provided on an as needed basis.*
  - 10. **Mobile Computing Policy:** This initiative will entail the City articulating a formal mobile computing policy and standard operating procedures, and providing training to City staff on the new policy.*
  - 11. **IT Sustainability Staff – Contracted:** This initiative will entail the City contracting or retaining an in-house application specialist to support new Information Technologies implemented as a result of the ITSP.*

#### Phase 4

- 1. **Broadband Enhancement (Phase 2):** This initiative will entail continuing the multi-year broadband enhancement program, if the City decides to pursue it.*
- 2. **Asset Management Software:** This initiative will entail purchasing asset management software. The City should explore if this software is provided by the ERP system selected by the City. If not, an asset management application appropriate to the size of the City should be procured.*
- 3. **Online Video:** This initiative will entail retaining a consultant to implement an easy and user friendly method, or application, for non-technical City staff to post videos on the City's website.*
- 4. **E-Learning Tools:** This initiative will entail retaining a consultant to develop and implement online learning tools for the public.*
- 5. **Video Chat for Council Meetings:** This initiative will entail retaining a consultant to develop and implement online video chat for council meetings.*
- 6. **Servers / Data Storage:** This initiative will entail upgrading the City's servers.*
- 7. **Personal Computers:** This initiative will entail upgrading the City's personal computers.*
- 8. **Peripherals:** This initiative will entail upgrading the City's printers.*
- 9. **IT Sustainability Staff – Contracted:** This initiative will entail the City contracting or retaining an in-house application specialist to support new Information Technologies implemented as a result of the ITSP.*



**Phase 5**

1. **Broadband Enhancement (Phase 3):** *This initiative will entail continuing the multi-year broadband enhancement program, if the City decides to pursue it.*
2. **GIS: Bring Administration In-house:** *This initiative will entail bringing the GIS administration back into the City and having City staff assume that activity.*
3. **Desktop Scanners:** *This initiative will entail procuring a new high performance desktop scanner. (This initiative could also be combined with the acquisition of the Enterprise Content Management System.)*
4. **Printer Upgrades:** *This initiative will entail updating the City's existing output devices.*
5. **IT Sustainability Staff – Contracted:** *This initiative will entail the City contracting or retaining an in-house application specialist to support new Information Technologies implemented as a result of the ITSP.*



**Figure 4.1.2: 5 Year ITSP Budget without Broadband: One Time & Ongoing Costs**

NO	ITSP INITIATIVE	Services \$	Systems \$	Yr. Maint.	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
<b>Phase 1</b>	1 Broadband Infrastructure Master Plan	200,000			200,000				
	2 Broadband Infrastructure Enhancement RFP	0			0				
	3 Consultant Remote Access	10,000			10,000				
	4 ERP Requirements / RFP	60,000			60,000				
	5 Website Redesign / Online App Policies	50,000			50,000				
	6 Social Media (Facebook, Twitter, Instagram)	6,000			6,000				
	7 Regional IT Consortium	0			0				
	8 IT Sustainability Staff - Contracted	150,000			150,000				
<b>Phase 2</b>	1 Broadband Enhancement (Phase 1)		NA			0			
	2 ERP Solicitation / Procurement Process	80,000				80,000			
	ERP Procurement / Implementation	80,000	80,000	16,000		160,000	16,000	16,000	16,000
	3 Disaster Recovery/Business Continuity	50,000				50,000			
	4 Mobile Devices (Tablets / Smart Phones)		10,000			10,000			
	6 Enterprise Content Management System RFP	20,000				20,000			
	7 Public E-Government Apps	30,000				30,000			
	8 Cell Phone Help Desk Support	10,000				10,000			
	9 Cellular Phone Systems Enhancement	TBD				0			
	10 IT Sustainability Staff - Contracted	150,000				150,000			
<b>Phase 3</b>	1 Broadband Enhancement (Phase 2)		NA				0		
	2 Enterprise Content Management System Procure	40,000	40,000	8,000			80,000	8,000	8,000
	3 Traffic Operations Center	20,000	30,000	6,000			50,000	6,000	6,000
	4 Network Security	25,000					25,000		
	5 City Online / Mobile Applications		30,000	6,000			30,000	6,000	6,000
	6 E-Forms	10,000	10,000				20,000		
	7 E-Signatures	15,000	5,000				20,000		
	8 Training Programs	25,000					25,000		
	9 Technical Support Policies	12,000					12,000		
	10 Mobile Computing Policy	12,000					12,000		
	12 IT Sustainability Staff - Contracted	150,000					150,000		
<b>Phase 4</b>	1 Broadband Enhancement (Phase 3)		NA					0	
	2 Asset Management Software	20000+	25,000	5,000				25,000	5,000
	3 Online Videos	20,000						20,000	
	4 E - Learning Tools	20,000						20,000	
	5 Video Chat at Council Meetings	20,000						20,000	
	6 Servers / Data Storage		8,000					8,000	
	7 Personal Computers		20,000					20,000	
	8 Peripherals		6,000					6,000	
	9 IT Sustainability Staff - Contracted	150,000						150,000	
<b>Phase 5</b>	1 Broadband Enhancement (Phase 4)		NA						0
	2 GIS: Bring Admin. back In-house		0						0
	3 Desktop Scanners		5,000						5,000
	4 Printer Upgrades		6,000						6,000
	5 IT Sustainability Staff - Contracted	150,000							150,000
					<b>476,000</b>	<b>510,000</b>	<b>440,000</b>	<b>305,000</b>	<b>202,000</b>
					<b>5 YEAR BUDGET ESTIMATE</b>				<b>1,933,000</b>



## Section 5

# IT Strategic Plan City & Community Benefits

### 5.1 ITSP Benefits to the City and Constituents

A number of quantitative and qualitative benefits were identified in the IT Strategic Plan project indicating considerable opportunity for enhancing internal operations and the services provided by the City. Qualitative business process improvement and service delivery benefits were split equally across external (customer focused) and internal benefits. And while the benefits were not quantified (i.e., there is no measure of the magnitude of benefits in terms of dollars) the list provides a general indicator of the opportunity.



The figure on the following page provides a compiled list of potential ITSP benefits identified by City staff and constituents if the initiatives identified in the project were implemented. This list indicates that the most substantial benefits of implementing an enterprise driven ITSP are the outcomes all municipalities strive for.

The top 10 potential benefits identified by staff include:

**1. Enhanced customer services**

Execution of the ITSP will improve the levels of customer service, internally amongst City staff and externally to constituents. In both cases, electronic data / information and transactions will be carried out electronically – replacing the need to physically go to the City and/or manage City operations and services with hardcopy documents. Web-enabled applications will allow the public 24x7x365 convenience. Even though City staff appreciates providing face-to-face services, the use of online applications / E-Forms will



allow the public self-services options, more and more the norm with progressive E-Government agencies.

**2. Information and services accessed over the Web**

A number of the ITSP initiatives are related to the delivery of information and services over the Web. The Public Survey rated online services as Very Important, which will serve to promote communication engagement, tourism, businesses / economic development and could be an effective marketing tool for the community of Westlake Village.

**3. Cost savings**

Implementing the ITSP will reduce the City's operating costs in several areas by reducing: the amount of hardcopy documents, duplicate staff work, substantially reduce wasted staff time, the cost of driving back and forth to City facilities by field staff, and so forth. City constituents will also see cost savings by accessing City information and services on-line, without having to drive to the town receive services or gather information.

**4. Staff time savings**

According to City staff and management, funding the ITSP will allow making better use of staff time and time-savings, one of the most significant potential benefits allowing the City to sustain its business model to not increase its staffing levels. The implementation of the ITSP will allow existing City staff to better meet the growing service demands of the constituents of Westlake Village.

**5. Enhanced staff productivity and efficiency**

Execution of the ITSP will further the efficient use of staff time, in terms of executing common work tasks, looking for information, not re-keying data into redundant systems, and/or looking for (and gathering) information from numerous disparate systems. The implementation of an Enterprise Resource Planning system will enhance the budget process, a tedious, time consuming and stressful process. The implementation of Enterprise Content Management Systems will make information accessible internally to City staff and external customer – on a self-service model. Execution of the ITSP will improve staff productivity fostering a workplace where more can be done with fewer or existing resources.

**6. Better communication with the Public**

Execution of the ITSP will provide City staff with the latest technologies, allowing staff to better communicate with the public, and will also allow City staff to do the most professional job possible. This will work towards allowing the City to put its best foot forward in connecting with the residents and businesses in Westlake Village.

**7. Enhanced lifestyle and quality of life**

Execution of the ITSP will improve the quality of life of the Westlake Village community, including a better more informed community, online communication with the public, the promotion of tourism and an improved community.



**8. *Enhanced connectivity with Mobile Apps, i.e., parks***

Execution of the ITSP will enhance the ability of constituents to connect with the City through the use of social media and web-enabled applications on their mobile devices. This will allow service delivery 24X7, i.e., recreation reservations and payments, online bus tickets, etc. Moreover, the ITSP has proven to provide the opportunity to support all of the goals and objective of the Core Values and Strategic Objectives of the City's 2015 Plan.

**9. *Better coordination of regional opportunities***

Implementing the ITSP will provide the City and related regional government agencies to forge a regional Information Technology Consortium where information, best practices and technology accomplishment can be shared and leveraged across the Conejo Valley.

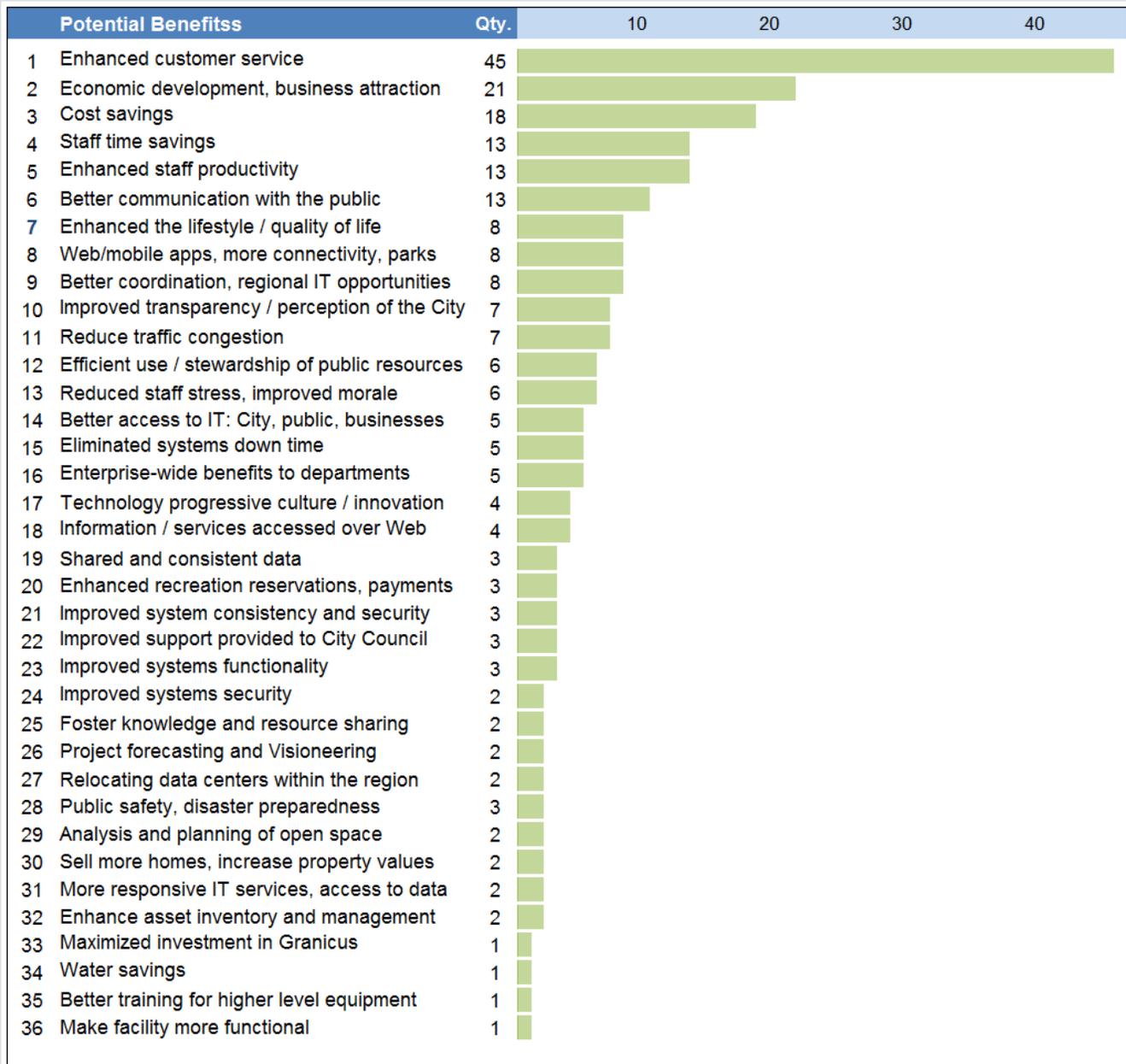
**10. *Improved transparency and perception of the City***

Implementing the ITSP will provide improved transparency by making appropriate information accessible from anywhere at any time over the Internet. The applications identified in the ITSP will support the City's ability to produce better reports for City Management and Council allowing effective decision making and fostering transparency.

The Gant chart figure on the following page provides a graphical representation of potential ITSP benefits and their relative magnitude.



**Figure 5.1.1: Summary of Internal and External Potential Benefits**



## 5.2 Closing Recommendation

With the foregoing in mind, ThirdWave recommends that the Westlake Village Information Technology Strategic Plan and Implementation Roadmap be approved and adopted by the City’s elected officials. Moreover, it is recommended that the City Council approve funding for the first year of the ITSP.