

*City of Culver City  
Department of Information Technology*

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*"Public Service.. Customer Service.. Teamwork.. Personal Professional Growth"*

*Two Year Strategic Plan*

## Table of Contents

Chief Information Officer's Message

Organizational Overview

    Culver City at a Glance

    Citywide Goals

Key Trends

    Trends in Government in Municipal Government

    Trends in Government Information Technology

Information Technology Overview

    The Information Technology Department

    SWOT Analysis

        Overview

        Strengths

        Weaknesses

        Opportunities

        Threats

    Internal Stakeholders

    External Stakeholders

Information Technology Strategic Plan

Appendix

    What's the Future of Local Government?

    Supported Applications

## Chief Information Officer's Strategic Plan Message

Information technology is a critical component of all organizations, including government entities, and is imperative for sustaining growth and productivity. Like many other cities, Culver City faces constant demand from its residents, local businesses, and other organizations to supply additional services while improving existing services such as greater access to information and faster response time. To deliver these services, the various departments and divisions that comprise the City expect access to sufficient technologies, which are both user-friendly and cost-effective. As the City's Information Technology (IT) Department continues to make substantial investments in technology to address these needs, one thing becomes evident – a comprehensive Information Technology Strategic Plan must be in place.

The foregoing paragraph is extracted from our last three year Strategic Plan, (2007~2010), and as boiler plate language continues to be true. However, significant events have impacted city, state, and federal governmental agencies, businesses, and citizens. Those events can be summed up in two words... budget crisis. This crisis has already changed the way we conduct business in Culver City, and since no clear resolution has been identified will continue to impact our operation. Because of this continuing budget uncertainty, the goal of our strategic planning for the foreseeable future is focused on cutting cost, while maintaining services to the extent possible.

Budget reductions over the last two fiscal years have affected:

- IT staffing... a loss of 2.63 positions.
- Eliminated contributions to our Equipment Replacement Fund.
- Renegotiation of enterprise licensing with Microsoft.

Due to these issues we have put a planned “freeze” in effect encompassing our computing environment. In short, we will not plan for any upgrade of server software or desktop software that is released beyond the expiration of our Microsoft licensing. (October, 2013) At that point we will decide to either continue as a Microsoft shop, or move forward with a more cost effective solution. Additionally, we will not replace any desktops until it is more cost effective to replace, as opposed to repair, or upgrade of components.

The good strategic news is that the city made a large infrastructure investment to address one of the weaknesses identified in our last plan, (network and telecommunications). Our new network, and VOIP telecommunications is now a strength that will serve us well for at least ten years. We have also implemented server virtualization, and have committed funding for a new finance system, and upgrade of our permits system. These investments will insure that regardless of near to mid-term budget issues, the city will have technology in place to support the missions of departments and divisions... and delivery of services to our citizens.

It is hoped that this reality discussion has not been received with any sense of grimness or foreboding outlook for IT. In my opinion, quite the opposite is true. One of the key strengths of the Information Technology Department is strategic planning, but our plans have always been grounded in a reality that allowed us to function as a high performance team that reflected our core values:

*“Public Service, Customer Service, Team Work, and Personal Professional Growth”*

## Organizational Overview

### ***Culver City at a Glance***

Culver City is a mid-size residential/business community located just outside of Los Angeles. A Charter City which incorporated in 1917, the City has a City Manager/Council form of government and provides a full range of municipal services. The City has almost 800 employees and a current operating budget of \$212.8 million.

The City prides itself in having stable, delightful neighborhoods with numerous parks, excellent schools and a diversified economic base. Deeply rooted in the entertainment industry, the City is home to major movie studios and post-production houses. In addition, traditional manufacturing, strong retail and an active health care industry support the diversified portfolio. A flourishing economic environment and ideal location have made the City one of the most desirable places to reside in Southern California. With a population of approximately 40,000, Culver City is committed to providing the highest level of services to its residents and businesses at the lowest possible costs.

### ***Citywide Goals***

To implement goals and policies that help shape their future, many government organizations develop a formal document known as a “General Plan.” The General Plan acts as a guide for making decisions on future growth, development and the conservation of resources. Culver City’s version of a General Plan is known as *Direction 21 – Moving Culver City into the 21<sup>st</sup> Century*. Developed by members of the City Council and City Staff, *Direction 21* provides a process for developing and achieving a vision for the future of Culver City.

These broad overarching citywide goals provide the foundation for the goals of each department, including IT. Though the IT Strategic Plan will be a separate document, it is important to first gain a clear understanding of the City’s overall vision and strategy. The strategic issues and mission statements within *Direction 21* have been identified as the following:

- ***City Appearance & Identity*** – To enhance the appearance of public and private property, encourage high quality development and improve Culver City’s regional identity as an aesthetically desirable community.
- ***Public Safety*** – Public safety is paramount for quality of life, and business development.
- ***Commercial & Residential Mix*** – To ensure a high quality of life by promoting a viable mix of residential/commercial/industrial development which provides a strong economic base for both city services and successful business operations.

- ***Government Financing*** – To provide a stable and predictable financial base to support current and future requirements.
- ***Transportation & Traffic*** – To develop improved transportation and traffic systems to move the public in a convenient, efficient and safe manner.
- ***Education*** – To work cooperatively with school systems to develop and promote high quality education.
- ***Recreation/Culture/Entertainment*** – To provide and encourage the development of recreational, cultural and entertainment facilities and programs to enhance the quality of life in Culver City.

## Key Trends

### ***General Trends in Municipal Government***

The *National League of Cities* identified several recent trends in municipal government that would likely affect the way cities operate. Anticipation of how these trends would affect Culver City specifically would be an important factor in determining the overall IT strategy. The trends include the following:

- ***Homeland security*** – The continued threat of terrorism has forced cities to enhance local public safety efforts. Federal agencies have also gradually been increasing funding for homeland security initiatives at both the state and local levels.
- ***Performance measurements*** – Much like businesses, cities are facing an increasing need to measure performance and demonstrate results using key indicators and metrics. Measurement can apply to city services or conditions within the community (e.g. physical, environmental, economic, social, etc.)
- ***Federal and State partnerships*** – Economic conditions have placed pressure on some federal and state governments to rely more heavily on local governments to provide additional services, often without increased funding or resources.
- ***Changing demographics*** – The ethnic composition of cities, especially in metropolitan areas, continues to evolve, creating a growing need for multi-lingual and cultural services. Cities will also need to consider issues such as health and retirement as 77 million baby boomers begin retiring. Conversely, the technology generation will continue to expand, reducing the digital divide between generations.
- ***Economic growth and vitality*** – To address quality of life issues, cities are beginning to address ways to improve economic vitality through growth in business and employment, which has been a challenge given the continuing gap between local revenues and expenditures.
- ***Civic engagement and trust*** – Trust between city officials and residents have recently been tested because of disengagement at the national and global levels. As a result, there is a growing emphasis on community participation in governmental policy making and problem solving.

As discussed in the CIO's Message, the "trends" above may be from a perfect world that no longer exists. An alternative point of view has been recently presented by The Alliance for Innovation. Their white paper, "What's the Future of Local Government" (Attachment 1) may be closer to reality.

## ***Trends in Government Information Technology***

With the diverse application of technology across organizations, overall trends in the IT industry compared to trends that are specific to governments are nearly equivalent. Despite the similarities, *Government Technology* magazine has identified several major IT trends for governments. Recent initiatives being deployed by local governments are based around security, convergence and performance, disaster preparedness and recovery, e-Government, open source integration, and wireless access.

The City has already begun addressing many of these major trends, but further emphasis will continue as these trends become more prevalent. The trends include the following:

- ***Security*** – Cities must incorporate a full, secure, and reliable network and telecommunications infrastructure with physical security protection. Identity management and content security to prevent spam, worms and viruses are two major focal points. Additionally, the increase in online services provided to the public will require technology to avert identity theft and credit card fraud.
- ***Convergence and performance*** – An active movement towards improving processes have turned cities towards centralization and consolidation of existing systems in order to reduce operating costs. Cities will also benefit from technologies that have become more powerful, but have remained cost-effective.
- ***Disaster preparedness and recovery*** – The need for planning to mitigate the effect of man-made or natural disasters has become an imperative. Cities are implementing various tools and procedures such as replication software and mirrored sites to minimize downtime in an attempt to restore systems and bring them back online. Development and maintenance of an effective Emergency Operations Center (EOC) has also become a priority.
- ***E-Government*** – Cities are utilizing more online services to provide citizens with increased information, greater civic involvement, and improved municipal services. Portals are also being used internally to share information throughout the organization and promote collaboration.
- ***Open source integration*** – Convergence of the open-source community will accelerate. Because of the high purchase and maintenance costs of proprietary products, the perceived low cost of open-source integration offerings will keep cities interested in taking the open-source option. Migration to open source can lead to not only cost savings, but also greater flexibility in terms of overall IT strategy.

- **Wireless access** – Many cities use of wireless technologies to manage the enterprise, and provide external services to the public. Wireless Local Area Networks (LANs) are becoming viable options as effective business tools. Additionally, cities are providing wireless broadband access to the public, essentially becoming an Internet Service Provider (ISP).
- **Cloud Computing** – A wide variety of cloud computing models is being utilized by cities. We are seeing everything from SAS, to online transactions, to replacement of email systems to storage solutions. It is anticipated that all of these models will continue to decrease in cost, along with market maturation of a variety of products.
- **Social Media** – Social media primarily are Internet- and mobile-based tools for sharing and discussing information. Social media users can post photos, video, comment and post links to other information to create content on any imaginable topic. How cities choose to use social media still is evolving. There may be some untapped potential of all these tools to support the work of cities – especially during tight budgets.
- **Virtualization** - The inflexible connection between hardware and software is being challenged by virtualization technology that permits one physical hardware system to host multiple instances of software. This shift enables significant increases in hardware utilization, and cost reduction, but is not without a degree of risk. One risk is that the failure of a single hardware component can affect multiple software systems. Another is that software licensing models are being reevaluated to take into account the possibility of one physical computer being subdivided into several virtual computers.

## Information Technology Overview

### ***The Information Technology Department***

The City's IT Department is responsible for providing centralized automated information processing, telecommunications, and network services to all departments and divisions within the City. The department provides project management, systems planning, design, and programming support for the enhancement of existing systems, as well as for the development and implementation of new systems. Support services include the following: system analysis, application development, software and hardware maintenance, training, and office automation to help increase employee productivity.

In developing an IT Strategic Plan, it is important to understand not only the services that the department provides, but also the vision, mission, and principles that guide the department's ability to deliver quality services to its stakeholders. The IT vision represents an ideal, but credible future for where the department wants to be, while its mission embodies the department's overall purpose. To help carry out its vision and mission, the IT department also uses a set of guiding principles to

#### ***Vision***

The IT Department will be focused on the delivery of services that satisfies the needs of the citizens, businesses, and staff of Culver City. It will demonstrate leadership in using its resources, and will work proactively and use information technology toward that end. The IT Department will provide access for City staff to the information they need to perform their job – whenever they need the information, in the form they need it and with the ability to disseminate and exchange information, internal to the City, and external to the City.”

#### ***Mission***

To provide and support automated systems that facilitate the flow of information within, and between Departments, and to extend the range and reach of information in its various forms out to constituents. The Graphic Services Division provides City departments and divisions with efficient, cost-effective, and quality design, printing, duplicating, computer graphics, and mail handling services.

#### ***Core Values***

The core values of the department are:

“Public service, Customer service, Team work, and Personal professional growth”.

***Strategic Objective***

To create open government that allows access to services and information 24 hours a day 365 days a year to the general public, residents, businesses, and staff. The key element of open government is the technology infrastructure.

***Guiding Principles***

To provide and support automated systems that facilitates the flow of information within

- ✓ All departments will utilize the City's network and Intranet to manage information.
- ✓ All major software and hardware acquisitions will be approved by the IT Department
- ✓ Individual departments will own their respective mission specific systems, and will be responsible for application functionality, training, and data integrity.
- ✓ The IT Department will be responsible for the City's network, and cross-departmental applications/systems.
- ✓ Commercially-developed software will be used whenever possible.
- ✓ All information that is non-confidential will belong to all City Staff.
- ✓ Projects will be undertaken only when key stakeholders have sufficient understanding, involvement, and commitment to the project.
- ✓ Consistent and fair criteria will be used to prioritize all IT requests.
- ✓ IT resources will be used for City business only.

## ***Information Technology SWOT Analysis***

### **OVERVIEW**

SWOT Analysis is an effective way of identifying organizational Strengths and Weaknesses, and of examining its Opportunities and Threats. For purposes of this plan our evaluation of our “Weaknesses” is measured against departmental goals of a very high level, which in most instances exceeds best practices.

### **STRENGTHS**

#### ***Business Practices***

Our department has won the Municipal Information Systems Association of California (MISAC) Award for Excellence in business practices for 1999, 2003, 2004, 2005, 2006, 2007, and 2009. This peer review based competition covers all aspects of best business practices.

#### ***SWAMI***

Our intranet portal, SWAMI (System Wide Access to Municipal Information), pulls together access to applications, online telephone directory, personnel services, City information and notifications, access to help desk, other services designed to boost employee morale. It has become the one-stop shop for city employees both as a productivity tool and for access to a wide variety of information.

#### ***GIS***

Our GIS program is well established, and is a reliable productivity tool for city staff across the organization. It is also accessible online through our website by Culver citizens and business.

#### ***Technology Infrastructure***

Our infrastructure is sound and up-to-date in terms of software and hardware elements. Strong security is in place to thwart any virus or penetration attempts.

#### ***Highly Skilled IT Staff***

The city has been fortunate in that it has not experienced turn over in IT staff. The core staff has been in place for at least 7+ years, has been highly trained and has certifications appropriate to their position.

### ***City Web Site***

Our site has awards in the municipal site category. Constant surveying of visitors has allowed us to continually fine tune the site to provide the type of service that visitors need or request.

### ***Training Program***

The IT department's formal training program offers a variety of productivity and best practices classes which are constantly refined to meet current needs. Sessions occur on a regular basis and are available to all city staff.

### ***Network and Telecommunications***

We recently complete a total replacement of all networking and telecommunications equipment. We now have a state of the art VOIP, with all of the advanced features in place for administration, management, and staff productivity.

## **WEAKNESSES**

### ***Staffing in System Development***

As IT becomes ever more successfully in developing in-house applications there is an increase in demand for services. The backlog of requests could be resolved by increasing staff. However, due to the city's financial constraints, and IT's decision to minimize the use of contractors, the backlog can not be resolved.

### ***Document Management***

While the city has implemented both document management and image libraries the issue of converting of historical "paper based" documents and images needs to be addressed. Budget constraints have delayed our progress of addressing this issue.

### ***Disaster Recovery***

While the city has implemented a sound disaster recovery program, including offsite storage and offsite operations, there are technical improvements that could be made. In the interest of security these improvements cannot be publicly identified.

### ***Technology Reserve Fund***

For a period of seven years the city did not set aside monies in a Technology reserve fund. All necessary purchases were made as capital improvement items. In FY 2005-06 the city began to set aside funds for Technology, however due to budget constraints these contributions were ended in FY 2009-10. This effort must be renewed as soon as budget allows.

### **OPPORTUNITIES**

#### ***Wireless (mobile) Technology***

The city maintains a wifi hotspot in the downtown area. Expanding the use of wireless technology to city departments will be considered when new applications such as the Permits System upgrade move forward.

#### ***Database Integration***

While some integration of some information from the databases of various applications has been accomplished, much more could be achieved in this area.

#### ***City Web Site***

While our site is world class, there are still more online services and information that could be added to the benefit to our citizens and businesses.

### **THREATS**

#### ***Staff Retention***

The high performance of the IT Department over the last several years is primarily due to the high level of skills of the IT staff. It follows that retention of this skilled staff is a critical importance to the city.

#### ***Security***

In today's world security of our infrastructure is a prime importance and requires constant vigilance.

## ***Internal Stakeholders***

The role of the IT Department has always been to provide technology services that support business processes within the departments and divisions of the City, and city-wide to businesses and citizens. Although Culver City has a population of only 40,000, it is a full service city that also provides public safety, and transportation services. City departments require a broad range of department specific applications to support their missions, and IT must support those applications. (Attachment 2). To properly create a comprehensive IT strategy, it is important to understand the key stakeholders of the IT Department, and the various IT services provided throughout the City. The following is extracted from our informal Needs Assessment Survey and provides a high level overview of the internal stakeholders as well as the IT services utilized by each department. Please note that this plan does not specifically encompass the Police Department.

## **CITY MANAGER'S OFFICE**

The City Manager's office provides leadership, guidance and support to the organization with the objective of ensuring quality municipal services. This office works in coordination with the City Council to implement policies, identify program issues and address community concerns. The department also serves as liaisons to various regional organizations and coordinates multi-jurisdictional projects.

The City Manager's Office requires IT services to support providing information to the public, to ensure that quality services are provided to the community, and to facilitate citizen involvement. More specifically, the City Manager's Office uses the SIRE Agenda module to administer and create the City Council agendas. Gov-Delivery is used to provide public notification via email to citizens based on their individual categories of interest. This office also relies on the City website for disseminating timely information to the public. The Citizen Relationship Management (CRM) module is also heavily used and serves as the channel for tracking public requests, comments, and concerns. The customer satisfaction survey component of CRM is also used to assist in monitoring the organization's performance.

### ***Strategic Goals and Objectives***

- Implement City goals and objectives
- Enhanced communications with staff, City Council, and public
- Evaluate City programs for effectiveness

### ***Key Business Processes***

- Oversee internal and external customer service
- Administer City Council and Redevelopment Agency Agendas

### ***Department/Division Specific Technology***

- Agenda module of Document Management System (SIRE)
- Government Outreach Citizen Relationship Management (CRM)

### ***Identified Technology Need***

- MS Office Training

Workflow technology to facilitate agenda administration  
Document collaboration

### **FINANCE DEPARTMENT**

The Finance Department has responsibility for preparation of the City's budget, collection, receipt, investment, and disbursement of all funds of the City and the Redevelopment Agency, grants and enterprise funds. The department provides accounting services, procurement services, financial reports, and annual audits to meet the needs of the City Manager, City Departments, Agencies, Enterprises and the City Council.

The Finance Department has selected Munis ERP Software (Tyler Systems) to replace the current financial system. The department uses the financial system as the primary source for general ledger information. Modules used include General Accounting, Accounts Payable, Accounts Receivable, Cash Receipting, Fixed Assets, Payroll, and Procurement. Other core applications that interface manually with the financial system are the business license and sales/property tax, and refuse invoicing systems. In addition, heavy use of printing resources for checks, invoices and reports is common. The Finance Department is a heavy consumer of print resources for checks invoices and reports.

Enhancements implemented as part of new financial system will include expanding online payments and electronic ACH payments to vendors. The first phase of the project implementation is scheduled for July 2012.

#### ***Strategic Goals and Objectives***

- Implement a new financial system
- Long-term financial plan
- Preparation of analyses of City/RDA operations/functions
- Training internal customers on accounting and treasury related applications
- Implement electronic payments to vendors
- Imaging, and implementing bar-coding of records receipts, and invoices
- Issuing RFP and contracts for outside auditor and investment custodian
- Centralize the accounts receivables function
- Provide additional online payment options

#### ***Key Business Processes***

- Annual Budget
- All accounting functions
- Revenue collection/analysis
- Cash management/investments
- Citywide Procurement

#### ***Department/Division Specific Technology***

- Budget - (City, Agency, and CIP Applications)
- Oracle/JD Edwards
- Quadrant (Cash Receipting)
- GFAMS (Fixed Assets)
- RAMS Pro (Sanitation Billing)/Encore
- HDL (Business License)

Fleet Anywhere (Inventory Tracking)

***Identified Technology Need***

Financial Investment software

Citizen Budget

Integration of applications and databases

Bar-coding and imaging

Fixed Asset module implementation

Project Accounting

Integration of AP with document management

Enhancement of EON Timekeeping Application Handheld Inventory system enhancements

Increase use of e-payment systems

AR reporting and tracking tools

**CITY ATTORNEY**

The City Attorney's Office provides legal guidance, support and representation for all City Officials and City Staff on matters of law pertaining to their duties and responsibilities.

The department uses *CityLaw* as its in-house tracking system for contracts and case history documents. Staff subscribes to *West Law* for legal case information (similar to Lexis-Nexis). Use of the City's financial and permitting systems is common. The Attorney's Office is in the process of evaluating an E-Discovery solution to facilitate preserving electronically stored information to comply with new legal standards and case law as well as legal hold notification workflow.

***Strategic Goals and Objectives***

Protect and defend the City on liability issues

Communicate effectively with all our clients

***Key Business Processes***

Case tracking

***Department/Division Specific Technology***

CityLaw

***Identified Technology Need***

Document Management

Historical Document Digitizing

E-Discovery

**CITY CLERK'S OFFICE**

The Office of the City Clerk maintains all official records for the City, whether generated internally by staff or filed with the City from external sources. The Clerk's Office handles municipal elections, meeting agendas, and works with departments to maintain City municipal code.

City Clerk prepares official documents, posts via web tools and stores minutes, ordinances and resolutions in the document management system. The department coordinates production of paper packets with Graphic Services and arranges for the distribution to City Council, staff and the public library. City Clerk is actively looking to provide electronic agenda packet to replace existing paper packet distribution.

***Strategic Goals and Objectives***

Public information  
Maintain City Records  
Maintain minutes, ordinances and resolutions

***Key Business Processes***

Publishing of Agendas  
Prepare City Council packets  
Providing information to the Public  
Conduct City Municipal Elections

***Department/Division Specific Technology***

Microfilm/microfiche  
SIRE Document Management

***Identified Technology Need***

Enhancement of Document Management  
Simultaneous Document Image to Fiche system  
E-packet production

**COMMUNITY DEVELOPMENT**

The Community Development Department (CDD) is responsible for community programs that provide a balance of housing opportunities and work to maintain stable residential neighborhoods. The seven divisions that comprise the department are Building Safety, Cultural Affairs, Economic Development, Enforcement Services, Housing, Planning, and the Redevelopment Agency.

CDD are primary users of the City's permitting system, GIS applications and online mail notification system to distribute legally required public notices. The department makes use of the financial system, project management software, and tax applications related to economic development. CDD uses the services of the Graphics Division for mass printing, reproduction and mailings. The department also submits requests for custom developed maps that facilitate development analysis using Geographical Information Systems (GIS).

***Strategic Goals and Objectives***

Managing and monitoring the City's permit process  
Cross training of inspectors  
Refine the City's permit and plan check process  
Implement technologies to enhance Housing Division business processes  
Maintain existing businesses Enhance existing businesses Attract new business  
Communication and Marketing  
General Plan revisions

Permit Streamlining Zoning Code Update  
Effective Land Use development  
Metro Light Rail

***Key Business Processes***

Home construction and renovation  
Multi-family construction and renovation  
Commercial construction and renovation  
Market trends  
Customer Service

***Department/Division Specific Technology***

CRM-Code Enforcement  
Permits Plus  
GIS  
Hdl/Sales Tax  
Hdl/Property Tax

***Identified Technology Need***

Implement enhancements to Permits Plus, and new technologies, (using technology fee funding), to support division mission  
Enhanced Online permitting  
Remote Inspections  
Automated quarterly update of Hdl  
GIS enhancements  
Project Management  
Case Tracking

**FIRE**

The Fire department's mission is to reduce the risk to life, health, the environment, and property from the impact of natural or manmade incidents and disasters. This is accomplished by providing services in fire suppression, emergency medical assistance, disaster preparedness planning, training, and communications equipment maintenance.

The department uses *HAZMAT* it's hazardous materials tracking system and uses it to report incidents to county and state. *Fire Med Pro* is used for tracking EMS incidents. *New World Systems MSP/CAD* is the department's 911 dispatch system. *Telestaff* is used as for personnel scheduling. *Target Safety* is web based, specialized training software. Use of the City's GIS and permitting systems is also common. To comply with county mandates, Fire is currently looking to update the hazardous material reporting software.

***Strategic Goals and Objectives***

Provide Paramedic Advance Life Support Services, Fire Suppression, Fire Prevention and Education programs

***Key Business Processes***

Permit and inspection tracking  
Paramedic Billing

***Department/Division Specific Technology***

HAZMAT  
Fire Med Pro  
Target Safety  
New World Fire RMS  
Telestaff

***Identified Technology Need***

Hazmat electronic notification to county & state (mandate starting 2013)  
Online Fire Permits  
Remote Fire Inspections

**HUMAN RESOURCES**

The Human Resources Department fulfills employee resource and relation needs of the City Council, Civil Service Commission, City Manager, City Departments and Staff.

Human Resources uses the City's HR/payroll system to hire/terminate employees, change existing employee information, assign and manage employee benefits and deductions, and for reporting purposes. The department has selected Munis (Tyler Systems) to replace HR/payroll system with implementation scheduled for January 2013. HR will implement online employment application, which will streamline the employment process as well provide employee self service. Testing for job applicants is also performed using the IT training room facilities, and applicant tracking is maintained using desktop software.

***Strategic Goals and Objectives***

Prepare and conduct negotiations for six MOU's  
Implementation of Performance Evaluation Tracking and FMLA Tracking  
Develop and conduct city-wide training programs

***Key Business Processes***

Recruitment and selection process  
Personnel Action process  
Payroll and Benefits process  
Grievance and Disciplinary process  
Preparation for Civil Service and City Council meetings

***Department/Division Specific Technology***

On-Line Employment Application  
Personnel Action System  
SIGMA tracking system

***Identified Technology Need***

Employee Self-Service benefit updates  
Online application process enhancements  
Document Management

## **PARKS, RECREATION, & COMMUNITY SERVICES**

The Parks, Recreation and Community Services Department (PR&CS) provides facilities, activities and services that promote leisure time through recreational, social and cultural programs.

PR&CS uses cashiering system to manage registration fees for its services. Flyers and newsletters are created through desktop publishing software and online content is either managed directly by PR&CS or updated with assistance from IT. PR&CS utilizes a radio/wireless base system to manage the irrigation in the City's parks. The department also makes use of the City's financial systems and GIS applications, as well as a custom database for managing membership data.

The department has begun an effort to upgrade their online registration system that will expand registrations for classes, facilities and park reservations.

### ***Strategic Goals and Objectives***

Provide positive recreational experiences

Foster human development: support economic development

Promote Health and Wellness

Fast/friendly/efficient service to the public

Protect natural resources; strengthen community image and sense of place

### ***Key Business Processes***

Permits for parks, fields, and facilities

Grant Management

Program registration

Cal Sense Irrigation Control System

Staefa (Building Controls System)

### ***Department/Division Specific Technology***

Online registrations

Safari to Quadrant interface

Senior Center Membership application

### ***Identified Technology Need***

Enhance Safari to Cash Receipts

Staff technology training

Enhance website marketing

Document management

## **PUBLIC WORKS**

The Public Works Department provides services in the areas of engineering, construction, environmental protection programs, graffiti abatement and refuse removal. The department is also responsible for the maintenance of facilities and infrastructure including city buildings, streets, trees, sewers, streetlights and traffic signals. The department is dedicated to enriching the community's quality of life with an emphasis on protecting the environment's vital resources.

Public Works are primary users of the City's permitting, work order, and GIS software. The financial system is heavily used to facilitate tracking capital improvement projects. The department also uses specific software for creating and editing CAD drawings, administering parking meters and controlling building access. The Engineering Division has been engaged in an effort to digitize plans related to the sewer infrastructure in an easily accessible GIS application. Once complete, this will be accessible to the public and city staff. The Maintenance Operations Division will be expanding the use of its work order system to incorporate sidewalk maintenance and GIS integration. The Environmental Operations Division has been proactive about identifying and enhancing communication channels. They rely on the City's website and the social media for disseminating information to the public regarding green initiative updates, recycling tips and events.

***Strategic Goals and Objectives***

Provide efficient and effective Civil Engineering services

Repair and maintain the City's facilities and assets

Divert waste from landfills by exceeding mandated recycling goals

Efficient collection and transfer of refuse in an efficient manner, with a high level of customer service

Utilize technology to equalize routes for efficiency

***Key Business Processes***

Storage and retrieval of plan and map records

Review and planning of construction, utility, and other public right of way projects

Preparation and distribution of the City's CIP bid documents

Issuance and tracking of annual parking permit tags

Perform regular maintenance, repairs and enhancements to street, sewer, tree, and city owned facilities

Invoice customers in an accurate and timely manner

Refuse collection

Recycling programs

***Department/Division Specific Technology***

AutoCAD

Permits Plus

MaintStar

RamsPro/Encore

Document Management

GIS

***Identified Technology Need***

Document and Image management

Bar-coding Planning documents

Enhanced permitting

Accurately invoice and track sewer customer activity

GIS link for truck routes

Bar-coding bins and planning documents

Online billing and payment

Mobile MainStar access

## **TRANSPORTATION**

The Transportation Department provides transportation services throughout the Westside region from UCLA to LAX. The Equipment Maintenance division provides centralized repair and enhancement services for City vehicles from all departments. Specialized lights, in vehicle camera, and electronic vehicle location systems are all maintained through the EM division as part of their normal mechanic services.

Transportation uses a Smart Bus system to collect fare and ridership information, record activities in and around buses, locate buses, and communicate with the buses, vehicles, department dispatcher and supervisors. Bus schedules, route maps, and ridership advisories are published on the web along with links to regional transit agencies. Fleet maintenance work orders and costs are tracked with a dedicated system that includes electronic warehouse inventory tracking and interfaces with the financial system.

### ***Strategic Goals and Objectives***

Use the Smart bus system to provide travel information to customers as they ride  
Integration of information from AVL system into dispatcher and supervisor PCs for real-time performance monitoring  
Collection of ridership and fare data  
Development of a fiscal and ridership analysis system to track performance and project costs and service trends  
Equipment maintenance  
Provide transportation service to public  
Grant Administration

### ***Key Business Processes***

Equipment maintenance  
Provide transportation service to public  
Grant Administration  
Collection of rider ship data

### ***Department/Division Specific Technology***

Fleet Anywhere  
SmartBus Technology  
Transportation cash receipting  
JD Edwards

### ***Identified Technology Need***

Project Management  
Performance management  
Bus Route information kiosk technology  
Interactive bus route web application  
Wifi access for transportation & vehicle maintenance

### ***External Stakeholders***

The public has become increasingly technology-savvy over the years, and with this trend comes the need for heavy integration of technology to help meet external business goals and needs. The City's core mission is simple – to provide quality services and information to the public in an efficient, effective, and economical manner. Since the IT Department plays a support role for the City, IT provides its services both directly and indirectly to the public.

The external stakeholders of the IT Department are comprised of residents, businesses, community organizations, and other government agencies, who unlike the internal stakeholders, are not confined to the boundaries of Culver City. The services provided to the public by the IT Department can be summarized:

#### ***General Information Services***

The City's web site is an important medium for public information. Visitors to the site can view and download information regarding City events, departments, City Council and Council meetings, and other topics of interest. The web site also serves as a portal to other sites that provide important county, state, and federal information. Public access to the City's geographical information is also provided. Users can view interactive maps showing available commercial real estate, general property information such as parks, schools, and places of interests, and local bus routes and stops.

#### ***Business Services***

Ideally, any individual or organization who wishes to conduct business with the City can do so anywhere at any point in time. The IT Department has developed several tools to help achieve this goal. An individual or organization can check the status of a permit or a capital improvement project on the City's web site, while prospective vendors can respond to City Request for Proposals (RFP) by submitting quotes for goods and services. Various business tax application and special permit forms are also available for download.

#### ***Interactive Services***

Interactive services are intended to create active communication channels between the public and City employees, while also providing members of the public an opportunity to communicate better amongst themselves. Some of these services, including interactive maps, the ability to subscribe to the City's Public Notification List, and be notified of any job openings, are automated as well smart phone apps to make requests to the City. Others, such as the ability to add events to the Community Calendar, create volunteer postings, and submit questions to Culver City staff require the assistance of City employees.

## Information Technology Strategic Plan

Beginning in 1998 the City in recognition of its severe technology deficiency has heavily invested in information technology, both with dollars, and staffing. This investment has reaped great benefit, and today the City stands second to none in its Information Technology resources. Information technology is now being utilized to enhance service delivery to citizens and businesses, and to increase employee productivity.

The validity of any Information Technology strategic plan is judged by the degree to which it is in sync with the strategic plan of its organization. As mentioned in the opening message, Culver City is, and will be facing a structural budget deficit for the foreseeable future. The City's ability to prepare a strategic plan is constrained by the unpredictability of issues. It is possible that the "solution" of Redevelopment Agency funding could have a dire impact on the city. Therefore, IT's Strategic Plan can only cover a period of two years, and must be a "holding pattern" plan.

### *City Staff Productivity*

- Increase communications among city staff. Increase SWAMI content.
- Continue to interface applications, and databases. Automate manual processes.
- Enhance document management to include paper based archived documents, and plans.
- Enhance use of the City's wireless network, and mobile technology.
- Continue to enhance training to include expert, and master classes.
- Implement workflow to enhance paperless environment.
- Develop applications in-house to replace existing off the shelf products
- Implement bar-coding and imaging where appropriate.
- Enhance enterprise GIS, and interactive maps for the public.

### *Infrastructure Enhancement – Maintenance – System Development*

- Maintain install hardware and software, including all appropriate patches, and product upgrades available through 2013.
- Maintain a secure computing environment.
- Enhance virtual environment.
- Enhance storage and backup capability.
- Enhance capabilities of Active Directory.
- As appropriate continue to develop applications, (including mobile apps), in-house to replace off the shelf systems.
- Continue IT staff training to maintain and enhance skills.
- Complete implementation of Quality control using ITIL as guidelines.
- Enhance Disaster Recovery to provide backup to backup plan.
- Enhance ITTP to provide high level training and increase skills of City Staff.
- On line training on SWAMI.
- Implement cloud based services as appropriate.

## Appendix

What's the Future of Local Government?

Supported Applications