



**SPECIAL AND REGULAR MEETING AGENDA**

**Date:** 5/2/2017  
**Time:** 6:00 p.m.  
**City Council Chambers**  
**701 Laurel St., Menlo Park, CA 94025**

**6:00 p.m. Study Session**

SS1. Pension liabilities study session with John Bartel of Bartel & Associates

**7:00 p.m. Regular Session**

**A. Call To Order**

**B. Roll Call**

**C. Pledge of Allegiance**

The pledge of allegiance will be led by Police Chiefs for the Day Jack and Sophia Preston

**D. Presentations and Proclamations**

D1. Proclamation for Bike to Work Day: May 19, 2017

D2. Proclamation for National Water Safety Month

**E. Public Comment**

Under "Public Comment," the public may address the City Council on any subject not listed on the agenda. Each speaker may address the City Council once under Public Comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The City Council cannot act on items not listed on the agenda and, therefore, the City Council cannot respond to non-agenda issues brought up under Public Comment other than to provide general information.

**F. Consent Calendar**

F1. Authorize the Public Works Director to accept the work performed by Maggiora Bros. Drilling, Inc. for the Well Drilling Project at the Corporation Yard (Staff Report #17-094-CC)

F2. Award a construction contract to Los Loza Landscaping for the Nealon Park Field Improvements Project (Staff Report #17-100-CC)

F3. Award a construction contract to Stoloski and Gonzalez, Inc. for the Water Main Replacement Project (Staff Report #17-101-CC)

F4. Authorize the Public Works Director to accept the work performed by Traffic Development Services, Inc. for the Sand Hill Road Traffic Signal Modification Project (Staff Report #17-098-CC)

- F5. Adopt a resolution implementing a Water Conservation Plan consistent with the end of the drought emergency (Staff Report #17-099-CC)
- F6. Authorize the Mayor to sign letters of support to the California Legislation for Senate Bill 65 (Hill and Low) and 698 (Hill), dealing with marijuana consumption while driving and marijuana impairment while driving (Staff Report #17-104-CC)
- F7. Approve minutes for the City Council meetings of April 4 and 18, 2017 (Attachment)

**G. Regular Business**

- G1. Authorize the City Manager to execute agreements for cost sharing with the Bohannon Development Company, approve a \$6.2 million budget and appropriate funding for the Chrysler Pump Station (Staff Report #17-096-CC)
- G2. Receive the Information Technology Master Plan and approve implementation recommendations (Staff Report #17-103-CC)
- G3. Evaluate and continue the herbicide free park program (Staff Report #17-106-CC)

**H. Informational Items**

- H1. Update on the Emergency Water Supply Wells 2&3 (Staff Report #17-097-CC)
- H2. Update on water system staffing and contract services (Staff Report #17-102-CC)
- H3. Update on City Council Work Plan (Staff Report #17-108-CC)
- H4. Quarterly financial review of General Fund Operations as of March 31, 2017 (Staff Report #17-109-CC)
- H5. Review of the City's Investment Portfolio as of March 31, 2017 (Staff Report #17-095-CC)
- H6. Update on status of potential revisions to the 2016 California Green Building Standards Code - Electric Vehicle Chargers (Staff Report #17-107-CC)

**The following Informational Items were continued from the April 18, 2017 City Council meeting:**

- H7. Update on the Bayfront Canal Bypass Project ([Staff Report #17-081-CC](#))
- H8. Update on the Transportation Master Plan consultant selection process ([Staff Report #17-083-CC](#))
- H9. Transferrable downtown parking permits ([Staff Report #17-080-CC](#))
- H10. Funding agreement for creating a 4th police unit ([Staff Report #17-087-CC](#))
- H11. Update from the Fire District Subcommittee ([Staff Report #17-092-CC](#))

**I. City Manager's Report**

**J. Councilmember Reports**

**K. Adjournment**

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At every Regular Meeting of the City Council, in addition to the Public Comment period where the public shall have the right to address the City Council on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the City Council's consideration of the item.

At every Special Meeting of the City Council, members of the public have the right to directly address the City Council on any item listed on the agenda at a time designated by the Chair, either before or during consideration of the item.

Any writing that is distributed to a majority of the City Council by any person in connection with an agenda item is a public record (subject to any exemption under the Public Records Act) and is available for inspection at the City Clerk's Office, 701 Laurel St., Menlo Park, CA 94025 during regular business hours.

Persons with disabilities, who require auxiliary aids or services in attending or participating in City Council meetings, may call the City Clerk's Office at 650-330-6620.

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## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-094-CC

### Consent Calendar:

**Authorize the Public Works Director to accept the work performed by Maggiora Bros. Drilling, Inc. for the Well Drilling Project at the Corporation Yard**

### Recommendation

Staff recommends that the City Council authorize the Public Works Director to accept the work performed by Maggiora Bros. Drilling, Inc. for the Well Drilling Project at the Corporation Yard (Project).

### Policy Issues

Acceptance of the City Council of the completion of the work begins the one-year construction warranty period. This project is included in the City council's 2017 Work Plan (Item # 24).

### Background

On June 7, 2016, the City Council authorized the City Manager take the following actions associated with the Menlo Park Municipal Water District Emergency Water Supply Well No. 1 project located at the City's Corporation Yard (Corp Yard):

- Adopt the Mitigated Negative Declaration;
- Amend the agreement with Infrastructure Engineering Corporation to add \$125,000 for additional engineering consultant services; and
- Authorize the City Manager to approve the well drilling contract and the wellhead facilities construction contract.

The contract for the Project was subsequently awarded to Maggiora Bros. Drilling, Inc. in the amount of \$440,534 with an authorized construction budget of \$506,534. The Corporation Yard Well is the first emergency well to be constructed to serve the Lower Zone (area east of El Camino Real) of the Menlo Park Municipal Water service area in the event of an emergency or natural disaster. It is also the first phase of a multi-phased project. The first phase is to drill the well and the second phase of the project will be to construct the wellhead facilities. The wellhead facilities consist of above ground piping, electrical controls, disinfection facilities, and an emergency backup generator and are being designed now. Construction is planned for this fall.

### Analysis

The work for the Project has been completed in accordance with the plans and specifications. A notice of completion will be filed with San Mateo County accordingly. The contract was completed within the approved construction budget.

Contractor:           Maggiora Bros. Drilling, Inc.  
                          595 Airport Blvd.  
                          Watsonville, CA 95076

**Impact on City Resources**

Acceptance of the work has no impact on the City’s resources.

Construction Contract Budget	
Construction contract	\$440,534
Contingency	\$66,000
<b>Total Construction Budget</b>	<b>\$506,534</b>

Construction Expenditures	
Construction Contract	\$425,214
Change orders	\$19,910
<b>Total Construction Expenditure</b>	<b>\$445,124</b>

**Environmental Review**

This Project was approved with a Mitigated Negative Declaration in compliance with the California Environmental Quality Act.

**Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

**Attachments**

None

Report prepared by:  
Rene A. Punsalan, P.E., Associate Civil Engineer

Report reviewed by:  
Michael Zimmermann, P.E., Senior Civil Engineer



## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-100-CC

Consent Calendar:

**Award a construction contract to Los Loza Landscaping for the Nealon Park Field Improvements Project**

### Recommendation

Staff recommends that the City Council award a construction contract to Los Loza Landscaping Contractor in the amount of \$169,970 for the Nealon Park Field Improvements Project (Project) and authorize a total construction budget of \$211,470 that includes staff time and contingencies.

### Policy Issues

The Project is consistent with the City Council's goal of maintaining and enhancing the City's municipal infrastructure and facilities and is included in the City Council's 2017 Work Plan (No. 30).

### Background

The Nealon sports field has an inadequate irrigation system. The lack of sprinkler coverage has resulted in "brown spots" on the sports field which, coupled with heavy use by dogs, has taken its toll on the turf. The existing turf has therefore become potholed and uneven. The conditions require increasing maintenance to provide a consistent and uniform playing surface. While Parks maintenance staff regularly monitors and maintains the playing surface, heavy use has worn down the turf to the point where replacement is the most cost effective method of repair. Complete turf replacement offers us the opportunity to upgrade the irrigation system, regrade the field, improve head to head sprinkler coverage and reduce brown spots.

This Project involves replacing the irrigation system so that the sports field is irrigated more uniformly and replacing the turf with a stronger, more resilient and drought tolerant variety. The existing natural turf outfield will be removed, the irrigation system will be demolished, the soil will be amended and re-graded, a new irrigation system will be installed, followed by the installation of approximately 45,000 square feet of new sod turf.

### Analysis

This Project is scheduled to start in June 2017 with the closure of the ballfield to sports users, dog owners and their pets. This Project is being coordinated into the 2017 Sports Field Closure Schedule. The Project will involve an approximately 4 month construction period during which the field will be closed to dog park users. To accommodate dog owners during the closure, City staff is exploring options for a "temporary" accommodation of the dog park to the area east of the field next to Little House (Attachment B). Staff is coordinating with the Peninsula Volunteers, the operator of Little House, regarding this possibility. The Parks and Recreation Commission was supported of this idea, especially given the potential for expanded hours. Upon the completion of the field improvements project, the dog park would reopen on the ballfield

with same hours that currently exist, which are Monday through Friday from 8 a.m. to 10 a.m.

The bid package for the Project was advertised on April 6, 2017. On April 26, 2017, four bids were submitted and opened. The lowest bidder was Los Loza Landscaping, with a bid amount of \$169,970 (Attachment A). Staff has verified the background and references of the contractor, and is satisfied with its past performance. Construction is scheduled to begin mid-June and will extend through mid-September 2017.

### Impact on City Resources

This Project was approved in the FY 2015-16 Capital Budget in the amount of \$250,000. The construction contract budget consists of following:

Cost Category	Amount
Construction contract	\$169,970
Contingency (15%)	\$25,500
Management and Inspection	\$16,000
<b>Total Construction</b>	<b>\$211,470</b>

### Environmental Review

The project is categorically exempt under Class 1 of the current State of California Environmental Quality Act Guidelines, which allows minor alterations and replacement of existing facilities.

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### Attachments

- A. Bid Summary
- B. Proposed Temporary Dog Park Location

Report prepared by:  
Michael Zimmermann, P.E., Senior Civil Engineer

Reviewed by:  
Azalea Mitch, P.E., City Engineer



## BID SUMMARY

Bid Proposal - Nealon Park Field Improvements

Bid Opening: Wednesday, April 26, 2017 at 2:00 PM

1	Los Loza Landscaping	\$169,970.00
2	Bortolussi & Watkin, Inc.	\$175,585.00
3	Frank and Grossman Landscape Contractors	\$213,829.00
4	Stockbridge General Contracting, Inc	\$282,640.00

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Proposed Temporary Dog Park Location

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## STAFF REPORT

**City Council**

**Meeting Date:** 5/2/2017  
**Staff Report Number:** 17-101-CC

**Consent Calendar:** Award a construction contract to Stoloski & Gonzalez, Inc. for the Water Main Replacement Project

**Recommendation**

Staff recommends that the City Council award a construction contract to Stoloski & Gonzalez, Inc. in the amount of \$1,163,370 for the Water Main Replacement Project (Project), and authorize a total construction budget of \$ 1,400,000 that includes staff time and contingencies.

**Policy Issues**

The recommendation does not represent any change to existing City policy.

**Background**

Menlo Park Municipal Water (MPMW) serves approximately 16,000 customers through approximately 4,000 service connections. The water distribution system consists of 55 miles of water mains, 3 distribution zones, 2 reservoirs, 1 pump station, 366 fire hydrants and 1,392 valves. On average, customers use 2.8 million gallons a day. The majority of water mains are over 60 years old and in need of replacement.

On an ongoing basis, staff reviews sections of water main that need to be replaced due to age and condition. The new water mains will increase system reliability and capacity in order to better serve new and existing customers. This year, the Project will install approximately 3,700 feet of new water main, including water meters and water services to customers, at the following locations (Attachment B):

- 1) Warner Range Avenue (between Sharon Park Drive and Monte Rosa Avenue) including a portion of Monte Rosa Drive (between Warner Range Avenue and Avy Avenue); and
- 2) Independence Drive (Between Chrysler Drive and Bayfront Expressway).

The City has entered into an agreement with Bohannon Development to share in the cost of reconstructing Independence Drive. Staff included Independence Drive to the Project in order to timely install the new mains prior to the construction of the Menlo Gateway street improvements that will begin in early August 2017. Constructing the water main followed immediately by the street improvements will minimize potential impacts to Menlo Gateway tenants occupying the buildings.

### Analysis

The bid package for the Project was advertised on April 13, 2017. On April 25, 2017, four bids were submitted and opened. The lowest bidder was Stoloski & Gonzalez, Inc. with a bid amount of \$1,163,370 (Attachment A). Staff has verified the background and references of the contractor and is satisfied with its past performance.

### Impact on City Resources

There is \$1,400,000 available in the Water Main Replacement Project which is funded by the Water Capital Fund. The construction contract budget consists of the following:

Cost Category	Amount
Construction contract	\$1,163,370
Contingency (15%)	\$ 174,500
Management & Inspection	\$ 62,130
<b>Total Construction</b>	<b>\$ 1,400,000</b>

### Environmental Review

The project is categorically exempt under Class 2 of the current State of California Environmental Quality Act guidelines, which allows replacement or reconstruction of existing facilities.

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### Attachments

- A. Bid Summary
- B. Location Maps

Report prepared by:

Sally Salman, Assistant Engineer

Pam Lowe, Senior Civil Engineer

Report approved by:

Azalea Mitch, P.E., City Engineer



## BID SUMMARY

**Bid Proposal - Water Main Replacement Project - Warner Range Dr**

**Bid Opening: Tuesday, April 25, 2017 at 2:00 pm**

	<b>COMPANY</b>	<b>BID</b>
1	Stoloski & Gonzalez, Inc.	\$1,163,370
2	California Trenchless Inc	\$1,554,020
3	Cratus Inc.	\$1,946,500
4	McGuire and Hester	\$2,265,338

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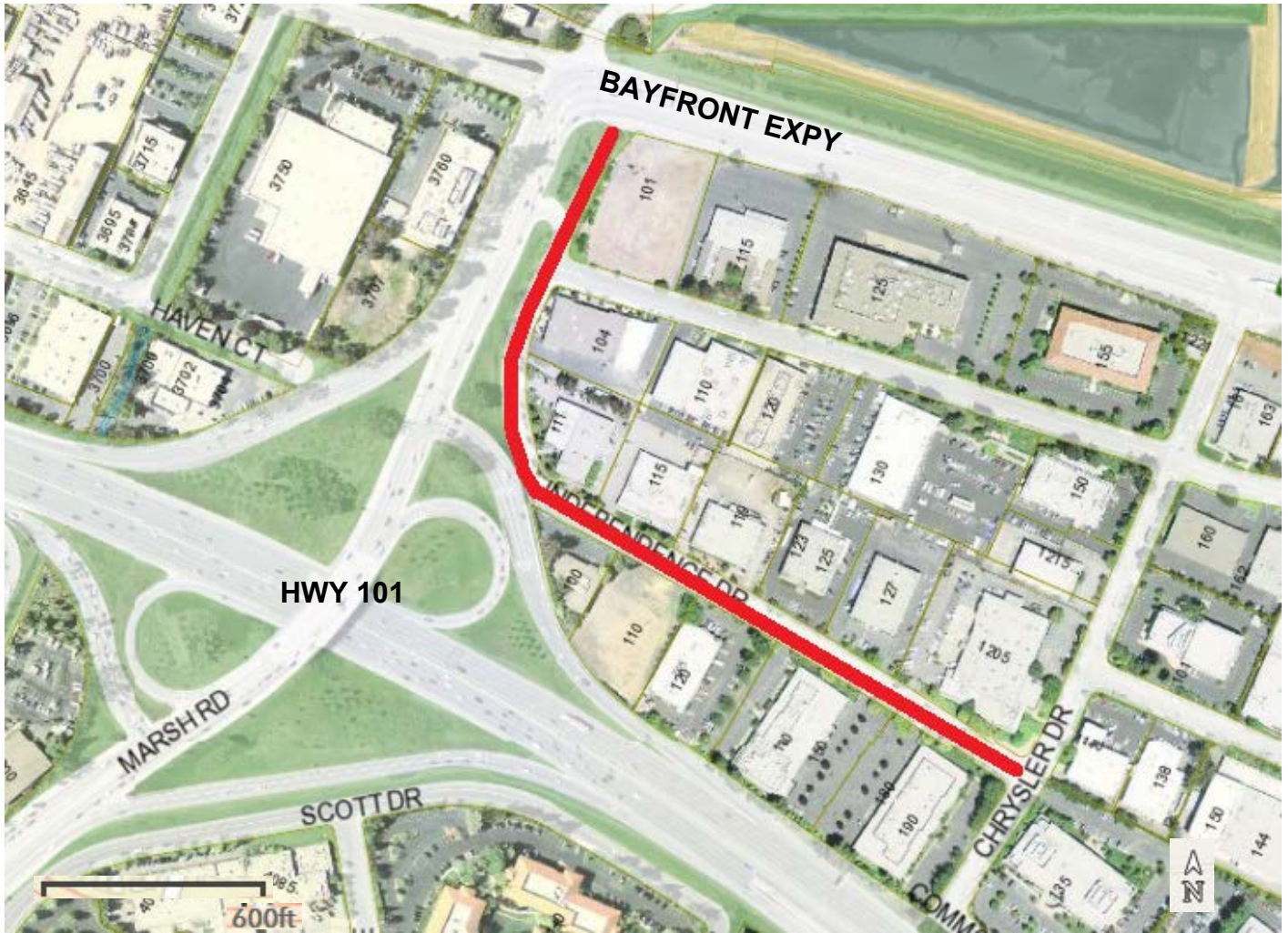
LOCATION MAPS

Warner Range Avenue (between Sharon Park Drive and Monte Rosa Drive and on Monte Rosa Drive between Warner Range Avenue and Avy Avenue)





**Independence Drive (Between Chrysler Drive and Bayfront Expressway)**



**STAFF REPORT****City Council****Meeting Date:****5/2/2017****Staff Report Number:****17-098-CC****Consent Calendar:****Authorize the Public Works Director to accept the work performed by Traffic Development Services, Inc. for the Sand Hill Road Traffic Signal Modification Project****Recommendation**

Staff recommends that the City Council authorize the Public Works Director to accept the work performed by Traffic Development Services, Inc. for the Sand Hill Road Traffic Signal Modification Project.

**Policy Issues**

Acceptance of the City Council of the completion of the work begins the one-year construction warranty period.

**Background**

On September 13, 2016, the City Council authorized the award of a contract to Traffic Development Services, Inc. in the amount of \$131,350 with a construction budget of \$144,485. The Sand Hill Road Traffic Signal Modification Project upgraded the non-standard traffic and pedestrian signal equipment on Sand Hill Road at Sharon Park Drive and on Sand Hill Road at Saga Way to comply with the Manual on Uniform Traffic Control Devices standards. The Project also upgraded the outdated Video Vehicle Detection Systems on both intersections.

**Analysis**

The work for the Sand Hill Road Traffic Signal Modification Project has been completed in accordance with the plans and specifications. A notice of completion will be filed with San Mateo County accordingly. The contract was completed within the approved construction budget.

Contractor: Traffic Development Services, Inc.  
207 W. Los Angeles Ave., Suite 252  
Moorpark, CA 93021

### Impact on City Resources

Acceptance of the work has no impact on the City's resources.

Construction Contract Budget	
Construction Contract	\$131,350
Contingency	\$13,135
<b>Total Construction Budget</b>	<b>\$144,485</b>

Construction Expenditures	
Construction Contract	\$131,350.00
Change Orders	\$1,347.22
<b>Total Construction Expenditure</b>	<b>\$132,697.22</b>

### Environmental Review

The Project is categorically exempt under Class 1 of the current California Environmental Quality Act Guidelines, which allows for minor alterations to existing facilities.

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### Attachments

None

Report prepared by:

Rene A. Punsalan, P.E., Associate Civil Engineer

Report reviewed by:

Michael Zimmermann, P.E., Senior Civil Engineer





## STAFF REPORT

**City Council**  
**Meeting Date:** 5/2/2017  
**Staff Report Number:** 17-099-CC

**Consent Calendar:** Adopt a resolution implementing a Water Conservation Plan consistent with the end of the drought emergency

### Recommendation

Staff recommends that the City Council adopt a resolution implementing a Water Conservation Plan consistent with the end of the drought emergency. The Water Conservation Plan will return to Stage 1 of the 2015 Water Shortage Contingency Plan (WSCP) with additional mandatory prohibitions for future water conservation, and it will eliminate the drought surcharge.

### Policy Issues

The City has water use restrictions in place. The recommended action is consistent with those policy efforts and the strategies outlined in the 2015 Urban Water Management Plan (UWMP), which includes the Water Shortage Contingency Plan (WSCP) and describes and evaluates water supply sources and reliability over the next 20 years.

### Background

Menlo Park Municipal Water (MPMW) provides water to approximately 16,000 residents through 4,000 service connections within two pressure areas. MPMW purchases 100% of its water from the San Francisco Public Utilities Commission (SFPUC), which delivers water from the San Francisco Regional Water System to the City. In 2014 the Governor declared a State of Emergency due to drought, the State Water Resources Control Board (State Water Board) adopted emergency drought regulations and, through several revisions to the regulations since then, MPMW has been in compliance.

On May 24, 2016, the City Council adopted the 2015 UWMP which requires urban water suppliers to describe and evaluate their water supply sources and reliability over the next 20 years. The 2015 WSCP (Attachment A) is included in the UWMP, outlines the water supplier's response and plan for changes or shortages in water supplies and list corresponding drought stages and actions. It provides flexibility to incorporate additional water regulations based on any future emergency water regulations adopted by the State Water Board or drought-related actions imposed by SFPUC. Each of the five stages lists particular water conservation actions and the option for City Council to select other appropriate actions in order to meet the water reduction goal.

On June 21, 2016, the City Council adopted Resolution No. 6328 (Attachment B) implementing Stage 2 of the 2015 WSCP to meet a 10% conservation goal from 2013 use in order to meet State Water Board drought regulations. Stage 2 currently corresponds with a drought surcharge of \$0.18 per hundred cubic foot, or ccf (approximately 748 gallons), applied to all water customers.

On Feb 8, 2017, the State Water Board adopted a resolution which “directs the State Water Board’s Executive Director to consider promptly modifying or repealing the regulation consistent with Water Code section 1058.5 and State Water Board Resolution No. 2012-0061, if the Governor lifts the declaration of a drought state of emergency...”

On April 7, 2017, Governor Brown issued Executive Order B-40-17 which lifts the drought for most of the state and directs the State Water Board to rescind the requirements for mandatory conservation standards and associated stress tests, while maintaining other provisions

On April 26, 2017, the State Water Board rescinded mandatory conservation standards while keeping in place the water use reporting requirements and prohibitions against wasteful practices, which is awaiting adoption by the Office of Administrative Law. If adopted by the Office of Administrative Law, the following water conservation measures shall remain in effect:

1. The application of potable water to outdoor landscapes in a manner that causes runoff such that water flows onto adjacent property, non-irrigated areas, private and public walkways, roadways, parking lots, or structures.
2. The use of a hose that dispenses potable water to wash a motor vehicle, except where the hose is fitted with a shut-off nozzle or device attached to it that causes it to cease dispensing water immediately when not in use.
3. The application of potable water to driveways and sidewalks.
4. The use of potable water in a fountain or other decorative water feature, except where the water is part of a recirculating system.
5. The application of potable water to outdoor landscapes during and within 48 hours after measurable rainfall.
6. The serving of drinking water other than upon request in eating or drinking establishments, including but not limited to restaurants, hotels, cafes, cafeterias, bars, or other public places where food or drink are served and/or purchased.
7. The irrigation with potable water of ornamental turf on public street medians.
8. The irrigation with potable water of landscapes outside of newly constructed homes and buildings in a manner inconsistent with regulations or other requirements established by the California Building Standards Commission and the Department of Housing and Community Development.
9. Operators of hotels and motels shall provide guests with the option of choosing not to have towels and linens laundered daily. The hotel or motel shall prominently display notice of this option in each guestroom using clear and easily understood language.
10. Water agencies shall have infractions punishable by a fine of up to five hundred dollars (\$500) for each day in which the violation occurs.

## Analysis

Based on unprecedented water conservation and plentiful winter rain and snow, staff recommends the City Council adopt a resolution (Attachment C) returning to Stage 1 of the 2015 WSCP (no drought) which would eliminate the drought surcharge and continue the mandatory prohibitions listed below.

1. Hoses must be equipped with a shut-off valve for washing vehicles, sidewalks, walkways, or buildings.
2. Broken or defective plumbing and irrigation systems must be repaired or replaced within a reasonable period.
3. Recreational water features shall be covered when not in use.

4. Ornamental fountains shall use only re-circulated or recycled water.
5. Single-pass cooling systems on new construction shall not be allowed.
6. Potable water shall not be applied in any manner to any driveway, sidewalk, or other hard surface except when necessary to address immediate health or safety concerns.
7. Potable water shall not be used to water outdoor landscapes in a manner that causes runoff onto non-irrigated areas, walkways, roadways, parking lots, or other hard surfaces.
8. Potable water cannot be applied to outdoor landscapes during and up to 48 hours after measurable rainfall.
9. Potable water shall not be used to irrigate ornamental turf on public street medians.
10. Other measures as may be approved by Resolution of the City Council.

The last item listed provides the option for City Council to select additional appropriate actions. The State Water Board is proposing three additional measures not included in Stage 1 of the 2015 WSCP. To be in compliance with the proposed law, staff also recommends including the following mandatory prohibitions in the resolution:

1. The serving of drinking water other than upon request in eating or drinking establishments, including but not limited to restaurants, hotels, cafes, cafeterias, bars, or other public places where food or drink are served and/or purchased.
2. Operators of hotels and motels shall provide guests with the option of choosing not to have towels and linens laundered daily. The hotel or motel shall prominently display notice of this option in each guestroom using clear and easily understood language.

If the Office of Administrative Law makes any revisions to the mandatory prohibitions, staff will return to Council with additional information.

The table below shows the corresponding drought surcharges for each stage. The current drought surcharge is \$0.18 per ccf based on Stage 2 (the “up to 10%” conservation goal). If the City Council adopts the resolution to return to Stage 1 of the 2015 WSCP (no drought), the drought surcharge would be eliminated and become effective in June 2017.

Drought Stage	2015 WSCP Conservation Goal	Current Drought Surcharge \$ per ccf
1	N/A	N/A
2	up to 10%	\$0.18
3	up to 20%	\$0.44
4	up to 30%	\$0.79
5	up to 50%	\$1.88

1 ccf (hundred cubic feet) = 748 gallons

If approved, staff will notify water customers of the revised drought regulations via the City’s website and or/ water bill messages.

**Impact on City Resources**

Revising the water conservation plan from Stage 2 (the “up to 10%” conservation goal) to Stage 1 (no drought) including additional prohibitions will not impact staff resources.



### **Environmental Review**

Council's adoption of the proposed resolution is categorically exempt from CEQA under CEQA Guidelines 15307 (Actions by Regulatory Agencies for Protection of Natural Resources).

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

- A. 2015 WSCP (included as Chapter 7 in the 2015 UWMP, adopted May 24, 2016)
- B. Resolution 6328 to adopt a Water Conservation Plan for a 10% conservation goal (adopted June 21, 2016)
- C. Draft Resolution to adopt a Water Conservation Plan consistent with the end of the drought emergency

Report prepared by:  
Pam Lowe, Senior Civil Engineer

Reviewed By  
Azalea Mitch, P.E., City Engineer

**2015 Water Shortage Contingency Plan**  
Menlo Park Municipal Water District

Stage	Consumption Reduction Methods by Water Supplier	Restrictions and Prohibitions on End Uses (Customers)
<p><b>Stage 1 Mandatory Prohibitions</b></p> <p><b>Goal: N/A</b></p>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Hoses must be equipped with a shut-off valve for washing vehicles, sidewalks, walkways, or buildings.</li> <li>• Broken or defective plumbing and irrigation systems must be repaired or replaced within a reasonable period.</li> <li>• Recreational water features shall be covered when not in use.</li> <li>• Ornamental fountains shall use only re-circulated or recycled water.</li> <li>• Single-pass cooling systems on new construction shall not be allowed.</li> <li>• Potable water shall not be applied in any manner to any driveway, sidewalk, or other hard surface except when necessary to address immediate health or safety concerns.</li> <li>• Potable water shall not be used to water outdoor landscapes in a manner that causes runoff onto non-irrigated areas, walkways, roadways, parking lots, or other hard surfaces.</li> <li>• Potable water cannot be applied to outdoor landscapes during and up to 48 hours after measurable rainfall.</li> <li>• Potable water shall not be used to irrigate ornamental turf on public street medians.</li> <li>• Other measures as may be approved by Resolution of the City Council.</li> </ul>
<p><b>Stage 2</b></p> <p><b>Goal: up to 10% Reduction</b></p>	<ul style="list-style-type: none"> <li>• Inform customers that there is a water shortage emergency and the list of actions they can take to reduce water use (e.g., via direct mail, bill inserts, etc.).</li> <li>• Increase public outreach, including information regarding fines or penalties for non-compliance.</li> <li>• Expand outreach for existing water conservation programs.</li> <li>• Conduct coordination with BAWSCA, SFPUC, and California Water Service Company (“Cal Water”).</li> <li>• Conduct in-house training so City staff is prepared to respond to customer calls, reports and complaints, and to support enforcement actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stage 1 except where superseded by more stringent requirements.</li> <li>• Hotels and motels shall provide guests an option whether to launder towels and linens daily. Hotels and motels shall prominently display notice of this option in each bathroom using clear and easily understood language.</li> <li>• Restaurants and other food service operations shall serve water to customers only upon request.</li> <li>• Other measures as may be approved by Resolution of the City Council.</li> </ul>

**MENLO PARK MUNICIPAL WATER DISTRICT  
2015 URBAN WATER MANAGEMENT PLAN**

**2015 Water Shortage Contingency Plan**  
Menlo Park Municipal Water District

Stage	Consumption Reduction Methods by Water Supplier	Restrictions and Prohibitions on End Uses (Customers)
<p><b>Stage 3</b></p> <p><b>Goal: up to 20% Reduction</b></p>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stage 2.</li> <li>• Increase public outreach, including a dedicated customer service hotline.</li> <li>• Schedule staff for enforcement and customer service. May include hiring additional, temporary staff.</li> <li>• Reduce frequency of water main flushing.</li> <li>• Inform local fire department of water supply status and request cooperation in reducing of fire training exercises that use water.</li> <li>• Increase public outreach to the top 10% water users in each customer category.</li> <li>• Implement drought surcharge on water rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stages 1 and 2 except where superseded by more stringent requirements.</li> <li>• Irrigation with potable water outside of newly constructed homes and buildings not delivered by drip or microspray is prohibited.</li> <li>• Potable water shall not be used for street cleaning.</li> <li>• Permits for construction of new pools shall include a requirement that MPMWD water shall not be used to fill new pools.</li> <li>• Irrigating outdoor ornamental landscapes or turf with potable water is not allowed between designated hours, as determined by the Public Works Director, except for hand watering. Hand watering must be with a continuously monitored hose fitted with an automatic shut-off nozzle or device attached to it that causes it to cease dispensing water immediately when not in use or monitored.</li> <li>• Irrigating outdoor ornamental landscapes or turf with potable water is limited to no more than two (2) days per week on a schedule established by the Director and posted on the City's website. Water customers may be granted an exception upon review and approval of a Drought Response Plan by the Public Works Director pursuant to such policies and procedures as may be established by the Public Works Director provided that such plan results in an equivalent or greater reduction in water use.</li> <li>• Other measures as may be approved by Resolution of the City Council.</li> </ul>
<p><b>Stage 4</b></p> <p><b>Goal: up to 30% Reduction</b></p>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stages 2 and 3.</li> <li>• Increase public outreach, including hosting public events and workshops.</li> <li>• Increase enforcement and water waste patrols.</li> <li>• Suspend routine flushing of water mains except when necessary to address immediate health or safety concerns.</li> <li>• Offer free water use surveys to the top 10% water users in each customer category.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stages 1, 2 and 3 except where superseded by more stringent requirements.</li> <li>• Prohibit vehicle washing except at facilities using recycled or recirculating water.</li> <li>• Irrigating outdoor ornamental landscapes or turf with potable water is limited to no more than one (1) day per week on a schedule established by the Director and posted on the City's website. Water customers may be granted an exception upon review and approval of a Drought Response Plan by the Public Works Director pursuant to such policies and procedures as may be established by the Public Works Director provided that such plan results in an equivalent or greater reduction in water use.</li> <li>• Other measures as may be approved by Resolution of the City Council.</li> </ul>

**MENLO PARK MUNICIPAL WATER DISTRICT  
2015 URBAN WATER MANAGEMENT PLAN**

**2015 Water Shortage Contingency Plan**  
Menlo Park Municipal Water District

Stage	Consumption Reduction Methods by Water Supplier	Restrictions and Prohibitions on End Uses (Customers)
<p><b>Stage 5</b></p> <p><b>Goal: up to 50% Reduction</b></p>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stages 2, 3 and 4.</li> <li>• Increase public outreach.</li> <li>• Develop water budgets for all accounts and notice those accounts appropriately.</li> <li>• MPMWD shall not approve new potable water service, new temporary meters or permanent meters, or issue statements of immediate ability to serve or provide potable water service (such as, will-serve letters, certificates or letters of availability), except under the following circumstances:               <ul style="list-style-type: none"> <li>a) A valid, unexpired building permit has been issued for the project; or</li> <li>b) The project is necessary to protect the public's health, safety, and welfare; or</li> <li>c) The applicant provides substantial evidence of an enforceable commitment that water demands for the project will be offset prior to the provision of a new water meter(s) to the satisfaction of the Public Works Director; or</li> <li>d) To provide continuation of water service or to restore service that has been interrupted for a period of one year or less.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue with actions and measures from Stages 1 through 4 except where superseded by more stringent requirements.</li> <li>• Turf irrigation is prohibited at all times, including artificial turf.</li> <li>• Existing irrigation systems shall not be expanded.</li> <li>• Water use shall not exceed water budgets established by MPMWD for each customer.</li> <li>• Other measures as may be approved by Resolution of the City Council.</li> </ul>

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**RESOLUTION NO. 6328**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK  
ADOPTING A WATER CONSERVATION PLAN**

WHEREAS, on March 27, 2015 the State Water Resources Control Board ("State Water Board") approved emergency regulatory action to further amend its previous two emergency regulations pertaining to drought emergency water conservation; and

WHEREAS, the State Water Board emergency regulations from March 27, 2015 require each urban water supplier to implement the following restrictions within forty-five (45) days:

- Prohibit application of potable water to outdoor landscapes during and within forty-eight (48) hours after measurable rainfall;
- Prohibit the serving of drinking water other than upon request in eating or drinking establishments, including but not limited to restaurants, hotels, cafes, cafeterias, bars, or other public places where food and drink are served and/or purchased;
- Require operators of hotels and motels to provide guests with the option of choosing not to have towels and linens laundered daily;
- Implement the stage of its Water Shortage Contingency Plan (WSCP) that includes a mandatory restriction on the number of days that outdoor irrigation of ornamental landscapes or turf with potable water is allowed.

WHEREAS, on April 1, 2015 the Governor issued an Executive Order directing the State Water Board to impose restrictions to achieve an aggregate statewide 25% reduction in potable urban water use for the period of June 1, 2015 through February 28, 2016, as compared to January 1, 2013 through February 28, 2013 and June 1, 2013 through December 31, 2013 water use; and

WHEREAS, on May 5, 2015 the State Water Board adopted a nine (9) tier system based on a water supplier's residential gallons per capita per day, R-GPCD, range for July through September of 2014 which placed MPMWD into tier four (4), requiring the Menlo Park Municipal Water District ("MPMWD") to achieve a 16% reduction in water use from its use in January through February of 2013 and June through December of 2013; and

WHEREAS, on May 5, 2015 in order to achieve the percentage reduction requirement, the State Water Board adopted additional regulations prohibiting the following:

- The use of potable water outside of newly constructed homes and buildings that is not delivered by drip or micro-spray systems;
- The use of potable water to irrigate ornamental turf on public street medians.

WHEREAS, on May 5, 2015, the City Council adopted Resolution No. 6261 to implement Stage 2 of the 2014 WSCP;

WHEREAS, on February 2, 2016, based on Governor Brown's November 2015 Executive Order, the State Water Board approved an updated and extended emergency regulation that continued mandatory reductions through October 2016;

WHEREAS, on May 18, 2016, based on Governor Brown's May 9, 2016 Executive Order B-37-16, the State Water Board approved replacing the state-developed standards with locally-

developed conservation standards based upon each agency's specific circumstances and extending the emergency regulations for urban water conservation through the end of January 2017, and requiring urban water suppliers to continue reporting monthly water use production information to the SWRCB on a permanent basis;

WHEREAS, the State Water Board approved continuing the following prohibitions on a permanent basis:

- Hosing off sidewalks, driveways and other hardscapes;
- Washing automobiles with hoses not equipped with a shut-off nozzle;
- Using non-recirculated water in a fountain or other decorative water feature;
- Watering landscapes in a manner that causes runoff.
- Watering landscapes within 48 hours after measurable precipitation.
- Irrigation ornamental turf on public street medians.
- Restaurants or other food establishments serving water other than upon request.
- Hotels and motels not providing the option of choosing not to have towels and linens laundered daily.

WHEREAS, on May 24, 2016, the City Council adopted the 2015 Urban Water Management Plan, which included the Water Shortage Contingency Plan stages and actions;

WHEREAS, on June 9, 2016, the San Francisco Public Utilities Commission (SFPUC) is requesting its customers maintain a 10% voluntary reduction from 2013 use, including MPMWD;

WHEREAS, Stage 2 of the 2015 WSCP provides that MPMWD achieve "up to a 10%" reduction in water use compared to 2013 requiring all MPMWD users implement the following water conservation measures:

1. Hoses must be equipped with a shut-off valve for washing vehicles, sidewalks, walkways, or buildings.
2. Broken or defective plumbing and irrigation systems must be repaired or replaced within a reasonable period.
3. Recreational water features shall be covered when not in use.
4. Ornamental fountains shall use only re-circulated or recycled water.
5. Single-pass cooling systems on new construction shall not be allowed.
6. Potable water shall not be applied in any manner to any driveway, sidewalk, or other hard surface except when necessary to address immediate health or safety concerns.
7. Potable water shall not be used to water outdoor landscapes in a manner that causes runoff onto non- irrigated areas, walkways, roadways, parking lots, or other hard surfaces.
8. Potable water cannot be applied to outdoor landscapes during and up to 48 hours after measurable rainfall.
9. Potable water shall not be used to irrigate ornamental turf on public street medians.
10. Hotels and motels shall provide guests an option whether to launder towels and linens daily. Hotels and motels shall prominently display notice of this option in each bathroom using clear and easily understood language.
11. Restaurants and other food service operations shall serve water to customers only upon request.
12. Other measures as may be approved by Resolution of the City Council.

WHEREAS, to comply with the State Water Board's Emergency Regulations ("Emergency Regulations") which became effective on June 1, 2016 pursuant to Section 1058.5 of the California Water Code, Stage 2 of the 2015 WSCP must be implemented; and

WHEREAS, the City Council of the City of Menlo Park wishes to amend Resolution No. 6261 and replace Stage 2 of the 2014 WSCP with Stage 2 of the 2015 WSCP.

NOW, THEREFORE, the City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefore,

BE IT HEREBY RESOLVED by the City Council of the City of Menlo that:

1. The above recitals are true and accurate.
2. Penalties. Except for egregious violations of the water conservation measures listed above, violations are punishable by fines as described below. Fines must be paid within thirty (30) days. If fines are not paid when due, Customer's water service may be discontinued.

Violation	Enforcement
1 <sup>st</sup>	Warning only. Educate customer on proper water conservation practices.
2 <sup>nd</sup>	\$50 fine
3 <sup>rd</sup>	\$100 fine
4 <sup>th</sup>	\$200 fine, and review by the Public Works Director (or his/her designee) to determine if a flow restricting device should be installed
5 <sup>th</sup>	\$500 fine, and review by the Public Works Director (or his/her designee) to determine if water service should be discontinued
6 <sup>th</sup>	\$500 fine, water service shall be discontinued

Notwithstanding the above, if the Director of Public Works determines that a violation is egregious, in his/her reasonable determination based on the severity of the violation, a fine may be levied in an amount equal to the greater of \$500.00 or triple the normal rate for the amount of water wasted.

**Charges for Installation or Removal of Flow Restricting Devices**

Meter Size	Installation Cost	Removal Cost
5/8" to 2"	\$ 155.00	\$ 155.00
3" or larger	Actual Cost	Actual Cost

**Charges for Disconnecting and Reconnecting Service**

Meter Size	Cost to Disconnect Service	Cost to Reconnect Service
All sizes	\$ 155.00	\$ 155.00

3. Appeal Process. Customer may contest a fine by submitting a written appeal to the Public Works Director within thirty (30) days of the date of the fine. Customer may request a meeting with the Public Works Director to present evidence that a violation does not exist. If a meeting is requested, the Public Works Director shall meet with the Customer within fifteen (15) days of the appeal date. The Public Works Director shall make a final, non-appealable decision in writing within fifteen (15) days of the appeal date if no meeting requested or within fifteen (15) days of the meeting date. If the fine is upheld, the Customer shall have ten (10) days from the date of the Public Works Director's decision to pay the fine. If the fine is not paid when due, Customer's water service may be discontinued.

BE IT AND IT IS HEREBY FURTHER RESOLVED by the City Council of the City of Menlo Park that this Water Conservation Plan shall remain in effect until the City Council adopts a revised Water Conservation Plan.

I, PAMELA AGUILAR, City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said City Council on this 21st day of June, 2016, by the following vote:

AYES: Carlton, Cline, Keith, Mueller, Ohtaki  
NOES: None  
ABSENT: None  
ABSTAIN: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City Council on this 21st day of June, 2016.



PAMELA AGUILAR, CMC  
City Clerk

## RESOLUTION NO. \_\_\_\_\_

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK  
ADOPTING A WATER CONSERVATION PLAN**

WHEREAS, on May 18, 2016, based on Governor Brown's May 9, 2016 Executive Order B-37-16, the State Water Board approved replacing the state-developed standards with locally-developed conservation standards based upon each agency's specific circumstances and extending the emergency regulations for urban water conservation through the end of January 2017, and requiring urban water suppliers to continue reporting monthly water use production information to the SWRCB on a permanent basis;

WHEREAS, on May 24, 2016, the City Council adopted the 2015 Urban Water Management Plan, which included the Water Shortage Contingency Plan (WSCP) stages and actions;

WHEREAS, on June 9, 2016, the San Francisco Public Utilities Commission ("SFPUC") requested that its wholesale customers maintain a 10% voluntary reduction from 2013 use, including Menlo Park Municipal Water ("MPMW");

WHEREAS, on June 21, 2016, the City Council adopted Resolution No. 6328 to implement Stage 2 of the 2015 WSCP (the "up to 10%" conservation goal);

WHEREAS, on February 8, 2017, the State Water Resources Control Board ("State Water Board") adopted a resolution which "directs the State Water Board's Executive Director to consider promptly modifying or repealing the regulation consistent with Water Code section 1058.5 and State Water Board Resolution No. 2012-0061, if the Governor lifts the declaration of a drought state of emergency...";

WHEREAS, on April 7, 2017, Governor Brown's Executive Order B-40-17 lifts the drought for most of the state and directs the State Water Board to rescind the requirements for mandatory conservation standards and associated stress tests, while maintaining other provisions;

WHEREAS, on April 26, 2017, the State Water Board rescinds mandatory conservation standards while keeping in place the water use reporting requirements and prohibitions against wasteful practices, which is awaiting adoption by the Office of Administrative Law. If adopted, the following water conservation measures shall be in effect:

1. The application of potable water to outdoor landscapes in a manner that causes runoff such that water flows onto adjacent property, non-irrigated areas, private and public walkways, roadways, parking lots, or structures.
2. The use of a hose that dispenses potable water to wash a motor vehicle, except where the hose is fitted with a shut-off nozzle or device attached to it that causes it to cease dispensing water immediately when not in use.
3. The application of potable water to driveways and sidewalks.
4. The use of potable water in a fountain or other decorative water feature, except where the water is part of a recirculating system.
5. The application of potable water to outdoor landscapes during and within 48 hours after measurable rainfall.

6. The serving of drinking water other than upon request in eating or drinking establishments, including but not limited to restaurants, hotels, cafes, cafeterias, bars, or other public places where food or drink are served and/or purchased.
7. The irrigation with potable water of ornamental turf on public street medians.
8. The irrigation with potable water of landscapes outside of newly constructed homes and buildings in a manner inconsistent with regulations or other requirements established by the California Building Standards Commission and the Department of Housing and Community Development.
9. Operators of hotels and motels shall provide guests with the option of choosing not to have towels and linens laundered daily. The hotel or motel shall prominently display notice of this option in each guestroom using clear and easily understood language.
10. Water agencies shall have infractions punishable by a fine of up to five hundred dollars (\$500) for each day in which the violation occurs.

WHEREAS, Stage 1 of the 2015 WSCP provides that when MPMW is no longer in a drought emergency, all MPMW users are required to implement the following water conservation measures:

1. Hoses must be equipped with a shut-off valve for washing vehicles, sidewalks, walkways, or buildings.
2. Broken or defective plumbing and irrigation systems must be repaired or replaced within a reasonable period.
3. Recreational water features shall be covered when not in use.
4. Ornamental fountains shall use only re-circulated or recycled water.
5. Single-pass cooling systems on new construction shall not be allowed.
6. Potable water shall not be applied in any manner to any driveway, sidewalk, or other hard surface except when necessary to address immediate health or safety concerns.
7. Potable water shall not be used to water outdoor landscapes in a manner that causes runoff onto non- irrigated areas, walkways, roadways, parking lots, or other hard surfaces.
8. Potable water cannot be applied to outdoor landscapes during and up to 48 hours after measurable rainfall.
9. Potable water shall not be used to irrigate ornamental turf on public street medians.
10. Other measures as may be approved by Resolution of the City Council.

WHEREAS, the City Council of the City of Menlo Park wishes to rescind Resolution No. 6241, Resolution No. 6261, and Resolution No. 6328.

NOW, THEREFORE, the City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefore,

BE IT HEREBY RESOLVED by the City Council of the City of Menlo that:

1. The above recitals are true and accurate.
2. Resolution No. 6241, Resolution No. 6261, and Resolution No. 6328 are hereby rescinded.
3. Stage 1 of the 2015 WSCP shall be in effect.

4. Per the option for other measures to be approved by the City Council, the following measures, in addition to those already included in Stage 1 of the 2015 WSCP, are hereby approved and required by all MPMW users:
  - a. Hotels and motels shall provide guests an option whether to launder towels and linens daily. Hotels and motels shall prominently display notice of this option in each bathroom using clear and easily understood language.
  - b. Restaurants and other food service operations shall serve water to customers only upon request
5. Penalties. Except for egregious violations of the water conservation measures listed above, violations are punishable by fines as described below. Fines must be paid within thirty (30) days. If fines are not paid when due, Customer's water service may be discontinued.

<b>Violation</b>	<b>Enforcement</b>
1 <sup>st</sup>	Warning only. Educate customer on proper water conservation practices.
2 <sup>nd</sup>	\$50 fine
3 <sup>rd</sup>	\$100 fine
4 <sup>th</sup>	\$200 fine, and review by the Public Works Director (or his/her designee) to determine if a flow restricting device should be installed
5 <sup>th</sup>	\$500 fine, and review by the Public Works Director (or his/her designee) to determine if water service should be discontinued
6 <sup>th</sup>	\$500 fine, water service shall be discontinued

Notwithstanding the above, if the Director of Public Works determines that a violation is egregious, in his/her reasonable determination based on the severity of the violation, a fine may be levied in an amount equal to the greater of \$500.00 or triple the normal rate for the amount of water wasted.

**Charges for Installation or  
Removal of Flow Restricting Devices**

<b>Meter Size</b>	<b>Installation Cost</b>	<b>Removal Cost</b>
5/8" to 2"	\$ 155.00	\$ 155.00
3" or larger	Actual Cost	Actual Cost

**Charges for Disconnecting and Reconnecting Service**

<b>Meter Size</b>	<b>Cost to Disconnect Service</b>	<b>Cost to Reconnect Service</b>
All sizes	\$ 155.00	\$ 155.00

6. Appeal Process. Customer may contest a fine by submitting a written appeal to the Public Works Director within thirty (30) days of the date of the fine. Customer may request a meeting with the Public Works Director to present evidence that a violation does not exist. If a meeting is requested, the Public Works Director shall meet with the Customer within fifteen (15) days of the appeal date. The Public Works Director

shall make a final, non-appealable decision in writing within fifteen (15) days of the appeal date if no meeting requested or within fifteen (15) days of the meeting date. If the fine is upheld, the Customer shall have ten (10) days from the date of the Public Works Director's decision to pay the fine. If the fine is not paid when due, Customer's water service may be discontinued.

BE IT AND IT IS HEREBY FURTHER RESOLVED by the City Council of the City of Menlo Park that this Water Conservation Plan shall remain in effect until the City Council adopts a revised Water Conservation Plan.

I, PAMELA AGUILAR, City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said City Council on the second day of May, 2017, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City Council on this second day of May, 2017.

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PAMELA AGUILAR,  
City Clerk





## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-104-CC

### Consent Calendar:

**Authorize the Mayor to sign letters of support to the California Legislation for Senate Bill 65 (Hill and Low) and 698 (Hill), dealing with marijuana consumption while driving and marijuana impairment while driving**

### Recommendation

Staff recommends the City Council authorize the Mayor to sign letters of support to the California Legislation for Senate Bill 65 and 698, dealing with Marijuana Consumption While Driving and Marijuana Impairment While Driving (Attachment A).

### Policy Issues

The Police Department is responsible for enforcing traffic laws in order to maintain a safe environment for motorists, bicyclists and pedestrians throughout the City. If enacted, the new laws created by the Senate Bills will allow officer to better accomplish this responsibility.

### Background

On Tuesday November 8, 2016, California voters passed Proposition 64 to legalize the commercial, adult-use of marijuana in California. While commercial activities (sales, manufacturing, cultivation) of commercial marijuana will not commence until January 1, 2018, several statutory changes were made and were effective immediately. This included the decriminalizing of the possession of less than one ounce of marijuana by any adult along with the limited cultivation and transportation of that marijuana and lessening the seriousness and severity of other marijuana related crimes. The proposition did not address other activities such as ingesting marijuana while driving or as passenger in a vehicle nor driving while under the influence of a combination of alcohol and marijuana.

### Analysis

With the passage of Proposition 64, the Police Department has encountered situations in which drivers and passengers in vehicles have been ingesting marijuana, which has now been decriminalized. Although there are existing laws prohibiting "open containers" of marijuana within the passenger compartment of a motor vehicle, there are no laws prohibiting the ingestion of marijuana as a driver or passenger of a vehicle, leaving law enforcement officers with limited options if a driver or passenger is spotted smoking or ingesting marijuana products.

On December 29, 2016, Senator Hill and Assembly Member Low introduced SB 65 which would make it an infraction for anyone to smoke or consume marijuana in any form while driving a vehicle or piloting a vessel or aircraft, consistent with the law on drinking while operating a car, boat or plane. The bill also would

provide judges with the option to penalize the drinking / smoking offense as an infraction or a misdemeanor.

Currently there are existing DUI laws that make it a crime to drive while under the influence of alcohol or any drugs. The problem for law enforcement is that there is no statutory limit for the amount of marijuana a person can legally drive with in their system as there is for alcohol (e.g. 0.08 percent blood alcohol level is considered impaired for the purposes of DUI). Additionally, in many cases, impaired drivers will often have a combination of alcohol and marijuana in their system, and although they may not be above the legal limit for alcohol, the combination of the two intoxicants dangerously impairs their ability to safely operate a vehicle.

On February 17, 2017, Senator Hill introduced SB 698 which is aimed at drivers who are impaired from a combined use of alcohol and any drug, including marijuana. The bill makes it illegal for anyone to drive with a blood alcohol level of .04 percent and higher, but less than .08 percent, while also being under the influence of drugs, including testing positive for a THC level of 5 nanograms per milliliter of blood or more. Drivers found to meet or exceed the thresholds would be cited for an infraction, and would make subsequent violations a misdemeanor.

This new legislation, if passed would create a threshold for measuring marijuana intoxication, that may later be modified and applied to other DUI sections and assist law enforcement in combating the dangerous practice of impaired driving.

Councilmember Carlton brought these issues up as a concern as she is aware of the lack of laws surrounding marijuana usage in vehicles with the passage of Proposition 64. She believes that it is critically important that we make sure that motorists, bicyclists and pedestrians are not in danger from someone who is ingesting marijuana and is impaired while driving a motor vehicle. She also believes that this effort directly impacts the city's effort for Safe Routes to Schools.

### **Impact on City Resources**

This staff report has no impact on the City resources, as the police department is already responsible and funded to enforce traffic laws.

### **Environmental Review**

Environmental review is not required for this agenda item.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

A. Letters of Support

Report prepared by:  
Dave Bertini  
Police Commander



May 2, 2017

The Honorable Jerry Hill  
California State Senate District 13  
State Capitol, Room 5035  
Sacramento, CA 95814

**SB-65 Vehicles: alcohol and marijuana: penalties**

Dear Senator Hill,

The City of Menlo Park is pleased to support SB 65 which is aimed at drivers who are impaired from a combined use of alcohol and any drug, including marijuana. The bill makes it illegal for anyone to drive with a blood alcohol level of .04 percent and higher, but less than .08 percent, while also being under the influence of drugs, including testing positive for a THC level of 5 nanograms per milliliter of blood or more. Drivers found to meet or exceed the thresholds would be cited for an infraction, and would make subsequent violations a misdemeanor.

Currently there are existing DUI laws that make it a crime to drive while under the influence of alcohol or any drugs. The problem for law enforcement is that there is no statutory limit for the amount of marijuana a person can legally drive with in their system as there is for alcohol (e.g. 0.08 percent blood alcohol level is considered impaired for the purposes of DUI). Additionally, in many cases, impaired drivers will often have a combination of alcohol and marijuana in their system, and although they may not be above the legal limit for alcohol, the combination of the two intoxicants dangerously impairs their ability to safely operate a vehicle. With the passage of Proposition 64, this issue has expanded greatly for law enforcement.

This new legislation, if passed, would create a threshold for measuring marijuana intoxication that may later be modified and applied to other DUI sections and assist law enforcement in combating the dangerous practice of impaired driving.

For these reasons, the City of Menlo Park **Supports** SB 65 (Hill).

Sincerely,

Kirsten Keith  
Mayor  
City of Menlo Park

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May 2, 2017

The Honorable Jerry Hill  
California State Senate District 13  
State Capitol, Room 5035  
Sacramento, CA 95814

**SB-698 Driving under the influence: alcohol and marijuana**

Dear Senator Hill,

The City of Menlo Park is pleased to support SB 698, which would make it an infraction for anyone to smoke or consume marijuana in any form while driving a vehicle or piloting a vessel or aircraft, consistent with the law on drinking while operating a car, boat or plane. The bill also would provide judges with the option to penalize the drinking / smoking offense as an infraction or a misdemeanor.

We are aware that with the passage of Proposition 64, law enforcement has encountered situations in which drivers and passengers in vehicles have been ingesting marijuana, which has now been decriminalized. Although there are existing laws prohibiting "open containers" of marijuana within the passenger compartment of a motor vehicle, there are no laws prohibiting the ingestion of marijuana as a driver or passenger of a vehicle, leaving law enforcement officers with limited options if a driver or passenger is spotted smoking or ingesting marijuana products.

If approved, SB 698 would give law enforcement a tool to address this issue created by the passage of Proposition 64, and the legislation would mirror the prohibition of drinking alcohol while driving or as a passenger in a vehicle, thus making our roadways safer.

For these reasons, the City of Menlo Park **Supports** SB 698 (Hill).

Sincerely,

Kirsten Keith  
Mayor  
City of Menlo Park

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**SPECIAL AND REGULAR MEETING MINUTES - Draft**

**Date:** 4/4/2017  
**Time:** 5:30 p.m.  
**Senior Center**  
**110 Terminal Ave., Menlo Park, CA 94025**

**5:30 p.m. Closed Session**

Mayor Keith called the closed session to order at 5:45 p.m. Councilmember Mueller arrived at 6:15 p.m.

There was no public comment.

**CL1.** Closed session conference with legal counsel pursuant to Government Code section 54956.9 (a) regarding existing litigation: 1 case

Case Name: Perez v. City of Menlo Park  
Case Number: Workers Compensation Case Number ADJ710445191

Attendees: City Manager Alex McIntyre, City Attorney Bill McClure, Special Counsel for Workers Compensation Kate Kroeger-Lozano, Administrative Services Director Nick Pegueros, Human Resources Manager Lenka Diaz

**CL2.** Closed Session pursuant to Government Code Section §54957.6 to confer with labor negotiators regarding current labor negotiations with Service Employees International Union (SEIU), American Federation of State, County and Municipal Employees (AFSCME) and the Menlo Park Police Sergeants' Association (PSA), the Menlo Park Police Officers' Association (POA)

Attendees: City Manager Alex McIntyre, Administrative Services Director Nick Pegueros, Human Resources Manager Lenka Diaz, City Attorney Bill McClure, Labor Counsel Charles Sakai

**7:00 p.m. Regular Session**

**A. Call To Order**

Mayor Keith called the meeting to order at 7:08 p.m.

**B. Roll Call**

Present: Carlton, Cline, Keith, Mueller, Ohtaki  
Absent: None  
Staff: City Manager Alex McIntyre, City Attorney Leigh Prince, Special Counsel Greg Rubens, City Clerk Pamela Aguilar

**C. Pledge of Allegiance**

Mayor Keith led the pledge of allegiance

**D. Report from Closed Session**

There was no reportable action from the closed session.

**E. Presentations and Proclamations**

E1. Proclamation honoring Sergeant Sharon Kaufman ([Attachment](#))

Retired Police Sergeant Sharon Kaufman was present to accept the proclamation.

E2. Proclamation for Mayor and County Recognition Day for National Service ([Attachment](#))

Jack Nelson, former Director of the Menlo Park Fire Protection District, accepted the proclamation.

E3. Proclamation for National Library Week ([Attachment](#))

Library Commissioners Kristina Lemons, Lynne Bramlette, Jacqui Cebrian and Grayson Badgley accepted the proclamation.

E4. Proclamation for Sexual Assault Awareness Month ([Attachment](#))

Melissa Lukin, Executive Director of Community Overcoming Relationship Abuse, accepted the proclamation.

**F. Public Comment**

- Johnnie Walton spoke regarding street traffic on Newbridge and on Chilco
- Caroline Lucas spoke regarding in support of redistricting
- Jen Wolosin, Parents for Safe Routes, spoke regarding Oak Grove bike lanes
- LJ Anderson spoke regarding the need for library services in Belle Haven
- Cecilia Taylor spoke regarding the need for library services in Belle Haven and about amending the Below Market Rate housing policy

**G. Commissioner Reports**

G1. Library Commission update to Council on its 2-year work plan ([Attachment](#))

Commission Chair Kristina Lemons gave the report.

**H. Study Session**

H1. Provide direction on the Ravenswood Avenue Railroad Crossing study ([Staff Report #17-079-CC](#)) ([Presentation](#))

Assistant Public Works Director Nikki Nagaya and Transportation Engineer Angela Obeso introduced the item and consultant gave a presentation.



Public Comment:

- Verle Aebi spoke regarding maintaining connectivity between the main library, Alma and Ravenswood, mitigating traffic and increasing safety
- Steve Schmidt spoke regarding grade separation
- Marcy Abramowitz spoke regarding the regional impact of this project as well as the neighborhood businesses and residences
- Steve Van Pelt spoke regarding a shoe fly track
- Cindy Welton spoke regarding separating as many crossings as possible
- Adina Levin spoke regarding grade separations and enhancing public transit
- Chris Kilburn spoke regarding coordination with neighboring cities and a long-term view
- Fran Dehn spoke regarding the need for more clear communication to the public regarding the project to increase participation and input
- Robert Cronin spoke regarding grade separations
- Joseph Grass spoke regarding grade separations and reaching out to neighboring communities

The City Council directed staff to bring back a legal interpretation from San Mateo County Transportation Authority in closed session regarding the grant requirements for consideration of a third passing track. There was consensus from Councilmembers Carlton, Ohtaki and Keith for continue evaluation of an outside passing track and center boarding platforms, if a passing track is required for future consideration in Menlo Park. Councilmembers Carlton, Cline and Keith are in favor of continuing to study hybrid alternative C and Councilmember Ohtaki was in favor of studying alternative B. Councilmember Cline requested that the elevations of the remaining alternatives (A and C) be marked in the field. The Council also provided suggestions for notification prior to the next community meeting on June 7, 2017.

**I. Consent Calendar**

- I1. Approve a resolution to amend the City's Salary Schedule effective April 16, 2017  
([Staff Report #17-077-CC](#))

**ACTION:** Motion and second (Ohtaki/Cline) to approve **Resolution 6381** amending the City's Salary Schedule effective April 16, 2017 with the exception of the Sustainability Manager position passes 4-1 (Councilmember Mueller dissents). Staff was directed to bring back the Sustainability Manager position at a future meeting.

**J. Informational Items**

- J1. IT Master Plan Update ([Staff Report #17-078-CC](#))

Administrative Director Nick Pegueros responded to Council questions. Staff will bring back the IT Master Plan for Council approval.

**K. City Manager's Report**

There was no report.

**L. Councilmember Reports**

Mayor Keith reported about the League of California Cities meeting in Ontario and stated that Transportation Policy Committee voted to approve Caltrain electrification and the item will go to a board meeting in May

**M. Adjournment**

Mayor Keith adjourned the meeting at 10:51 p.m.

Pamela Aguilar, CMC  
City Clerk



**SPECIAL AND REGULAR MEETING MINUTES - Draft**

**Date:** 4/18/2017  
**Time:** 5:00 p.m.  
**City Council Chambers**  
**701 Laurel St., Menlo Park, CA 94025**

**5:00 p.m. Interviews of Planning Commission Applicants (City Hall Administration Building)**

Mayor Keith, Councilmember Carlton and Councilmember Cline interviewed the following Planning Commission applicants:

- Michael Doran
- Camille Kennedy
- Katherine Strehl

**5:30 p.m. Closed Session (City Hall Administration Building, 1<sup>st</sup> floor conference room)**

Mayor Keith called the closed session to order at 5:35 p.m. All Councilmembers were present.

There was no public comment on these items.

- CL1.** Closed session pursuant to Government Code Section §54957.6 to confer with labor negotiators regarding current labor negotiations with Service Employees International Union (SEIU), American Federation of State, County and Municipal Employees (AFSCME) and the Menlo Park Police Sergeants' Association (PSA), the Menlo Park Police Officers' Association (POA)
- Attendees: City Manager Alex McIntyre, Administrative Services Director Nick Pegueros, Human Resources Manager Lenka Diaz, City Attorney Bill McClure, Labor Counsel Charles Sakai, Human Resources Analyst II Dan Jacobson
- CL2.** Closed session conference with legal counsel pursuant to Government Code section 54956.9 (d)(1) regarding existing litigation: 1 case - City of East Palo Alto v. City of Menlo Park et al., San Mateo County Superior Court Case No. 16CIV03062
- Attendees: City Manager Alex McIntyre, City Attorney Bill McClure, Assistant City Manager Charles Taylor
- CL3.** Closed Session pursuant to Government Code Section §54956.9(d)(2) to confer with legal counsel regarding pending litigation: 1 case
- Attendees: City Manager Alex McIntyre, Special Legal Counsel Greg Rubens, Assistant City Manager Charles Taylor

## 7:00 p.m. Regular Session

### A. Call To Order

Mayor Keith called the meeting to order at 7:21 p.m.

### B. Roll Call

Present: Carlton, Cline, Keith, Mueller, Ohtaki

Absent: None

Staff: City Manager Alex McIntyre, City Attorney Bill McClure, City Clerk Pam Aguilar

### C. Pledge of Allegiance

Menlo Atherton High School student reporter Jackson Confer assisted Mayor Keith in leading the pledge of allegiance.

### D. Report from Closed Session

Mayor Keith reported the following regarding Closed Session item CL3:

The City Council requested staff for a legal interpretation from the Transportation Authority (TA) of the requirements for the third passing track and whether they interpret the grant as required a full design of a passing track through the city. The response pointed to the TA's recommended policy that the project study report should include at least one alternative that is consistent with the blended system and that the project study report not preclude Caltrain's future planning needs. The design only needs to show three tracks in the project area not the whole city and all the designs are consistent with this.

### E. Presentations and Proclamations

#### E1. Proclamation celebrating Earth Day ([Attachment](#))

Environmental Quality Commissioner Chair Deborah Martin and Executive Director of Menlo Spark Diane Bailey accepted the proclamation.

#### E2. Proclamation recognizing National Fair Housing Month ([Attachment](#))

Housing Commission Chair Michele Tate and Nevada Merriman, MidPen Housing, accepted the proclamation.

### F. Commissioner Reports

#### F1. Environmental Quality Commission report to Council ([Attachment](#))

Commission Chair Deborah Martin gave the report.

### G. Commission/Committee Vacancies and Appointments

#### G1. Consider applicants and make appointments to fill vacancies on the various City Commissions ([Staff Report #17-088-CC](#))

Public Comment:

- Sarah Shenk spoke on her own behalf regarding her qualifications to serve on the Parks and Recreation Commission
- Erin Reuther spoke on her own behalf regarding her qualifications to serve on the Parks and Recreation Commission
- Evan Goldin spoke on his own behalf regarding his qualifications to serve on the the Complete Streets Commission

City Clerk Pam Aguilar facilitated the voting.

**ACTION:** The following were appointed to fill the various commission vacancies:

**Complete Streets Commission:** 4 year terms expiring April 30, 2021

Bill Kirsch (Nominated by: Ohtaki; Affirmative votes: unanimous)

Cindy Welton (Nominated by: Cline; Affirmative votes: Cline, Keith, Ohtaki)

**Environmental Quality Commission:** 4 year term expiring April 30, 2021

Deborah Martin (By acclamation)

**Finance and Audit Committee:** 2 year term expiring April 30, 2021

Ron Shepherd (Nominate by: Carlton; Affirmative votes: (Carlton, Ohtaki, Mueller)

**Housing Commission:** 4 year terms expiring April 30, 2021

Nevada Merriman (Nominated by: Keith; Affirmative votes: Keith, Carlton, Mueller)

Michele Tate (Nominated by: Cline; Affirmative votes: unanimous)

**Library Commission:** 4 year term expiring April 30, 2021

Ester Bugna (Nominated by: Mueller; Affirmative votes: Mueller, Cline, Ohtaki)

**Parks and Recreation Commission:** 4 year terms expiring April 30, 2021

Christopher Harris (Nominated by: Ohtaki; Affirmative votes: Ohtaki, Cline, Keith, Mueller)

Sarah Staley Shenk (Nominated by: Mueller; Affirmative votes: unanimous)

**Planning Commission:** 4 year term expiring April 30, 2021

Katherine Strehl (Nominated by: Mueller; Affirmative votes: unanimous)

**H. Public Comment**

- Steve Peckler spoke regarding the traffic and construction on El Camino Real
- Sarah Shenk, Suburban Park Neighborhood Association, spoke regarding the construction on the Bohannon project and noise

**I. Consent Calendar**

- I1. Authorize the City Manager enter into an agreement with California Tree and Landscape Consulting, Inc. for the Heritage Tree Ordinance Update for an amount not to exceed \$70,000 ([Staff Report #17-093-CC](#))

- I2. Authorize the City Manager to enter into an agreement with CB&I Environmental & Infrastructure, Inc.(CB&I) for the Operation and Maintenance of the Bedwell Bayfront Park Landfill Leachate and Gas Collection and Control Systems (gas system) for a period of five years in the amount of \$796,000 with an additional not to exceed \$250,000 for as-needed maintenance repairs ([Staff Report #17-082-CC](#))I3. Click here to enter text.
- I3. Award a construction contract to Stockbridge General Contracting, Inc. for the Nealon Park Booster Pump Project ([Staff Report #17-085-CC](#))
- I4. Approve an additional extension of the current lease agreement with Team Sheeper Inc. for operation of Burgess and Belle Haven pools through September 30, 2017 ([Staff Report #17-089-CC](#))
- I5. Approve minutes for the City Council meeting of March 28, 2017 ([Attachment](#))
- I6. Authorize the Mayor to sign a letter to the Menlo Park Fire Protection District Board of Directors regarding the use of eminent domain for Station 77 ([Staff Report #17-091-CC](#))

Public Comment:

- Sheryl Brims thanked the City Council for taking this action

**ACTION:** Motion and second (Mueller/Ohtaki) to approve all items on the Consent Calendar passes unanimously.

**J. Regular Business**

- J1. First Reading of an Ordinance adding chapter 2.58, Immigration and Sensitive Information; adopting a resolution joining the Welcoming Cities and Counties Initiative; and authorizing the Mayor to sign a letter in support of SB 54 ([Staff Report #17-084-CC](#))([Presentation](#))

Assistant City Attorney Leigh Prince gave a presentation. Commander Dave Bertini was also present to respond to City Council questions.

Public Comment:

- Jen Mazzon spoke in support of adopting a sanctuary city ordinance to build trust between the community and law enforcement
- Marcus Tjernlund spoke in support of adopting a sanctuary city ordinance
- Angela Evans spoke in support of adopting a sanctuary city ordinance
- Arden Wells and Nina Randazzo, Science Action Committee, spoke in support of sanctuary policies and human rights and regarding crime and employment data
- Gail Sredanevic, Economic and Social Justice Task Force – San Mateo County Democracy for All, spoke regarding criminal data and in support of a sanctuary city ordinance
- Karen Grove spoke in support of adopting a sanctuary city ordinance and offered some edits to the proposed ordinance
- Jim Dickerson spoke in support of adopting a sanctuary city ordinance
- Jason Primuth spoke in support of adopting a sanctuary city ordinance and federal funding
- Dorothy Fadiman spoke in support of adopting a sanctuary city ordinance and human rights
- Beatrice Mazzon spoke in support of adopting a sanctuary city ordinance
- Gwyn Firth Murray spoke regarding DACA students and in support of a sanctuary city ordinance

- Betty Achinstein and Desmond Hosein spoke in support of a sanctuary city ordinance and welcoming cities and counties and SB 54
- Chad Raphael spoke regarding crime rates
- Lisa Rosenberg spoke regarding ethnic profiling
- Diana Gibson spoke in support of adopting a sanctuary city ordinance
- Geoff Browning spoke in support of adopting a sanctuary city ordinance to build trust with law enforcement
- Erin Cooke, Mid-Peninsula Solidarity Standup, spoke in support of the immigration ordinance for safety, stability, security and opportunity
- Nancy Prouty spoke in support of the immigration and sensitive information ordinance for an inclusive and protected community

**ACTION:** Motion and second (Cline/Carlton) to adopt **Resolution 6382** joining the Welcoming Cities and Counties Initiative, authorize the Mayor to sign a letter in support of SB54, appoint Mayor Keith and Councilmember Mueller to a subcommittee to work with staff and the City Attorney to modify and bring back two proposed ordinances at the May 23 City Council meeting passes unanimously.

- J2. Provide direction on the next steps for the Oak Grove University Crane Bicycle Improvement Project and authorize the City Manager to increase the consultant contract with Alta Planning & Design ([Staff Report #17-086-CC](#))([Presentation](#))

City Attorney Bill McClure recused himself from participating in this item due to a conflict of interest that his business office is in proximity of the subject location.

Assistant Public Works Director Nikki Nagaya and Assistant Transportation Engineer Michael Tsai gave a presentation.

Public Comment:

- Christine Semler, Nativity School parent/ Nativity Church Parishioner, spoke regarding the many activities that take place at the church and school and how parking will be impacted
- Lisa Breakey, Oak Grove Condo Association, requested clarification of the data
- Kelly Crowley spoke regarding safety and in support of the bike improvement project
- Kerry D. Horton spoke in opposition of the bicycle improvement project
- Sister Maria Christine, Corpus Christi Monastery, requested that the project be postponed until the fall, and suggested restricting and modifying parking and electronic speed monitoring
- John Conway spoke regarding safety
- Marie Moran spoke regarding Americans with Disabilities Act (ADA) compliance and access for emergency vehicles
- Steven Otellini spoke regarding the impact on parking for the activities at Nativity Church
- Susan Foster, Principal of Nativity School, spoke in support of Option 1
- Diane Bailey, Director of Menlo Spark, spoke regarding safety and in support of the project
- Shannon Sullivan spoke in support of Options 1 or 3
- Ciya Martorana, Downtown Business Coalition, spoke in support of Option 1 and working together with downtown businesses
- Jen Wolosin, Parents for Safe Routes, spoke in support of the project ([Handout 1](#)) ([Handout 2](#))
- Jamie Morgan spoke regarding in support of Option 2
- Matt Levin, Refuge Restaurant, spoke regarding more outreach and working together with the community and businesses



- Bill Kirsch spoke in support of the pilot project
- Betsy Nash spoke in support of the pilot project and Option 2
- Cindy Welton spoke in support of the pilot project for the safety of the community
- Bianca Walser spoke regarding safety and in support of the project
- Erin Glanville spoke against parking removal on Oak Grove ([Handout](#))
- Shane Goudey expressed the concerns of Nativity school parents and to address issues of all stakeholders
- Jonathan Weiner spoke in support of Option 2
- Fran Dehn, chamber of commerce, addressed the implications of all the options
- Marijane Leonard spoke in support of the project as is
- Steve Castillo spoke the impact of removing parking ([Handout](#))
- Katie Behroozi spoke in support of the project

**ACTION:** Motion and second (Keith/Ohtaki) to direct staff proceed with Option 2, but with modifications to the current plans to allow on-street parking on Saturdays and Sundays between on Oak Grove Avenue between Laurel Street and the City limit and to allow on-street parking to occur for 15 Nativity Church special events during the year, bring forward recommendations for Pine Street and Marcussen Drive to manage potential overflow parking passes; and approve the increase to the consultant contract with Alta Design & Planning passes. (3-0-2; Councilmembers Carlton and Mueller abstain)

#### **K. Informational Items**

Informational Items were continued to the May 2, 2017 City Council meeting.

- K1. Funding agreement for creating a 4th police unit ([Staff Report #17-087-CC](#))
- K2. Update on the Transportation Master Plan consultant selection process ([Staff Report #17-083-CC](#))
- K3. Update on the Bayfront Canal Bypass Project ([Staff Report #17-081-CC](#))
- K4. Transferrable downtown parking permits ([Staff Report #17-080-CC](#))
- K5. Update from the Fire District Subcommittee ([Staff Report #17-092-CC](#))

#### **L. City Manager's Report**

There was no report.

#### **M. Councilmember Reports**

There were no reports.

#### **N. Adjournment**

Mayor Keith adjourned the meeting at 1:19 a.m. on April 19, 2017

Pamela Aguilar, CMC  
City Clerk





## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-096-CC

### Regular Business:

**Authorize the City Manager to execute an agreement for cost sharing with the Bohannon Development Company, approve a \$6.2 million budget, and appropriate funding for the Chrysler Pump Station**

### Recommendation

Staff recommends that the City Council authorize the City Manager to:

- 1) Execute an agreement for cost sharing with the Bohannon Development Company for the design and construction of the exterior walls of the new Chrysler Pump Station;
- 2) Amend the existing contract with the Schaaf & Wheeler to incorporate the Bohannon Development Company's design of the pump station's exterior; and
- 3) Approve a \$6.2 million budget and appropriate funding for the Chrysler Pump Station based on the option outlined below.

### Policy Issues

In 2017, the City Council included the Chrysler Pump Station Improvements Project in the Work Plan (Item No. #23). The pump station improvements are consistent with Goal S1 - Assure a Safe Community of the General Plan's Open Space / Conservation Noise and Safety Elements, which sets to "Minimize risk to life and damage to the environment and property from natural and human-caused hazards, and assure community emergency preparedness and a high level of public safety services and facilities."

### Background

The Chrysler Pump Station is located at 1221 Chrysler Drive, at the corner of Bayfront Expressway, adjacent to the Menlo Gateway development. Originally built in 1958, the facility was referred to as the Bohannon Pump Station and was built as part of the Bohannon Industrial Park development. A stormwater facility, the pump station provides flood protection to properties that are generally bounded by Marsh Road, Bohannon Drive, Chilco Street and Bayfront Expressway. The facility also handles stormflow from a small section of the Suburban Park neighborhood near Flood Park and the Caltrans Henderson Underpass Pumping Plant, which pumps groundwater from Highway 101's underdrain system near the railroad crossing. The pump station and a significant portion of its drainage area lie in the Special Flood Hazard Area as defined by the Federal Emergency Management Agency (FEMA). Based on FEMA's designation, the area is subject to inundation from the 1% annual chance of a flood event (100 return year period).

The facility consists of two 100 horse power pumps, a below-ground wet well, and a building that houses the pumps and the electrical room. Stormwater is pumped to a Caltrans ditch on the opposite side of Bayfront Expressway and empties into Flood Slough in the Bay near the entrance of Bedwell Bayfront

Park. While the pump station is located in the 100 year event flood zone, it is designed to provide flood protection from the 10 year storm event.

In 2015, City staff began evaluating options for the replacement of the pump station due to its age, existing pumping capacity, level of flood protection and concerns over impacts to the area associated with sea level rise. The City's consultant, Schaaf & Wheeler, completed an assessment of the existing conditions and an evaluation for upgrading the facility. Two options were evaluated by the Consultant: 1) replacement of the pumps and rehabilitation of the existing structure to maintain the existing level of flood protection (10 year storm) and 2) replacement of the building structure and pumps to increase the flood protection to the 100 year event. The improvements for the new facility are being designed for the 100 year flood event and incorporate the ability to discharge flow against rising water levels in San Francisco Bay associated with sea level rise. Increasing the level of service from the 10 to 100 year event requires a larger building and generator and three, rather than two, pumps of a larger size. In addition, the pump station structure would sit 24 inches above the 100 year base flood elevation, complying with the sea level rise zoning requirements for the area.

Staff and Schaaf & Wheeler began the design of the new Chrysler Pump Station in 2016. The City's original intent was to build the new facility within the property limits of the existing pump station. However, the design was placed on hold when the Bohannon Development Company expressed interest in having the pump station relocated as they began development plans for the properties located at 101-155 Constitution Drive. Known as the "Constitution Site" of the Menlo Gateway Development, the buildings located at 101-155 Constitution Drive are to be demolished and developed with two eight-story office buildings and two parking structures. Due to the proximity of the Chrysler Pump Station to the Constitution Site, as well as the prominent location it occupies at one of the main entrances to the Menlo Gateway development, the Bohannon Development Company indicated a desire to collaborate with the City on the relocation of the pump station and on the aesthetics of the facility's exterior design.

The City determined that it would be mutually beneficial to collaborate on the pump station design and has been working with the Bohannon Development Company on the relocation and design of the new pump station. The City and the Bohannon Development Company have agreed to an exchange of property, as shown on Attachment A, for the construction of the new pump station. The new location places the pump station further back from Chrysler Drive, allowing for more landscaping along the street and improving the aesthetics of the site. It is anticipated that the property exchange will be effectuated by a lot line adjustment. The exchange of property allows the existing pump station to remain in operation during the construction of the new pump station, avoiding the need to construct a temporary pump station. A permanent ingress/egress easement would be required for the new driveway, and permanent drainage easements would be required for each of the storm drain lines crossing the property. A temporary construction easement would also be required for construction of the pump station.

In addition to the relocation of the Chrysler Pump Station, the Bohannon Development Company has focused on developing conceptual renderings of the facility's exterior (Attachment B). The intent is for the City to develop the base design for the pump station, which is to include the basic structure and mechanical and electrical equipment. The Bohannon Development Company's architect will develop the design for the exterior walls of the pump station building. The cost of the design and construction of the exterior walls will be paid for by the Bohannon Development Company through a funding agreement with the City.

## **Analysis**

### ***Funding Agreement***

The proposed funding agreement will obligate the Bohannon Development Company to pay for and provide engineering and construction costs associated with the architectural and structural elements of the Chrysler Pump Station building exterior walls. The City will provide the mechanical, electrical, and structural design for the base components of the pump station. To ensure a seamless and coordinated design, the Bohannon Development Company's architectural firm will serve as a subconsultant to the City's engineering consultant, Schaaf & Wheeler, who has been retained to design the pump station. This action will require that the existing contract with Schaaf & Wheeler be amended to include the additional scope of work associated with the design of the pump station's exterior. The project would be subject to architectural control review by the Planning Commission. The City will bid and award the project in accordance with City standard procedures for public works projects. The City will oversee completion of the project and will be responsible for procuring and administering any professional service and/or other contracts entered into in connection with construction of the pump station. Staff is preparing the funding agreement between the City and Bohannon Development Company and is requesting authorization from the City Council for the City Manager to execute the agreement.

### ***Estimate of Probable Construction Costs***

While the City is proceeding with the design of the pump station improvements based on the 100 year event, there is a cost differential associated with the construction costs between a pump station that provides the City's typical 10 year event level of service to the 100 year event flood protection. The City's estimate, based on schematic plans and not detailed construction drawings, for the construction of a pump station with a 10 year event level of service, but with a building structure that would facilitate an upgrade to the 100 year event level of protection in the future is \$5.7M. For a facility capable of pumping the 100 year event, Schaaf & Wheeler's cost estimate is \$6.6M. The construction cost differential between the 10 year (with larger building to house another pump) and 100 year level of service is approximately \$900,000.

As discussed earlier, the intent is for the City to develop the base design for the pump station, which is to include the basic structure and mechanical and electrical equipment. The incorporation of the architectural and structural elements to the Chrysler Pump Station building exterior walls, per the design of the Bohannon Development Company's architect, may add an additional \$500,000 to the design and construction costs. The additional costs will be paid for by the Bohannon Development Company. With the exterior walls, the total project budget for the 10 year event design is estimated at \$6.2 and \$7.1M for the 100 year flood protection option.

### ***Schedule***

Working with the Consultant, the design of the Chrysler Pump Station is expected to be completed in the fall of this year. Staff tentatively plans to send the project out to bid this winter and bring the award of the construction contract to Council in early 2018. Because the plan is to relocate the pump station, the construction of the facility at the new location will, however, depend on the demolition of one of the structures at the Constitution Site of the Menlo Gateway Development. It is anticipated that the construction of the new pump station will take a year to complete.

### ***Funding Option and Appropriations***

The proposed construction budget for the 100 year project is \$7.1M, with only \$200,000 available from prior City Council approvals through funding from the Highway User's Tax in Fiscal Year (FY) 2016-17. The Chrysler Pump Station project therefore requires an additional \$6.9M in funding, of which approximately \$500,000 will be paid for by the Bohannon Development Group for the design and construction of the exterior of the facility once the pump station is built. In order to meet the funding need, staff is requesting the use of unassigned fund balances from other Capital Improvement Plan (CIP)

projects, unassigned General Fund fund balance and unassigned Highway User’s Tax fund balance. However, the funding strategy does not account for the \$900,000 cost differential needed to increase the level of flood protection from the 10 year to the 100 year event. Staff will work on a strategy to address the funding gap prior to going out to bid for construction of the pump station.

The proposed funding strategy would appropriate funds as follows:

- \$1,300,000 from unassigned fund balance in the Highway User’s Tax Fund;
- \$2,800,000 from unassigned fund balance in the General Capital Fund balance, the result of lower than anticipated projects costs for the Santa Cruz Sidewalks project and a onetime transfer of General Capital Fund surplus from fiscal year 2015-16
- \$1,400,000 from unassigned General Fund fund balance

The funding required and proposed strategy are summarized in the table below.

Item	Cost Estimate
<b>Total Project Cost*</b>	\$7,100,000
<b>Project Funding:</b>	
FY 2016-17 City Council approved funding	\$200,000
Bohannon Development Company Contribution (estimated)	\$500,000
Use of unassigned General Capital Fund fund balance	\$2,800,000
Transfer from the Highway User’s Tax Fund’s unassigned fund balance	\$1,300,000
Transfer from the General Fund unassigned fund balance	\$1,400,000
<b>Remaining funds needed for construction</b>	<b>\$900,000</b>

\*Bohannon involvement is increasing the cost and revenue by approximately \$500,000.

### Impact on City Resources

As noted earlier, the estimated project cost is \$7.1M. City Council approval of this recommendation authorizes staff to book the following transactions in 2016-17:

1. Amend the 2016-17 budget to appropriate a project budget of \$6.2 million for the “Chrysler Pump Station Replacement Project”;
2. Amend the 2016-17 budget to appropriate a transfer of \$2.8 million from the unassigned General Capital Fund fund balance;
3. Amend the 2016-17 budget to appropriate a transfer of \$1.3 million from the Highway Users’ Tax Fund to the General Capital Fund; and
4. Amend the 2016-17 budget to appropriate a transfer of \$1.4 million from the General Fund to the General Capital Fund.

### Environmental Review

The Chrysler Pump Station Improvements Project is categorically exempt under Class 2 (Section 15302, “Replacement or Reconstruction”) of the current California Environmental Quality Act Guidelines.

**Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

**Attachments**

- A. Site Plan
- B. Conceptual Plan of Building Exterior

Report prepared by:

Theresa Avedian, P.E., Senior Civil Engineer

Azalea Mitch, P.E., City Engineer

Report reviewed by:

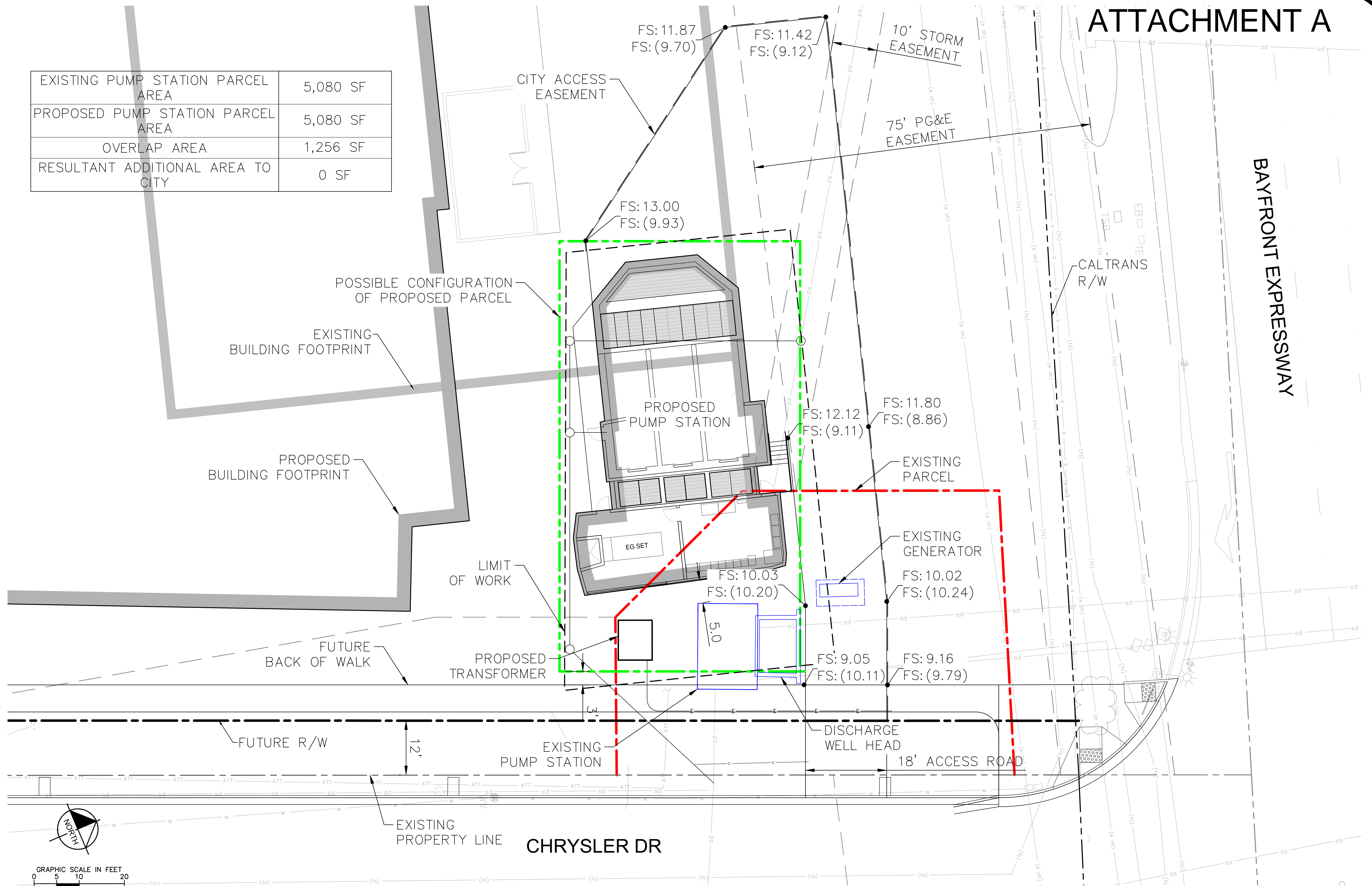
Justin Murphy, Public Works Director

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# ATTACHMENT A

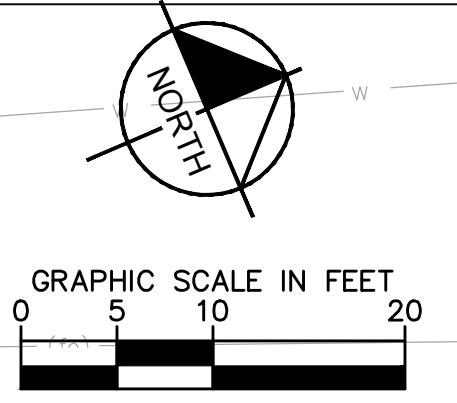
EXISTING PUMP STATION PARCEL AREA	5,080 SF
PROPOSED PUMP STATION PARCEL AREA	5,080 SF
OVERLAP AREA	1,256 SF
RESULTANT ADDITIONAL AREA TO CITY	0 SF



BAYFRONT EXPRESSWAY

CHRYSLER DR

PUMP STATION EXHIBIT



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March 6, 2017  
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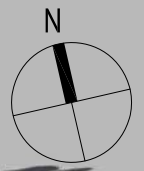
# MENLO GATEWAY

VIEW1



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March 6, 2017  
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# MENLO GATEWAY

VIEW 2



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March 6, 2017  
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# MENLO GATEWAY

VIEW 3



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March 6, 2017  
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# MENLO GATEWAY

VIEW 4





## STAFF REPORT

**City Council**

**Meeting Date:**

**5/2/2017**

**Staff Report Number:**

**17-103-CC**

**Regular Business:**

**Receive the Information Technology Master Plan and approve implementation recommendations**

### Recommendation

The recommendation is that the City Council receive the Information Technology Master Plan and approve staff's implementation recommendations as outlined in this report.

### Policy Issues

City Council adopted work plan initiative 38 establishes the Information Technology Master Plan implementation as a very important project.

### Background

On January 10, 2017, staff transmitted the Information Technology Master Plan (ITMP); a multi-year, multi-million dollar initiative to replace or upgrade most of the City's information technology infrastructure and business system applications. On February 7, 2017, staff and the ITMP consultant, ClientFirst, provided the City Council with a presentation reviewing the key elements of the ITMP document including a proposed five-year implementation plan. Subsequent to the presentation, staff requested City Council approval on February 28, 2017 to authorize the creation of a new technology support position, the Enterprise Applications Support Specialist, and funds to provide for a contract Network Systems Engineer so that the plan can move forward in the upcoming fiscal year.

On April 4, 2017, staff transmitted to the City Council an informational item that provided an update on work that has transpired since the February 7<sup>th</sup> meeting, specifically efforts to better understand the applications available to replace the City's obsolete land management system. The research included initial findings of the vendors who provide solutions to cities the size of Menlo Park and a brief discussion of the benefits of an ERP v. market segment leader/best of class software. Subsequent to a brief discussion of the informational item on April 4<sup>th</sup>, Council directed that staff return to the City Council action on the ITMP's recommendation.

As contained in the attachment to this memo, the ITMP identifies 110 strategic initiatives that recommend improvements to the City's current information technology systems. Of the 110 initiatives, ClientFirst recommends twelve initiatives as top priority. Top priority initiatives include technology infrastructure and staffing investments that are largely considered prerequisites to successful implementation of other initiatives. Top priorities also include application recommendations to replace critical business systems including a new Enterprise Resource Planning (ERP) system which provides information systems for financial, human resources, planning and building operations.

In their assessment of the City's IT systems, ClientFirst observed that the City's current business systems have resulted in significant inefficiency. Regular everyday tasks that may appear simple on the surface are

cumbersome. Tasks such as running financial reports or retrieving records from the City’s document management system are extremely time consuming. In fact, the City’s financial systems are so cumbersome that some operating departments have created their own financial records and databases to provide for their management needs. This duplication of effort is an inefficient use of the City’s resources but cannot be resolved unless significant investment is made in the City’s IT infrastructure and systems.

ClientFirst’s assessment also observed that current business systems are inadequate to facilitate self-service processing of certain tasks. Internally, the City continues to use a paper timecard system which relies on longhand calculations by multiple employees to ensure that staff members are properly compensated for hours worked. A self-service online timecard system would significantly reduce the duplicative effort currently expended on the bi-weekly payroll processing. Externally, the City’s planning and building system is at the end of its useful life and is no longer supported by the software vendor. As a consequence, online self-service tasks such as pulling simple building permits are not possible at present time. Both of these examples are ripe for improvement through the implementation of modern software applications but will only succeed if the City prioritizes technology investment and staff training.

**Analysis**

It is recommended that the Council receive and file the ITMP as a guide that documents the need for significant investments. At this time, Council approval of next steps on the top initiatives as outlined in the following chart is requested. Specifically, Council direction is requested whether to move forward with the ITMP recommendation or staff’s recommendation.

ITMP Top Priority	ITMP Reference	ITMP Recommendation	Staff Recommendation
Enterprise Resource Planning (ERP) System	Initiative No. 16; IT Initiatives Appendix page 33	Replace the current outdated, multi-vendor software applications environment with a fully integrated ERP system	Staff recommends deferring action on the ERP system and focus effort on the land management system replacement in 2017-18.
			ERP systems suitable for organizations the size of Menlo Park start with financials as their core and other systems, such as land management, are added based on a client’s needs. In addition to the promise of full integration between business systems (e.g., financial and land management systems), ERP systems generally yield cost savings both initially and in the long-term given the relationship with a single vendor. While cost savings are an important consideration, the cost savings may come at the expense of flexibility or functionality.
			The lead department for an ERP system implementation, because it begins with the core financials, rests with the Administrative Services Department. Due to significantly more pressing needs in the Administrative Services Department, the department does not have the capacity to lead the implementation of a new financial management system in 2017-18.



ITMP Top Priority	ITMP Reference	ITMP Recommendation	Staff Recommendation
Land Management System	Initiative No. 22; IT Initiatives Appendix page 57	Replace the existing system as part of a fully integrated ERP system	Staff recommends moving forward with the land management system replacement initiative in fiscal year 2017-18, outside of an ERP system. In 2017-18 staff will retain an implementation consultant to assist with needs assessment, vendor selection, and workflow re-engineering. Both Public Works and Community Development departments have identified project managers to shepherd the project through their departments but other staff are required to ensure that all needs are identified. The goal is to begin implementation of a replacement system in 2017-18, fiscal year 3rd quarter (January to March 2018).
Geographic Information Systems (GIS) Master Plan & Centralized Land and Parcel Management	Initiative Nos. 15 & 32; IT Initiatives Appendix pages 31 & 71	Develop a comprehensive GIS master plan	Staff recommends moving forward with the GIS and centralized land and parcel management initiatives concurrent with work on the new land management system given their close relationship.  Assistance from a consultant to prepared the master plan will be required.
Electronic Content Management System	Initiative No. 35; IT Initiatives Appendix page 75	Replace existing systems with an integrated solution; not necessarily as part of an ERP system	Staff recommends moving forward with an initial assessments of needs, workflow, and potential vendors in 2017-18.
Human Resources System	Initiative No. 24; IT Initiatives Appendix page 62	Replace the existing system as part of a fully integrated ERP system	Staff recommends maintaining the Human Resources system outside of an ERP environment. Effort is currently underway to implement the Kronos human resources management system for electronic timecards. Once the electronic timecard is fully implemented, est. July 1, 2017, work will begin on converting from the existing HR system to Kronos.
Parks and Recreation Software	Initiative No. 32; IT Initiatives Appendix page 71	Replace existing systems with an integrated solution; not necessarily as part of an ERP system	Staff recommends deferring this initiative to forward with this initiative in 2018-19 or 2019-20.

ITMP Top Priority	ITMP Reference	ITMP Recommendation	Staff Recommendation
IT Computer Room and Teledata Closet Improvements	Initiative No. 76; IT Initiatives Appendix page 114	Improve cooling, space utilization, uninterrupted power supply, cable management. Install fire suppression system.	<p>Staff recommends prioritizing implementation of a cooling and a dry fire suppression system in 2017-18.</p> <p>As part of the Administration Building remodel the server room was relocated to a space that incorporates many of the improvements recommended in the ITMP. Outstanding items on this initiative include the cooling and a dry fire suppression system.</p>
Network Redesign	Initiative No. 82; IT Initiatives Appendix page 118	Redesign the network core	<p>Staff recommends that work continue on this initiative into 2017-18 utilizing contract staff.</p> <p>Due to operational necessity, staff has begun to optimize the network for speed and redundancy.</p>
Applications Management Best Practices	Initiative No. 5; IT Initiatives Appendix page 12	Identify key stakeholders and define roles going forward as part of the ITMP implementation	This initiative is underway.
IT Policies and Procedures	Initiative No. 98; IT Initiatives Appendix page 114	Revise and create IT policies and procedures	<p>Staff recommends implementing this initiative in 2017-18.</p> <p>Staff does not currently have the resources available to focus on this initiative. Work will begin once the Enterprise Applications Support Specialist is hired and the Information Technology Manager is able to transfer application support duties to the new hire.</p>
IT Staffing	Initiative No. 109; IT Initiatives Appendix page 144	Develop training plans for existing staff and hire two new FTEs	<p>As part of their action during the mid-year review, the City Council approved the addition of 1.0 full time equivalent (FTE) employee, the Enterprise Applications Support Specialist, for a limited term of five years to support the implementation of the ITMP. Recruitment is currently underway.</p> <p>As part of the mid-year budget review, the City Council also authorized additional contract services budget to retain network engineering expertise to continue work on ITMP Initiative No. 82.</p> <p><b>No additional City Council approval is required for this initiative.</b></p>



**Next steps.** With City Council direction on the top priorities as outlined above, staff will move forward. In areas where a new business system is recommended, staff will begin the needs assessment and software selection process. As part of the software selection process, staff will seek bids from vendors in two configurations: software as a service (SaaS) and City-hosted. In the SaaS model, the City would pay a subscription fee for access to the software via the internet with the vendor bearing the burden of maintaining servers and upgrading the software. In the city-hosted model, the City would host the software on servers located either onsite or in the cloud. Once bids are received, staff will make a recommendation on the new system including presentation of cost estimates for SaaS and City-hosted.

### **Impact on City Resources**

At this time there is no fiscal impact. The implementation of specific business systems will be decided by the City Council at a future date.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

A. Information Technology Master Planning, dated February 1, 2017

Report prepared by:  
Nick Pegueros, Administrative Services Director

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*Report for*

# Information Technology Master Planning

*February 1, 2017*

**REVISED**



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# Engagement Purpose and Background

## Information Technology Master Plan Objective

The objective of the Master Plan included developing and articulating a vision for the effective use of technology to support the work of the City, identifying strategies for developing and implementing technology initiatives, and highlighting the cost benefits of doing so.

As a result of the need to go beyond IT strategies and have the Plan include specific tactical and actionable IT initiatives, the terminology changed. The term “IT Strategic Planning” gave way to a new term called “IT Master Planning”. The IT Master Plan deliverables included strategies, as well as tactical and actionable IT initiatives.

We created a well-documented plan to guide the IT Team over the next five years in planning, procuring, implementing, and managing current and future technology investments and resources related to Information Technology Services provided to the City. The plan is the result of a thorough analysis of the following:

- Existing hardware and network infrastructure, staffing, funding, applications, business systems, projects, processes, telecommunications, training, and other investments and resources currently in use by the City
- Interviews and workshops involving all levels of the City’s staff, including the Management Team, end-users, and other stakeholders, recognizing limited staff availability
- Identification and prioritization of projects that the IT staff should undertake over the next five years
- Identification of needs to accommodate current and future technology requirements, such as data storage and management, legal requirements, security requirements, etc.

## Deliverables

The Master Plan includes:

- Project Purpose and Background
- Methodology for implementation and maintenance of the Master Plan
- Current Information Technology Environment Summary
- Key Benchmarking Metrics
- Strategies, Goals, and Objectives
- IT Vision and Principles
- IT Initiatives (Projects) by priority
- Top Priority Initiatives
- Moving Forward
- Timelines
- IT Plan Budgets





## Methodology and Approach

We utilized a five-phase methodology on which we base our IT Master Planning projects. This served as the cornerstone of the project, allowing the collaborative process to shape and develop our recommendations and approach, enabling us to tailor each step to fit the City’s unique specifications. We worked in partnership with the City to improve the IT environment so it can better meet the needs of staff and constituents.





# Current Information Technology Environment Summary

## Summary IT Environment

City of Menlo Park IT Environment Summary City Hall	
IT Staff (Full-time Equivalent - FTE)	5
City Employees (FTE)	250
User Log-Ins	350+
<b>PC's</b>	385+
Public Safety Mobile Computers	30+
Laptops	30+
Mobile Devices (e.g., Tablets, Smart Phones, Cell phones, etc.)	20+
Telephones	275+
Cellular/Smart Phones	25+
Physical Servers	22+
Virtual Servers	85
Network Devices	75+
Platforms	Windows, RedHat Linux
Databases	MS SQL, MS Access
Citywide software applications/modules	Approx. 136
Avg. Reported Help Desk Tickets per Week	50
Closed 24 Hours	n/a
Closed 48 Hours	n/a
Closed 72 Hours	n/a
Average Resolution Time	n/a
Average Open after 7 Days	7

City management and staff have done an exceptional job of maintaining information technology systems with the limited financial and staff resources available. The IT Manager and staff deserve credit for how well the current IT environment has functioned. Operating on the existing situation is a testament to the patience of IT Management and staff.

Although the organization has gotten by with limited expenditures, a significant portion of the IT infrastructure and some of the enterprise business applications, which are the backbone of departmental operations and citizen services, are out of date, end of life, underutilized, and behind peer municipalities. Continuing with outdated systems and undertrained employees is a significantly less than the optimal approach. It takes more recurring staff time (and therefore labor cost) to make up for the lack of up-to-date IT systems that are common in other municipal governments.

Over the last few years, citizens have begun demanding more efficient interaction, online transactions, and more transparent information availability. The City will not be able to manage these changes without updating, improving the management, and better utilizing enterprise business applications and the IT infrastructure that supports them.



## Key Statistics and Metrics

The following analysis provides feedback on three key measurements regarding IT operations:

<b>IT Budgeting/Expenditures</b>	IT Spending vs. Operating Fund Budgets and Users
<b>IT Staffing Resources</b>	Overall IT Staffing vs. Key Equipment Counts
<b>IT Capital Replacement Schedules</b>	IT Equipment Replacement Schedules

These measurements provide an indication of issues that may affect the organization’s IT effectiveness as it relates to providing IT support of systems and application solutions.

*IT Spending versus Operating Budgets* provides an overall indication of whether the IT function receives a sufficient level of organizational resources to provide the necessary services. Underfunding over time typically reduces IT’s ability to respond to requests, reduces system availability, and negatively impacts organization-wide productivity.

*IT Staffing Levels Versus Key Equipment Counts* (e.g., servers, PCs, and total number of logins) are often a reflection of IT staff productivity. With current up-to-date technology and the proper productivity tools, an individual IT staff member can support more users, reducing overall costs.

*Capital Equipment Replacement* is an important measure of the ability of hardware to adequately support the ongoing vendor changes to application software. These changes often require additional resources and hardware that are more robust. Slow capital replacement cycles can result in increased downtime and slower system response times, overall.

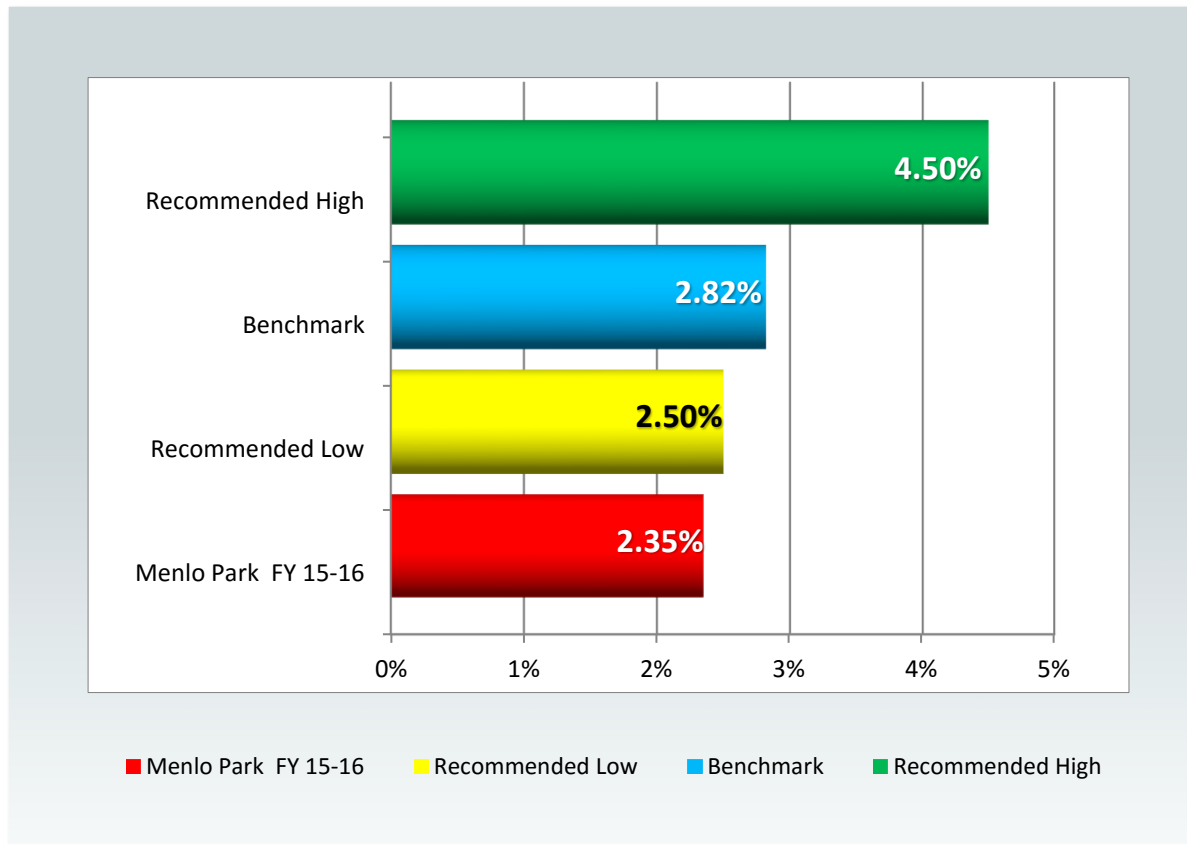




## IT Spending versus Operating Fund Budgets

The following table depicts Menlo Park’s *IT Spending versus Recommended Best Practices* and a municipal benchmark of 34 agencies.

Menlo Park FY 15-16	Recommended Low	Benchmark	Recommended High
2.35%	2.5%	2.82%	4.5%



The 2015/2016 adopted budget for the general fund was \$48,168,045, and the IT expenditure budgets total for the same period was \$ 1,132,313. The municipal spending benchmark range from the survey was between 1% and 8%, with an average of 2.82%. The percentage of IT expenditures versus operations budgets at Menlo Park is below the recommended low and the average benchmark for other municipalities. The 2015/2016 budget period is the first year of the City’s establishing an IT Internal Service Fund and therefore past years for IT expenditures were not consistently reliable to represent and provide historical spending trends.

Overall, it represents recognizable underspending versus industry standards for IT infrastructure and overall information technology solutions and support. The result of this underspend has been an IT infrastructure that is obsolete in places, and a portfolio of application systems that include many aging and underutilized departmental applications. A greater level of funding would bring IT infrastructure up to date and improve the departmental applications tools resulting in increased productivity throughout the City, and greater citizen transactions, service access, and interactions through the City’s website.

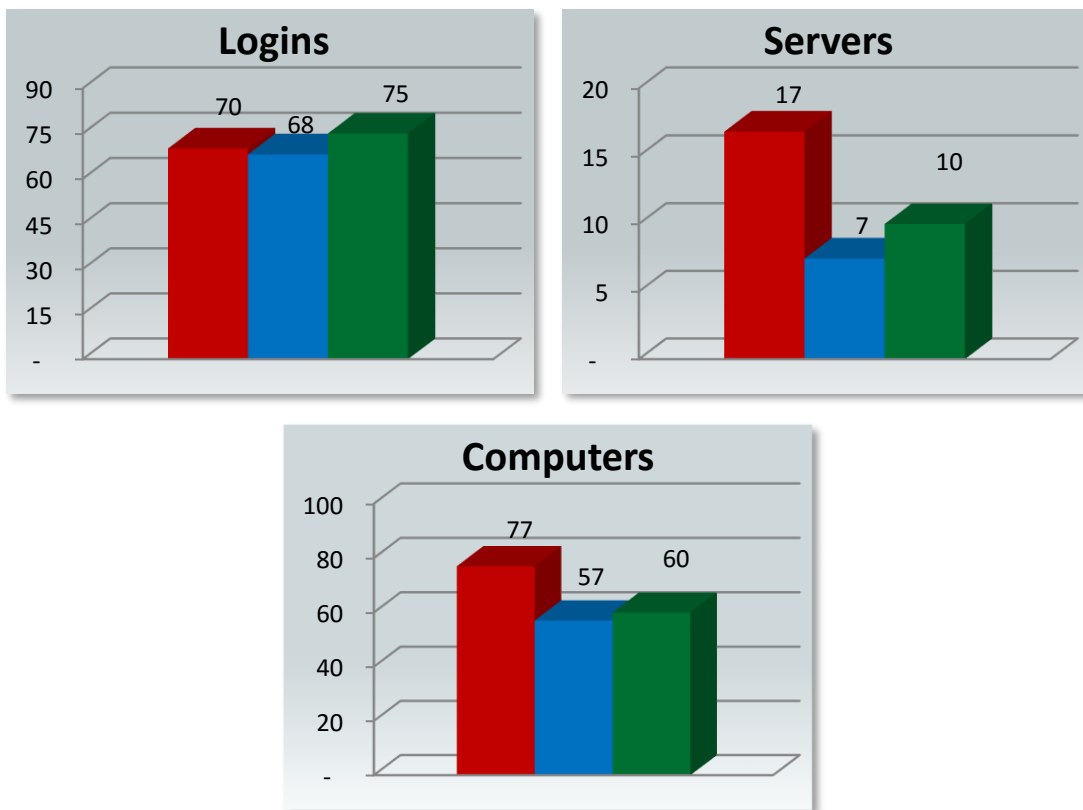


## IT Staffing Ratios

The following table depicts Menlo Park’s *IT Staffing Ratios* for logins and equipment versus a municipality benchmark of 47 similar agencies. These are commonly used measures in the industry to validate staffing levels. As the number of individuals served and the amount of equipment increases, staffing levels should also increase.

	City of Menlo Park	Municipality Benchmark	Recommended Best Practice
Logins	70	68	75
Servers	17	7	10
Computers	77	57	60

In this comparison, the City’s IT staff support more user logins and significantly more computers and servers than their peers and than advised by recommended best practices. This confirms the findings in the report that describes IT staff training required and additional IT staff necessary to support and secure the citywide IT environment as well as the City’s user community.





## Equipment Replacement

The following table represents *IT Equipment Replacement Recommended Best Practices* and a municipal benchmark of 39 agencies.

	City of Menlo Park	Municipal Benchmark	Recommended Best Practices
Laptops	4	4	4
PCs	4	4	5
Servers	5	5	5

*Note: Above items are replacement cycles in years.*

The City's current policy is in line with hardware replacement best practices. Although a four-year replacement cycle for PCs is preferred, many of our clients have moved to a five-year replacement plan, due to reduced capital funding.

We would recommend limited use of laptops as loaners for Internet browsing or as training stations after four years of productive life, in order to avoid additional expenditures.



# IT Strategies, Goals, and Objectives

The strategies for leveraging and maximizing information system utilization in delivering City services are listed below. Within each strategy, we have listed initial goals and objectives for the City. We have translated those goals and objectives into specific initiatives in the Appendix of the report. Additionally outlined later in the report are the budgetary costs for each initiative, resource requirements, implementation time frame and, if appropriate, the next steps toward implementation.

## Improve Staff Productivity

### Goals and Objectives

- Introduce application management best practices.
  - ◆ Improve departmental ownership of applications.
  - ◆ Identify key roles and responsibilities for core business applications.
  - ◆ Increase user application training.
  - ◆ Provide key departmental personnel with report writer training.
- Conduct process reviews and document application feature/function requirements to identify automation and opportunities to streamline processes and reduce duplication, including:
  - ◆ Find areas for automating existing manual processes.
  - ◆ Perform processes within core application systems and eliminate side-bar spreadsheet work and other shadow systems.
  - ◆ Fully implement reporting capabilities to ensure output that supports better business decisions and measurement of performance goals (performance measures or KPIs).
- Utilizing return-on-investment (ROI) principles, identify areas for improvement, and use ROI principles to justify additional applications to improve productivity and service.
- When justified, move to next-generation mobile computing (tablets and laptops).
- Provide the public and citizen online information and self-service capabilities, reducing staff phone time and counter activity.
- Implement dual monitors for staff productivity gains.
- Use sustainability planning strategies to improve and maintain high network speed, network reliability, and full citywide access.



## Implement IT Staffing Improvements

### Goals and Objectives

- Add Enterprise Applications Support Specialist position to assist with the following:
  - ◆ Selection and implementation of current generation software applications
  - ◆ Improvement of business processes to leverage new technology and increase efficiency
- Add Network/Systems Engineer to assist with network management, design, and security
- Develop a training plan for each existing staff member.

## Select and Implement a New Enterprise Resource Planning (ERP) System

### Goals and Objectives

- Follow a system selection best practices approach to select an ERP system to replace the following core application systems:
  - ◆ Cayenta (Financials)
  - ◆ ADP (HR and Payroll)
  - ◆ Tidemark (Community Development)
  - ◆ HdL (Licensing)
- This process should include the following:
  - ◆ Assess and define needs.
  - ◆ Develop an RFP based on the needs assessment and defined needs.
  - ◆ Analyze and determine short-list.
  - ◆ Conduct detailed tailored demonstrations.
  - ◆ Perform reference checks.
  - ◆ Conduct site visits.
  - ◆ Select finalist.
  - ◆ Conduct due diligence and contract review and negotiation.
- Implement per best practices with Project Management Office, utilizing PMI (project Management Institute) standards.

## Move Towards a Citywide GIS/Geospatial Application Perspective

### Goals and Objectives

- Move to a centralized GIS environment, and consolidate existing GIS system activity.
- Provide to GIS/Mapping presentation to the public on the City's website.
- Include geospatial requirements as specifications for all future software application acquisitions.
- Create a GIS Master Plan to identify GIS priorities and resource requirements.
- Move to a more collaborative model for collecting and updating GIS data with Web- and mobile-based GIS applications.



## Ensure IT Governance and IT Best Practices

### Goals and Objectives

- Adopt a Best Practices approach to software selection and management.
  - ◆ Improve application analysis and reporting capabilities within the departments.
- Create and maintain project inventory.
- Utilize project management principles for larger projects.
  - ◆ Become date and project-schedule driven.
- Finalize documentation.
  - ◆ Create standard operating procedures.

## Implement IT Governance Best Practices through IT Steering Committee

### Goals and Objectives

- Formalize an IT Steering Committee and Governance mechanism.
  - ◆ Review Help Desk metrics and identify training needs.
  - ◆ Monitor and review IT Initiatives.
  - ◆ Develop and review standards and policies.
  - ◆ Collaborate on projects and initiatives.
  - ◆ Act as a sounding board for management and staff.

## Maximize Utilization of Application Systems

### Goals and Objectives

- Utilize software selection best practices for all new application procurements.
- Follow implementation project management best practices.
- Maintain a complete Application and User License Inventory.
- Plan for and fund adequate user training and support.
- Train key users so they can fulfill their roles without extensive work-arounds and unnecessary reconciliations.
- Implement application management best practices, including:
  - ◆ Fund an Application Support Specialist (Business Analyst) to support the applications and the associated application users in the business departments.
  - ◆ Create a culture of departmental enterprise application ownership for ERP system and any other core departmental applications.
- Commit all levels, from management to line staff, to taking responsibility for adapting and improving processes, and integrate them with core application software applications.



## Improve Application Management and Support

### Goals and Objectives

- Improve departmental ownership of applications.
- Identify key roles and responsibilities for core business applications.
  - ◆ Process Owners
  - ◆ Application Champions
  - ◆ Application/Business Process Analysis
  - ◆ Ad Hoc Report Writers
- Add Business Analyst (Application Support Specialist) skill sets.
- Improve application analysis and reporting capabilities within the business departments and/or the IT Division.
- Perform process reviews and document specific feature/function requirements for inclusion in RFPs when procuring new applications.
- Create and maintain Application and User License Inventory.
- Follow software selection best practices for new software acquisitions.
- Follow implementation project management best practices.
- Create standard operating procedures.
- Utilize industry subject-matter experts (SMEs) for large, complex projects.

## Strengthen Infrastructure Resilience and Disaster Recovery Capabilities

### Goals and Objectives

- Identify high-priority systems and recovery time frames.
- Expand virtual servers to reduce server count and increase failover.
- Consider implementation of redundant Internet connections with automatic failover.
- Finalize disaster recovery capabilities and plan.
- Exercise plan annually.

## Expand Citizen Communication and Online Customer Service

### Goals and Objectives

- Increase online transaction capabilities.
- Implement an integrated Citizen Request Management (CRM) system.
- Onlines Planning Application and Electronic Plan submittals.
- Implement Online Permits.
- Implement Online Permit Inspection Requests and Scheduling.
- Implement Online Code Enforcement Complaints.
- Implement Online Licensing Renewals.
- Implement Online Park and Recreation Program Registration and Payment.



## Improve IT Operational Efficiencies

### Goals and Objectives

- Implement Help Desk software to effectively log calls and track/measure service levels.
- Develop metrics for the measure of IT service levels and measurement of IT performance.
  - ◆ Report on these metrics regularly.
- Analyze and track infrastructure performance and application response time.
- Implement an IT Services Portfolio and project management capabilities.
  - ◆ As a part of the IT Services Portfolio, work with the IT Steering Committee to reach agreement on reasonable service levels for Help Desk support.
  - ◆ Review responsibilities for services provided by IT to validate their necessity.
- Utilize these and other Operational Tools to report on the success of IT to the IT Steering Committee.

## Modernize IT Infrastructure and Create Uptime Metrics

### Goals and Objectives

- Insure that space planning and computer equipment room meets standards for space, access, etc.
- Implement the following initiatives as included in the plan:
  - ◆ Network Redesign
  - ◆ Core Switch Replacement
  - ◆ Power Distribution (UPSs and PDUs)
- Improve resiliency and uptime of infrastructure.
  - ◆ Design infrastructure to include cost-effective redundancies to reduce downtime.
  - ◆ Create and track uptime metrics.

## Implement Best Practices for Procurement and Project Management

### Goals and Objectives

- Procure large or complex equipment and services through a competitive process.
  - ◆ Conduct an initial design phase for use during competitive bidding.
- Utilize best practices project management techniques for the implementation of larger, complex projects.
  - ◆ Develop a project planning expertise and utilize project planning techniques to report on project progress to management and the IT Steering Committee.
  - ◆ Integrate project management with management of the IT Services Portfolio and Project Inventory.





# Information Technology (IT) Principles

## Vision / Mission Statement

The City of Menlo Park is dedicated to providing the highest quality technology-based services in the most cost-effective manner to deliver services effectively and efficiently on a sustained basis in a manner that reflects the organization's dedication to excellent customer service. The City will ensure that its information systems are maintained in a secure environment, capable of supporting technology advancements made by the City, and will exist in an integrated environment that fosters an open, collaborative, and unifying culture. Information Technology is committed to the values of:

1. **Reliability**
  2. **Professionalism and Integrity**
  3. **Efficiency and Effectiveness**
  4. **Innovation**
  5. **Excellence**
  6. **Collaboration and Teamwork**
- Given **Finite IT Resources**, the City will focus these resources on the most productive and cost-effective projects.
  - City departments will agree on a **Collaborative Long-Term IT Vision and Strategies**, which requires active participation in setting IT priorities through an IT Committee made up of department leadership.
  - City will strive to **Maximize Utilization of Existing Systems** and prior investments in application software, as well as to expand functionality and seek enhancements to existing applications.
  - City is committed to ensuring **Sufficient Staff Training and Application Software Knowledge** of existing vendor systems.
  - **Department Ownership** is fundamental to achieving maximum return-on-investment of applications. Departments recognize the importance of assuming responsibility for managing and implementing their specific core business applications, with the support of IT staff. City departments are committed to taking responsibility for adapting and improving processes to best integrate them with the application software.
  - The City will develop an **IT Services Portfolio** so that all interested parties and stakeholders understand the IT Division's roles and responsibilities in servicing the City overall.



# IT Initiative Summaries

## Introduction

IT Master Planning is a process to assess, research, prioritize, budget, and plan future information technology initiatives. Some of the following initiatives are ready for approval and implementation, while others require further assessment and research before the City can make a final determination as to priority, resource requirements, and cost-benefit.

**Productivity Improvement** – Many of the following initiatives will have a direct impact on overall productivity within the organization. Some of these initiatives will significantly impact specific processes, reducing staff time required to complete a certain process, while others will ease or speed delivery of services to City residents.

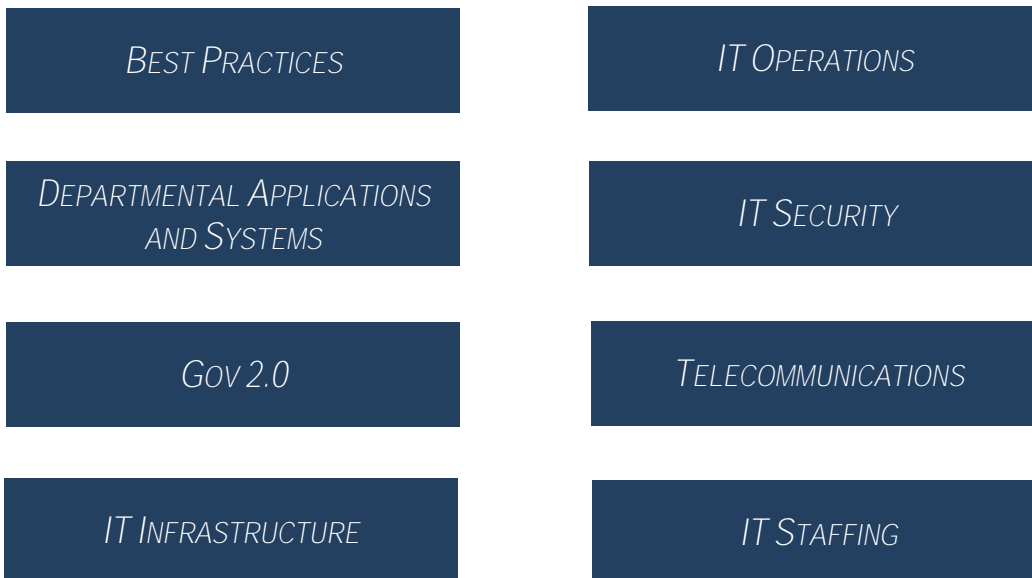


**Cost Savings** – Many of the initiatives outlined herein will have direct or indirect cost savings when implemented. Extensive return-on-investment (ROI) calculations are not within the scope of this report. An ROI Considerations discussion is included in the *Appendix* of the report.



## IT Initiative Categories

The master planning process resulted in 110 initiatives. Combined, there are hundreds of findings and recommendations. *CLIENTFIRST* classified the major findings and recommendations into eight categories, including:





## Best Practices

A best practice is a method that consistently provides results greater than those achieved with other methods. *CLIENTFIRST* believes the following best practices will enhance the City’s ability to select, procure, and maintain more effective technology solutions in the future, as well as improve the overall productivity of staff.



The IT Initiatives addressed within this category, explained in greater depth in the *Appendix*, include:

IT Initiative	Description
Return-on-Investment Considerations	Overview showing how to understand ROI opportunities in the City through various technology investments
IT Governance	Utilizing an ongoing IT Steering Committee to drive technology education, policies, and the implementation of the IT Master Plan over the next five years
COBIT	Technology framework to ensure alignment of IT with the environment through the adoption of best practices, metrics, and oversight
ITIL	Technology framework intended to assist organizations with IT service strategy and IT operations
Applications Management Best Practices	Establishing roles and responsibilities for IT Division, departments, and users to improve overall utilization of software assets maintained by the City
Applications and User Licensing Inventory	Determining existing software applications and resources in use by City staff
User Training and Support	Improving ongoing user training to maximize system utilization and gain productivity and efficiencies
Training Room	Maintaining a room for testing applications that are being implemented or for staff to improve existing competencies
Software Selection Best Practices	Following best practices needs assessments, evaluation, and procurement when considering new or replacement software solutions
Project Planning and Implementation Best Practices	Implementing a best-practices approach for project planning, implementation, and management
Maintaining Software Updates	Maintaining software updates for all applications and operating systems for all users in a timely manner
IT Project and Services Portfolio	Developing a portfolio of City Applications and IT Division services and standards, and communications to all management and staff which can be used to delineate roles and responsibilities between departments and IT, as well as set proper expectations
Sustainability Planning	Providing a more practical or realistic way to determine and plan for the ongoing operational system needs and expenses of major technology systems
Cloud Computing	Utilizing IT services or equipment that are not internal but available through the Internet
Centralized Land and Parcel Management	Consolidating Land/Parcel information for improved accuracy and data retrieval and consistency of address and parcel information across all software applications



## Departmental Applications and Systems

The Applications/Systems category includes initiatives primarily related to department business applications identified during the needs assessment process. Many of these initiatives and recommendations can have a significant impact on overall productivity, enhanced communications, and information sharing, improved constituent service, improved transparency, and in many cases, cost efficiencies.

The IT Initiatives addressed within this category, which are explained in greater depth in the *Appendix*, include:

IT Initiative	Description
Enterprise Resource Planning (ERP) Replacement	Replacement of existing system and adoption of newer technologies to significantly improve City operations and customer service. Common Application suites for ERP systems include: <ul style="list-style-type: none"> <li>• Financial Management</li> <li>• People Management (e.g., HR, Payroll, Time Keeping)</li> <li>• Land Management/Community Development</li> <li>• Work Order/Maintenance Management</li> <li>• Citizen Request Management</li> </ul>
Project and Grant Accounting	Utilizing Project and Grant Accounting modules
Contract Management	Utilizing software to manage contract lifecycles
Cashiering Needs Assessment and Replacement	Assessing each department’s cashiering needs to determine optimal cashiering processes and solutions
Work Orders/Maintenance and Asset Management System	Automating of work order and asset management functionalities
Fleet Management	Automating fleet management with software
Land Management System Replacement	Replacing existing system and adopting newer technologies to significantly improve City operations and customer service. Modules commonly offered in a Land Management application include: <ul style="list-style-type: none"> <li>• Project Planning / Zoning</li> <li>• Permits</li> <li>• Inspections</li> <li>• Code Enforcement</li> <li>• Business Licensing</li> <li>• Parcel / Address Management</li> </ul>
Electronic Plan Submittals and Reviews	Receipts and reviews of electronic architectural plans related to City permitting and planning processes
Human Resources System Improvement or Replacement	Robust Human Resources system improvements or a replacement of existing solutions
Employee Self-Service	Explore employee self-service needs and options
Time, Attendance, and Accruals Tracking	Automating and improving employee time and attendance processes
Performance-Evaluation Software	Automating staff reviews based on individual performance
Applicant Processing	Improving applicant processing capabilities in order to reduce staff efforts



IT Initiative	Description
Training and Certification Management Software	Training Management Software for improved management and reporting of staff training and ongoing requirements
Staff Scheduling System	Automating personnel scheduling through the use of a technology solution
Project and Construction Management	Project and Construction Management Software to provide automation in planning, scheduling, monitoring, controlling, and reporting on City projects
Parks and Recreation Software Replacement (eGov)	Replacement of current Parks and Recreation software in order to gain more efficiencies and obtain more functionality
Citywide Facilities Scheduling/Events Calendar	Benefits of a Citywide facilities scheduling and Events calendar
Childcare Management System	Utilizing a solution that provides childcare capabilities
Electronic Content Management System (ECMS) Replacement	Replacing current system with one that provides advanced document and content management features that include, but are not limited to, managing records, managing record retentions, document capturing, storage and retrieval, workflow automation, FOIA request management, and providing electronic forms and application capabilities with routing and approvals (many of these systems also offer integrated Agenda and Legislative Management for Council meeting automation and managing resolutions and ordinances)
Agenda Creation and Management Software	Obtaining an agenda management solution to improve access to information for all departments involved in the agenda process
Legislative Management	Using legislative management software for managing and tracking resolutions and ordinances
Granicus Media Management Assessment (Replacement)	Replacement of Council/Board meeting media management system to allow for more capabilities at a more affordable cost
Large-File Sharing Tool	Consolidation of applications being used for sharing of files that are too large for sharing via email
Video Capture and Editing (Video Events and Other)	Migrating to a single video capturing and editing environment
Photo Management and Storage Software	Professional-quality software that stores, manages, and retrieves the extensive photo archives from various City departments
Publishing Software Consolidation	Consolidation to a comprehensive all-in-one publishing software solution, versus multiple vendors and programs
Real-Time Utility Usage Access (Automatic Meter Reading-AMR)	Realtime utility meter reading information that can also be shared online for customers to monitor their usage more frequently or potentially in real time
Website Improvements	Addition of features to the website to improve customer service and streamline departmental website content management



IT Initiative	Description
Notifications System (Push/Social Media/Text)	Using a single tool for simultaneously notifying City residents and staff about important information, events, status updates, or emergencies
Develop GIS Master Plan	Developing a Master Plan and business case for GIS implementation and investment on a citywide basis
Department-Centric / GIS Self-Service	Ability for departments to access and utilize Web mapping or GIS applications to perform ad hoc inquiries and for customized citizen access
RIMS (CAD/RMS) Gap Analysis and Application Maximization	Performing gap analysis to identify functionalities not implemented but available in the existing RIMS system
Alarm Tracking and Billing Software	Automating processes currently being performed manually for Alarm permitting and billing
Ticket Writer Software Replacement (Duncan to TDS)	Continuing migration to the new TDS system
Officer Radio Transmission Identification	Automatic identification of officers when they make transmissions using their personal radios
Replace MDC's with RIMS Mobile/GIS System	Considerations for moving to the RIMS new MDC GIS mobile system
Tow Company Billing System	Automated tow billing software
FirstNet Preparation Planning	Continue efforts for current implementation of FirstNet







## Other Application and Departmental Systems Initiatives

IT Initiative	Description
Police Audiovisual Format Conversion Tool	Conversion of third-party surveillance systems to a common file format.
Panic Button	Use of panic buttons in more City facilities
Penal Code/Vehicle Code Reference Software	Digital penal code/vehicle code software on computer desktops
Portable Wireless Camera for Surveillance	Portable wireless camera for surveillance
Wireless PA Radio PA/Sound System	High-quality wireless radio system for events
Instant Messaging	Instant messaging capabilities internally and with the public
PA Announcements	Automatic PA announcements in the Library
Parking Sensors and Management	Reduction of traffic congestion by implementing parking space sensors and electronic signage
Constituent Satisfaction Surveys	Allow the public to complete satisfaction surveys
Laptop Borrowing Program	System that manages public borrowing of laptops
Library Subscription Provider Statistics	Analytics program for improved and quicker decisions regarding Library subscription providers
HVAC Zonal Climate Control System	Improved HVAC management



## Gov 2.0 (E-Government)

Gov 2.0 is a growing body of shared knowledge regarding the utilization of new technologies in combination with creativity, information sharing, and the collaborative process to better serve and interact with the public. The principles of Gov 2.0 include:

- Principle 1** - Serve as the primary source of reliable, accurate, and timely City information, delivered to the customer on his/her platform of choice.
- Principle 2** - Maintain a real-time, interactive, and user-centered website that offers easy access to public information and online services.
- Principle 3** - Offer opportunities for online civic engagement and social collaboration.



The possible benefits of developing such communication methods go beyond just simple release of information. The advantages include:

- Increased efficiency and cost reduction for public services offered electronically
- Allowance of greater government transparency
- Better-informed and more involved public
- More collaborative efforts between the City and the public
- Faster and more convenient access, promoting public satisfaction and approval



The IT Initiatives addressed within this category, which are explained in greater depth in the *Appendix*, include:

IT Initiative	Description
Citizen Request Management (CRM)	Implement an integrated CRM system to track various requests initiated by citizens online or over the phone, including automated internal routing and status reporting
Online Payments, Transactions, and Services	Provide citizens with 24/7 online transaction capabilities.
Video/Web Conferencing	Need to accommodate video conferencing capabilities in City meeting facilities/conference rooms
Council Chambers Audiovisual Systems	Improve Council Chambers room audiovisual maintenance capabilities.
Conference Room Audiovisual	Improve and standardize audiovisual capabilities for all City conference rooms.
Social Media Policy and Procedures	Develop a strategy for implementation, management, and utilization of social media in a secured, controlled and standardized manner.
Mobile Computing	Increasing productivity by adding remote computing capabilities for staff in various departments
Newsletter	Need to streamline newsletter signups and distribution
Dual Monitors	Improve staff productivity by allowing an additional workstation monitor for certain users – studies show significant return on investment resulting from dual monitor implementations





## IT Infrastructure

*CLIENTFIRST* conducted a detailed IT infrastructure assessment, including the network, servers, equipment, inside/outside cable plant, and other communication infrastructures.

The IT Initiatives addressed for this category, which are explained in greater depth in the *Appendix*, include:

IT Initiative	Description
IT Computer Room and Teledata Closet Improvements	Enhanced computer room to meet industry standard best practices
Wireless Network	Upgraded wireless network devices and improve public-facing wireless
Internet Bandwidth	Increased Internet bandwidth capacity
Electronic Mail (Exchange)	Recommended improvements to the current Microsoft Exchange platform
Enhanced Internet Security and Connectivity (DMZ)	Improvements to the existing DMZ for internal and external network security
Remote Access Upgrade	Improved remote access to SCADA systems for certain staff members
Network Redesign	Redesign of core network for improved performance, management, and elimination of single points of failure
Core Switch Replacement	Replacement of core switches that are not adequate for the City's current and future needs
Power Distribution	Procurement of additional power distribution units for better control and monitoring of power to particular network devices
Virtual Server Migration	Continued upgrading of existing virtual server environment
Storage Area Network (SAN) Upgrade	Procurement of additional iSCSI-based SAN for failover and redundancy (replication), which include instituting Storage Tiering to improve performance of core data and applications
Technology Support for the EOC	Upgrading equipment and technology to support use of EOC in a large-scale emergency
Redundant CAD/RMS System	Redundant, secondary server in case the primary server fails
Computer Upgrades (Windows XP & Office)	Considerations for upgrading to more current version of Microsoft's operating system
Video Camera and Surveillance System (Citywide Standard)	Assessment of the City's multiple camera systems and opportunities for improvement
Secure Managed Access (Wireless/Keyless Security)	Assessment of the City's access and control requirements and potential for using a single, citywide system



## IT Operations

IT operations are the daily support and maintenance of all IT infrastructure and user support. These include the processes and procedures used by IT staff to maintain the network, applications, and workstations. Initiatives related to IT operations are often focused on productivity improvements and implementing IT best practices.

The IT Initiatives addressed for this category, which are explained in greater depth in the *Appendix*, include:

IT Initiative	Description
Help Desk Ticketing System	Implementation of a citywide Help Desk ticketing system and to establish IT response time metrics
Mobile Device Management	Implementation of a Mobile Device Management software to track, control, and manage all mobile devices
Network Management Tools (Alerts/Alarms)	Implementation of network monitoring, alerts, and alarms to provide early warnings for potential problems and improve IT response times
IT Support Metrics	Development of Help Desk ticket response time and resolution goals, based on urgency, and track response metrics by team member
Desktop Management	Imaging tool to deploy, install, and manage basic application packages on computers
IT Automation Tools (Patch Management)	Software to automate installation of application and security patches
IT Policies and Procedures	Revision of IT policies for passwords, encryption, data usage, new hire and termination procedures, backup procedures, Web filtering, social media, etc.
IT Procurement Practices	Using objective best practice procedures for procuring IT investments to ensure independent specifications and best cost/value is obtained for the City
IT Cost Recovery (IT Budget Allocations)	Developing an IT cost recovery model to allocate IT costs fairly, using holistic review and measurable to ensure use of services are charged proportionately

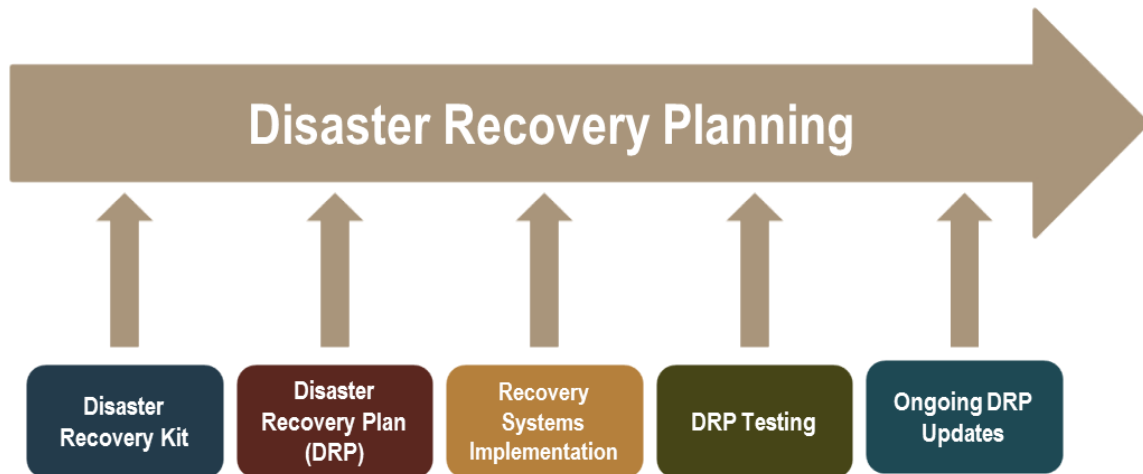




## IT Security

IT Security refers to all security systems and practices, including Disaster Recovery, used to protect City systems and data.

IT Initiative	Description
Disaster Recovery Planning	Developing capabilities to survive a major failure or catastrophic event involving IT resources and facilities
Backups	Improving maintenance and security for routine back up procedures
IT Security Assessment	Implementing improvements to network security
PCI Compliance	Standards and laws that govern payment processing for public and City security (mainly enabling secure card transactions)
Records and Data Retention	Policies and procedures for disposal/destruction of electronic records and data
Two-Factor Authentication	Implementation of user verification methods as an additional security layer to user logins (i.e., “something you have, plus something you own”).
SCADA Security	Comprehensive auditing of SCADA systems and installation of firewalls between networks





## Telecommunications

IT Initiative	Description
Phone System Redundancy	Implementation of additional digital telephone connections to protect against single points of failure

## IT Staffing

IT Initiative	Description
IT Staffing	Assessment of current staff size, additional staffing needs, and potential solutions
Enterprise Applications Support Specialist	Ability for IT Division operations to provide application/business analyst roles and skill sets



# Top Priority Initiatives

The following are a list of the Top Priority Initiatives that have been determined. The City has made note of these as the initiatives from this plan that should be kept in the forefront during the future implementation of this IT Master Plan.

It should be noted that these initiatives are prioritized, denoted by “TP” (Top Priority) in the *IT Master Plan Capital Budget* that is included as part of this IT Master Plan.

It should also be noted that these “Top Priority Initiatives” are not ranked in any particular order. The City is contemplating such a ranking prior to beginning the implementation of the IT Master Plan.

IT Initiative	Initiative Number	Why on the Top Priority List?
Applications Management Best Practices	5	The City has not had in place, nor followed consistently, any policies, processes, or best practices for the selection and implementation of application software. As a result, there is a significant amount of software duplication. There also is a gap in IT for the support of software applications. Best practices can manage software acquisitions, and Application Management talent (Business Systems Analysts) can help ensure effective implementations and adequate software management to realize a return on investment.
Centralized Land and Parcel Management	15	This is heavily related to GIS and the need for the City to develop a GIS Master Plan (see initiative 46). The core to City operations are land, parcels, and addresses. The existing fragmentation and lack of integration between applications has resulted in separate addresses in multiple systems that are the same but are not structured or spelled the same, making it impossible to report on addresses across all City environments. This initiative will establish GIS as the master address for all applications to use to ensure all addresses and parcels are synchronized in all of the City’s applications.
ERP System Replacement	16	This is the core system for the entire City. The existing Cayenta, Tidemark, HdL, and ADP ADG systems have aged and/or no longer meet the needs of the City. Other ancillary systems and shadow systems have been acquired or developed that do not interface/integrate and would not be necessary with the implementation of a new ERP system. The ERP system is the set of core applications that are used to operate all of the City’s most common operations. It is critical to update the City’s ERP environment and to keep it up to date into the future.





IT Initiative	Initiative Number	Why on the Top Priority List?
Land Management System Replacement (To be executed as part of the ERP initiative)	22	The City currently uses Tidemark as their main system for Planning, Permits, Inspections, and Code Enforcement. The existing system has aged, no longer meets the City’s needs, and is not integrated with the rest of the City’s applications.
Human Resource System Improvement or Replacement (To be executed as part of the ERP initiative)	24	The City is currently contracting with ADP for payroll and HR. The system has been difficult to maintain, and there have been difficulties in implementing time keeping and time clocks. The ADP system is hosted at ADP facilities and the City pays a high annual fee for these systems. Replacement of this system with new payroll and HR applications as part of the new ERP system would provide better capabilities and full integration with the rest of the ERP system at a much lower annual cost.
Parks and Recreation Software Replacement (eGov)	32	The Parks and Recreation Department is a revenue-producing department in the City. The system in use for managing operations and collecting revenues is a system called eGov, which has worked for the City up to this point. However, eGov is not a park and recreation system, and it cannot fully meet the needs of the City and of the park and recreation patrons in the long term.
Electronic Content Management System (ECMS) Replacement	35	Electronic Content Management Systems (ECMS) are enterprise systems that help store and retrieve documents, images, video, audio, and much more. Other modules within the ECMS system include Agenda Management, Legislative Management, and the ability to integrate with media management and the City’s Website. The trend to utilize ECMS within cities is prevalent and should be of high consideration for the City.
Develop GIS Master Plan	46	GIS and spatial maps are the future and will drive many of the City’s operations moving forward. GIS and maps also provide a visual interface for citizens to access services and information. Having a citywide approach to GIS will set the City on a course to meet these geospatial and mapping needs in the future.



IT Initiative	Initiative Number	Why on the Top Priority List?
IT Computer Room and Teledata Closet Improvements	76	<p>As part of the City’s existing space planning efforts plans have been made to move the existing IT computer room and Teledata equipment. It was determined that the existing plan for movement lacks the proper requirements, including:</p> <ul style="list-style-type: none"> <li>• Improper clearance behind the computer racks (requirement is for 36 inches and City plan is for 24 inches)</li> <li>• Server racks located directly beneath sprinkler systems, placing them at risk for water damage</li> <li>• Some equipment not connected to properly grounded lines, and some not connected to generator</li> <li>• Lack of locally controlled HVAC service</li> <li>• No environmental monitors in computer room</li> </ul> <p>The City should seriously consider locating and establishing the proper environment for its computer room and teledata closet.</p>
Network Redesign	82	<p>The City’s network is the highway for communication and the infrastructure upon which all applications and tools reside and data travels. Without a solid network design for MANs, WANs, and LANs, the investment in application software tools will not be realized.</p>
IT Policies and Procedures	98	<p>The IT Manager expressed the need to allocate resources to this endeavor to ensure proper documents for day-to-day operations, but to also ensure that document is in place, in case of any turnover in staff resources.</p>
IT Staffing	109	<p>The talent to properly maintain the City’s IT infrastructure and the City’s application systems environment is critical to ensuring that IT investments provide the level of productivity and return expected. The alignment, positions, and training recommended will ensure this is accomplished.</p>

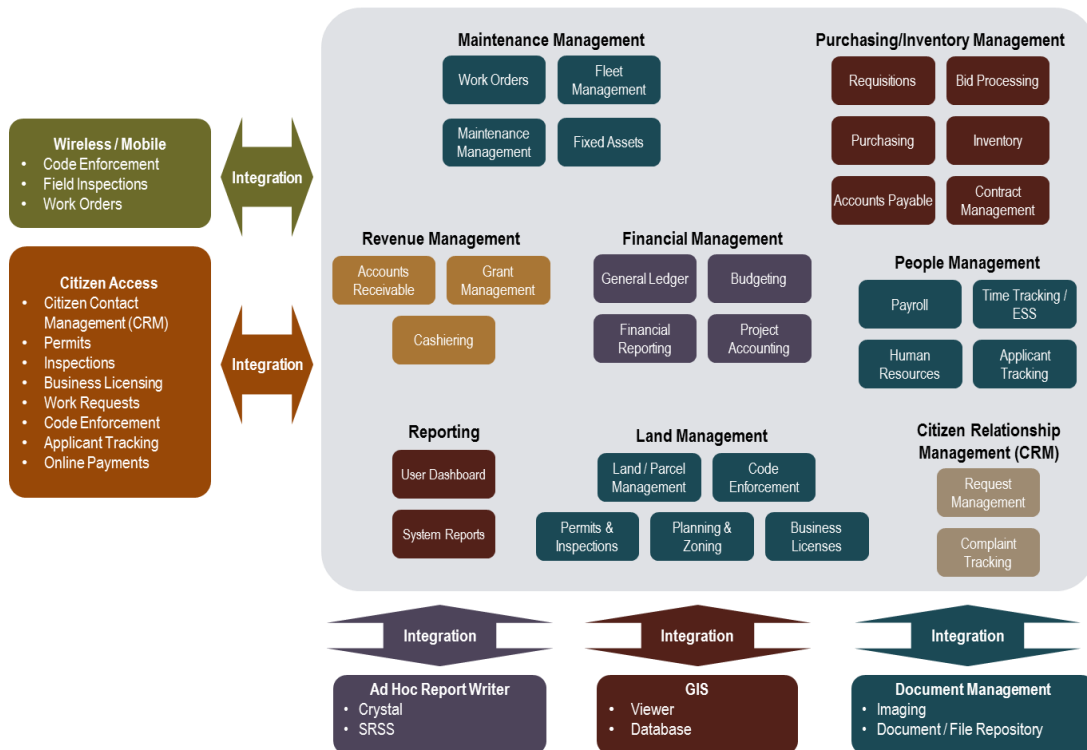


# Benefits of Modern ERP Software

An *Enterprise Resource Planning (ERP) System* automates and integrates many core, citywide functions into a single solution, while automating manual processes and providing a central location of information and reporting. An enterprise system allows collaboration and sharing of information between divisions, departments, and citizens to provide a transparent and efficient government operation. The benefits of an enterprise system are numerous and include:

- Built-in integrations between Land, Work, Financial, and People Management application suites
- Newer technology platform (processing, capacity advantages)
- Real-time notifications/queues
- Task tracking
- Real-time access to information
- Elimination of duplicate data entry
- Improved data integrity
- Centralized location and customer account maintenance
- Reliable information
- Workflow capabilities
- Centralized cash receipt capabilities
- Efficient revenue collection
- Reduced operating costs
- Improved internal communication
- Foundation for future improvement
- Potential reduction in annual maintenance and support fees
- Improved online information for citizens to access

## Example Enterprise Applications Overview



## Financial and People Management

The *financial management suite* is a suite of an enterprise system that encompasses the financial tasks and processes performed to ensure all organization-wide activity is properly accounted for and accurately reported to local, state, and federal agencies. Benefits of a financial management suite include:

- Quick generation of financial reports
- More efficient budgeting processes
- Real-time access to available budget and funding
- Better spending controls for departments and projects
- Management of grants and funding sources
- Real-time inquiries into capital improvement project progress

The *people management suite* manages the organization's workforce and provides automation to the human resources, payroll, time keeping, and applicant tracking functions. Employee self-service is also available to allow employees the flexibility in retrieving their information at their convenience. Benefits of a people management suite include:

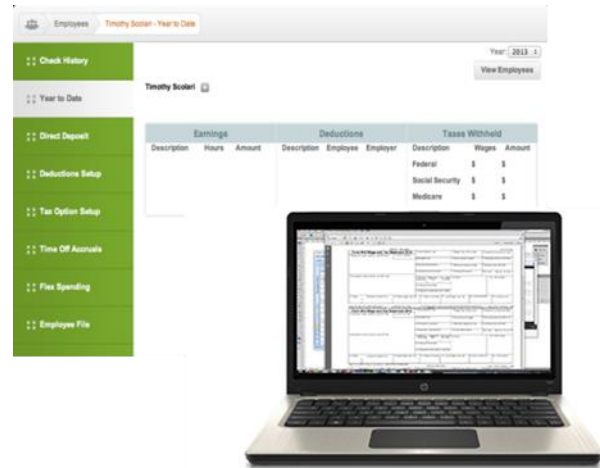
- Paperless personnel forms
- One-time data entry
- Tracking or misplacement of employee paper files
- Incorporation of employee self-service (ESS)
- Integration between time keeping, payroll, HR, and financial management
- Quick and reliable reporting to federal and state agencies
- Improved employee satisfaction
- Automated Time Entry Approvals and Payroll Calculations
- Minimal steps between processing payroll and issuing direct deposits and checks



## Employee Self-Service

*Employee self-service (ESS)* empowers employees to provide, change, and retrieve their personal information through an online employee portal, thereby reducing the manual interaction required with the Human Resources Department. ESS offers an online option for employees to access and manage information for themselves:

- Address changes
- Tax allowances changes
- Open enrollment benefits
- Dependent changes
- Leave/vacation accrual balances
- Electronic paystub copies
- Year-end W-2s
- Populating and retrieving time sheets
- Time requests
- Tax forms
- Many other forms and applications



## Reporting

The number one problem that is commonly seen when utilizing disjointed applications is the extensive time users dedicate to the consolidation of information for reporting purposes. Enterprise systems allow information to be quickly retrieved from a single source with numerous readily available reports. Users are also able to create their own reports without requiring them to be technical experts. This allows staff to spend more time studying analytics rather than manually assembling reports. Benefits of improved reporting include:

- Aggregated data across divisions, departments, and organization
- Improved data accuracy and reduced human error
- Intuitive report creation capabilities
- Board-ready reports
- Sharing of created reports
- Elimination of labor-intensive report creation



## Individual User Dashboards

*Dashboards* form part of a user's home page and display reports, key indicators, and other metrics regarding day-to-day operations, activities, and historical trends. Benefits of dashboards include:

- Quick links for immediate access to required tasks and approvals
- Easy modification of dashboards for each user's preference
- Automated generation of dashboard information
- Transformation of data into visual information
- Easy-to-understand graphics
- Real-time analysis
- Drill-down access to activity detail





## Mobile Computing

*Mobile computing* provides the flexibility to operate a more mobile and productive workforce. An enterprise system can allow staff to utilize applications while in the field in order to perform their job functions while away from their office. Common benefits of mobile computing include:

- Completion of work while in the field
- Real-time access to information
- Inspection results in the field
- Receipt of notifications and job assignments
- Reduced travel to and from office locations
- Map routing based on location of activities
- Retrieval of mapping information
- Management of code enforcement cases in field



## Online Citizen Access

*Online citizen access* enables a more transparent government by providing the public with 24/7 access to real-time information for inquiries and payment processing. This empowers residents to retrieve online information that is pertinent to each individual, and for them to take further actions, which improves customer relations by eliminating the need to be physically present at City Hall. The following are examples of online citizen access transactions:

- Online permit applications
- Submit and access plan review comments
- Online payments
- Submit complaints
- Submit citizen requests
- Submit inspection requests
- Access to inspection results
- GIS maps (zoning, voting cities, etc.)



## Citizen Request Management

A *citizen request management system* is used to track, manage, and resolve citizen concerns and requests in a timely manner by automatically routing citizen requests to the appropriate department. It also provides the citizen with the flexibility to submit and track their complaints through the Web or a mobile phone application.

Common benefits of a citizen request management system include:

- Ability for citizens to submit requests 24/7 through a phone application or the website
- Automatic assignment and routing of requests, by type, to appropriate department(s) or staff
- Ability for citizens to view current request status
- Conversion of requests to work orders
- Ability to include photos and geolocation of a request
- More effective and efficient processes
- Improved transparency and citizen relationships





## Land Management

The Land Management system is one of the suites that are offered by enterprise application systems and manages the creation, issuance, and tracking of community development activities related to planning and zoning, permitting, building inspections, licensing, and code enforcement. Benefits associated with the utilization of the application include:

- More automated permit processing from application through permit issuance
- Automatic routing for permits requiring reviews and approvals
- Single electronic file for all permit applications and documents
- More automated tracking of reviews, inspections, and fees by permit and development projects
- Tracking of timelines, tasks, and required group reviews
- Viewing all project and permit information at a glance
- Readily accessible planning and zoning records
- Automatic generation of case documentation
- Centralized current and historical parcel information



## GIS Integration

Enterprise systems offer real-time integration to *geographic information systems (GIS)* in order to display land-use, zoning, and infrastructure layers on a map, as well as parcel, permit, inspection, code enforcement, and work order activity that resides within the enterprise system. Benefits of *GIS integration* include:

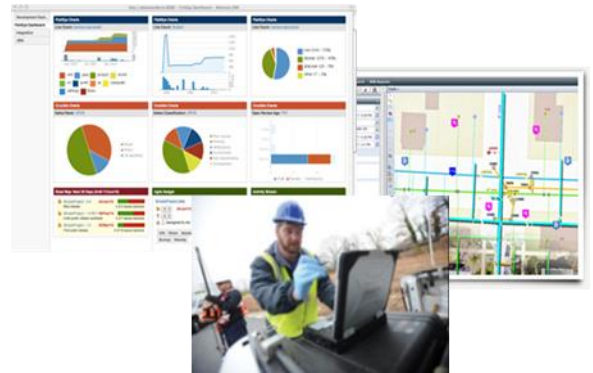
- Viewing system activity on a map (e.g., active projects, permits, cases, etc.)
- Map routing of work orders, service request, and daily inspections
- Displaying locations of infrastructure assets
- Generating asset condition analysis
- Ability to overlay multiple map layers
- Integration to website for resident inquiries



## Maintenance/Work Order Management

Another suite of an enterprise system is the *maintenance/work order management system*, which provides automation in managing the maintenance and day-to-day operations related to infrastructure assets, buildings, facilities, and fleet vehicles, while being able to capture and report on the labor, equipment usage, and materials costs associated with a work order and preventative maintenance. System benefits include:

- Electronic routing of citizen requests
- Centralized task and maintenance management
- Completion of work orders from the field
- Streamlined public works operations
- Retrieval of historical work order information and costs
- Quicker work order completion times
- Improved decisionmaking through access to real-time information
- Viewing of asset and activity trends visually through GIS mapping capabilities
- Better replacement planning and forecasting
- Enhancement of staff productivity
- Improved compliance with regulatory standards
- Improved safety and risk management



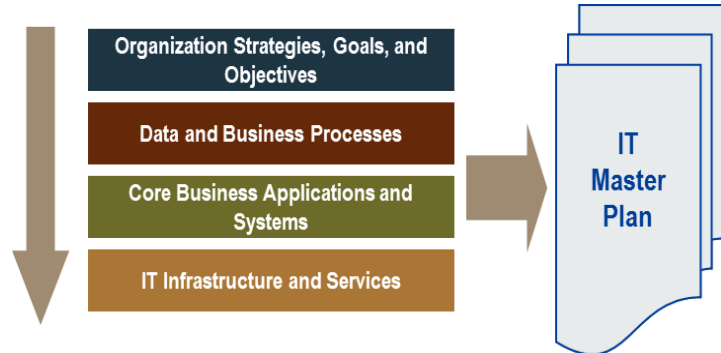


# Conclusion

## Moving Forward

Moving forward, over the next 18 to 24 months, the focus of Information Technology should be on infrastructure upgrades as well as training and increasing IT support staff to meet the needs of 21st Century technology. Software application improvements should also be considered, and the City should proceed after a ranking and sequencing the Top Priority initiatives identified in the Plan. While some

software applications improvements are possible during this time, major software system utilization improvements and replacement system implementations must follow the initial focus on infrastructure. IT must work to position itself in the following ways:



**IT Infrastructure** – Follow best practices in performing the Computer Room Relocation, the Network Redesign, and the core Switch Replacement.

**IT Staffing** – The IT function does not have the staffing and training to update and maintain the existing City infrastructure primarily regarding the City’s network. The City is also focusing IT management on the maintenance and support of the existing core software applications. The addition of a Enterprise Applications Support Specialist will provide long-term benefits and increase application utilization and organizational productivity. The Network/Systems Engineer will provide needed resources to improve and maintain network management, design, and security.

**Application Utilization** – City departments want to improve their core business processes and fully utilize their applications. The City should work to encourage a sense of application ownership and continuous improvement by the departments. Improved application utilization is one of the most effective ways to increase staff productivity and customer service.

**ERP Replacement** – The entire effort to select and implement a new ERP solution to replace existing Cayenta and other core systems will logistically require two years. The City needs to ensure that all its applications needs have been identified and that appropriate funding has been budgeted for a replacement ERP by conducting a comprehensive needs assessment and developing a Request for Proposals (RFP). *Additionally, because the City has not conducted this type and complexity of project with these specific business analysis, documentation, and negotiation requirements, the City should obtain assistance from a municipal ERP Applications Subject-Matter Expert (SME).*

**Governance** – The formation of the internal IT Steering Committee will foster cooperation and collaboration in setting priorities and executing multi-department initiatives. Over the long run, the IT Steering Committee will oversee and maintain the execution and occasional modification of this plan.

We expect the projects outlined in this report to result in improved productivity and customer service, as well as improved sustainability.

Third-party Subject-Matter Experts (SMEs) will be helpful for projects that are (1) high priorities, (2) beyond the scope of City skill sets, and/or (3) lacking internal resource availability.



Additionally, we recommend that action plans be developed by the departments and IT for all active, short-term initiatives. The action plans should include all identified needs, recommended solutions, responsible individuals, and target due dates. These action plans can ensure that all needs are being addressed and/or that a decision has been made not to pursue an initiative. These action plans will also prove beneficial to annual resource and budget planning requirements.

The City should review and update the plan annually, using an abbreviated version of the master planning methodology. In this way, the plan will be a vehicle to continuously guide the information technology activities of the City. The annual IT Master Plan update should be synchronized with the City's annual budget process, so the City's IT Plan initiative costs can be properly represented in the City's annual budget.

## Benefits

The completed plan should not be viewed as static, but rather as a dynamic tool that is revised and updated as business conditions and requirements change. If the planning function is not an ongoing process, certain objectives and benefits will not be realized, because the objectives themselves may change as the organization and its environment evolves.

Major benefits that are (or should be) realized through the implementation of this IT Master Plan include:

- Increased collaboration and communication between the departments and IT
- Transformation of the organization's overall understanding, knowledge, and stewardship of information technology
- Clear direction for IT operations and IT projects for the next five years, focused on meeting the organization's needs
- Citywide department consensus and understanding of all IT Initiatives and their priorities
- Foundational process and methodology for evaluation of project investments and analyzing business case justification

## Immediate Next Steps

It is recommended that the IT Steering Committee begin work by reviewing the plan and priorities, including the ranking and sequencing of the "Top Priority" initiatives. Next, assign lead and participatory resources to these Top Priority IT initiatives and also to all other high-priority IT initiatives. This should include the finalization of target due dates for immediate next steps of those initiatives. Initiative leaders should then report status updates for active initiatives to the IT Steering Committee as part of each agenda.

Major issues for each initiative should be discussed among the Committee and/or sub-committees for general feedback, collaboration, and lessons learned, as many of the IT/application initiatives cross-departmental boundaries.

In order to improve the culture of application utilization, management, and support, it is also recommended that a series of training seminars be developed for all key department stakeholders and all enterprise business application users throughout the organization. This is an effective way to maintain momentum and kick off the tremendous change that is to occur in improving operations and constituent services.





# IT Master Plan Capital Budget

The IT Master Plan budget on the following pages is NOT an entirely new set of spending requirements. The plan encapsulates all information technology issues and needs of all departments in the City. Some projects, initiatives are normally funded by departments themselves, some initiatives already have capital reserves set aside and others are part of normal annual IT budgeting.

Initiative #	IT Initiative	Comments	Priority	Budget Range		Dept(s)	Funding Source(s)	Current 2016 Fiscal Year	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)
				Low	High									
<b>Best Practices</b>														
1	Return-on-Investment Considerations	Providing tools and staff training, including working on several project examples.	H	\$ 5,000	\$ 10,000	All Departments			\$ 5,000					
2	IT Governance	Assist in establishing a Steering Committee with roles and responsibilities. Educational Seminar for Steering Committee Members and providing tools and next steps. Possibly facilitating first several months of Steering Committee meetings.	H	\$ 5,000	\$ 15,000	All Departments			\$ 10,000					
3	COBIT	Standards	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
4	ITIL	Standards	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
5	Applications Management Best Practices	Providing tools and staff training. Establishing roles and responsibilities for enterprise applications.	TP	\$ 7,500	\$ 15,000	All Departments			\$ 10,000					
6	Applications and User Licensing Inventory	Providing tools and staff training	H	\$ 1,000	\$ 5,000	All Departments			\$ 5,000					
7	User Training and Support	Annual Recurring	H	\$ 25,000	\$ 75,000	All Departments			\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
8	Training Room	Computers and equipment	M	\$ 10,000	\$ 15,000	All Departments			\$ 12,000					
9	Software Selection Best Practices	Standard methodology and practices	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
10	Project Planning and Implementation Best Practices	Providing tools and staff training	H	\$ 1,000	\$ 5,000	All Departments			\$ 5,000					
11	Maintaining Software Updates	Standards	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
12	IT Project and Services Portfolio	Documenting IT Department roles and responsibilities for all services including SLA for business application support	H	\$ 1,000	\$ 25,000	IT & Finance			\$ 15,000					
13	Sustainability Planning	Providing tools and staff training	H	\$ 5,000	\$ 15,000	All Departments				\$ 10,000				
14	Cloud Computing	Standards	H	n/a	n/a	IT & All Departments			n/a	n/a	n/a	n/a	n/a	
15	Centralized Land and Parcel Management	Included in developing GIS Master Plan Initiative	TP	See below	See below	All Departments			see below	see below	see below	see below	see below	
<b>Applications and Departmental Systems</b>														
16	Enterprise Resource Planning (ERP) Replacement	Includes the indented initiatives below:	TP	\$ 1,000,000	\$ 2,000,000	All Departments			\$ 85,000	\$ 1,000,000	\$ 500,000	\$ 250,000		
17	Project and Grant Accounting	Included in ERP initiative	TP	Included with ERP		All Departments								
18	Contract Management	Included in ERP initiative	TP	Included with ERP		All Departments								
19	Cashiering Needs Assessment and Replacement	Included in ERP initiative	TP	Included with ERP		All Departments								
20	Work Orders/Maintenance and Asset Management System	Included in ERP initiative	TP	Included with ERP		All Departments								
21	Fleet Management	Included in ERP initiative	TP	Included with ERP		All Departments								
22	Land Management System Replacement	Included in ERP initiative	TP	Included with ERP		All Departments								
23	Electronic Plan Submittals and Reviews	Included in ERP initiative	TP	Included with ERP		All Departments								
24	Human Resources System Improvement or Replacement	Included in ERP initiative	TP	Included with ERP		All Departments								
25	Employee Self-Service	Included in ERP initiative	TP	Included with ERP		All Departments								
26	Time, Attendance, and Accruals Tracking	Included in ERP initiative	TP	Included with ERP		All Departments								
27	Performance-Evaluation Software	Included in ERP initiative	TP	Included with ERP		All Departments								
28	Applicant Processing	Included in ERP initiative	TP	Included with ERP		All Departments								
29	Training and Certification Management Software	Included in ERP initiative	TP	Included with ERP		All Departments								
30	Staff Scheduling System	Included in ERP initiative	TP	Included with ERP		All Departments								
31	Project and Construction Management	Software & Implementation	H	\$ 50,000	\$ 200,000	City Manager, HR, Public Works, Finance				\$ 80,000				
32	Parks and Recreation Software Replacement (eGov)	Will follow the ERP initiative and will include the indented initiatives below:	TP	\$ 150,000	\$ 400,000	Comm Serv, Finance				\$ 75,000	\$ 150,000	\$ 100,000		
33	Citywide Facilities Scheduling/Events Calendar	Will coincide with the implementation of the new Parks & Recreation System	TP	Included Park & Rec System										
34	Childcare Management System	Will coincide with the implementation of the new Parks & Recreation System	TP	Included Park & Rec System										
35	Electronic Content Management System (ECMS) Replacement	Includes the indented initiatives below:	TP	\$ 250,000	\$ 1,000,000	All Departments			\$ 75,000	\$ 200,000	\$ 75,000	\$ 75,000		
36	Agenda Creation and Management Software	Included in ECMS initiative	H	Included with ECMS System										
37	Legislative Management	Included in ECMS initiative	H	Included with ECMS System										

Initiative #	IT Initiative	Comments	Priority	Budget Range		Dept(s)	Funding Source(s)	Current 2016 Fiscal Year	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)
				Low	High									
38	Granicus Media Management Assessment (Replacement)	Included in ECMS initiative	M	Included with ECMS System										
39	Large-File Sharing Tool	Could Use "OneDrive" from Office 365 (however how do we exchange outside of organization)	M	\$ 2,500	\$ 7,500	City Manager, Comm Dev, HR, Public Works					\$ 2,500	\$ 1,500		
40	Video Capture and Editing (Video Events and Other)	Investigate the opportunity to use ECMS capabilities	L	\$ 35,000	\$ 85,000	City Manager, Comm Serv, Library							\$ 45,000	
41	Photo Management and Storage Software	Investigate the opportunity to use ECMS capabilities	L	\$ 20,000	\$ 50,000	Comm Serv							\$ 30,000	
42	Publishing Software Consolidation	Move to a single software tool as a City standard	L	\$ 10,000	\$ 15,000	City Manager, Comm Serv, HR, Library							\$ 15,000	
43	Real-Time Utility Usage (Automatic Meter Reading-AMR)	AMR systems can run from \$2M - \$7M for a City the size of Menlo Park. The costs shown are for the first two (2) years of the project. Costs will extend into the next 5 year planning cycle.	L	\$ 2,000,000	\$ 5,000,000	Public Works, Finance								\$ 2,500,000
44	Website Improvements	Services from outside resource to assist the City	M	\$ 35,000	\$ 50,000	All Departments			\$ 20,000	\$ 15,000				
45	Notifications System (Push/Social Media/Text)	City standard tool to manage all City notification needs (emergency & non-emergency). Annual prescription per year.	H	Annual Subscription Based		All Departments			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
46	Develop GIS Master Plan	GIS Master Plan Development including centralized parcel & address recommendations	TP	\$ 60,000	\$ 80,000	All Departments		\$ 40,000	\$ 20,000					
47	Department-Centric / GIS Self-Service	Outside Resource to assist in building application and train Depts on independent use	H	\$ 30,000	\$ 50,000	Comm Dev, Library, Public Works		\$ 15,000	\$ 30,000					
48	RIMS (CAD/RMS) Gap Analysis and Application Maximization	Outside Resource to provide assistance in gap analysis and plan to close gap	M	\$ 40,000	\$ 75,000	Police			\$ 40,000	\$ 20,000				
49	Alarm Tracking and Billing Software	In progress	L			Police								
50	Ticket Writer Software Replacement (Duncan to TDS)	In progress	L			Police								
51	Officer Radio Transmission Identification		L			Police								
52	<b>Replace MDC's with RIMS Mobile/GIS System</b>		M			Police								
53	Tow Company Billing System	Software & Implementation	L	\$ 2,500	\$ 7,500	Police						\$ 2,500	\$ 15,000	
54	FirstNet Preparation Planning	Operational/Preparation Costs	M	\$ 1,500	\$ 3,000	Police				\$ 1,500	\$ 1,000			
Other Application and Departmental Systems Initiatives (Initiatives below)														
55	Police Audiovisual Format Conversion Tool		M	\$ 1,000	\$ 1,500	Police			\$ 1,000	\$ 500				
56	Panic Button	Include with City Hall remodel and space planning (on PD's project list)	H	\$ 1,000	\$ 2,000	Police		\$ 1,500	\$ 500					
57	Penal Code/Vehicle Code Reference Software	Investigating if the RIMS Replace MDC's GIS Initiative includes Penal Code Reference	M	See above	See above	Police		See above	See above	See above	See above	See above	See above	
58	Portable Wireless Camera for Surveillance	Two portable Cameras, with compatibility for body storage environment	M	\$ 1,000	\$ 2,000	Police				\$ 1,000	\$ 1,000			
59	Wireless PA Radio PA/Sound System	PA system for outdoor events music, MC activities, etc.	M	\$ 3,000	\$ 5,000	Comm Serv				\$ 3,000	\$ 1,000			
60	Instant Messaging	Include with Office 365, cost for Skype for Business	L	Annual Subscription Based		All Departments					\$ 12,000	\$ 12,000	\$ 12,000	
61	PA Announcements	Important to the Library. Cost is based on adding PA capabilities through existing phone system	L	\$ 10,000	\$ 20,000	Library			\$ 20,000					
62	Parking Sensors and Management	Sensor based Parking Management Systems with mobile phone access can cost from \$1M - \$5M for a City with city owned parking the size of Menlo Park. The costs shown are for the first year (year 1 only) of the project. Costs will extend into the next 5 year planning cycle.	L	\$ 1,000,000	\$ 5,000,000	Comm Serv								\$ 1,500,000
63	Constituent Satisfaction Surveys	Investigate if CivicPlus has this capability. Use CivicSend module of CivicPlus	M	\$ 5,000	\$ 10,000	City Manager, Comm Serv, Comm Dev					\$ 10,000			
64	Laptop Borrowing Program	Acquisition of 3-5 laptops with carrying cases	L	\$ 4,000	\$ 6,000	Library						\$ 3,000	\$ 2,000	
65	Library Subscription Provider Statistics	Outside Resource to help with the reporting necessary for gathering/assembling statistics	M	\$ 5,000	\$ 10,000	Library				\$ 4,000	\$ 3,000			
66	HVAC Zonal Climate Control System	Remote access by staff of Library HVAC monitoring and control	L	\$ 8,000	\$ 12,000	Library						\$ 6,000	\$ 3,000	
Gov 2.0														
67	Citizen Request Management (CRM)	Considering module from the ERP/Land Management Initiative	M	See above	See above	All Departments		See Above	See Above	See Above	See Above	See Above	See Above	
68	Online Payments, Transactions, and Services	See ERP	H	See above	See above	All Departments		See Above	See Above	See Above	See Above	See Above	See Above	
69	Video/Web Conferencing	City to Investigate Office 365 using Skype for Business. Linked and Dependent on Network Redesign. Annual Subscription for video/web conferencing from City conference rooms.	L	Annual Subscription Based		All Departments					\$ 1,800	\$ 3,600	\$ 6,000	
70	Council Chambers Audiovisual Systems	In progress	L	\$ 15,000	\$ 30,000	City Manager, City Council, Departments		\$ 20,000						

Initiative #	IT Initiative	Comments	Priority	Budget Range		Dept(s)	Funding Source(s)	Current 2016 Fiscal Year	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)
				Low	High									
71	Conference Room Audiovisual	In progress. Linked and Dependent on Network Redesign. Annual Subscription for video/web conferencing from City conference rooms. Cost based on 5 conference rooms at \$5,000 - \$7,500 per room.	L	\$ 25,000	\$ 40,000	All Departments		\$ 30,000						
72	Social Media Policy and Procedures	This needs to include Risk Management and City Attorney. Cost is for outside resource to assist in the development of policies and procedures.	H	\$ 2,500	\$ 7,500	All Departments		\$ 7,500						
73	Mobile Computing	See Work Orders, Land Management and ERP	H	See above	See above	Comm Serv, Comm Dev, Public Works		See Above	See Above	See Above	See Above	See Above	See Above	
74	Newsletter	Considering using CivicPlus CivicSend capabilities - See Website Improvements above	L	See above	See above	All Departments, Citizens, the Public		See above	See above	See above	See above	See above	See above	
75	Dual Monitors	Part of replacement policy, cost effective and high ROI	M	n/a	n/a	All Departments		n/a	n/a	n/a	n/a	n/a	n/a	
IT Infrastructure														
76	IT Computer Room and Teledata Closet Improvements	Computer rack spacing from wall insufficient, no fire suppression	TP	\$ 150,000	\$ 250,000	IT		\$ 220,000						
77	Wireless Network	Two generations behind.	H	\$ 100,000	\$ 150,000	All Departments		\$ 158,400						
78	Internet Bandwidth	Sufficient today	L	\$ 50,000	\$ 100,000	All Departments				\$ 94,600	\$ 24,000	\$ 24,000		
79	Electronic Mail (Exchange)	Build out DAG for Exchange, need Archive & Records Retention	H	\$ 10,000	\$ 15,000	All Departments		\$ 30,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	
80	Enhanced Internet Security and Connectivity (DMZ)	Improved filtering subscription, staff to complete SFTP	H	\$ 1,500	\$ 2,500	IT		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
81	Remote Access Upgrade	Remote access for staff	H	\$ 10,000	\$ 20,000	All Departments		\$ 20,000						
82	Network Redesign	Resiliency, firewalls to separate PD & SCADA	TP	\$ 200,000	\$ 400,000	All Departments		\$ 275,000	\$ 100,000					
83	Core Switch Replacement	Core switch replacement (current to be re-allocated)	H	\$ 100,000	\$ 150,000	All Departments		\$ 220,000						
84	Power Distribution	Do in conjunction with computer room remodel	M	\$ 5,000	\$ 7,500	IT		\$ 15,000	\$ 7,500					
85	Virtual Server Migration	Vmware & OS Licensing Upgrades, Vmotion and additional servers	M	\$ 50,000	\$ 125,000	All Departments		\$ 101,200	\$ 50,000					
86	Storage Area Network (SAN) Upgrade	Replacement SANs - Administration first.	M	\$ 75,000	\$ 125,000	All Departments		\$ 163,240	\$ 100,000			\$ 50,000		
87	Technology Support for the EOC	Video display & wireless upgrade	M	\$ 25,000	\$ 60,000	IT, EOC		\$ 5,000	\$ 25,000		\$ 25,000			
88	Redundant CAD/RMS System	Backup virtual instance in separate computer room	M	\$ 25,000	\$ 25,000	IT, Police					\$ 25,000			
89	Computer Upgrades (Windows XP & Office)	Windows XP Cleanup & Consistent version of Office	H	\$ 27,000	\$ 27,000	All Departments		\$ 30,000						
90	Video Camera and Surveillance System (Citywide Standard)	Initially, centralized management system, then expand	M	\$ 200,000	\$ 400,000	IT, Police		\$ 115,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,000		
91	Secure Managed Access (Wireless/Keyless Security)	Consolidate two systems into one & expand card reader	M	\$ 25,000	\$ 75,000	IT, Police			\$ 50,000	\$ 25,000				
IT Operations														
92	Help Desk Ticketing System	Spiceworks will be sufficient	H	\$ -	\$ 6,000	All Departments		\$ 6,000						
93	Mobile Device Management	MAS360 integrates with Spiceworks	M	\$ 2,500	\$ 7,500	All Departments			\$ 5,000					
94	Network Management Tools (Alerts/Alarms)		M	\$ 25,000	\$ 50,000	IT			\$ 25,000	\$ 25,000				
95	IT Support Metrics		M	\$ -	\$ 6,000	All Departments			\$ 6,000					
96	Desktop Management	Desktop patch management	H	\$ 15,000	\$ 25,000	All Departments		\$ 11,000	\$ 6,000					
97	IT Automation Tools (Patch Management)	Expand patch management to servers & network equipment	M	\$ -	\$ 6,000	All Departments			\$ 6,000					
98	IT Policies and Procedures		TP	\$ 5,000	\$ 7,800	IT		\$ 7,800						
99	IT Procurement Practices		M	n/a	n/a	IT		n/a	n/a	n/a	n/a	n/a	n/a	
100	IT Cost Recovery (IT Budget Allocations)		M	n/a	n/a	IT, City Manager, Finance		n/a	n/a	n/a	n/a	n/a	n/a	
IT Security														
101	Disaster Recovery Planning		M	\$ 10,000	\$ 25,000	All Departments				\$ 15,000				
102	Backups	Move to disk to disk to cloud	H	\$ 50,000	\$ 100,000	IT		\$ 75,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
103	IT Security Assessment		M	\$ -	\$ 25,000	All Departments				\$ 25,000				
104	PCI Compliance		M	\$ 10,000	\$ 25,000	Finance, All Departments				\$ 10,000	\$ 15,000			
105	Records and Data Retention		M	\$ 15,000	\$ 20,000	All Departments					\$ 18,000			
106	Two-Factor Authentication	Vendors - PD	H	\$ 12,000	\$ 18,000	IT, Police		\$ 15,000						
107	SCADA Security	Firewall are above	H	\$ 5,000	\$ 15,000	IT, Pub Works		\$ 11,000						

Initiative #	IT Initiative	Comments	Priority	Budget Range		Dept(s)	Funding Source(s)	Current 2016 Fiscal Year	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)
				Low	High									
	Telecommunications													
108	Phone System Redundancy		M	\$ 25,000	\$ 50,000	All Departments			\$ 35,000	\$ 2,000	\$ 2,000	\$ 2,000		
	IT Staffing													
109	Network/Systems Engineer		TP	\$ 140,000	\$ 224,000	IT		\$ 182,000	\$ 187,460	\$ 193,084	\$ 198,876	\$ 204,843		
110	Enterprise Applications Support Specialist		H	\$ 126,000	\$ 161,000	IT, All Departments		\$ 140,000	\$ 144,200	\$ 148,526	\$ 152,982	\$ 157,571		
							\$ 50,000	\$ 2,039,140	\$ 2,378,810	\$ 1,851,010	\$ 1,111,957	\$ 632,914	\$ 4,000,000	





# Appendix – IT Master Plan Initiatives

The following section contains the *IT Master Plan Initiatives Workshop* documentation in its entirety.

*Information Technology Master Plan*

# Appendix: IT Initiatives

*February 1, 2017*



*Client Locations*  
**Coast-to-Coast**

*Practice Locations*  
**California**  
**Illinois**  
**Minnesota**  
**North Carolina**

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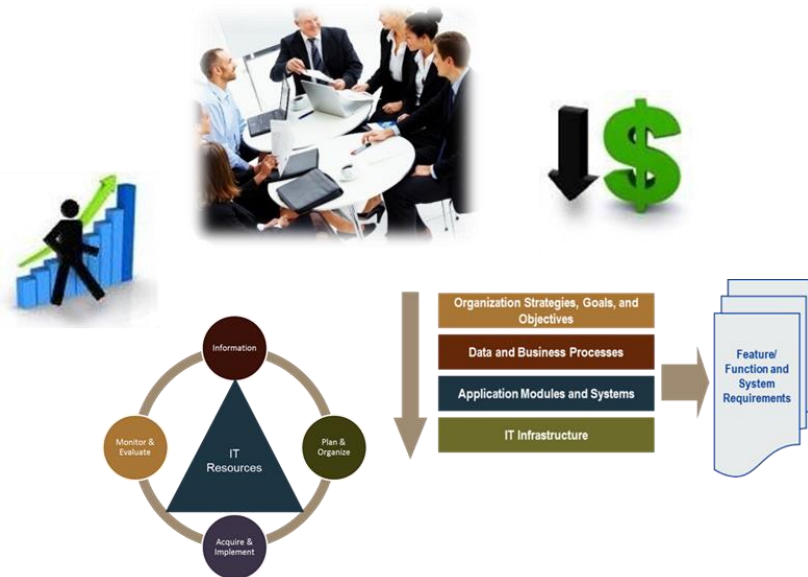


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*Best Practices* are methods that consistently provide results greater than those achieved with other methods. We believe that the following best practices will enhance the City’s ability to select, procure, and maintain solutions that are more effective in the future, as well as improve overall productivity of staff.

1. Return-on-Investment Considerations
2. IT Governance
3. COBIT
4. ITIL
5. Applications Management Best Practices
6. Applications and User Licensing Inventory
7. User Training and Support
8. Training Room
9. Software Selection Best Practices
10. Project Planning and Implementation Best Practices
11. Maintaining Software Updates
12. IT Project and Services Portfolio
13. Sustainability Planning
14. Cloud Computing
15. Centralized Land and Parcel Management





## 1. Return-on-Investment Considerations

### IT Infrastructure, Operations, and Support

Limiting the number of software and technology vendors supporting City functions will decrease IT infrastructure, operational costs, and support costs in the medium-to-long term. The following is a list of technology areas impacted when determining the number of applications necessary to support and maintain an organization's core business solutions:

- **Hardware** – Servers required to house the applications
- **Software** – Additional software, such as key operational software applications, and the number of different database tools required to support core applications
- **Licensing** – Increased licensing due to an increased number of vendor applications and various associated database tools
- **Business Continuity** – Increased Disaster Recovery Planning effort, testing, and recovery complexity to support multiple-vendor applications
- **Support Costs** – IT support costs for hardware and software as vendor application volumes increase
- **Operation Costs** – Increased training for employees to meet expertise requirements as more vendor applications and different database tools are introduced

Further analysis outside of the scope of this project would be required to determine specific potential cost savings.

### Departmental Labor Costs

Many organizations do not adequately understand the impact that improved automation—and the resulting reduction in manual processes and shadow systems—will have when considering implementation of new systems or conducting process improvement analysis. Most productivity analyses show that, over time, labor cost savings far exceed the cost of reasonable automation efforts. The savings associated with the avoidance of one new hire or the elimination of a position due to natural attrition may be \$40,000 to \$70,000 or more per year (including total payroll, taxes, benefits, and other costs). The life of some new systems should be over ten years, making the savings from the avoidance of just one new hire and/or elimination of vacant positions the equivalent of \$400,000 to \$700,000 over ten years. Ten years should be the minimum expected life cycle for major/large applications systems.

### Return-on-Investment (ROI) for Applications Systems

Improved utilization of applications systems can result in immediate and sustained savings in time spent performing specific tasks or processes. These individual improvements do not always equate to immediate, “hard” savings. They may result in intangible benefits to the City, the population that the City serves, or cumulative savings from reduced long-term personnel needs.

### User Training and Support

Applications software is continually evolving. Improvements and enhancements are made yearly. Maintaining staff efficiency and improving productivity over time requires ongoing training of all staff. Users are typically not trained on all aspects or capabilities of particular software applications or other technology-based tools during initial implementation. Therefore, it is important for the organization to develop methodologies to carry out functionality use, reporting, and training requirements in order to utilize the City's important technological assets to their fullest potential over time.

## Calculation Examples

Whenever possible, we recommend that staff calculate tangible and intangible benefits when requesting approval for a project. The following calculations can be utilized in those efforts. We believe in being conservative and practical. Exhaustive ROI studies should not be necessary. Focusing on a limited number of reasonable examples, as outlined here, should normally be sufficient to provide adequate justification for strategic projects.

**Labor Efficiency Savings** = **Labor Hours Saved X Gross Hourly Rate**

**Tangible Labor Cost Savings** = **New hire avoidance, elimination of position through attrition, consolidation of work load and positions, etc.**

### Hard Cost Savings

- Hardware
- Software
- Maintenance
- Inventory Reductions



### Intangible Benefits

- Increasing Levels of Service
- Improved Service to Public Users
- Safety
- Transparency
- Improved Public Communication
- Improved Employee Communication and Satisfaction
- IT Planning and Improvements



## Return-on-Investment (ROI) Considerations

A study conducted by Macquarie University<sup>1</sup> discovered the following:

- Overall ROI in IT projects is around 30%.
- The projects that deliver at least some benefits should be about 52.5%.
- Successful IT projects can have an ROI of around 400%.

<sup>1</sup> Macquarie University, 2006.

## 2. IT Governance

### Findings and Observations

The City requires cooperative technology to meet its goals. The Information Technology Master Plan implementation provides a great opportunity for City departments to collaborate on future technology use and applications.

#### *IT Governance*

Traditionally, key IT decisions are made by IT professionals and a select few organization managers. This does not always ensure the most effective benefit to all stakeholders (all departments and constituents). IT governance can provide a collaborative forum for major decisions, planning, internal communication, and department/staff training regarding such matters. IT governance is committed to the stewardship of IT resources on behalf of the stakeholders who demand a benefit and/or return on the investment.

#### *IT Steering Committee*

The IT Steering Committee is a group of employees and managers from a variety of departments and disciplines that provide long-term direction and oversight for an organization's IT resources. This committee can provide a stabilizing influence and focus for development of organizational concepts and planning. Some of the responsibilities the group may carry out include:



- Identifying and developing of technology initiatives
- Prioritizing initiatives
- Monitoring and reviewing initiatives
- Project management of IT Master Plan implementation
- Providing a forum for lessons learned during implementation of technology projects
- Providing an initial review process of technology-related projects requested by individual departments
- Reviewing and providing feedback on long-term unresolved Help Desk issues
- Developing and reviewing standards and policies
- Updating standards and policies as changes occur in the organization and technology
- Helping to achieve support across the organization
- Reviewing Help Desk statistics, issues, and long-term unresolved needs
- Acting as a sounding board for management and staff

Implementation of IT Governance can be an effective forum for departments to become more knowledgeable about technology and how it can be used effectively to enhance customer service and create efficiencies throughout the City's business process environments.

### Recommendations

Assemble and formally implement an IT Steering Committee, including an IT Steering Committee Charter, to discuss technologies and recommend priorities, assist in policy development, communicate with department staff, and manage, as well as oversee the implementation of the IT Master Plan.

It is recommended that the City consider engaging *CLIENTFIRST* to review the IT Steering Committee Charter in order to make specific recommendations and to assist in conducting a Steering Committee Development Workshop, including make-up of Steering Committee



members and structure, as well as review Steering Committee roles and responsibilities. As part of the same engagement, *CLIENTFIRST* would also conduct a workshop to cover and educate on Steering Committee best practices.

Utilize the IT Steering Committee as the initial forum for the IT Division and other Departments to propose/present new technology-related projects to ensure best practices are followed and applied to the review, selection, approval, procurement, implementation (project management), and ongoing technology maintenance.

The IT Governance strategy and implementation of an IT Steering Committee can be an effective forum for departments to become more knowledgeable about technology and how technology can be used effectively to enhance customer service and create efficiencies throughout the City's business-process environments.

## Benefits

- More transparency, responsibility, and accountability
- Prioritization of initiatives
- Improved compliance and consistency
- Enhanced communication and collaboration
- Higher degree of business and technology alignment
- Widespread personal and professional growth

## Next Steps

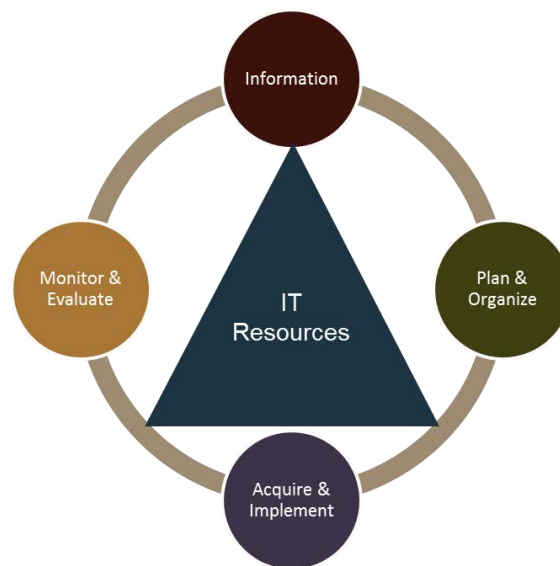
- Determine potential IT Steering Committee members who are:
  - ◆ Interested in participating on the Steering Committee
  - ◆ Have the ability to speak for Department Head
- Develop and implement an IT Steering Committee focused on:
  - ◆ Determining priorities, based on limited IT resources
  - ◆ Annual IT budget review and prioritization
  - ◆ IT policy reviews
  - ◆ New project reviews and feedback
  - ◆ Lessons learned from ongoing projects
- Determine representation of all departments on the Steering Committee for regular IT communication, ongoing education, and continued collaboration.
- Assign a lead and/or sub-committee for all IT Master Plan initiatives.
- Monitor and discuss active/in-process IT Master plan initiatives at each Committee meeting.
- Form sub-committees, as appropriate.



### 3. COBIT

Control Objectives for Information and related Technology, also known as COBIT, helps to ensure alignment of IT with the environment through the adoption of incentives, metrics, and oversight. IT governance is the responsibility of executives and the Board of Directors, and consists of the leadership and organizational structures and processes that ensure that the enterprise's IT sustains and extends the organization's strategies and objectives. For IT to be successful in delivering, management should put an internal control system or framework in place. The COBIT control framework contributes to these needs by:

- Making a link to the organization's requirements
- Organizing IT activities into a generally accepted process model
- Identifying the major IT resources to be leveraged
- Defining the management control objectives to be considered



The orientation of COBIT consists of linking organizational goals to IT goals, providing metrics and maturity models to measure their achievement, and identifying the associated responsibilities of organization and IT process owners. The benefits of implementing COBIT as a governance framework over IT include:

- Better alignment, based on an organizational focus
- A view of what IT does that is understandable by management
- Clear ownership and responsibilities, based on process orientation
- General acceptability with third parties and regulators
- Shared understanding among all stakeholders, based on a common language

COBIT is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues, and business risks. COBIT enables clear policy development and best practices for IT control throughout organizations. COBIT emphasizes regulatory compliance, helps organizations to increase the value attained from IT, enables alignment, and simplifies implementation<sup>2</sup>. *CLIENTFIRST* utilizes the concepts from COBIT throughout its IT Planning process.

<sup>2</sup> www.isaca.org – COBIT, 2009.

## Staff Feedback

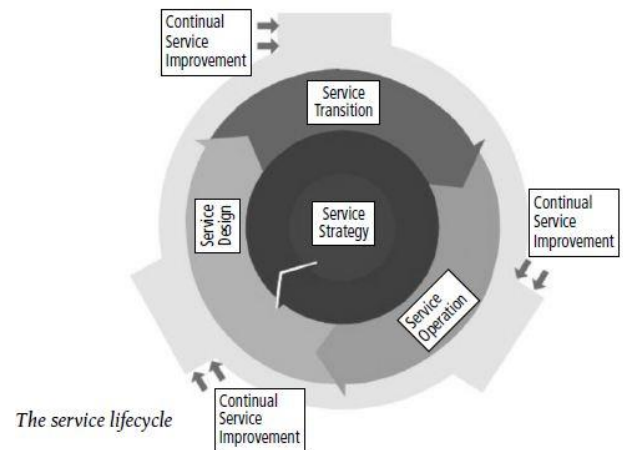
- IT – IT has had challenges with COBIT especially when it comes to citywide planning of best practices framework. Organizational requirements often are not defined or audited.

## Benefits

- Reduction in unplanned work
- Increase in number of successful changes
- Improved operations management
- Secure sharing of infrastructure and asset information
- Increased anticipation and management of technology upgrades
- Reduction in total cost of ownership

## 4. ITIL

This lifecycle approach to IT organization results in strategies that align service management with business strategy, structures IT services to meet the real business environment, and builds a support model for the day-to-day procedures needed to support business objectives. Through an understanding of Information Technology Infrastructure Library (ITIL) and how it relates to IT operational environments, *CLIENTFIRST* can identify the strategy and resources needed to accomplish the business objectives based on the current structure of the IT Division.



ITIL provides a common framework understood by suppliers, clients, vendors, and businesses through a set of global standards. *CLIENTFIRST* utilizes these concepts for service delivery throughout its IT planning process to provide a sound approach to support IT initiatives<sup>3</sup>. ITIL is a framework intended to assist organizations with the alignment of IT operations with business objectives through an IT service strategy of continuous realignment. ITIL is considered a best-practice approach to IT service delivery that can be molded to fit all organizational structures. ITIL v3 groups IT service into four (4) categories: Strategy, Design, Transition, and Operation. *CLIENTFIRST* recommends that all IT Managers obtain at least foundational certification in ITIL.

## Benefits

- Reduction in unplanned work
- Increase in number of successful changes
- Improved operations management
- Secure sharing of infrastructure and asset information
- Increased anticipation and management of technology upgrades
- Reduced recovery times
- Reduction in total cost of ownership
- Improved alignment of technology with business requirements and needs

<sup>3</sup> www.itil-officialsite.com – ITIL, 2009.



## 5. Applications Management Best Practices

### Findings and Observations

The City utilizes over 136 different software applications or modules throughout all departments. Major systems include:

Application Functionality	Vendor
Financial/Accounting Management	Cayenta
Personnel Management	ADP Workforce Now
Land Management	Tidemark
Work Orders/Maintenance and Asset Management	None
Public Safety CAD/RMS	RIMS
Electronic Document and Records Management	ApplicationXtender
Geographic Information System (GIS)	Esri

A more comprehensive example listing of City applications is included below.

*Note: This is not an official inventory.*

- 3SI Technological
- Adobe
  - ◆ Acrobat Reader
  - ◆ Acrobat XI Pro
  - ◆ Creative Suite/Cloud
  - ◆ Illustrator
  - ◆ InDesign
  - ◆ Photoshop
  - ◆ Premiere
- ADP Workforce Now
  - ◆ Employee Benefits Tracking
  - ◆ Human Resources
  - ◆ Payroll
  - ◆ Performance Evaluations
  - ◆ Time Tracking
- Alco-Sensor IV
- ALLDATA Online
- Apple iTunes
- ApplicationXtender
- ArborAccess
- BaseCamp
- BEC System
- Box.com
- Cal Photo
- CalOpps
- CalPERS
- Cayenta
  - ◆ Accounts Payable
- ◆ Ad Hoc Reporting
- ◆ Financial Reporting
- ◆ General Ledger
- ◆ Requisitions and Purchasing
- CCIN
- CDMIS
- Cellebrite
- Citrix work order system
- CivicPlus
  - ◆ Calendar
  - ◆ Intranet
  - ◆ Subscriber Notifications
  - ◆ Website Content Management
- CNIPS
- Comcate
- Cummins INSITE
- Digital Watchdog
- Direct Connect
- DOJ
- Dropbox
- Duncan Systems
  - ◆ Autocite
  - ◆ Autoissue
- eGov
  - ◆ Class Registrations
  - ◆ Email Marketing
  - ◆ Reporting
- ◆ Room Rentals
- ENERCALC
- Esri
  - ◆ ArcCatalog
  - ◆ ArcMap
- Eventbrite
- Evernote
- Facebook
- Fill & Sign PDF Forms
- Firefox
- Ford Diagnostic Solutions
- Geocortex viewer for Silverlight
- Google Chrome
- Google Earth
- Google Maps
- Gov QA
- Granicus
- HdL Prime
- Hub Manager
- Innovative Sierra
- Insight e-Tools
- MAC Final Cut Pro
- Microsoft
  - ◆ Access
  - ◆ Excel
  - ◆ Internet Explorer
  - ◆ Outlook
  - ◆ Paint
  - ◆ PowerPoint



- ◆ Project
- ◆ Publisher
- ◆ Skype
- ◆ SQL Server
- ◆ Word
- MP GIS
- Musco Control-Link
- Open Budget
- Paypal
- PBT Group TEAMS
- Phoenix
- Print Wizard
- QuickReg
- QwikRegister
- Rain Master, Evolution II
- RD Client
- Redflex Traffic Systems
- RIMS
  - ◆ CAD
  - ◆ CLETS
  - ◆ Digital Imaging
  - ◆ E911
  - ◆ Mapping
- ◆ Mobiles
- ◆ Property
- ◆ Reports
- ◆ RMS
- ◆ Training
- Ron Turley and Associates (RTA)
- Sage
- SAM
- SCADA Wonderware
- ShoreTel Communicator
- Signage Manager
- SketchUp
- SmugMug
- SonicWALL / VPN
- SonicWALL
- SS-Verification Dept. Homeland Security
- SurveyMonkey
- Team Sideline
- TeleStaff
  - ◆ Comp Time
  - ◆ Scheduling
  - ◆ Shift Bidding
- ◆ Shift Swaps
- ◆ Vacations
- TextMe
- Tidemark
  - ◆ Code Enforcement
  - ◆ Mobile Inspections (TES/TIM)
  - ◆ Parcel/Address Management
  - ◆ Permits
- TM1
- Training Information Management Systems (TIMS)
- Trimble Field Service Management
- Turbo Data Systems
  - ◆ eAppeals
  - ◆ ticketPRO
- Verifone Omni 3730
- Viewu
- Virtual Merchant
- West Coast Arborist mobile app
- XC2

Many City software applications, modules, and systems are underutilized, resulting in loss of productivity due to manual processes, inefficient workarounds, and inefficient or unnecessary reconciliations. Additional user training is needed for many software applications (see *User Training and Support* initiative). The City does not have sufficient resources to document practices and procedures, develop needs for applications systems, prioritize needs, evaluate solutions, and identify sufficient implementation and ongoing management and support resources for these solutions. Additionally, the City has insufficient effective IT resources to ensure quality applications utilization, increase department process improvements, and gain significant efficiencies in labor throughout the organization.

Gaining greater utilization of the existing application modules is vital to significant increases in productivity by staff throughout the City. The ability to accomplish this is difficult because of limited resources and the diversity of applications providers in use.



### Future Applications Management Best Practices

The City can benefit greatly by changing traditional applications management practices. Use of the following recommendations can lead to improved functionality, use, and increased overall productivity.

### Future Applications Roles and Responsibilities

Applications support and management roles and responsibilities will have to be identified and assigned to departments' operational applications and modules. We recommend starting with:

- ERP (Finance and Accounting)
- Personnel Management
- Permitting
- Contact Management
- ECMS
- Work Orders/Maintenance and Asset Management
- CAD/RMS and Citations

		Financial Management					
	General Ledger	Budgeting	Bank Reconciliation	Project Accounting	Purchasing and Requisitions	Accounts Payable	Accounts Receivable
PO	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
SI	John	Robbie	Denise	Thomas	Sherry	Pat	John
AA	John	Robbie	Denise	Thomas	William	Robert	Robert
NP	Jody	Robbie	Thomas	Lorrie	Debbie	Pat	Jerry
RR	Rich	Rich	Rich	Rich	Rich	Pat	Rich
FL	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
SI	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
NP	Jody	Robbie	Denise	Thomas	Sherry	Pat	Robert
RR	Rich	Rich	Rich	Rich	William	Robert	Jerry
NP	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
NP	Jody	Robbie	Denise	Thomas	Sherry	Pat	Robert
RR	Rich	Rich	Rich	Rich	William	Robert	Jerry

Identification and assignment will help the City spot capable resources to fulfill the roles and responsibilities for Applications Management Best Practices in the future.

#### Process Owner

- Staff “resident expert” who is responsible for a given departmental process or function
- May also be responsible for oversight and delivery of the daily, weekly, monthly, and annual processes that the application or module is utilized to fulfill
- Primarily makes final decisions on process policies, procedures, and deliverables for their area of expertise
- Stays current with the applicable industry best practices, technology, and applications capabilities
- Stays current with existing applications vendors’ capabilities, offerings, and enhancements

#### Application Champion

- An expert on a specific application or module
- Possesses greatest knowledge of application or module
- Lead trainer or support person for other staff that utilizes application or module
- Usually has formal training and is responsible for application configuration setup and changes on an ongoing basis
- Often trained to provide ad hoc report writing capabilities for the application or module
- Stays current with the applicable industry best practices, technology, and application capabilities
- Stays current with existing application vendors’ capabilities, offerings, and enhancements

#### Business Process and Application Analyst

- Assigned to work with process owners, application champions, report writers, and users
- Reviews business processes, current utilization of application, manual processes, and shadow systems (i.e., spreadsheets and other databases) in an effort to increase automation, improve efficiencies, and increase utilization of the core business application
- Assists in the development of user, application, and process requirements
- Assists in developing and documenting standard operating procedures (SOPs)

**Note:** An Application Analyst may be a person already fulfilling one or more of the above roles.





### Ad Hoc Report Writer

- Aptitude to develop ad hoc reports using vendors' report writing tools, which may include third-party tools such as Crystal Reports, Cognos, or Microsoft SQL Server Reporting Services (SRSS)
- Assigned as the “go-to” person for ad hoc reports that other users cannot quickly generate on their own

IT roles and responsibilities should be defined by application module. Consider taking the following actions:

- Identify role of IT for a given application or module (primarily server and network support).
- Departments are to take as much responsibility as possible for applications management of modules utilized by their primary business-process functions, as the IT Division does not currently and will never have all the resources to fulfill all applications management support and maintenance roles for the entire organization.

Please note that the organization may not have an identified resource in some instances, and that some applications may not require certain roles. It is also likely that, in some instances, the same person(s) will fulfill more than one role for a given application/module.

### Business Department Application Training

As applications software changes and grows in complexity, training staff to use software properly becomes more critical. We believe that a renewed emphasis on targeted staff training on the City's applications software will pay off significantly in increased staff effectiveness and productivity. An inventory of high-priority training is essential to achieve expected productivity. The City can identify and assess future training needs for all applications and users upon completion of an application/user matrix (see *Applications and User Licensing Inventory* initiative).

### Staff Feedback

- HR – ADP's performance evaluation software is licensed but not implemented

### Recommendations

- Departments should be encouraged to become more responsible for changes to application setup and configurations with assistance from IT. If department personnel are unable to make these changes, training should be provided.
- Training department personnel to perform their own simple report writing (basic listings and extracts in tabular form) is challenging, but beneficial. More complex reporting often requires specific understanding of database structures in the application. There is currently very limited capacity to provide such support from IT.
- Consider adding more specialized application/business analyst personnel and database administration to the IT Division to provide increased and improved applications support to departmental users for departmental business applications (e.g., ERP, Personnel Management, Permitting, ECMS, CAD/RMS, Work Orders/Maintenance Management etc.)
- Over time, we believe that applications utilization by departments will improve if applications sponsors (Process Owners and Application Champions) take a more active role in monitoring upcoming functionality improvements from new software releases that will benefit the City. In addition, it would be helpful if applications sponsors and sponsoring departments monitored and discussed applications usage with other peer organizations and entities to gather information and potential productivity improvements that could be incorporated into the City's systems.



- Specifically assign a process owner, application champions, primary business analysts, applications administrators (setup and configuration responsibility), and ad hoc report writers for each application or module.
- Key assignments should encompass responsibility for understanding industry best practices and solutions or processes available, and taking the lead in continually assessing and inventorying needs.
- Inventory current and future feature/function, reporting, training, and support gaps, and maintain improvement needs lists

## Benefits

- Increased use of applications features resulting in higher return on software investment
- Higher degree of user independence and less reliability and cost for vendor assistance
- Identification of applications user roles and responsibilities
- Improved efficiencies and productivity
- Improved customer service

## Next Steps

- Each department should complete Application/User Matrices for current and future applications usage and applications management roles, and IT Steering Committee should review completed matrices.
- Identify process owner(s) for each module, or insert “N/A” if not applicable.
- Identify application champion(s) for each module.
- Identify application analyst(s) for each module, or insert “N/A” if not applicable.
- Identify ad hoc report writers, or insert “N/A” if not applicable.
- Differentiate (e.g., by color shading, annotations, etc.) if individuals are expected to assume roles in future with additional training.
- Define IT Division roles and responsibilities for all applications or modules.

## 6. Applications and User Licensing Inventory

### Findings and Observations

A citywide *applications and user inventory* can be helpful in understanding/confirming licensing compliance, over/under seat license needs, and identifying training and user roles mentioned in the *Applications Management Best Practices* initiative.



### Recommendations

- Create an inventory of all organization software applications/modules currently in use, as needed. This is necessary for multiple initiatives/projects and developing and budgeting a multi-year user training budget.
- Identify all current user license holders, as well as those that need additional licenses.
- Determine which users that don't have a valid need for a license and determine if these licenses can be transferred to other users.
- Identify user's roles as "F" (Full), "I" (Inquiry), or "R" (Reporting Only).
- Recommend differentiating between current/licensed and non-current/non-licensed users, so that budgeting can be addressed for additional user-license requirements.
- Determine software applications that can be run centrally from a server or shared computer for infrequent users.
- Obtain ongoing sustainability cost estimates.
- Consider development of an IT Applications Support Portfolio to document departmental ownership and IT Division service-level agreements (SLAs).

### Benefits

- Assurance that investment in licenses are matched to users truly in need
- Assurance that investment of licenses match the organization's software needs
- Better ability to identify potential integration requirements
- Ability to obtain proper support and reference information for licensed software
- Ability to better schedule and conduct training for staff, based on software usage
- Better, well-informed decision making for applications acquisitions or maintenance cancellations
- Potential reduction in applications license and maintenance fees by cancelling applications no longer in use
- Mitigation of legal risk from use of non-licensed software

## 7. User Training and Support

Software systems are tools utilized to conduct business operations. Like other tools (e.g., phones, audiovisual equipment, backhoes, plotters, equipment, etc.), gaining greater utilization of these tools through sufficient training and installation of other available software modules (tools) is key to significant increases in productivity and greater efficiency, as well as achieving cost savings in many areas.



### Findings and Observations

- Software applications that are underutilized will gain significant increases in staff productivity if more training were provided.
- A complete inventory of all applications and/or modules by department and user does not currently exist.
- This list can be helpful in understanding and confirming licensing compliance, over/under seat license requirements, and identifying training needs and user-responsibility roles, as discussed in the *Applications Management Best Practices* initiative.
- Examples of requested training are included below.

### Staff Feedback

- CMO – Need training on Photoshop
- CMO – Need training on Basic GIS
- CMO – Need training on Granicus
- CMO – Need training for staff on new technologies
- Comm. Dev. – Need training on Microsoft Office (Word/Excel/PowerPoint )
- Comm. Dev. – Need training on Tidemark (+ any successor permitting system)
- Comm. Dev. – Need training on Adobe Acrobat
- Comm. Dev. – Need training on SQL Server/other database systems
- Comm. Dev. – Need training on updating menlopark.org website
- Comm. Dev. – Need training on Social media/other new communications methods
- Comm. Dev. – Need training on existing scanning equipment
- Comm. Serv. – Need training on eGov
- Comm. Serv. – Need training on branding standards
- Comm. Serv. – Need training on website use
- Comm. Serv. – Need training on MS Office applications
- Comm. Serv. – Need training on graphic design
- Comm. Serv. – Need training on Adobe Creative Suite
- Comm. Serv. – Need training on financial applications
- Finance – Need beginner and advanced Microsoft Office (Word, Excel, PowerPoint) training
- Finance – Need citywide Cayenta training
- HR – Need training on ADP
- HR – Need training on Cayenta
- HR – Need training on CalPERS
- Library – Need training on Cayenta
- Library – Need training on Outlook (e.g., calendar functions, mass email importing/sending, etc.)
- Library – Need training on ADP portal
- Library – Need training on phone basics (e.g., transfer, pickup, park/unpark, forwarding calls)

- Library – Need training on intranet searches
- Library – Need training on marketing form request procedure/details
- Police – Dispatchers need true training in the use of Blackboard
- Police – Need Adobe Design Studio training
- Police – Need training on Excel
- Police – Need training on Portable Wireless Camera system
- Police – Need training on 3SI technology for GPS tracking purposes
- Police – Need training on Training Information Management Systems (TIMS) to track department inventory specifically in regards to weapons
- Police – Need training on Windows Explorer
- Police – Need training on Word
- Police – Need training on Excel
- PW – Need training on ApplicationXtender
- PW – Need training on AutoCAD
- PW – Need training on Comcate functions
- PW – Need training on Internal Web-based GIS
- PW – Need training on Tidemark

### Return-on-Investment (ROI) Consideration

- In a study conducted by Nucleus Research, an organization drove productivity gains of up to 50% through ongoing, successful user trainings<sup>4</sup>.

### Recommendations

- Complete the Applications/User Matrices by department and user.
- Identify all current user license holders, as well as those that need additional licenses.
  - ◆ Conduct a survey, by user, to determine what training would be helpful and to determine actual need and planned attendees. This should be driven by department managers to elicit participation when training is made available.
- Identify approximately 500 square feet of space for use as a Training Room (See *Training Room* initiative).
  - ◆ Optimum configuration would be twelve PCs and two printers for hands-on training.
- Determine strategies for accomplishing training needs:
  - ◆ Self-learning aids
  - ◆ Internal classes (internal or external trainers)
  - ◆ On-site vendor training
  - ◆ Lunch-and-learns
  - ◆ Go-to Application Champions
  - ◆ Training opportunities at software vendor annual user conferences
- Create a repository of basic “how to” training aids and other training information (e.g., videos, past class information, etc.)
- Consider procuring a screen capture video solution to assist with developing internal video training aids.



<sup>4</sup> Nucleus Research, 2010.



- Current and future needs can be evaluated and prioritized through a combination of mechanisms, including the IT governance function.
- Consider class attendance as a factor in performance evaluations. This can be accomplished by having department management involved and agreeing to which classes each employee would benefit from.
- Consider efforts to reduce and/or limit the total number of software vendors and databases whenever possible. This will reduce and limit overall cost-of-ownership, support requirements, training, and reporting needs, and improve overall integration capabilities.

## Benefits

- Improved operations management
- Improved utilization and efficiency of software applications
- Activation and use of existing functionality that is currently unknown, but important to the City
- Review and activation of new functionality provided in future applications software releases
- Increased information sharing
- Better identification of training needs
- Increase training alternatives
- Improved software administration (fewer staff required to service user community)



## 8. Training Room

A *Training Room* serves as a great opportunity for staff to become familiar with applications or expand on their current skills. It serves as a best practice to promote professional growth and continued improvement through increased utilization of existing or future organization applications to be released to staff. A dedicated Training Room is also a requirement for all major software implementation projects.



### Findings and Observations

- The City has existing conference and meeting rooms that are multi-use that are often used for training.
- The City will benefit from a full-time Training Room in order to successfully complete the projects outlined in this plan.

### Staff feedback

- CMO – Need a configurable classroom for training staff on systems
- Comm. Serv. – Need City-supported computer labs with latest hardware and software

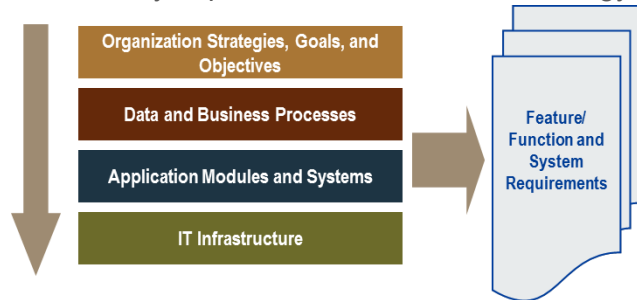
### Recommendations

- The organization should maintain a Training Room for testing applications that are being implemented or for staff to improve upon existing competencies.
- Identify approximately 500 square feet of space for use as a Training Room
- With so many applications in use, a permanent Training Room will be needed if the organization implements ongoing user training, refresher training, and meet other training needs, as well as support applications management best practices.
- A minimum of twelve computers/workstations should be maintained in a room that provides adequate individual space for each workstation.
- Virtual Desktop (VDI) technology is often used for Training Room computers.
- Utilizing the recommended City VDI infrastructure will allow the City to place older PCs in the Training Room.
- Computers can also be used as a lab or resolution environment for staff experiencing extensive computer difficulties or those waiting for a computer replacement.

## 9. Software Selection Best Practices

### Findings and Observations

Selecting the right system and technology is more critical today than ever before, because the efficiency and effectiveness of the organization is directly dependent on its use of technology and information systems. Organizations are realizing they must take greater advantage of automation and technology to ensure a better position to meet growing constituent and public demands. Additionally, many agencies must provide better service to their constituents, users, and the general public, while coping with greater budget constraints.



### Return-on-Investment Consideration

While new software solutions can transform certain operations, processes, and constituent services, consider these facts:

- Without proper preparation, planning, and a methodology for selection and implementation, organizations face many problems and risks, including:
  - ◆ Spending hundreds of thousands—and, potentially, millions—of dollars more than necessary in total cost of ownership
  - ◆ Failed or prolonged implementation
  - ◆ Implementation of systems that still do not meet the organization’s functional needs
  - ◆ Low productivity
  - ◆ Poor contract negotiation position
  - ◆ Lack of and/or reduced integration between other software systems
- Organizations typically fall short of their implementation goals due to one or more of the following factors:
  - ◆ Insufficiently defining system objectives and requirements
  - ◆ Failing to adequately involve both management and users
  - ◆ Underestimating the costs and effort required
  - ◆ Failing to adequately plan for expansion
  - ◆ Failing to properly evaluate software



### STARTLING STATISTICS:

- Only 32% of projects are on time, within budget, deliver all required features and functions, and achieve measurable business and stakeholder benefits.
- Approximately 44% of projects are “challenged” (late, over budget, and/or have less than the required features and functions).
- 69% of project failures are due to a lack of and/or improper implementation of project management methodologies.
- Nearly 40% of those surveyed said that a “lack of employee buy-in and executive support” was the biggest challenge facing a successful implementation.
- A recent customer survey shows that enterprise implementation projects:
  - Have only a 7% chance of on-time implementation.
  - Will likely cost more than estimated.
  - Will likely deliver unsatisfying results (only 21% will realize half or more of expected benefits).
- In a past study of local government enterprise implementations published in *Government Finance Review*, it was found that the average project was 176% over budget and 243% beyond the planned implementation timeline.



- In order for key software systems to be implemented properly and for the organization to reap the full benefits, the organization should utilize a structured analysis and selection methodology. A structured approach to selection and implementation results in significant benefits, including:
  - ◆ Reduced risk of a failed or prolonged implementation
  - ◆ Lower total cost of ownership
  - ◆ Independent and objective analysis of potential alternatives
  - ◆ Well-defined objectives and requirements
  - ◆ An education process for the organization
  - ◆ Selection of technology that meets the organization’s short- and long-term objectives and requirements
  - ◆ Effective contract negotiation through well-prepared and documented needs
  - ◆ Overall project time savings
  - ◆ Improved implementation readiness

### Staff Feedback

- CMO – We don’t always follow a method that leads to the selection of the right software
- CMO – We often have departments go off and buy software that another department already has

### Recommendations

- Utilize best practice selection methodology when evaluating new software solutions (see example work plan below).
- Consider third-party consults when selecting or improving complex or highly specialized solutions.
- Ensure process reviews are completed and detailed feature/function specifications are documented as part of the RFP (see example below).
- Ensure detailed feature/function specifications are utilized with test scripts before going live on new applications implementations.
- Include all stakeholders in each software evaluation and implementation project.
- Ensure detailed feature/function specifications are utilized in post-implementation reviews and ongoing training (see example work plan pages below).

### Benefits

- Reduction in hardware/software requirements
- Reduction in preparation time for deployments
- Better identification of integration requirements
- Reduced license fees
- Increased utilization of applications systems
- More effective due diligence
- Increased staff buy-in, consensus, and morale
- Improved decision making (selecting software that is the best fit for your needs)
- Improved implementation results (time, costs, and results)



Feature Number	Feature / Function / Capability	Standard - Current	Standard - Next	Report Writer	3rd-Party Application	Custom Modification	Not Available	No Response	Comments
<b>Requisitions / Purchasing</b>									
<b>4.000 VENDOR MAINTENANCE GENERAL FEATURES</b>									
4.020	VENDOR – ADDRESSES - Provide for multiple addresses per vendor (must support non-USA addresses) with a minimum of four addresses and five lines each.						1		
4.028	VENDOR APPROVAL - Ability for departments to setup a temporary vendor with only purchasing to approve new vendors.						1		
4.035	ON-LINE REQUISITION/PO APPROVAL - Provide functionality online to route requisitions or purchase orders to appropriate users (or their backup user) with notifications for their approval or disapproval. Allow entry of disapproval notes and ability to restart the approval process if required.	1							
4.036	ON-LINE TRACKING OF APPROVED REQUISITIONS - Ability to use online query for all purchase requisitions that are awaiting the user's approval.	1							
<b>4.041 ENCUMBRANCE ACCOUNTING</b>									
4.042	ENCUMBRANCE ACCOUNTING - Provide all procedural functions of an encumbrance system including verification of budget availability before accepting invoice, requisition and purchase order transactions.	1							
<b>4.046 PURCHASE REQUISITIONS</b>									
4.047	FORMAL BID FUNCTIONALLY - Provide formal bidding functionality and process, which ties with both purchased requisitions and purchase order functions.		1						Future release
4.050	BUDGET / PURCHASE LIMIT CONTROLS - Provide security controls to either allow or disallow amounts to be entered that exceed budget amounts.	1							System either start workflow process, or not route items that exceed budget amount
4.052	RECURRING REQUISITIONS - Allow recording, reporting, retrieval, and editing of recurring requisitions.						1		
4.054	ELECTRONIC REQUISITIONING - Provide the ability to generate electronic requisitions by multiple end-users.	1							
4.099	DEPRECIABLE ASSET - Ability to code items as depreciable assets.	1							This is available at the PO level
<b>4.107 PURCHASE ORDER PROCESSING</b>									
4.109	PURCHASE ORDER GENERATION - Allow items to be split from requisitions to multiple purchase orders.					1			
4.140	PURCHASE ORDER – THRESHOLD AMOUNT - Ability to set a limit (cumulative) for a single vendor in a year for purchases.	1							yearly limit tracked via misc user defined field
4.158	CONTRACT EXPIRATION ALERT - The system should provide a warning or block payments if a contract's insurance has expired.	1							Information is available via drill down
4.160	APPROVALS - Ability for an approval to be routed to multiple approvers, via workflow rules, where either approver, but not both, is not required.	1							
4.194	PURCHASE ORDER COMMITMENT REPORTING - Generate a purchase order commitment report reflecting the dollar amount of anticipated deliveries by vendor.	1							
<b>4.198 INTEGRATION</b>									
4.198	INTEGRATION - ACCOUNTS PAYABLE - Provide for automatic transfer of purchasing information to Accounts Payable (e.g., vendor, address, amount, purchase order number, etc.)	1							
4.199	INTEGRATION - BUDGET - Provide capability to validate funds availability for Requisition and Purchase Order transactions. Allow override capability.	1							
4.202	INTEGRATION - GENERAL LEDGER - Ability to download purchasing card transaction file (.txt) to post transaction detail to General Ledger by general ledger account code. Note: each transaction is associated with a specific general ledger account number in the text file.								standard P-Card integration is available via import into Accounts Payable
4.203	INTEGRATION - PROJECT ACCOUNTING - Purchase Order transactions coded to Projects must integrate with Project Accounting and/or Work Order Management systems.								





Step	Software System Selection Work Plan
<i>Phase 1 – Needs Assessment and Recommendations</i>	
1	Kick-Off and Project Team Development – Hold a formal Kick-Off Meeting, and then work with the Project Manager to finalize the makeup of the selection Project Team and document required roles and responsibilities. Include representatives from all key stakeholder groups.
<i>IT Infrastructure and Staffing Readiness Review</i>	
2	IT Information Meetings and Interviews – Conduct information-gathering activities focused on the ability of the existing IT staff and infrastructure to support the needs of the organization and to review the readiness to implement and support the platform that will be required for the new software system, including:
	IT Network and Infrastructure
	Storage and Backups
	Servers, Server Applications, and Management
	IT Security
	Disaster Recovery
	Desktop Environment
	Printers
3	Documentation – Document information and summarize the required preparation initiatives, findings, and recommendations.
4	IT Assessment Memo – Prepare a memo assessing gap and readiness of IT infrastructure to support the organization's general needs and to support the introduction of the new software system. The memo is to include the following:
	General readiness of IT to support the organization's needs and support the introduction of a new software
	IT Initiatives with findings and recommendations, including the following scope:
	IT Environment and Infrastructure
	IT Applications Support Staffing Structure
<i>Business Department Needs Assessment Interviews</i>	
5	Business Process Review and Feature/Function Analysis – Meet with the identified personnel by functional area and software modules to review existing manual and automated systems and operations, including any custom-developed work-around systems/processes. Include a cross-section of all user types in each needs assessment workshop.
6	System Requirements Documentation – Document information gathered during interview process and develop feature/function requirement specifications specific to your organization.
<i>Phase 2 – RFP Development</i>	
7	Preliminary Vendor Research, Communication, and Coordination – Research vendor community to identify qualified vendors meeting the organization's system and services requirements, and communicate <b>with potential vendors. Vendors do not respond to all RFP's, so pre-communication is helpful to obtain proposals that are in the organization's best interest to consider.</b>
8	Develop Request for Proposal (RFP) with Electronic Response Forms – Prepare a Request for Proposal (RFP) document and work with the organization to make adjustments and revisions, as well as <b>ensure it complies with the organization's purchasing guidelines and is distributed per policy (assumes development of a single RFP document).</b> RFP should include, but will not necessarily be limited to, the following:



Step	Software System Selection Work Plan
	Comprehensive list of functions/requirements with prioritization
	Cost, including purchase or other financial payment plan options
	Required technical specifications
	Installation costs
	Migration from existing to new system (cost and timeline)
	Training cost and training schedule
	New system hardware/network/system software requirements
<i>Phase 3 – Vendor Evaluation and Demonstration Management</i>	
9	Facilitate RFP Response Activities – Facilitate pre-proposal activities, including: Manage vendor questions and answers during established proposal response timelines.
10	Proposal Evaluation – Analyze and evaluate proposal responses. Provide an initial Summary Vendor Comparison Worksheet that provides side-by-side comparison of key system evaluation requirements, including feature/function compliance statistics.
11	Analysis Results Workshop to Determine Vendor Finalists (Short List) – Conduct a collaborative review workshop with a key stakeholder committee and determine which vendors are to be short-listed.
12	Develop Demonstration Documents – Prepare an agenda and sample demonstration scripts for vendor demonstrations to be sent to vendor finalists for their advance preparation. Also, prepare vendor demonstration evaluation forms for use by selection committee members during demonstration sessions.
13	Reference Check Form Preparation – Prepare form to be used by project team members during finalist reference checks/calls.
14	Schedule and Facilitate Vendor Demonstrations – Schedule demonstration dates and facilitate initial vendor demonstrations to ensure that pertinent requirements are addressed (estimate three vendors at X days each).
15	Develop Site-Visit Documents – Prepare an agenda for each vendor site visit and a site visit evaluation form for organization selection committee members to complete during each visit.
16	Post Demonstration/Visit/Reference Check Due Diligence and Follow-Up – Track follow-up issues and conduct comprehensive due diligence. This may include additional demonstrations, Q&A facilitation, reference checking, and site-visit assistance, etc.
17	Finalist Selection – Conduct a meeting with the organization selection committee to facilitate discussion and finalize the vendor selection.
18	Review Selected Vendor's IT Requirements – Review the IT (server, workstation, network, etc.) requirements provided in the selected vendor's proposal, and prepare a memo outlining observations and recommendations for IT.
<i>Phase 4 – Contract Review and Negotiation Assistance</i>	
19	Implementation Plan Review – Review implementation plans, project management office, resource requirements, and timelines.
20	Implementation Team Organization – Establish Implementation Project Team based upon PMI and COBIT Project Management Office (PMO) principles and applications management best practices.
21	Contract Review and Negotiation Assistance – Conduct contract reviews and negotiations with an SME and legal representation.



## 10. Project Planning and Implementation Best Practices

### Findings and Observations

A best practices approach should be followed for all significant implementation projects. The complexity and risk determine the actual level of due diligence that should be performed. The following is an outline of project planning and implementation best practices:

**Determine Scope of Work** – Work with all stakeholders to determine what needs to be accomplished.

**Design** – For larger, more complex projects, the design effort may become a separate project. For smaller projects, design is integrated into budgeting.

**Specifications** – Make sure an appropriate level of vendor-agnostic specifications are included with procurement requests that reduces ambiguity and provides better comparisons between vendors.

**Collaborate** – Include input and requirements of all stakeholder groups to ensure all requirements are included in specifications and all stakeholders buy-in to the final solution. IT Steering Committee should review as part of the Committee’s role and responsibilities.

**Develop Budget** – Project budgets include hardware, software, and consulting/SME costs. Consulting costs are estimated by outlining the various work steps and estimating the hours required to complete them.

**Gain Sign-Off** – Once the budget is complete, review the scope of work and costs with the project sponsor and gain their approval before continuing, including consent by the IT Steering Committee.

**Create Project Plan** – Based on all stakeholder needs, delivery dates, and the tasks to be completed, develop a project plan and estimated implementation date.

**Outline Communication Plan** – Outline the process for communicating implementation dates, improvements, and training to appropriate staff members.

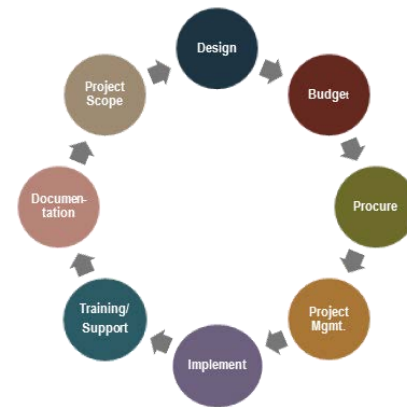
**Document Other Plans** – Other plans may include training, testing, contingency, and back-out. These plans are developed on an as-needed basis.

**Configure and Implement** – Utilizing planning methodologies and technical expertise, configure the necessary system components, and implement the solution with the least possible impact to staff and productivity. The IT Steering Committee should receive status reports on the progress of the implementation, including whether the project is on time and on budget, whether user needs are being met, and that vendors are following through with their contractual obligations.

**Post-Implementation Review** – Complete a post-implementation review with successes, lessons learned, and any loose ends requiring vendor assistance. Report the results of the IT Steering Committee.

**Post-Implementation Support** – All implementations that affect multiple users require on-site, post-implementation support to eliminate remote response times.

**Documentation** – Develop any necessary procedures and update documentation as part of the project.





## Recommendations

- Develop a project portfolio for all IT and software-related projects.
- Follow planning and implementation best practices.
- Review all major active and upcoming projects during IT Steering Committee meetings.
- Obtain services of third-party project managers/subject-matter experts, as appropriate and/or cost beneficial.

## Benefits

- Prioritization of projects
- Reduced periods between transitions
- Increased information-sharing capabilities
- Enhanced communication and consensus
- Increased anticipation and management of technology upgrades
- Improved analysis and planning
- Increased departmental collaboration
- Measurement and tracking of results/outcomes

## 11. Maintaining Software Updates

### Findings and Observations

- Best practice for the maintenance of applications software is to maintain a minimum of N-1 (current major release or the one prior).
  - ◆ Software vendors often only support the current release and the one prior.
  - ◆ Falling further behind often creates upgrade scenarios with several intermediate steps, risking additional problems, and potentially makes upgrades more expensive and time-consuming.

### Staff Feedback

- Comm. Dev. – IT is required for updates/upgrades of simple software/applications
- Comm. Serv. – A number of staff are operating on old versions of Office software, email etc.
- HR – Would like access to update/upgrade simple software/applications without needing to wait for IT. (Adobe, Java, etc.)
- HR – Are at least 4 versions behind on ADP
- Library – Would like access to update/upgrade simple software/applications without needing to wait for IT. (Adobe, Java, etc.)

### Recommendations

- The City's normal practice is to maintain software updates as recommended.
- Maintain consistent updates across all users.
  - ◆ Utilize the inventory created in the *Applications and User Licensing Inventory* initiative to understand version issues.
  - ◆ Complete implementation of previously purchased patch management software to provide software updates across the City for desktop software updates to provide consistency and automation. Includes software updates in sustainability and replacement planning.
- Provide appropriate user training with each release.



## 12. IT Project and Services Portfolio

An *IT Support Services Portfolio* is a complete list of IT projects and services provided to City staff and the public. The support services portfolio outlines IT responsibilities for each service and any service-level agreements for those services (e.g., 24/7 support required, disaster recovery priorities, user-access permissions, report writing for certain software modules, server uptime requirements, etc.) Applications support, partially addressed in the *Applications Management Best Practices* initiative, is only one aspect of the complete portfolio. Other IT services include projects, Help Desk, data network, telephone systems, IT security, etc.

### Recommendations

- We recommend the IT Division create an IT Projects and Services Portfolio to effectively communicate and set expectations for all users regarding what support services IT provides and communicate service-level standards.
- Utilize results of IT Master Plan as the basis for a five-year project portfolio and budget.
- Utilize the *Applications Management Best Practices*, *Applications and User Licensing Inventory*, and *User Training and Support* initiatives as a basis to complete the services portfolio.

## 13. Sustainability Planning

### Findings and Observations

Sustainability Planning is the process of mapping the acquisition, maintenance, upgrade, improvements, training, and eventual replacement for major applications systems over a long-term period (i.e., five to ten years). Sustainability Planning helps in two significant ways:

1. Reducing the significant periodic spikes in capital expenditures of large software solutions
2. Scheduling upgrades and replacements of departmental business applications systems in a convenient and timely manner

The growing practice of Sustainability Planning provides a more practical or realistic way to determine and plan for the ongoing operational needs of all departments.

Because software applications are the primary technology tools of the operational departments, in order to increase productivity and efficiencies, improve customer service and transparency, and take advantage of technology improvements, the City can benefit from the implementation of sustainability planning versus the more limited practice of replacement planning.

### Recommendations

- Develop a sustainability plan for IT software applications.
  - ◆ Microsoft licenses should be replaced N-1 (i.e., every other version).
  - ◆ Larger core applications (e.g., Financials, Land Management, Work Order Management, Recreation, etc.) benefit most from sustainability planning, because these should only be replaced every 10-15 years, if procured and managed properly.
- Investigate and track annual maintenance and support, and upgrade costs for all major systems to determine if the cost structure is sustainable. If the cost structure is not sustainable, consider alternatives and priorities over the next five-year period.



## Benefits

- Increased long-term investment through scalability
- Reduced maintenance expenses
- Increased trust in systems
- Reduced risk and liability
- Reduction in total cost of ownership
- Avoidance of unforeseen upgrades
- Informed purchase timing
- Software lifecycle evaluation

## 14. Cloud Computing

*Cloud computing* can be described as IT services or equipment that are not internal, but available through the Internet. This can range from having a server hosted in an organization or facility other than the local organization, accessing information from a portable device, procession requests from the field, subscribing to an Internet-based software solution per a subscription model, etc. The benefits of cloud computing allow individuals to collaborate and remain centralized, regardless of location.

Cloud computing is one the most prominent discussions among current trends in IT. Significant benefits can be achieved, including security, disaster recovery, and cost savings. However, cloud-computing options for many systems are still not cost-effective or the most secure approach.

### Findings and Observations

- The organization has already utilized some forms of cloud computing.
- Several infrastructure improvements will be required for the organization to be able to fully utilize cloud-based systems.

### Staff Feedback

- FIN – Need to evaluate on ROI
- OPS – Any discussion of cloud computing should take into account the realities of our work environment, which is that a significant number of staff are frequently not connected to any networks, Internet, etc. and should be able to do their work on stand-alone computers when necessary.

### Recommendations

- Before moving any significant applications to the cloud, the City should:
  - ◆ Upgrade the local area network (LAN)
  - ◆ Geographically separate Internet provider services
  - ◆ Move to most current version of Active Directory
- Cloud-computing options should be considered for future projects.
- Cost/benefit should be the overriding factor for most final decisions.



## 15. Centralized Land and Parcel Management

Centralized Parcel data is important for consistent organization-wide parcel and address data for all departments to utilize. The updating and sharing of a central database is essential in allowing departments to operate more efficiently moving forward and in retrieving historical records.

### Findings and Observations

- The City uses multiple geo-based applications, such as Utility Billing, Work Orders, Permits, Code Enforcement, Planning (future), Business Licenses, GIS, etc.
- The address/parcel information is not synchronized; no formal process is in place to update parcel and address information from the County.
- The City could realize significant productivity gains and improved accuracy by using a common, centralized parcel/address database to populate any new or changed information.
- Although City staff have access to GIS software (Esri ArcGIS for Desktop), and sometimes access to basic GIS layers, the City does not have a citywide GIS system that provides a base level of functionality to support the land and parcel management process.

### Staff Feedback

- Comm. Dev. – There is no citywide parcel/address master

### Recommendations

- Utilize the GIS database for master address/parcel records (see *Develop GIS Master Plan* initiative).
- Select a future software system that offers both a master address/location and parcel management database (if applicable).
  - ◆ System should allow for regular updates and synchronization with the GIS.
  - ◆ Master addresses/locations should be shared across all geo-based applications.
- All updates of information from external and internal sources should first be done through the GIS. Then, updates to other systems would be done using the GIS master information.
- Strict control of who is authorized to make updates of this information should be enforced, and typically limited only to GIS data editors.
- Geo-based applications should be configured so that users select valid addresses, not type in free-form addresses, for each transaction.

### Benefits

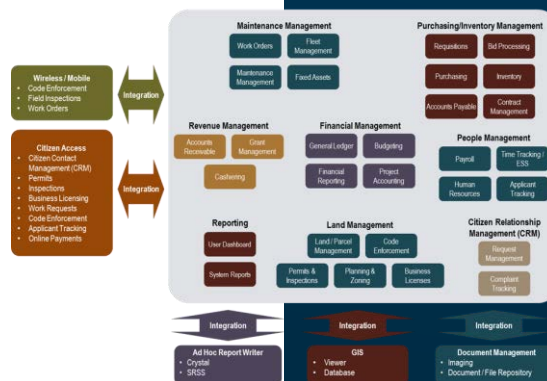
- Improved data integrity (i.e., consistent organization-wide parcel and address data)
- Connectivity with City/County parcel systems
- Improved review and planning
- Better GIS layer reporting
- Increased staff efficiency by reducing data entry into multiple land-based systems
- Ability to allow access to this information, via the Web to the public

The *Departmental Applications and Systems* category includes IT Initiatives that are primarily department business applications-related and were identified during the needs assessment process. Many of these initiatives and recommendations can have a significant impact on overall productivity, enhanced communications and information sharing, improved constituent service, improved transparency, and, in some cases, cost savings.

16. Enterprise Resource Planning (ERP) Replacement
17. Project and Grant Accounting
18. Contract Management
19. Cashiering Needs Assessment and Replacement
20. Work Orders/Maintenance and Asset Management System
21. Fleet Management
22. Land Management System Replacement
23. Electronic Plan Submittals and Reviews
24. Human Resources System Improvement or Replacement
25. Employee Self-Service
26. Time, Attendance, and Accruals Tracking
27. Performance-Evaluation Software
28. Applicant Processing
29. Training and Certification Management Software
30. Staff Scheduling System
31. Project and Construction Management
32. Parks and Recreation Software Replacement (eGov)
33. Citywide Facilities Scheduling/Events Calendar
34. Childcare Management System
35. Electronic Content Management System (ECMS) Replacement
36. Agenda Creation and Management Software
37. Legislative Management
38. Granicus Media Management Assessment (Replacement)
39. Large-File Sharing Tool
40. Video Capture and Editing (Video Events and Other)
41. Photo Management and Storage Software
42. Publishing Software Consolidation
43. Real-Time Utility Usage (Automatic Meter Reading-AMR)
44. Website Improvements
45. Notifications System (Push/Social Media/Text)
46. Develop GIS Master Plan
47. Department-Centric / GIS Self-Service
48. RIMS (CAD/RMS) Gap Analysis and Application Maximization
49. Alarm Tracking and Billing Software
50. Ticket Writer Software Replacement (Duncan to TDS)
51. Officer Radio Transmission Identification
52. Replace MDC's with RIMS Mobile/GIS System
53. Tow Company Billing System
54. FirstNet Preparation Planning
55. Police Audiovisual Format Conversion Tool
56. Panic Button
57. Penal Code/Vehicle Code Reference Software
58. Portable Wireless Camera for Surveillance
59. Wireless PA Radio PA/Sound System
60. Instant Messaging
61. PA Announcements
62. Parking Sensors and Management
63. Constituent Satisfaction Surveys
64. Laptop Borrowing Program
65. Library Subscription Provider Statistics
66. HVAC Zonal Climate Control System

# Departmental Applications and Systems

Example Enterprise Applications Overview



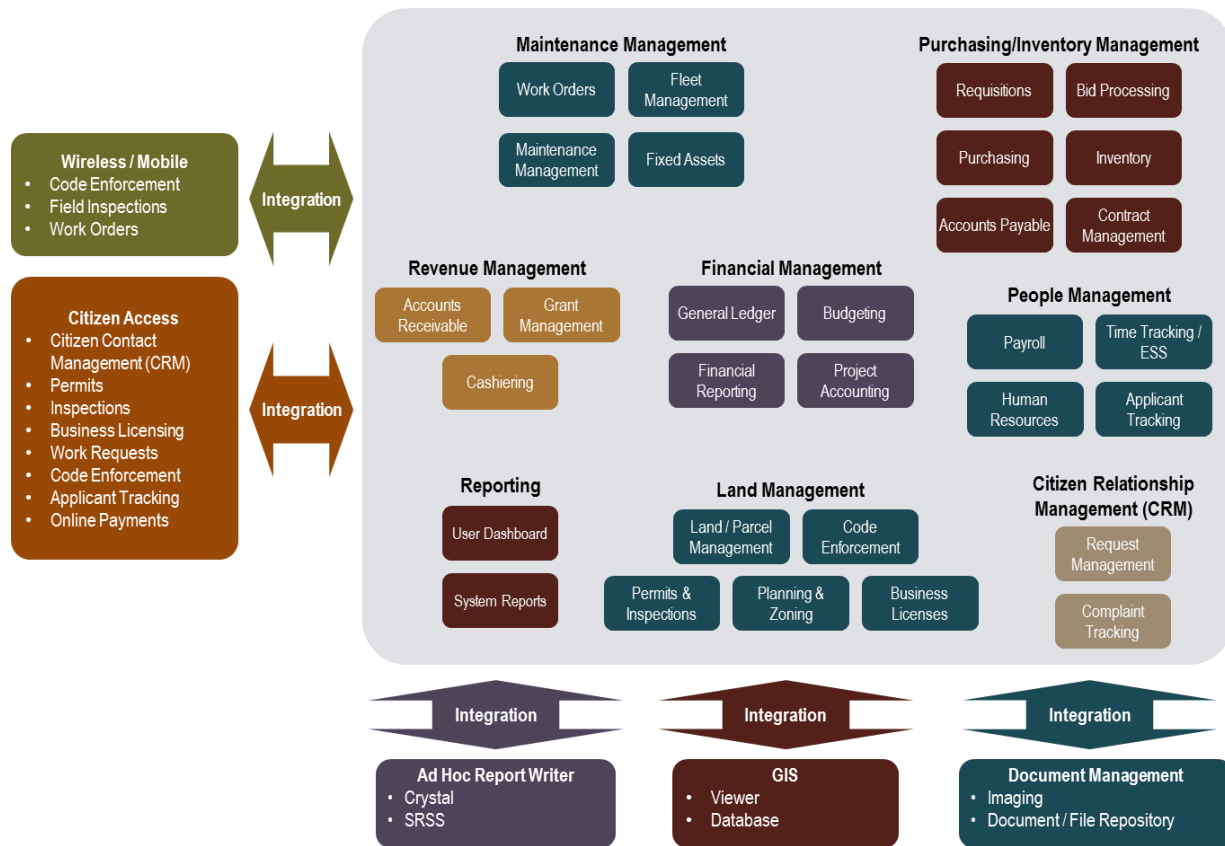




## 16. Enterprise Resource Planning (ERP) Replacement

Enterprise Resource Planning (ERP) is an organization-wide software solution that allows integration among various departments and their respective functions. The result is a centralized system of communication, data storage, and operations management. Improvements to ERP solutions bring about processes that multiple departments can benefit from. Common municipal-related ERP applications modules include accounting, financial reporting, payroll, human resources, planning and permitting, and work orders. The following graphic shows a typical municipal ERP environment.

### Example Enterprise Applications Overview





## Findings and Observations

Currently, the City utilizes multiple software vendors to support its enterprise applications requirements, including Cayenta for core financials, and ADP Workforce Now for payroll and limited HR operations. ADG and many of the other existing systems are outdated, lacking adequate integration, reasonable reporting capabilities, commonly utilized functionality found in other municipalities, and require excessive manual workaround and reconciliations. ADP is also not meeting the City’s expectations and carries significant annual costs. All departments noted unmet reporting needs, feature/functional requirements deficiencies, and an overall need for systems improvements and additional software modules.



The City is missing opportunities for labor savings (thousands of labor hours per year), improved customer service due to lack of integrated solutions with sufficient training, and functionality to meet internal operational and customer needs.

Departments have a strong interest in newly available features and enhancements that a more modern ERP solution can provide. Gaining greater utilization in enterprise applications software modules through installation of a new ERP system is key to significant increases in citywide productivity and efficiencies. The table below represents current and potential future ERP applications.

The City currently uses at least seven different vendors to provide its ERP needs. The primary solutions, Cayenta (GL, AP, Requisitions, and Purchasing), TM1 (Budgeting), Sage (Fixed Assets), ADP (SaaS environment for Payroll and HR), Quickregister (Cash Receipting), Tidemark Advantage (Permitting, Code Enforcement and Parcel Mgmt), and HdL (Business Licensing), with many of these being older-generation systems that lack key functionality available in more current technology. The Cayenta system is over ten years old, it was recently updated to version 7.7 which makes it more current, but a newer/better system would improve operations. The Community Development Systems, including Tidemark and HdL, are due for replacements, with Tidemark being at its end of life. Additional improvements or replacement should also be considered for the work order systems (Comcate).

The following is a table that shows the City’s major suites that are usually included in an ERP system. The table also depicts what prominent municipal ERP systems typically offer.

ERP Applications and Vendors	Currently Owned	Implemented	Potential Modules in Single-Vendor Solution
<i>Financial Management</i>			
Cayenta			
General Ledger	Yes	Yes	Yes
Accounts Payable	Yes	Yes	Yes
Requisitions and Purchasing	Yes	Yes	Yes
Financial Reporting	Yes	Yes	Yes
Ad Hoc Reporting	Yes	Yes	Yes



ERP Applications and Vendors	Currently Owned	Implemented	Potential Modules in Single-Vendor Solution
Sage			
Fixed Assets	Yes	Yes	Yes
Quickregister			
Cash Receipting	Yes	Yes	Yes
TM1			
Budgeting	Yes	Yes	Yes
Modules Not In Use Or Not Available			
Project Accounting (Job Costing)			Yes
Accounts Receivable			Yes
Contract Management			Some
Investment/Cash Management			Some
Vendor Self-Service			Some
People Management			
ADP Workforce Now			
Payroll	Yes	Yes	Yes
Human Resources	Yes	Yes	Yes
Time Tracking	Yes	Yes	Yes
Employee Benefits Tracking	Yes	Yes	Yes
Performance Evaluations	Yes	No	Yes
CalOpps			
Applicant Tracking	Yes	Yes	Yes
Online Applicant Tracking	No	No	Yes
Modules Not In Use Or Not Available			
Personnel Budgeting			Yes
Employee Self-Service			Yes
Profile Management			Yes
Personnel Action Forms			Some
Leave Requests			Some
Open Enrollment			Some
Family Medical Leave Act (FMLA)			Yes
Workers Compensation			Yes
American Care Act (ACA) Compliance			Yes
CIS / Utility Billing (Outsourced to Global Water FANTHOM)			
Customer Information Management			Yes
Utility Billing			Yes
Service Orders			Yes
Meter/Backflow Management			Yes



ERP Applications and Vendors	Currently Owned	Implemented	Potential Modules in Single-Vendor Solution
<i>Work Orders / Asset Management / Fleet Management</i>			
SeeClickFix, Comcate			
Work Requests	Yes	Yes	Yes
GovQA, C-C-I-N, Direct Connect			
Citizen Request Mgmt (CRM)	Yes	Yes	Yes
Ron Turley Associates (RTA)			
Fleet Management	Yes	Yes	Some
Modules Not In Use Or Not Available			
Work Orders/Preventative Maintenance			Yes
Asset Management			Most
Inventory Management			Yes
Mobile Work Orders			Some
<i>Land Management (Development Services)</i>			
Tidemark Advantage			
Permits	Yes	Yes	Yes
Code Enforcement	Yes	Yes	Yes
Parcel/Address Management	Yes	Yes	Yes
HdL			
Business Licenses	Yes	Yes	Yes
TES/TIM			
Mobile Inspections	Yes	Yes	Yes
Modules Not In Use Or Not Available			
Planning Projects and Zoning			Yes
Inspections			Yes
Cash Receipting			Yes
GIS Viewer			Yes
Mobile Code Enforcement			Yes
Online Services			Yes
Planning Projects			Yes
Permitting			Yes
Inspections Scheduling/Requests			Yes
Business Licensing			Yes
Payments			Yes



## Staff Feedback

- CMO – C-C-I-N is a system developed in-house for the public to send messages addressed to the City Council
- CMO – C-C-I-N is not helpful and needs to be replaced
- CMO – Check requisitions is a time intensive and paper-based process
- CMO – Current budget documents provided are not useful
- CMO – Form 700 reporting for compliance with FPPC rules for elected and appointed officials and contractors
- CMO – GovQA is a portal used by public to submit a public records request
- CMO – GovQA provides some automated workflows and allows for management of requests to ensure compliance with legal requirements
- CMO – Manually processing time cards
- CMO – Need online planning and building portal for the public to view and monitor projects
- CMO – Need project management resource tracking of people, time, facilities, budget, etc.
- CMO – Need the ability to track project expenditures and available budgets in real time
- CMO – Need to automate the budgeting process
- CMO – Using Direct Connect to capture public complaints; complaints are then routed to staff email addresses.
- CMO – Would like electronic signatures for contracts in order to avoid back and forth movement of contract documents
- Comm. Dev. – Ability to create annual Department of Finance Building Report
- Comm. Dev. – Ability to notify a customer when Plan Checker review has been completed
- Comm. Dev. – Ability to provide better estimates to applicants of “typical” total case costs
- Comm. Dev. – Ability to receive reminders of pending permit expirations (e.g., Limited Term Project Approvals)
- Comm. Dev. – Ability to report and monitor projects approved/built under pending General Plan
- Comm. Dev. – Ability to report on maximum allowable development status (e.g., El Camino Real/Downtown Specific Plan)
- Comm. Dev. – Ability to report on residences and non-residential square feet approved for/under development (e.g., Joint Venture Silicon Valley Land Use Survey)
- Comm. Dev. – Ability to report on various one-off permitting requests (pipeline projects, approvals, etc.)
- Comm. Dev. – Could use self-service stations at Building/Planning counter to allow customers to retrieve basic parcel information
- Comm. Dev. – Could use self-service stations to allow customers to start applying for permits
- Comm. Dev. – Current project invoicing procedures are very manual and have a number of opportunities for human error
- Comm. Dev. – Current timecards procedures are very manual and have a number of opportunities for human error
- Comm. Dev. – Department has a digital camera for site visit photos, but many staff members just use their cell phone camera
- Comm. Dev. – Digitized paper needs to link with parcel/permitting system(s)
- Comm. Dev. – Generally, link disparate parcel information systems (Tidemark, GIS, building permit scans, business licenses, etc.) so that multiple programs don’t have to be opened to get basic information



- Comm. Dev. – Generate various project-related letters (30-day review, actions, etc.) to automatically pull in relevant project-specific information (contact info, project number, description) and combine that with standard conditions/disclaimers and project-specific guidance
- Comm. Dev. – Have a Microsoft Access database of historical building permit and inspections data
- Comm. Dev. – Have a script that runs monthly to retrieve County Assessor parcels and compare them with Tidemark
- Comm. Dev. – Inspection requests can be made by calling the building department between the hours of 8 and 8:30 AM
- Comm. Dev. – Labor-intensive routings/task assignments to other staff members
- Comm. Dev. – Need fee calculations to be automatically calculated
- Comm. Dev. – Need a better system for holds (e.g., stop work notifications, business license required, open code enforcement case on property, etc.)
- Comm. Dev. – Need a Housing Element Annual Report for number of units (by type/income category) with issued building permits
- Comm. Dev. – Need automatic tiered actions
- Comm. Dev. – Need employee task tracking
- Comm. Dev. – Need online inspection scheduling
- Comm. Dev. – Need to allow for online status checking of applications
- Comm. Dev. – Need to include building coverage in Parcel database enhancements
- Comm. Dev. – Need to include calculated zoning parameters (FAL/FAR in Parcel database enhancements)
- Comm. Dev. – Need to include easements in Parcel database enhancements
- Comm. Dev. – Need to include homeowners associations in Parcel database enhancements
- Comm. Dev. – Need to include R-3 infill density in Parcel database enhancements
- Comm. Dev. – Need to include substandard lots in Parcel database enhancements
- Comm. Dev. – Need to streamline public meeting notice mailings; currently export Excel list of addresses, clean up duplicates/errors, creating Word notice, copy project description from Tidemark, change planner contact info, link Word and Excel files through mail merge, print, and mail notices
- Comm. Dev. – Not all records were successfully converted into Tidemark, when it originally went live in 1999
- Comm. Dev. – Payments are taken directly in QwikRegister and then manually entered Tidemark (double entry)
- Comm. Dev. – Permit records searches are convoluted under current system
- Comm. Dev. – Police uses Tidemark for code enforcement
- Comm. Dev. – Tidemark is on an old and unsupported version
- Comm. Dev. – Tidemark permitting system is extremely out-of-date and in need of replacement.
- Comm. Dev. – Using Excel for analysis/calculations (e.g., calculating floor area/building coverage maximums)
- Comm. Dev. – Using Excel for building inspector appointment scheduling
- Comm. Dev. – Using Excel for creating/editing public notice address lists
- Comm. Dev. – Using Excel for project schedules
- Comm. Dev. – Using Excel for project tracking timesheets
- Comm. Dev. – Using Tidemark for Building/Planning permit tracking, parcel data access/maintenance, and reports
- Comm. Dev. – Would be great to link automatically to County parcel GIS system (without having to retype address)
- Comm. Dev. – Would like to take simple permits online





- Comm. Serv. – Call or email Finance to see whether a requisition was approved
- Comm. Serv. – Cayenta is not user-friendly
- Comm. Serv. – Could use time clocks on computers
- Comm. Serv. – Information in Cayenta is not real-time
- Comm. Serv. – It's a challenge to provide grant reports on time
- Comm. Serv. – Need automated time cards
- Comm. Serv. – Need Grant Reporting Procedures
- Comm. Serv. – Need to streamline and automate check requests, purchase orders, and bid waivers
- Comm. Serv. – Only the Library is using time clocks
- Comm. Serv. – Using Cognos' TM1 by IBM for budget creating and reporting
- Comm. Serv. – Using Comcate for customer response management
- Comm. Serv. – Using Excel to manage budgets
- Comm. Serv. – Using Excel to track requisitions
- Comm. Serv. – Using Open Budget to provide community access to City financial information
- Comm. Serv. – Using Outlook to schedule work orders
- Finance – ADP is unable to allow supervisors to view their staff's timecards
- Finance – Bank Reconciliations are done in Excel spreadsheets
- Finance – Finance forwards CAL-card statements to the departments for them manually assign GL accounts to each item
- Finance – Goods receipts are not electronic
- Finance – Have been discussing the replacement of the existing financial system
- Finance – A new/better financial system would provide benefits and improve collaboration opportunities
- Finance – Paper requisitions are routed and signed
- Finance – Projects and grants are currently part of the GL accounts structure
- Finance – Purchase orders are produced in Excel or Word
- Finance – This year's CAFR statement will be processed by outside auditors
- Finance – Using HdL for Business License applications and renewals
- Finance – Using Sage for fixed-asset management
- HR – ADP appears to have FMLA, but it has not been activated
- HR – ADP can track certifications and degrees
- HR – ADP's performance evaluation software is licensed, but not implemented
- HR – Applicant tracking processes are manual
- HR – Are at least four versions behind on ADP
- HR – Are not satisfied with the existing version of ADP
- HR – CalPERS does not tie into HR
- HR – Existing Version of ADP lacks OSHA, works compensation, ACA, and leave management capabilities
- HR – Have an Access database with data prior to ADP implementation
- HR – Have been using ADP for at least 15 years
- HR – Manually processing open enrollment
- HR – Need a system to automatically notify IT and Finance of terminated employee access
- HR – Need automated time sheets
- HR – Need better tracking and reporting of leaves
- HR – Need better tracking of employee on-boarding
- HR – Need more efficient ways of preparing third-party reports (e.g., state controller, EEO, OSHA, PRA Salary Report, etc.)
- HR – Need to comply with America Care Act (ACA)



- HR – Need to provide employees with self-service capabilities (e.g., tax changes, address changes, access to paystubs, etc.)
- HR – Need to use a system and not spreadsheets for position control tracking
- HR – Payments to third-party vendors are either paid manually or via EFT
- HR – Using ADP for human resources and payroll capabilities
- HR – Using Excel for OSHA tracking/logs and to create OSHA 300 report
- HR – Using Excel for tracking Health Enrollments by employee, plan, unions, etc.
- HR – Using Excel for tracking retiree health credits
- Library – Doing paper time sheets in addition to clock-ins
- Library – Currently have to manually keep track of hours worked for each temp employee so we do not go over pay period/annual limit.
- Library – Monthly reports received from finance are typically a month after the fact
- Library – Need an ADP mobile app
- Library – Need PC/device timeclock entry for ADP (e.g., sick, vacation, adjustments, etc.)
- Library – Need real-time tracking of purchases placed/received
- Library – Need the ability to track temp time that was spent on a project (e.g., summer reading program)
- Library – There is one time clock at the library
- Library – Using Volgistics to track volunteer hours
- Police – Doing duplicate entries into both Tidemark and RIMS
- Police – Currently not taking parking payments online
- Police – Manually processing and tracking purchasing forms
- Police – Multiple staff are reviewing and approving paper times cards
- Police – Need annual parking permit renewals for downtown parking
- Police – Need annual parking permit renewals for overnight parking permits
- Police – Telestaff works well for both scheduling and time cards
- Police – Use Tidemark code enforcement capabilities
- Police – Using Telestaff for shift bidding, comp time, vacations, and shift swaps
- PW (Engineering) – Files need to be shared and stored based on address
- PW (Engineering) – Need a permit system upgrade
- PW (Engineering) – Need a traffic sign and signal inventory
- PW (Engineering) – Need automated time cards
- PW (Engineering) – Need better management and reporting of storm water permit
- PW (Engineering) – Need better reporting of Capital Improvement Projects
- PW (Engineering) – Need current and accurate accounting and invoice data
- PW (Engineering) – Need to automate inspection requests
- PW (Engineering) – Need to automate the creation of notices, comment letters, etc.
- PW (Engineering) – Need to automated Lawn Be Gone program
- PW (Engineering) – Need to become compliant with online permits for solar panel (AB 2188)
- PW (Engineering) – Need to offer online truck permits
- PW (Engineering) – Should accept permits online
- PW (Engineering) – Storm water permits are tracked in Excel
- PW (Maint) – Contract out major fleet work
- PW (Maint) – Contracted work is also captured
- PW (Maint) – Could benefit from paperless timesheets, given that the majority of the Maintenance Division is out in the field all day
- PW (Maint) – Creating internal and external work orders for tree maintenance/trimming
- PW (Maint) – Have two bays, one mechanic, and one supervisor
- PW (Maint) – Have had Ron Turley and Associates (RTA) Fleet Management System for over 10 years



- PW (Maint) – Looking at SeeClickFix for processing service requests
- PW (Maint) – Manage the City's and Westbay Sanitary District's fleet
- PW (Maint) – Not using RTA to its full potential
- PW (Maint) – PW bills the Westbay Sanitary district for labor and parts; cost of parts includes a 15% markup
- PW (Maint) – The Trees supervisor uses a tablet to update the tree inventory (Arbor Access)
- PW (Maint) – Using Comcate for service requests
- PW (Maint) – Water team has a tablet and laptops to access service requests
- PW (Maint) – Work orders for trees are created in Arbor Access
- PW (Maint) – Would like to start tracking costs associated with work orders

## Recommendations

- Replacing the current outdated, multi-vendor software applications environment with a modern, fully integrated ERP solution.
- Ensure that the City has identified all its applications needs, and that appropriate funding has been budgeted for a replacement ERP by conducting a comprehensive needs assessment and developing a Request for Proposal (RFP).
- The needs assessment process should provide an inventory of current and future functionality requirements by application and department. The process can also be used to inventory all reporting requirements, as well as integration/interface requirements between other applications, such as CRM, ECMS, website, GIS, etc.
- The needs assessment should also include a business process review for each module, including reviewing manual processes and shadow systems, such as spreadsheets, to determine automation improvements that will result in labor efficiencies.
- Through the RFP process, potential ERP software vendors will be asked to respond with their capabilities and compliance with City-specific requirements.
- Select new ERP software vendor according to the *Software Selection Best Practices* initiative.
- Follow implementation project management best practices according to the *Project Planning and Implementation Best Practices* initiative.

**Note:** *City IT staff have not conducted this type of project with these specific business process analysis, documentation, and negotiation requirements. It is highly recommended that the City consider obtaining consulting services from a municipal ERP Applications Subject Matter Expert (SME) to perform the business process reviews, needs assessment, RFP development process, and contract negotiations process.*

## Benefits

- Free up thousands of labor hours per year
- Faster invoicing and purchasing
- Identification of integration requirements
- Centralized access to information
- Elimination of information silos
- Improved streamlined processes
- Improved operational consistency, efficiency, and accuracy
- Improved online access to information
- Improved financial reporting
- Improved utilization and realization of ERP investment
- Potential reduction in ERP annual maintenance and support fees

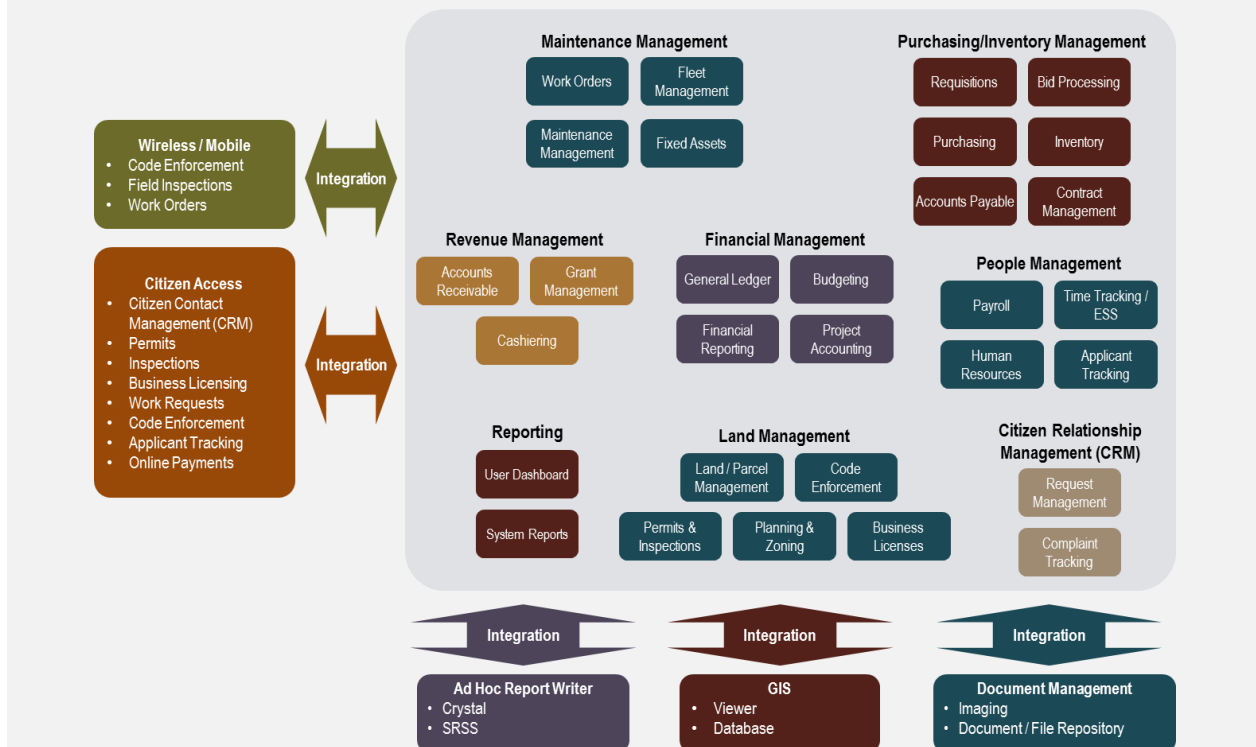


# Benefits of Modern ERP Software

An *Enterprise Resource Planning (ERP)* System automates and integrates many core, City-wide functions into a single solution, while automating manual processes and providing a central location of information and reporting. An enterprise system allows collaboration and sharing of information between divisions, departments, and citizens to provide a transparent and efficient government operation. The benefits of an enterprise system are numerous and include:

- Built-in integrations between Land, Work, Financial, and People Management application suites
- Newer technology platform (processing, capacity advantages)
- Real-time notifications/queues
- Task tracking
- Real-time access to information
- Elimination of duplicate data entry
- Improved data integrity
- Centralized location and customer account maintenance
- Reliable information
- Workflow capabilities
- Centralized cash receipt capabilities
- Efficient revenue collection
- Reduced operating costs
- Improved internal communication
- Foundation for future improvement
- Potential reduction in annual maintenance and support fees
- Improved online information for citizens to access

## Example Enterprise Applications Overview



## Financial and People Management

The *financial management suite* is a suite of an enterprise system that encompasses the financial tasks and processes performed to ensure all organization-wide activity is properly accounted for and accurately reported to local, state, and federal agencies. Benefits of a financial management suite include:

- Quick generation of financial reports
- More efficient budgeting processes
- Real-time access to available budget and funding
- Better spending controls for departments and projects
- Management of grants and funding sources
- Real-time inquiries into capital improvement project progress

The *people management suite* manages the organization's workforce and provides automation to the human resources, payroll, time keeping, and applicant tracking functions. Employee self-service is also available to allow employees the flexibility in retrieving their information at their convenience. Benefits of a People Management suite include:

- Paperless personnel forms
- One-time data entry
- Tracking or misplacement of employee paper files
- Incorporation of Employee Self-Service (ESS)
- Integration between time keeping, payroll, HR, and financial management
- Quick and reliable reporting to federal and state agencies
- Improved employee satisfaction
- Automated Time Entry Approvals and Payroll Calculations
- Minimal steps between processing payroll and issuing direct deposits and checks

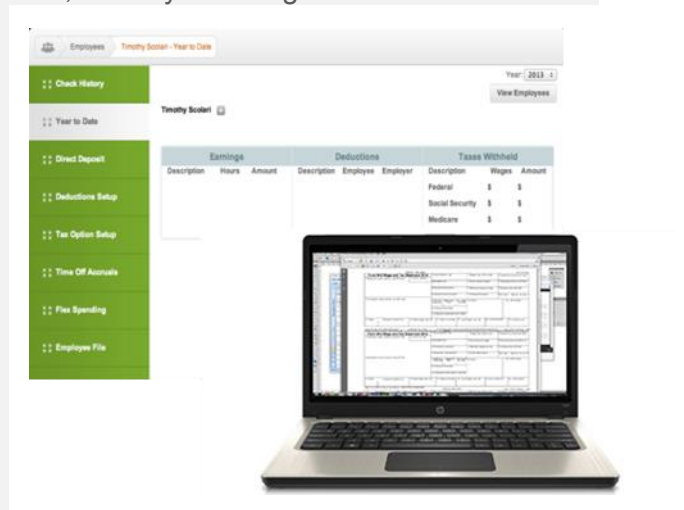




## Employee Self-Service

*Employee self-service (ESS)* empowers employees to provide, change, and retrieve their personal information through an online employee portal, thereby reducing the manual interaction required with the Human Resources Department. Employee Self-Service offers an online option for employees to access and manage information for themselves:

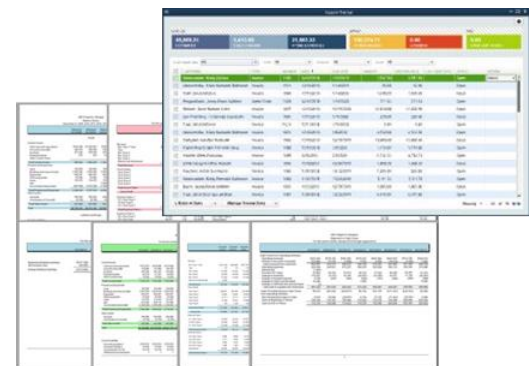
- Address changes
- Tax allowances changes
- Open enrollment benefits
- Dependent changes
- Leave/vacation accrual balances
- Electronic paystub copies
- Year-end W2s
- Populating and retrieving time sheets
- Time requests
- Tax forms
- Many other forms and applications



## Reporting

The number one problem that is commonly seen when utilizing disjointed applications is the extensive time users dedicate to the consolidation of information for reporting purposes. Enterprise systems allow information to be quickly retrieved from a single source with numerous readily available reports. Users are also able to create their own reports without requiring them to be technical experts. This allows staff to spend more time studying analytics rather than manually assembling reports. Benefits of improved reporting include:

- Aggregated data across divisions, departments, and organization
- Improved data accuracy and reduced human error
- Intuitive report creation capabilities
- Board-ready reports
- Sharing of created reports
- Elimination of labor-intensive report creation



## Individual User Dashboards

*Dashboards* form part of a user's home page and display reports, key indicators, and other metrics regarding day-to-day operations, activities, and historical trends. Benefits of dashboards include:

- Quick links for immediate access to required tasks and approvals
- Easy modification of dashboards for each user's preference
- Automated generation of dashboard information
- Transformation of data into visual information
- Easy-to-understand graphics
- Real-time analysis
- Drill-down access to activity detail





## Mobile Computing

*Mobile computing* provides the flexibility to operate a more mobile and productive workforce. An enterprise system can allow staff to utilize applications while in the field in order to perform their job functions while away from their office. Common benefits of mobile computing include:

- Completion of work while in the field
- Real-time access to information
- Inspection results in the field
- Receipt of notifications and job assignments
- Reduced travel to and from office locations
- Map routing based on location of activities
- Retrieval of mapping information
- Management of code enforcement cases in field



## Online Citizen Access

*Online citizen access* enables a more transparent government by providing the public with 24/7 access to real-time information for inquiries and payment processing. This empowers residents to retrieve online information that is pertinent to each individual, and for them to take further actions, which improves customer relations by eliminating the need to be physically present at City Hall. The following are examples of online citizen access transactions:

- Online permit applications
- Submit and access plan review comments
- Online payments
- Submit complaints
- Submit citizen requests
- Submit inspection requests
- Access to inspections results
- GIS maps (zoning, voting cities, etc.)

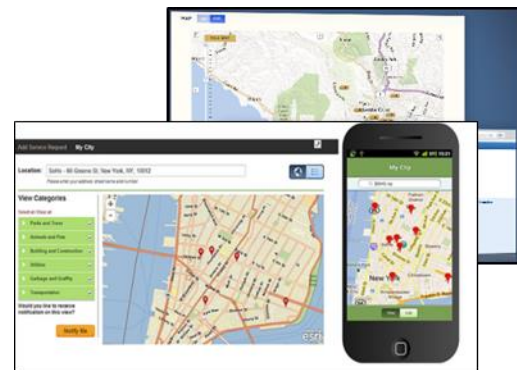


## Citizen Request Management

A *citizen request management system* is used to track, manage, and resolve citizen concerns and requests in a timely manner by automatically routing citizen requests to the appropriate department. It also provides the citizen with the flexibility to submit and track their complaints through the Web or a mobile phone application.

Common benefits of a citizen request management system include:

- Ability for citizens to submit requests 24/7 through a phone application or the website
- Automatic assignment and routing of requests, by type, to appropriate department(s) or staff
- Ability for citizens to view current request status
- Conversion of requests to work orders
- Ability to include photos and geolocation of a request
- More effective and efficient processes
- Improved transparency and citizen relationships



## Land Management

The Land Management system is one of the suites that are offered by enterprise application systems and manages the creation, issuance, and tracking of community development activities related to planning and zoning, permitting, building inspections, licensing, and code enforcement. Benefits associated with the utilization of the application include:

- More automated permit processing from application through permit issuance
- Automatic routing for permits requiring reviews and approvals
- Single electronic file for all permit applications and documents
- More automated tracking of reviews, inspections, and fees by permit and development projects
- Tracking of timelines, tasks, and required group reviews
- Viewing all project and permit information at a glance
- Readily accessible planning and zoning records
- Automatic generation of case documentation
- Centralized current and historical parcel information



## GIS Integration

Enterprise systems offer real-time integration to *geographic information systems (GIS)* in order to display land-use, zoning, and infrastructure layers on a map, as well as parcel, permit, inspection, code enforcement, and work order activity that resides within the enterprise system. Benefits of *GIS integration* include:

- Viewing system activity on a map (e.g., active projects, permits, cases, etc.)
- Map routing of work orders, service request, and daily inspections
- Displaying locations of infrastructure assets
- Generating asset condition analysis
- Ability to overlay multiple map layers
- Integration to website for resident inquiries



## Maintenance/Work Order Management

Another suite of an enterprise system is the *maintenance/work order management system*, which provides automation in managing the maintenance and day-to-day operations related to infrastructure assets, buildings, facilities, and fleet vehicles, while being able to capture and report on the labor, equipment usage, and materials costs associated with a work order and preventative maintenance. System benefits include:

- Electronic routing of citizen requests
- Centralized task and maintenance management
- Completion of work orders from the field
- Streamlined public works operations
- Retrieval of historical work order information and costs
- Quicker work order completion times
- Improved decision making through access to real-time information
- Viewing of asset and activity trends visually through GIS mapping capabilities
- Better replacement planning and forecasting
- Enhancement of staff productivity
- Improved compliance with regulatory standards
- Improved safety and risk management





## 17. Project and Grant Accounting

### Findings and Observations

The City has expressed the need to improve tracking of projects and grants. The project accounting capabilities in Cayenta are not being used and related tracking of data and information is occurring manually, in spreadsheets.

Although not complete, the list below provides some examples of the City's grant and project tracking and accounting needs:

- Improvement of cost reporting for all projects and grants
- Consultant expense tracking
- Tracking of staff time and labor costs by project and/or task
- Projects/portfolio tracking, schedule/progress tracking, and prioritization
- General Fund projects tracking and prioritization
- Tracking and reporting of costs by project/grant category
- Integration with existing finance and budget system

Project accounting applications also provide a method for multi-year tracking of budgets and expenditures for grants. Project and grant applications examples include grant programs, special programs, capital improvements, etc. Grant and project detail can be recorded in the General Fund, as well as all other funds (special projects, grants, programs, etc.) Individual Grants can be created and tracked through the entire grant process, from application through conversion to a project. Project and Grant Accounting is a subsidiary module of General Ledger and is distributed separately.

Because Project and Grant Accounting is a subsidiary ledger to the General Ledger, account transaction flows can be mapped and created, allowing the City to process transactions (requisitions/POs, invoices, payments, and even payroll) within the accounting system once, and have the information post to the General Ledger and the appropriate project/grant ledger(s). Projects and grants can also have their own start and end dates that do not need to coincide with the organization's fiscal/budget year, but the system can report on the project and grant schedule or provide reports that follow the fiscal/budget year.

The key to a successful Project and Grant Accounting system is the information that can be stored, tracked, processed, and used for reporting, including but not limited to:

- Project Definitions – Start Date, Estimated Completion Date, Percent Complete, Funding Sources, Project Managers, Statuses
- Project Phases – Projects can be divided into phases, tasks, and sub-tasks to track activities at a high level or down to a detailed level
- Grant Tracking – Grants can be tracked from the application process through completion, along with the ability to track matching funds, grant specifications, conditions, and grant use, as well as reimbursement amounts
- Project Creation from Grant – Some systems allow the creation directly from a grant
- Granters/Grantees - Track grantees, sub-grantors, and sub-grantees
- Matching Funds – Track matching funds from other organizations
- Funding Sources – Track funding sources, including grant and grantor information
- Reimbursement Rules – Create rates and rules for reimbursement billing and indirect costing
- Bill Calculation – Calculate and bill for reimbursements, including indirect costs
- Drill-Downs to Information – Drill-down with connection to Next Year Budget and Work Orders for a project, etc.



- Milestone Dates/Triggers – Define Milestones/Key dates that trigger alerts or action to allow for tracking of meetings, payment, and work schedules tied to meeting goals
- Alert Distribution – Alerts often include the ability to create business rules for initiating actions or to alert appropriate staff
- Inquiry Details – Inquire into detailed activities posted to a particular project or grant. This can include:
  - ◆ Purchasing
  - ◆ Payables
  - ◆ Payroll
  - ◆ Receipts
  - ◆ General Ledger
- Auto-Posting – Many systems allow the ability to pick a project and use the system’s auto-posting utility (from purchase order, invoice entry, payroll, timekeeping, etc.)
- Project Summary Query – Most systems allow for the summary display of any project (filtered by data from: Last Year, Current Year, and Project Life):
  - ◆ Budget, Expended
  - ◆ Pre-Encumbered
  - ◆ Encumbered
  - ◆ Available
  - ◆ Estimated Revenue
  - ◆ Actual Revenue
- Expense Reporting – Report by period and category of expense (i.e., labor, materials, overhead, and other user-defined categories)





## A Case Study

The following is a summary of a project and grant accounting system implementation recently completed by a county in the Midwest (hereafter called “County”). It is provided as an example of the potential benefits the City may achieve through the implementation of Project and Grant Accounting.

### *The Situation*

Grant accounting is challenging for many government and quasi-governmental agencies because of the report flexibility required for fiscal year, calendar year, project schedule, ever-changing reporting requirements, and the complex environment of project accounting. Over many years, the County maintained two accounting systems, one for their organizational General Ledger and the other for project and grant accounting. With this record-keeping method, data was difficult to reconcile for auditing, reporting, and for querying real-time project and grant budget and expenditure information. Faced with federal and state reporting requirements covering 60 departments, the Deputy Auditor and Auditor team spent numerous hours pulling and reconciling data from the two systems on a daily basis. This resulted in lengthy auditing time, data entry errors, delayed access to grant data and too much time spent on double entry. Without an integrated accounting system, the County faced an accounting headache “that led to spending many hours with auditors to explain what General Ledger accounts went into what grant cost categories,” per the words of the Deputy Auditor. Ready for a change, the County sought a solution.

### *Actions Taken*

The County turned to their existing ERP vendor to determine if they offered a solution. Their ERP vendor offered a Project and Grant Accounting sub-module to the General Ledger that the County already had in operation and had used successfully for several years. The County conducted a detailed needs assessment and investigated, as well as analyzed, numerous vendor options, including the option from their existing ERP vendor. The final decision was to acquire the system from their existing vendor. The high-level goal was for the new Project and Grant Accounting system to provide an optional method for multi-year tracking of budgets, expenditures, and revenues for County projects and grants. By creating separate subsidiary project ledgers in the Project and Grant Accounting module, the County would be able to track the entire project/grant process, from application (if grant-based) through conversion to a project, alongside their regular General Ledger accounting. The County’s plan was to test the project ledgers in the Project and Grant Accounting module in a single department. The Deputy Auditor and her team worked with the department’s Grant Coordinator to set up the project ledgers specifically for grant reporting requirements, using the system’s master tables for projects grants and accounts. Using the project master, the team created account strings to identify each project. Each account string was set up, per the cost categories required for the project/grant and to the employees’ time and pay records in County’s employee payroll master.

The Department Coordinator tested the new setup utilizing requisition entry, invoice entry, employee self-service, and time entry. By the end of the first quarter, they confirmed the success of their project and grant ledgers’ ability to maintain their projects/grants within the new system. The department was able to eliminate the need for dual entry from having to maintain separate accounting and project/grant systems. Following the success of this test, the Deputy Auditor and the project team worked to roll out Project and Grant Accounting system throughout all the necessary County departments. The Deputy Auditor stated that, “Once the project account strings were established, the departments were able to process their requisitions, invoices, and payroll within our ERP system one time and have the information post to the General Ledger and the Project Ledger automatically.”





## Results

The Deputy Auditor stated that the greatest benefit was the time saved and the information available. “The implementation [of Project and Grant Accounting] saved the grant clerks five percent of their time per year, which freed them up for other work. The time saved was due to the elimination of the dual system environment and the associated dual entry, required reconciliation, and the resulting corrections from the reconciliation process. The Project/Grant Ledger has saved time with the grant auditors because the auditors can see the detail in the grant cost categories without having to make repeated inquiries to the Auditor’s office for verification.”

Through the implementation of the new Project and Grant Accounting system, the County was able to realize a number of benefits, including, but not limited to:

- Real-time access to project/grant budgets across all activities, including payroll and invoicing
- Accurate reporting for auditors and federal and state agencies
- Live updated budget information for processing requisitions or invoices
- Easy preparation of Schedule of Federal Award Expenditures
- Reduced data entry errors and time
- Departmental control over own projects and grants
- Project central access for grant administrators, giving query capability to view all information

Implementing Project and Grant Accounting gave the County a multi-level, single vendor solution for all their project/grant management requirements, from the department level to the auditor’s office. Departments and the County, as a whole, benefited and experienced positive results.

## Staff Feedback

- CMO – Need the ability to track project expenditures and available budgets in real time
- CMO – need project management resource tracking of people, time, facilities, budget, etc.
- Comm. Dev. – Need employee task tracking
- Comm. Serv. – Need Grant Reporting Procedures
- Comm. Serv. – It’s a challenge to provide grant reports on time
- Finance – Projects and grants are currently part of the GL accounts structure
- Library – Need the ability to track temp time that was spent on a project (e.g., summer reading program)
- PW – Need better reporting of Capital Improvement Projects

## Recommendations

- Conduct a process review and needs assessment identifying required feature/function capabilities.
- Review applicable manual processes and shadow systems, such as spreadsheets or databases to determine automation improvements that will result in labor efficiencies.
- Prioritize, implement changes, and provide sufficient training to all applicable users.
- Implement project and grant accounting in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.



## 18. Contract Management

A *contract management system* is a software module for managing the entire contract management lifecycle process, including contract development, negotiation, approval, and renewal. Typical contract management systems include features that allow an organization to maintain information on contract approval processes, responsible parties, and key contacts. Systems also include automated alert reminders for events such as contract expirations, required financial obligations, or anticipated receipts tied to a contract.

### Findings and Observations

- The City is currently using Contract Advantage - Great Minds Software for its contract management system.
- Contract management software is available as a standalone software system or sometimes as part of an overall ERP solution.

### Staff Feedback

- CMO – Would like electronic signatures for contracts in order to avoid back-and-forth movement of contract documents
- Finance – Would like to be able to track the contract through its term

### Recommendations

- Identify business needs and objectives for contract management software according to the *Software Selection Best Practices* initiative.
- Consider budgeting for inclusion of a contract management module as part of a new ERP solution (see *Enterprise Resource Planning (ERP) Replacement* initiative).

## 19. Cashiering Needs Assessment and Replacement

*Cashiering solutions* provide convenient payment methods that enable reconciliations that are more accurate and have automated cashiering processes and centralized customer information. Benefits of integrated cashiering software include time reductions in manual processing, updating, and sharing daily payment activities.

The City is predominantly using QwikRegister. The City is not currently using the cashiering capabilities from Cayenta. Balancing is done in QwikRegister, but is manually entered into other systems like Cayenta, Tidemark, the Sierra Library system, etc. The City's current approach is a break from the more common practice of using the integrated cashiering module provided by the ERP system vendor. Diversion from this practice does make sense, however, when taking payments for permits, Parks and Recreation, etc., in order to use cashiering capabilities in these systems so they can be tied to customer accounts and activity, and then quickly exported and electronically uploaded to the central ERP system.





## Staff Feedback

- Comm. Dev. – Payments are taken directly in QwikRegister and then manually entered into Tidemark (double entry)
- Comm. Serv. – Would like to take credit card payments at remote locations
- Library – Use QwikRegister to keep track of cash receipts from patrons at Library front desk
- Library – Need to update or replacement QwikRegister cash register software, which operates on Windows 7+
- Library – Would like credit card payment ability for non-Library account purchases (Friends of the Library books, promotional products, exam proctoring, etc.)
- Library – Credit card payments are taken directly in the Sierra Library system, and then manually entered QwikRegister (double entry)
- Police – Use QwikRegister to take payments for permits and releases
- Police – Dispatch takes in cash, credit card, and checks for miscellaneous fees after business hours, often requiring them to leave 911 unattended
- Police – Dispatchers currently write out a receipt in a receipt book
- Police – Need to consider easier ways for dispatch to take payments (i.e., iPad with a credit card reader)
- Police – QwikRegister software for the Records Division should be replaced
- Police – The vendor for QwikRegister is no longer in business
- Police – QwikRegister will usually freeze one computer, leaving staff with only one computer to work with while handling large volumes of customers at the counter

## Recommendations

- Conduct a review of all cash receipting procedures, identifying manual processes and other improvements that can provide efficiencies and improved customer service.
- Because nearly all ERP solutions incorporate a cashiering module, the City should consider combining this effort with the *Enterprise Resource Planning (ERP) Replacement* initiative.
- Consider utilizing a third-party SME for an assessment process and RFP process.
- Some department-specific applications, such as VSI RecTrac, the Land Management system, and others, will need to interface with the organization's primary cashiering system or general ledger.

## Benefits

- Centralized activity and reporting
- Consistency between locations
- Reduction of double entries and manual reconciliations
- Better recordkeeping
- Adherence to accounting procedures and principles, thereby mitigating risk

## 20. Work Orders/Maintenance and Asset Management System

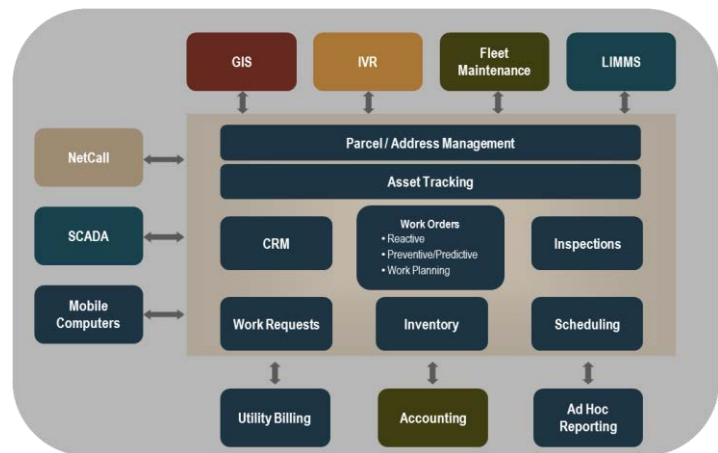
Maintenance and management of the City structures, streets, sidewalks, parks, trails, bridges, drainage, and culverts, etc., are managed mostly via manual processes on paper and MS Excel spreadsheets. The City does not currently have a comprehensive *work order/maintenance management system* for their infrastructure assets, but does use some other applications such as Global Water FATHOM Citrix system for water and Arbor Access with West Coast Arborists mobile app for trees.

The following is a list of typical maintenance and asset management software system functionalities. It is not intended to be all-inclusive, exclusive, or organized by specific software modules.



### Maintenance and Asset Management Functionalities

- Work Requests
- Inspections and Condition Assessment
- Work Orders
- Preventative and Predictive Maintenance
- Facilities Maintenance
- Asset Tracking
- Warehouse Inventory
- Parcel/Location Management
- GIS Integration
- Report Writing
- Budget Forecasts



### Staff Feedback

- CMO – CCIN is not helpful and needs to be replaced
- CMO – GovQA is a portal used by public to submit a public records request
- CMO – GovQA provides some automated workflows and allows for management of requests to ensure compliance with legal requirements
- CMO – Using Direct Connect to capture public complaints, which are routed to staff email addresses
- Comm. Serv. – Using Comcate for customer response management
- Comm. Serv. – Using Outlook to schedule work orders
- PW – Contracted work is also captured
- PW – Creating internal and external work orders for tree maintenance/trimming
- PW – Looking at SeeClickFix for processing service requests
- PW – Need a traffic sign and signal inventory
- PW – Not using RTA to its full potential
- PW – The trees supervisor uses a tablet to update the tree inventory (Arbor Access)
- PW – Using Comcate for service requests
- PW – Water team has a tablet and laptops to access service requests
- PW – Work orders for trees are created in Arbor Access
- PW – Would like to start tracking costs associated with work orders



## Recommendations

- Conduct a work order/maintenance and asset management system needs assessment identifying required feature/function capabilities.
- Review applicable manual processes and shadow systems, such as spreadsheets, to determine automation improvements that will result in labor efficiencies.
- Apply the results of the needs assessment to research options and solicit quotes for a work order/maintenance and asset management system.
- Many ERP system vendors offer work order functionality, the City should consider including these capabilities as part of the *Enterprise Resource Planning (ERP) Replacement* initiative.
- Follow best practices according to the *Software Selection Best Practices* initiative to select the appropriate system.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.

## Benefits

- Significantly greater workflow efficiencies within Maintenance Management, Work Orders, and Infrastructure Asset Tracking
- Reduced time and effort to provision services
- Improved inspections
- Increased staff and citizen satisfaction
- Improved performance tracking, reporting, and measurement
- Reduced stressors and workload due to improved automation and reduction in manual processes
- Reduced risk of institutional knowledge reliant on highly manual processes leaving the organization due to staff turnover or retirement
- Improved project management and reporting

## 21. Fleet Management

*Fleet management software (FMS)* provides the ability to perform tasks in the management of any or all aspects relating to the City's vehicle and equipment fleet. Fleet management, at a high level, encompasses all vehicle/equipment operations, from acquisition, through maintenance and life-cycle replacement analysis, to final disposal.

### Findings and Observations

- The City is currently using Ron Turley and Associates (RTA) software and the Fleet Manager spends a good deal of time updating and managing fleet and equipment manually with spreadsheets and generic desktop software.
- Fleet includes vehicles and numerous types of rolling stock (vehicles) and equipment.
- Due to the large number and types of equipment, the City wants to ensure that any new system assists not only with vehicle maintenance, but also meets their needs in maintaining and managing such equipment.
- The City also maintains the fleet for the West Bay Sanitary District, which includes 24 vehicles—mostly heavy duty trucks. The City charges the District for Parts at 15% and charges an hourly fee for labor. Public Works does recap all parts, hours, etc., and sends out an invoice. Payment for invoices are sent by the West Bay Sanitary District directly to Finance for processing.
- There is a desire for any new fleet system to have the ability to generate or convert the work orders into an invoice for West Bay Sanitary District.



## Staff Feedback

- PW – Contracts out major/large fleet work and also contract out for painting, body work, and smog testing
- PW – Contracted work is also captured now, PW would like this contracted work to be tracked in any new fleet management system
- PW – Have two bays, one mechanic, and one supervisor
- PW – Have had Ron Turley and Associates (RTA) fleet management system for over ten years
- PW – Manage the City's and Westbay Sanitary's fleet
- PW – Not using RTA to its full potential

## Recommendations

- Complete a review and a needs assessment of the City's fleet maintenance requirements and document the results.
- Apply the results of the needs assessment to research options and solicit quotes for fleet management software solutions.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Because some work order/maintenance management solutions also incorporate fleet management, the City should consider combining these efforts (see *Work Orders/Maintenance and Asset Management System* initiative and also the *Enterprise Resource Planning (ERP) Replacement* initiative).

## Benefits

- Reduced vehicle and equipment ownership costs
- Extended useful life of vehicles and equipment
- Improved life-cycle cost analysis and replacement decision making
- Increased equipment availability
- Increased warranty recovery
- Optimized inventory levels
- Improved labor productivity
- Enhanced the satisfaction of the people that use the vehicles and equipment
- Ensured regulatory compliance for vehicle management, maintenance, and parts inventory management





## 22. Land Management System Replacement

### Findings and Observations

A typical land management suite of applications includes:

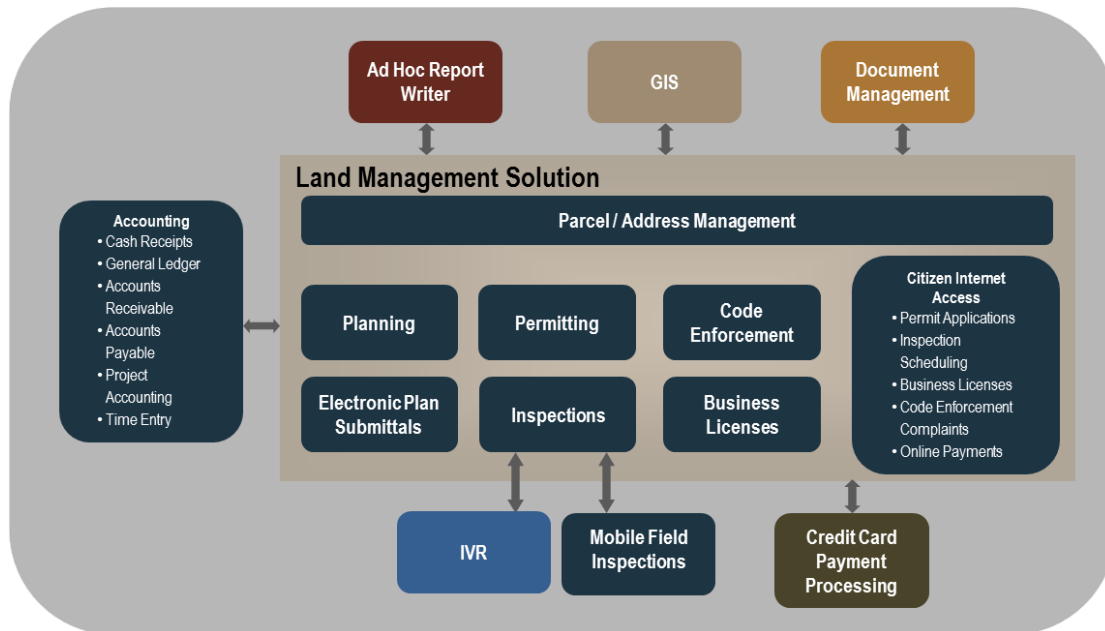
- Development Planning and Zoning
- Permitting
- Inspections
- Code Enforcement
- Recurring Revenue and Business Tax (Licensing)
- Parcel/Address Management

License #	Number	Type	Tax Year	Classification	Status
0000000000	0000000000	Commercial Business License	2014	General	Active
0000000000	0000000000	Commercial Business License	2013	General	Active
0000000000	0000000000	Commercial Business License	2013	General	Active

The City should expect significant productivity gains with a fully implemented, integrated land management application solution.

Business licensing (business tax) and recurring billing/revenue is typically included in a land management suite, due to the connection to a common address and parcel database, as well integration to permitting and code enforcement. Automation of licensing/tax applications reduces paperwork, staff processing time, and increases citizen satisfaction by providing them the ability to submit, renew, pay, and print business licenses online at their convenience.

The following illustration and table shows typical modules available in land management systems.





Current Applications and Vendors	Currently Owned	Implemented	Potential Modules in Single Vendor Solution
<i>Land Management (Development Services)</i>			
Tidemark Advantage			
Permits	Yes	Yes	Yes
Code Enforcement	Yes	Yes	Yes
Parcel/Address Management	Yes	Yes	Yes
HdL			
Business Licenses	Yes	Yes	Yes
TES/TIM			
Mobile Inspections	Yes	Yes	Yes
Modules Not in Use or Not Available			
Planning Projects and Zoning			Yes
Inspections			Yes
Cash Receipting			Yes
GIS Viewer			Yes
Mobile Code Enforcement			Yes
Online Services			Yes
Planning Projects			Yes
Permitting			Yes
Inspections Scheduling/Requests			Yes
Business Licensing			Yes
Payments			Yes

**Staff Feedback**

- CMO – Need online planning and building portal for the public to view and monitor projects
- CMO – Interested in metrics and key performance indicator reporting for land management projects
- Comm. Dev. – Using Tidemark for Building/Planning permit tracking, parcel data access/maintenance, and reports
- Comm. Dev. – Using Excel for analysis/calculations (e.g., calculating floor area/building coverage maximums)
- Comm. Dev. – Using Excel for project tracking timesheets
- Comm. Dev. – Using Excel for project schedules
- Comm. Dev. – Using Excel for creating/editing public notice address lists
- Comm. Dev. – Using Excel for building inspector appointment scheduling
- Comm. Dev. – Have a Microsoft Access database of historical building permit and inspections data
- Comm. Dev. – Need to allow for online status checking of applications
- Comm. Dev. – Need online inspection scheduling
- Comm. Dev. – Need fee calculations to be automatically calculated
- Comm. Dev. – Need automatic tiered actions



- Comm. Dev. – Need a better system for holds (e.g., stop work notifications, business license required, open code enforcement case on property, etc.)
- Comm. Dev. – Digitized paper needs to link with parcel/permitting system(s)
- Comm. Dev. – Need to streamline public meeting notice mailings; currently export Excel list of addresses, clean up duplicates/errors, creating Word notice, copy project description from Tidemark, change planner contact info, link Word and Excel files through mail merge, print, and mail notices
- Comm. Dev. – Need to include calculated zoning parameters (FAL/FAR in parcel database enhancements)
- Comm. Dev. – Need to include building coverage in parcel database enhancements
- Comm. Dev. – Need to include R-3 infill density in parcel database enhancements
- Comm. Dev. – Need to include substandard lots in parcel database enhancements
- Comm. Dev. – Need to include homeowners’ associations in parcel database enhancements
- Comm. Dev. – Need to include easements in parcel database enhancements
- Comm. Dev. – Generally link disparate parcel information systems (Tidemark, GIS, building permit scans, business licenses, etc.) so that multiple programs don’t have to be opened to get basic information
- Comm. Dev. – Permit records searches are convoluted under current system
- Comm. Dev. – Would be great to link automatically to County parcel GIS system (without having to retype address)
- Comm. Dev. – Labor-intensive routings/task assignments to other staff members
- Comm. Dev. – Generate various project-related letters (30-day review, actions, etc.) to automatically pull in relevant project-specific information (contact info, project number description) and combine that with standard conditions/disclaimers and project-specific guidance
- Comm. Dev. – Could use self-service stations at Building/Planning counter to allow customers to retrieve basic parcel information
- Comm. Dev. – Could use self-service stations to allow customers to start applying for permits
- Comm. Dev. – Ability to notify a customer when Plan Checker review has been completed
- Comm. Dev. – Need a Housing Element Annual Report for number of units (by type/income category) with issued building permits
- Comm. Dev. – Ability to report on maximum allowable development status (e.g., El Camino Real/Downtown Specific Plan)
- Comm. Dev. – Ability to report on residences and non-residential square feet approved for/under development (e.g., Joint Venture Silicon Valley Land Use Survey)
- Comm. Dev. – Ability to create annual Department of Finance Building Report
- Comm. Dev. – Ability to report on various one-off permitting requests (pipeline projects, approvals, etc.)
- Comm. Dev. – Ability to report and monitor projects approved/built under pending General Plan
- Comm. Dev. – Ability to receive reminders pending expirations permits expirations (e.g., Limited Term Project Approvals)
- Comm. Dev. – Ability to provide better estimates to applicants of “typical” total case costs
- Comm. Dev. – department has a digital camera for site visit photos, but many staff members just use their cell phone camera
- Comm. Dev. – Tidemark permitting system is extremely out-of-date and in need of replacement
- Comm. Dev. – Police uses Tidemark for code enforcement
- Comm. Dev. – Tidemark is on an old and unsupported version

- Comm. Dev. – Have a script that runs monthly to retrieve counter assessor parcels and compare them with Tidemark
- Comm. Dev. – Not all records were successfully converted into Tidemark, when it originally went live in 1999
- Comm. Dev. – Payments are taken directly in QwikRegister and then manually entered into Tidemark (double entry)
- Comm. Dev. – Inspection requests can be made by calling the building department between the hours of 8 and 8:30 AM
- Comm. Dev. – Would like to take simple permits online
- Finance – Using HdL for business license applications and renewals
- Police – Need annual parking permit renewals for overnight parking permits
- Police – Currently not taking parking payments online
- Police – Need annual parking permit renewals for downtown parking
- Police – Use Tidemark code enforcement capabilities
- Police – Are doing duplicate entries into both Tidemark and RIMS
- PW – Files need to be shared and stored based on address
- PW – Need a permit system upgrade
- PW – Need better management and reporting of storm water permit
- PW – Need to automate inspection requests
- PW – Need to automate the creation of notices, comment letters, etc.
- PW – Need to automate Lawn Be Gone program
- PW – Need to offer online truck permits
- PW – Should accept permits online
- PW – Storm water permits are tracked in Excel

## Recommendations

- Replace the Tidemark and HdL software environment and start by conducting a land management system needs assessment. Identify additional functionality requirements, additional modules needed, and GIS integration requirements.
- The existing Tidemark system is an old version and assistance from an outside contract consultant is necessary to keep the system in operation. Tidemark was acquired by Accela and the next move is to Accela's newest product and a migration away from Tidemark.
- Review applicable manual processes and shadow systems, such as spreadsheets, to determine automation improvements that will result in labor efficiencies.
- Consider implementation of a land management system as part of the new ERP purchase and implementation.
- Consider adding a Development Services Technology Fee to permits that require inspections. Many cities utilize this strategy to improve customer service through technology improvements.
- Select new software vendor according to the *Software Selection Best Practices* initiative.



## Benefits

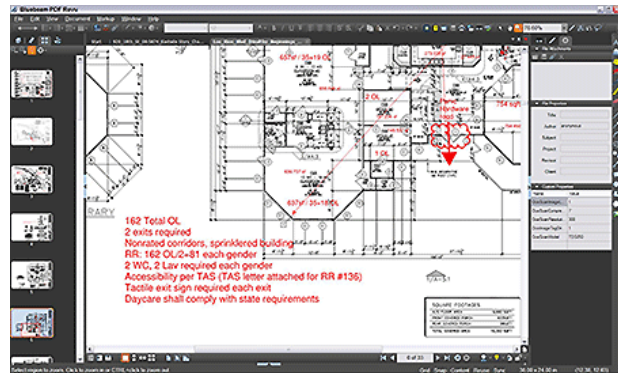
- Significantly greater workflow efficiencies
- Reduced stressors and workload due to improved automation and reduction in manual processes
- Reduced risk of institutional knowledge, leaving the City due to staff turnover or retirement
- Improved project and permit tracking and reporting
- Ability to result inspections and code violations in the field with mobile computing
- Automated time tracking and workload tracking of billable and non-billable hours
- Online citizen access capabilities
  - ◆ Improve community relations through 24-hour citizen access
  - ◆ Ability to automate inspection scheduling online
  - ◆ Eliminate time-consuming "status check" phone calls
  - ◆ Ability to apply and pay for permits online
  - ◆ Instant inspection result retrievals by contractors and applicants

## 23. Electronic Plan Submittals and Reviews

Electronic plan reviews for development and architectural plans related to City permitting and planning processes can be submitted, reviewed, and marked-up electronically. Electronic plans can result in a reduction of lost plans and physical storage requirements while enhancing sharing, collecting, storing, and retrieving of plans during the process and through retention periods.

### Findings and Observations

- Community Development would like to consider and evaluate utilizing electronic plan submittal and review processing.
- Multiple solutions are available, including purchased and online hosted solutions.
- Online solutions may be purchased in a traditional manner or paid on a per page/project/permit basis.



### Staff Feedback

- Comm. Dev. – Interest in new electronic plan check programs
- Comm. Dev. – Scanning is a somewhat cumbersome/manual process
- Comm. Dev. – City offices are being reconfigured for additional hiring, which may impact our current paper file cabinets
- Comm. Dev. – Currently request copies of plans to be shared among the reviewing departments
- Comm. Dev. – Uncertain about using electronic markups quite yet

### Recommendations

- Explore solution options and capabilities.
- Consider cost-benefit of available solutions.
- Consider the selection and implementation of electronic plan review software along with the land management system or as part of the new ERP purchase and implementation. See *Enterprise Resource Planning (ERP) Replacement and Land Management System Replacement* initiatives
- Select new software vendor according to the *Software Selection Best Practices* initiative.

## 24. Human Resources System Improvement or Replacement

### Findings and Observations

A *human resources information system (HRIS)* contains numerous Human Resources-related functions within a single solution, while also providing accurate and secure access of employee information. An HRIS typically includes the following capabilities:

- Employee Internal/External Training
- Professional Development
- Certifications and Licenses
- EEO Reporting
- OSHA Reporting
- HIPAA Reporting
- Insurance and COBRA Reporting
- Emergency Medical Information
- Workers' Compensation
- FMLA Benefit Payments
- Benefits Administration
- Seniority Tracking
- Retiree Tracking
- Terminations
- Employee Grievance Tracking
- Position Control
- Applicant Tracking
- Organizational Chart Generation
- Wage/Promotion/Disciplinary History
- Performance Evaluations
- Leave Requests
- Compensation Reporting
- “What If” Scenarios
- Labor Negotiation Tools
- Merit/Step Increases
- Tuition Reimbursement
- Travel Management
- Employee Surveys

These solutions also have integration with payroll processing and employee self-service (ESS) portals to provide employees the ability to retrieve their information in real time, 24/7.

The City is in the need of a reliable and capable HRIS through a replacement system that can be provided as part of an integrated ERP system.

The City’s existing HR (and Payroll) system is provided in a SaaS (software as a service), fee-based environment, with ADP using the ADP Workforce Now system. The recurring fees are high, and ADP has had issues with a low level of implementation success, reliability, and ongoing support. Integration with financials, payroll, and other citywide systems also prove challenging and costly. Analysis will need to be completed, but original estimates are that an HR replacement system that would be delivered as part of a citywide ERP System (see *Enterprise Resource Planning (ERP) Replacement* initiative), would carry lower costs, and higher levels of functionality and integration.



### Staff Feedback

- CMO – Manually processing time cards
- Comm. Dev. – Current time cards procedures are very manual and have a number of opportunities for human error
- Comm. Dev. – Need employee task tracking
- Comm. Serv. – Could use time clocks on computers
- Comm. Serv. – Need automated time cards
- Comm. Serv. – Only the Library is using time clocks
- Comm. Serv. – Using Excel to track staff trainings
- Finance – ADP is unable to allow supervisors to view their staff's timecards
- HR – ADP appears to have FMLA, but it has not been activated
- HR – ADP can track certifications and degrees





- HR – ADP's performance evaluation software is licensed but not implemented
- HR – Applicant tracking processes are manual
- HR – Are at least four versions behind on ADP
- HR – Are not satisfied with the existing version of ADP
- HR – CalOpps provide basic applicant tracking functionality
- HR – CalPERS does not tie into HR
- HR – Existing version of ADP lacks OSHA, works compensation, ACA, and leave management capabilities
- HR – Have an Access database with data prior to ADP implementation
- HR – Have been using ADP for at least 15 years
- HR – Manually processing open enrollment
- HR – Need a system to automatically notify IT and Finance of terminated employee access
- HR – Need automated time sheets
- HR – Need better tracking and reporting of leaves
- HR – Need better tracking of employee on-boarding
- HR – Need better Performance Management tracking, metrics, and training/development plans
- HR – Performance evaluation tracking is done in Excel
- HR – Need more efficient ways of preparing third-party reports (e.g., State Controller, EEO, OSHA, PRA Salary Report, etc.)
- HR – Need to comply with America Care Act (ACA)
- HR – Need to provide employees with self-service capabilities (e.g., tax changes, address changes, access to paystubs, etc.)
- HR – Need to use a system and not spreadsheets for position-control tracking
- HR – Payments to third-party vendors are either paid manually or via EFT
- HR – Using ADP for human resources and payroll capabilities
- HR – Using Excel for OSHA tracking/logs and to create OSHA 300 report
- HR – Using Excel for tracking health enrollments by employee, plan, unions, etc.
- HR – Using Excel for tracking retiree health credits
- Library – Doing paper time sheets in addition to clock-ins
- Library – Could use a Kiosk PC for all Library staff to access/manage ADP accounts
- Library – Currently have to manually keep track of hours worked for each temp employee so we do not go over pay period/annual limit
- Library – Need an ADP mobile app
- Library – Need PC/device timeclock entry for ADP (e.g., sick, vacation, adjustments, etc.)
- Library – There is one time clock at the Library
- Library – Using Volgistic to track volunteer hours
- Police – Multiple staff are reviewing and approving paper time cards
- Police – Telestaff works well for both scheduling and time cards
- Police – Use PBT Group TEAMS for online training and evaluation, audit, and management; this includes the field training program and daily observation reports
- Police – Using Telestaff for shift bidding, comp time, vacations, and shift swaps
- PW – Could benefit from paperless time sheets given that the majority of the maintenance division is out in the field all day
- PW – Need automated time cards



## Recommendations

- Conduct a comprehensive process review and develop feature/function requirements for all HRIS needs.
- Follow best practices according to the *Software Selection Best Practices* initiative.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.

## 25. Employee Self-Service

### Findings and Observations

*Employee self-service (ESS)* systems often empower employees to maintain and retrieve personal information such as benefits, leave accruals, electronic paystubs, and year-end W-2s, all while requiring minimal effort from the Human Resources department. Sometimes, there are additional features that provide automated leave requests, pay calculators, and changes to personal allowances.

Some services are provided by the ADP system, but more services are desired by the City and full benefit of ESS has not been realized due to the problems with ADP and the ADP software implementation.



### Staff Feedback

- HR – Need to provide employees with self-service capabilities (e.g., tax changes, address changes, access to paystubs, etc.)
- Library – Could use a Kiosk PC for all Library staff to access/manage ADP accounts
- Library – Need an ADP mobile app

### Recommendations

- Review and document the City's ESS feature/function requirements.
- Explore best option for ESS between future time and attendance or ERP Solution.
- Follow *Software Selection Best Practices* initiative in selecting the best option.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.

## 26. Time, Attendance, and Accruals Tracking

### Findings and Observations

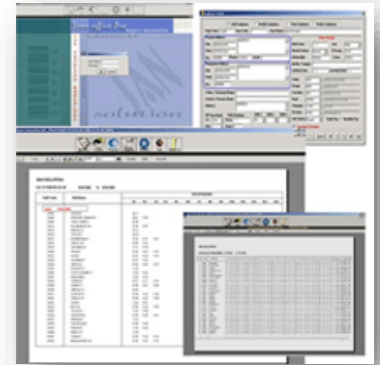
The tracking, recording, and storing of employee time and attendance information is a significant undertaking. A manual system with repeated entry and review steps often leads to inaccurate reporting, payroll discrepancies, and lost data. Automated time management systems can provide:

- Single-occurrence data entry, with integration to time clock equipment as needed
- Standardized employment rules and implementation
- Centralized database for electronic review of records
- Consistent enforcement of vacation and sick policies, FLSA requirements, and union rules
- Web- and server-based options
- Integration with other functions, such as accounting and/or payroll
- Automated calculations based on user parameters

Such systems:

- Reduce duplicate efforts, thereby saving valuable time and resources
- Decrease inaccuracies and human error
- Improve management of vacations, sick leave, and other absences

The City is currently working to implement the ADP system for this functionality. The Library has been the test department for this project. The implementation is behind schedule, there are still unresolved problems, and there are concerns that ADP may not succeed in fully completing the implementation. As a result, most departments are using paper time cards/sheets or spreadsheets.



### Return-on-Investment (ROI) Consideration

In a software selection study conducted by Nucleus Research, an organization that transitioned to an automated time-entry system saw a return on investment within six months and an overall return of 225% of their initial investment.<sup>5</sup>

### Staff Feedback

- CMO – Manually processing time cards
- Comm. Dev. – Need employee task tracking
- Comm. Dev. – Current time card procedures are very manual and have a number of opportunities for human error
- Comm. Serv. – Need automated time cards
- Comm. Serv. – Could use time clocks on computers
- Comm. Serv. – Only the Library is using time clocks
- Finance – ADP is unable to allow supervisors to view their staff's time cards
- HR – Need automated time sheets
- Library – Need PC/device time clock entry for ADP (e.g., sick, vacation, adjustments, etc.)
- Library – There is one time clock at the Library
- Library – Doing paper time sheets in addition to clock-ins

<sup>5</sup> "ROI Case Study: Kronos Workforce Timekeeper Anonymous Healthcare Organization", Nucleus Research 2003.

- Police – Telestaff works well for both scheduling and time cards
- Police – Multiple staff are reviewing and approving paper times cards
- Police PW – Could benefit from paperless time sheets, given that the majority of the maintenance division is out in the field all day
- PW – Need automated time cards

## Recommendations

- Conduct a comprehensive process review, and develop feature/function requirements for all time keeping, attendance, and accrual tracking needs.
- Follow best practices according to the *Software Selection Best Practices* initiative.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.

## Benefits

- Consistent and standardized organization-wide timesheet system
- Reduced manual processes
- Increased processing volume
- Reduced data entry errors
- Reduced payroll processing time (from improved processes, policies, and practices)
- Single automated interface to ERP system

## 27. Performance-Evaluation Software

### Findings and Observations

*Performance-evaluation software* automates staff reviews based on individual and departmental performance. This allows the ability to measure the skill sets of the workforce and plan expenditures accordingly with the internal resources available, build succession plans for continuity purposes, reduce numerous manually intensive reviews, and identify areas for improvement.

Human Resources' performance evaluation processes for non-management personnel is a manual process, using Microsoft Excel spreadsheets.



### Staff Feedback

- HR – Need better performance-management tracking, metrics, and training/development plans
- HR – Performance-evaluation tracking is done in Excel

### Recommendations

- Conduct a comprehensive process review, and develop feature/function requirements for all performance evaluation needs, including departmental online workflow (notifications, routing and approvals).
- The City should include the above described review and requirement development as part of the needs assessment and feature/function specifications identified in the *Human Resources System Improvement or Replacement* initiative.
- Follow best practices according to the *Software Selection Best Practices* initiative.



- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.

## Benefits

- Access to employee information
- Scheduling and maintenance of employee training
- Employee job feedback
- Staff incentives and rewards
- Facilitation of communication
- Recognition and rewards of good performance
- Consistent formula for establishing, tracking, and measuring performance for evaluation reviews

## 28. Applicant Processing

Most human resource departments are busy managing a constant stream of employment applications. Due to this volume of activity and the importance of a controlled process to acquire important human resources, there is a need to automate the hiring process from the moment an application arrives, all the way through the hiring and onboarding process.

*Applicant tracking* allows customization of online applications, so applicants provide all necessary information. When applicants apply, they can also attach resumes and transcripts that are immediately accessible by the HR Department. Thereafter, the software allows you to mass-activate/inactivate applicants, view or report individual or group applications, and construct personnel records once an applicant has been hired. Often, additional workflow capabilities are offered to include the departments needing candidates so that they can be engaged in the process. Online capabilities for applicants are also an integral part of the process within these application tracking systems.

### Findings and Observations

- The City primarily uses a manual process for applicant tracking and notification.
- HR also uses CalOpps to post jobs and for some applicant tracking.

### Staff Feedback

- HR – Applicant tracking processes are manual
- HR – Need better tracking of employee on-boarding using integration to HR and Payroll
- HR – CalOpps provide basic applicant tracking functionality

### Recommendations

- Consider conducting a comprehensive process review and needs assessment, including departmental supervisors and managers to verify and identify the City's applicant processing needs.
- The City should include the above described review and requirement development as part of the needs assessment and feature/function specifications identified in the *Human Resources System Improvement or Replacement* initiative.
- Follow best practices according to the *Software Selection Best Practices* initiative.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Enterprise Resource Planning (ERP) Replacement* initiative.



## Benefits

- Automated process that tracks candidates and maintains the necessary documentation
- System that provides a smooth interface for candidates to apply and determine status
- Increased efficiencies through workflow and automation with the elimination of manual process and shadow systems
- Time savings and elimination of duplicate entry from integration with HR and Payroll systems

## 29. Training and Certification Management Software

*Training and certification management software* tracks training, certifications, skill sets, and more. It ensures that continual education and training is completed in a timely manner in order to ensure compliance with recertification requirements. These systems have the following features:

- Centralized employee training, qualifications, and license data
- Automatic notification for upcoming and overdue training
- Instantly viewable training metrics on dashboards and reports
- Aid in preparation for audits and in meeting compliance requirements
- Tracking of exam results

### Findings and Observations

- There are some systems in use at the City (e.g., Police Department).
- Commonly, however, these requirements are being tracked by departments and Human Resources using Excel spreadsheets.

### Staff Feedback

- Police – Use PBT Group TEAMS for online training and evaluation, audit, and management, including the field training program and daily observation reports
- Comm. Serv. – Using Excel to track staff trainings

### Recommendations

- Stand-alone, third-party training and certification management and tracking software is available. However, these capabilities are also available in HRIS systems or in HRIS modules within an ERP system (See *Enterprise Resource Planning (ERP) Replacement* initiative).
- The City should include the above functionality as part of the needs assessment and feature/function specifications identified in the *Human Resources System Improvement or Replacement* initiative and/or in the *Enterprise Resource Planning (ERP) Replacement* initiative.





## 30. Staff Scheduling System

### Findings and Observations

Various departments have identified a need for scheduling employees, such as Police, Library, and Community Services. The Police Department is currently operating with Telestaff software to meet their scheduling needs.

### Staff Feedback

- Comm. Serv. – Would like a staff/volunteer scheduling software that includes text message notifications, sign ups, etc.
- Library – Are manually creating volunteer schedules
- Library – Using Volgistics to track volunteer hours
- Police – Telestaff works well for both scheduling and time cards
- Police – Using Telestaff for shift bidding, comp time, vacations, and shift swaps

### Recommendations

- Survey departments to determine which have needs for a scheduling tool. Review applicable manual processes and shadow systems, such as spreadsheets, with each of these identified departments to determine scheduling automation improvements that will result in efficiencies.
- The above recommendation is supported by the example of the Library and Community Services, identifying a need and requesting scheduling software to assist in managing the schedule for their staff and for volunteers. The spreadsheet and calendars being used do not meet the Library's needs.
- The City should investigate and determine if expanding the Police Department licenses and use of Telestaff to include other departments will meet their needs, rather than acquiring and adding another scheduling solution with the same functionality.
- If Telestaff is not a viable option for other departments, investigate other Scheduling options that would include integration with the City's Time and Attendance Tracking solution (see *Time, Attendance, and Accruals Tracking* initiative).
- Follow *Software Selection Best Practices* methodology for any new software.

### Benefits

- Better tracking and scheduling of required City staff and volunteer staff
- Reduced overlapping shifts
- Reduced overtime
- Elimination of paper forms
- Accurate personnel deployment
- Better management/supervisory reporting of staff hours, shifts, etc.
- Elimination of scheduling systems from several different vendors and benefits of potential integration with Time Keeping/Attendance

## 31. Project and Construction Management

Project and construction management software typically includes:

- Management and tracking of construction projects
- Documenting project and contract progress
- Initiates or notifies of milestone completions for contractor payments
- Communication and interfaces to central financial systems including grant and project accounting

Many of these government-based construction software systems are now offered in a service-oriented, cloud-based product. Many also offer field-based access and usage for inspections and tracking in the field.



### Findings and Observations

- Project Managers are using different methods in managing their projects, some of which include manual processes, Microsoft Project, Excel and Access, as well as other planning systems, like BaseCamp and Trello.
- Tracking costs, schedules, scope, and task completion for projects is challenging with existing methods and the various systems being used.
- Project information is not readily accessible by multiple staff in real time.

### Staff Feedback

- CMO – Need the ability to track project expenditures and available budgets in real-time
- CMO – Need project management software
- Comm. Serv. – Using Microsoft Project to track projects and project tasks
- HR – Using BaseCamp for project tracking
- PW – Using Excel to manage CIPs
- PW – Using MS Project
- PW – Using Tom's Planner project management software
- PW – Using Trello project management software

### Recommendations

- Complete a review and needs assessment of City's project and construction management requirements and document the results. This should be a single system that all departments and divisions within the City can use in a cooperative fashion.
- Apply the results of the needs assessment to research options and solicit quotes for the project and construction management software solutions. Examples include:
  - ♦ PM Web
  - ♦ e-Builder
  - ♦ CapitalSoft
  - ♦ Aurigo
  - ♦ Primavera
  - ♦ Systemates
  - ♦ FieldManager
  - ♦ Projectmates
  - ♦ and others
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Ensure that integration between the new system and Project and Grant Accounting software in the ERP System.
- Consider utilizing a third-party SME or consulting firm for the needs assessment, process review, and feature/function development.

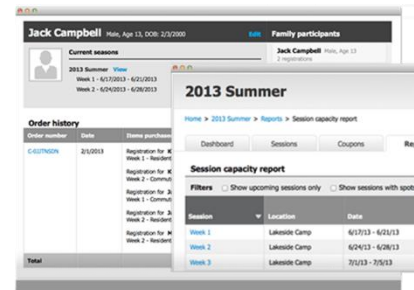
## Benefits

- Shared project information
- Ease of project reporting
- Scheduling and resource management
- Increased efficiency in managing multiple projects
- Integration with Project and Grant Accounting within the citywide ERP system

## 32. Parks and Recreation Software Replacement (eGov)

### Findings and Observations

The City currently uses the eGov software solution as their parks and recreation system. The City has been relatively satisfied with the system but feel they have outgrown its capabilities. eGov is not a full-featured park and recreation system and the Community Services feels it is time to replace eGov with a Park and Recreation system that could also assist with Day Care and Senior Center requirements. Additionally, there is a high degree of potential labor efficiencies to be gained through a comprehensive new system. Depending on the vendor, a Parks and Recreation enterprise solution may include:



- |                                     |   |   |
|-------------------------------------|---|---|
| • Activity Registration             | • Personal Trainer Scheduling           | • Facility and Hourly Care Reservations |
| • Facility Reservation              | • Golf Course Management                | • Coach and Provider Lending            |
| • Membership Management             | • Maintenance Inspections and Results   | • Touch-Tone Tee-Time Reservations      |
| • League Management                 | • Job/Task Maintenance Scheduling       | • Touch-Tone Area/Equipment Rentals     |
| • Marketing                         | • Planning, Budgeting, and Depreciation | • Golf Membership Database              |
| • Child Care Management             | • General Ledger                        | • Point-of-Sale Cash Register           |
| • Pass Management                   | • Accounts Payable                      | • Food and Beverage Sales               |
| • Senior Activity/events Management | • Purchase Orders                       | • Tee-Time Reservations                 |
| • Point of Sale                     | • Time Management/Scheduling            | • Tournament Management                 |
| • Equipment/Site Rentals            | • Payroll Accounting                    | • Donor Management                      |
| • Court Reservations                | • Annual Registrations                  | • Volunteer Management                  |
| • Locker Rentals                    | • Program Management                    |   |

### Staff Feedback

- Comm. Serv. – Using Access to track waitlists
- Comm. Serv. – Use Team Sideline for sports league management and scheduling
- Comm. Serv. – Use eGov for class registrations, room rentals, finance reports, customer management, participant contact database management, and email marketing
- Comm. Serv. – Use Eventbrite for ticket sales and marketing
- Comm. Serv. – Would like to consider a customer mobile app for processing payments
- Comm. Serv. – Would like real-time text messaging capabilities (e.g., cancelled classes, emergencies, reminders, etc.)
- Comm. Serv. – Currently send notifications through eGov registration software



- Comm. Serv. – Would like to provide customers with e-Coupons
- Comm. Serv. – Need modern registration software
- Comm. Serv. – Would like staff/volunteer scheduling software that includes text message notifications, sign ups, etc.
- Comm. Serv. – Need ability for staff to access electronic participant medical info, parent contact, waivers, etc., on iPad or similar
- Comm. Serv. – Need online childcare enrollment capabilities
- Comm. Serv. – Need childcare immunizations and medications reporting
- Comm. Serv. – Looking for the possibility of procuring and new registration software suite within the next two years
- Comm. Serv. – Also looking into new membership software
- Comm. Serv. – Was a pilot customer for eGov
- Comm. Serv. – Have had eGov for eight years
- Comm. Serv. – Online payments are not automatically interfaced to eGov
- Comm. Serv. – eGov reporting is cumbersome
- Comm. Serv. – Prorations and refunds are manual
- Comm. Serv. – Taking student attendances in NoHo and eGov (double entry)
- Comm. Serv. – Considering monthly dues as opposed to drop-in membership
- Comm. Serv. – Would like vending machines and point of sale at facilities
- Finance – Have been discussing the replacement of the Activity registration and rental system (Community Services)

## Recommendations

- Complete a review and a needs assessment of the City's fleet maintenance requirements and document the results.
- Apply the results of the needs assessment to research options and solicit quotes for child care management software solutions.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Consider utilizing a third-party SME for an assessment process and RFP process.

*Note: Pricing and functionality vary by hundreds of percent.*

- Keep in mind that a more expensive system with more automation can save significant manual labor, thereby potentially saving more than the system's entire cost over a few years. Proper evaluation and due diligence is necessary to determine total cost of ownership over a ten-year period and to maximize automation, cost accounting, online services, implementation success, and customer service improvements.

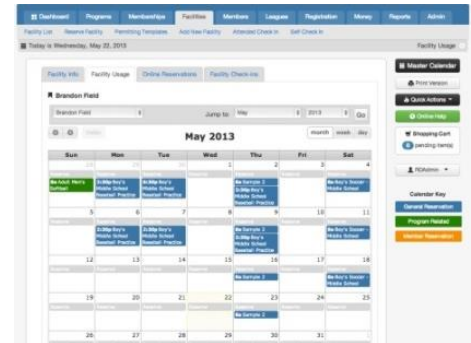
## Benefits

- Improved customer service
- Improved software application utilization
- Improved reporting, resulting in better management decision making

### 33. Citywide Facilities Scheduling/Events Calendar

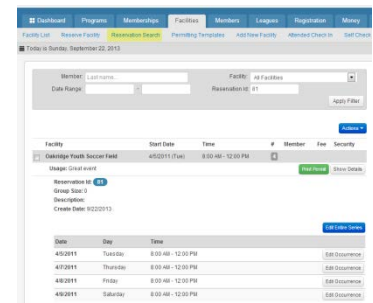
*Reservation software* improves the process of making reservations for facilities and activities, while providing customers with exceptional service, and staff with fewer tasks to manually perform. The following are capabilities can be found in facility and activity reservation solutions:

- Scheduling
- Calendaring
- Resource and Equipment Management
- Citizen Relationship Management
- Event Management
- Online Reservations
- Online Waivers
- Online Payments
- Automated Alerts and Notifications



#### Findings and Observations

- The City does not have a centralized facilities/events calendar. This makes it difficult to have a common place to see events and avoid conflicts.
- The City also does not have a centralized method for scheduling facilities including conference rooms, physical equipment, and other resources that need to be scheduled in addition to or in connection with the facility.
- Some permit information also needs to be accessible to customers and field staff



#### Staff Feedback

- Comm. Dev. – Using Outlook for meeting reservations
- Comm. Serv. – Using Outlook to schedule conference rooms
- Library – Need an internal staff calendar for City department events, closures, maintenance, etc.

#### Recommendations

- Third-party facility scheduling and activity reservation systems are available. A number of parks and recreation systems offer facility scheduling to various degrees, with some being able to schedule equipment, as well as facilities (i.e., reserving computer, projector, screen, etc., for remote presentations). These systems often provide abilities to take reservation deposits and take or invoice payments, if needed.
- These systems also allow online reservations with credit card payments.
- Complete a review and a needs assessment of City's facility reservation and scheduling and activities requirements and document the results.
- Apply the results of the needs assessment to research options and solicit quotes. The City should consider using the Facilities/Events Scheduling module within the *Parks and Recreation Software Replacement (eGov)* initiative, and use the modules citywide.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.







## Benefits

- Prevent conflicting and/or duplicate reservations
- Increase facility and equipment usage
- Faster processing of reservations
- Map out facilities for individual reservations
- Improved customer service
- Ease of reporting

## 34. Childcare Management System

### Findings and Observations

There are a number of *childcare management systems* available. They meet the management and operational needs of a day care center, but they also assist with meeting state requirements and providing the necessary state reporting.

Community Services has stressed a need for these capabilities and have expressed the fact that eGov and other tools currently being used do not meet the existing or future needs. Community Services currently provides child care services at three centers.

It should be noted that several park and recreations systems include child care modules that do an effective job meeting many or all the the needs Community Services has expressed.

### Staff Feedback

- Comm. Serv. – Need automated parent/child sign-in and -out
- Comm. Serv. – Need online childcare enrollment capabilities
- Comm. Serv. – Need childcare immunizations and medications reporting
- Comm. Serv. – Provide childcare services at three centers

### Recommendations

- Complete a review and a needs assessment of the City's fleet maintenance requirements and document the results.
- Apply the results of the needs assessment to research options and solicit quotes for child care management software solutions.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Because some park and recreation management solutions also incorporate child care modules, the City should consider combining these efforts (see *Parks and Recreation Software Replacement (eGov)* initiative).
- Consider utilizing a third-party SME for an assessment process and RFP process.

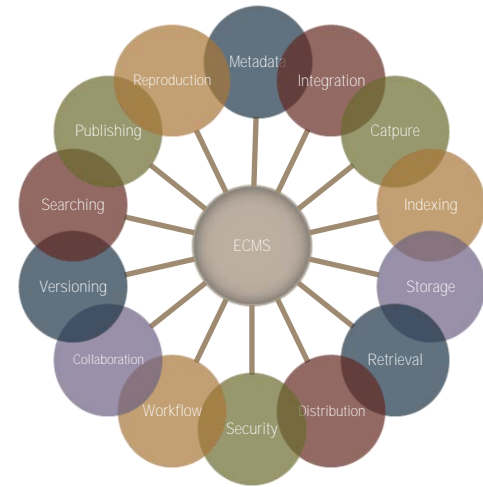


## 35. Electronic Content Management System (ECMS) Replacement

An *electronic content management system (ECMS)*, also referred to as an *electronic document management system (EDMS)*, can be utilized for much more than document scanning, document storage, and records retention management.

Additional uses include:

- Enterprise records management, including retention management
- Integrated document/process workflow management, including internal request management, and routing and distribution (accounts payable, accounts receivable, human resources, project tracking, etc.)
- Forms management
- Project/process collaboration
- Meeting minutes management
- Meeting agenda management
- Legislative management
- Media management, including synchronized meeting video streaming
- Web publication/posting for all above items, if desired
- Web access to ECMS, locally and remotely



### Findings and Observations

- The City is currently using ApplicationXtender and shared drives to manage documents and other files or content.
- The City uses ApplicationXtender as the centralized, citywide ECMS solution. However, due to the shortcomings of ApplicationXtender, many departments limit their use.



If the City were to consider a more modern ECMS solution with advanced functionality, additional benefits would be gained, including:

**Compliance** – Improved and more efficient ability to comply with increasing volume and complexity of regulations and retention requirements

**Security** – Improved physical abilities and accessibility security

**Workflow Capabilities** – Electronic capture, routing, and approvals of manual paper processes

**Improved Efficiency** – Increased productivity through automation of manual processes and time reduction in retrieving and sharing information

**Reduced Costs** – Reduced costs of printing, paper, storage space, and labor

**Reduced Carbon Footprint** – Minimized paper waste

**Improved Transparency** – Increased citizen access to information via the Web, including full automation of some documents immediately upon creation without additional processing or labor

**Disaster Recovery** – Protection of vital records through storage redundancy



## Return-on-Investment (ROI) Considerations

- A study conducted by Coopers and Lybrand found the following:
  - ♦ The average document is copied 19 times in its life.
  - ♦ 90% of documents that are handled in an office are merely passed along or shuffled through.
  - ♦ Costs to manage a single document:
    - \$20 to file a document
    - \$120 to find a misplaced document
    - \$220 to replace a lost document
  - ♦ 7.5% of all documents become lost.
    - An office that generates 200 documents a week will lose 15 of them, costing a total \$3,300.
  - ♦ 3% of all documents are misfiled.
    - An office generating 200 documents a week will misfile six of them, costing the company \$720.
- A feasibility study by the North Dakota Information Technology Department regarding ECMS technology found the following:
  - ♦ An organization that scans 600 documents per day can have the following benefits upon implementing an ECMS:
    - An ROI payback period of 15 months
    - Gained productivity of almost \$114,375
    - Subsequent annual savings of \$110,295
    - An overall three-year benefit impact of \$531,990
    - Save \$36,556 in annual costs when compared to manually storing and managing documents
- A study conducted by Prescient Digital Media found that an ECMS saves employees between 50-60% in time searching for documents.

## Staff Feedback

- CMO – Clerk uploads agenda packets and meeting minutes to the website
- CMO – Granicus is the secondary online meeting agenda packet posting site
- CMO – ApplicationXtender is the organization-wide document management
- CMO – ApplicationXtender is used to scan and store resolutions and legal documents
- CMO – ApplicationXtender often contains multiple copies of the same document due to other departments scanning same documents
- CMO – City Manager’s Office and Building/Planning also use ApplicationXtender
- Comm. Dev. – Using ApplicationXtender document manager for scanning of Building Division records, City Clerk files, and limited Planning Division records
- Comm. Dev. – Need improved document management
- Comm. Dev. – Need to digitize paper files
- Comm. Dev. – Digitizing of paper files should include labels/tags and OCR (optical character recognition) so that information is searchable
- Comm. Dev. – Digitized paper needs to link with parcel/permitting system(s)
- Comm. Dev. – Scanning is a somewhat cumbersome/manual process
- Comm. Dev. – Archiving/tagging of photos from cell phone cameras is inconsistent



- Comm. Dev. – City offices are being reconfigured for additional hiring, which may impact our current paper file cabinets
- Comm. Dev. – ApplicationXtender Document Manager is pretty universally regarded as bad
- Comm. Serv. – Using Adobe Acrobat for PDF forms
- Comm. Serv. – Using both Box and Dropbox for document storing and sharing
- Comm. Serv. – Currently storing videos on a network drive; drive capacity is determined and enforced by IT
- HR – Using Box for internal document management
- HR – Using Dropbox for external document management
- Library – Need to remove outdated documents from shared drives
- PW – Future document storage capabilities need to be considered

## Recommendations

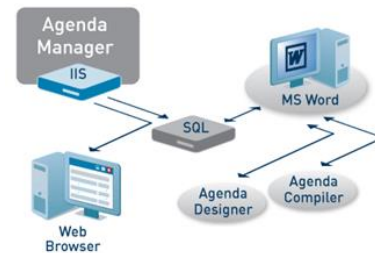
- Consider conducting a needs assessment and process review with all departments to gain an understanding of how the system should work and what configurations, training, etc., would improve staff's ability to utilize an ECMS system to its fullest, provide more transparency to citizens, and what other departmental applications integration would help improve the departments' business processes.
- Follow a software selection best practices approach to build an RFP, apply the needs assessment results, and identify a vendor that meets citywide needs.
- ECMS implementations on an organization-wide basis are commonly under-scoped and under-funded, leaving municipalities with limited benefits.
- ECMS implementations on a citywide basis are commonly spread over several fiscal years
- Review ECMS implementations in other local/regional municipalities that use it in a similar manner as intended by the City.
- Any solution considered should include integrated modules for agenda management, legislative management, and media management.

## Benefits

- Automated workflow and routing
- Reduction in paperwork and related costs
- Online document retention and archiving
- Improved version and authorization control
- Improved public records access
- Increased information-sharing capabilities
- Ability to provide Web posting and public access to residents
- Integration with agenda management/legislative management/media management

## 36. Agenda Creation and Management Software

*Automated agenda management systems* provide access to information for all departments involved in the agenda process, and are sometimes offered as a stand-alone module or as part of an enterprise content management system (ECMS), (see *Electronic Content Management System (ECMS) Replacement* initiative). Staff members submit proposed agenda items online, and supporting documentation or packets can be attached, where they can be automatically routed for approval through pre-configured workflows. Approvers can receive email notifications with links to items awaiting review. The system administrator or other responsible parties add items to meetings, then prepare agendas, finalize packets, and publish them. Agenda content is available online throughout the process and is easily accessible to those with a role in the process.



In many instances, agenda management is also integrated with media management systems to stream and record video and audio information, time stamp it, and tie it to the correlating meeting agenda. Then, there is the ability to push/publish agendas, minutes, and media to the City's website.

### Findings and Observations

- The City's agenda processes are currently semi-annual in nature; agendas, agenda packets and meeting minutes are uploaded to the City's website.
- There are no workflows for routing and revisions of packets during the preparations process, nor are there ticklers and notifications for due dates.
- There is a duplicate secondary posting on the Granicus site
- The City has considered and recognized the productivity, efficiency, and improved timelines that are possible with an automated agenda management solution.

### Staff Feedback

- CMO – Clerk uploads agenda packets and meeting minutes to the website
- CMO – Granicus is the secondary online meeting agenda packet posting site
- CMO – Need to automate staff report creation and approvals
- CMO – Interested in Granicus' iLegislate for agenda packet accessibility from an iPad
- Comm. Serv. – Using Word to create staff reports
- PW – Need a better process for managing City Council report prep and reviews

### Recommendations

- Conduct a comprehensive needs assessment, and process review, and document needs, including the development of detailed feature/function requirements for a new system.
- Apply the needs and feature/function requirements from the process review to solicit proposals and evaluate system options from various vendors.
- Follow best practices according to the *Software Selection Best Practices* initiative in order to select an appropriate system.



- It can be advantageous to coordinate the purchase and selection of an agenda management system with the selection of a new ECMS, because it includes the ability to ensure that the solution is integrated with the ECMS system. Many ECMS vendors have agenda management system partners that have built-in integration with their system and integration with media management (see *Electronic Content Management System (ECMS) Replacement* and *Granicus Media Management Assessment (Replacement)* initiatives).
- Consider utilizing a third-party SME or consulting firm for the needs assessment, process review, and feature/function development.

### Benefits

- Time savings in manually disseminating and routing documents for review
- Paper costs savings by disseminating and routing electronically
- Easy archival and retrieval
- View agenda items and related materials in real time
- Provides public online access to agendas, minutes, and potentially audio/video

## 37. Legislative Management

### Findings and Observations

*Legislative management and reporting* is the capability to manage legislative activities, including resolutions, ordinances, ordinance numbers, dates, and related actions, that are captured in real-time and retained to enable inquiry and reporting. In a manual environment, this legislative information, such as ordinances, is often entered numerous times. When automated, it only needs to be entered a single time.

### Staff Feedback

- CMO – Need legislative management software for managing and tracking resolutions and ordinances

### Recommendations

- Conduct a needs assessment and process review, and document needs.
- Apply the needs and feature/function requirements from the process review to solicit proposals and evaluate legislative management system options from various vendors.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Ensure that the media management system selected can be integrated with the agenda creation and management system, as well as the citywide ECMS system (see *Electronic Content Management System (ECMS) Replacement* and *Agenda Creation and Management Software* initiatives).
- Consider utilizing a third-party SME or consulting firm for the needs assessment, process review, and feature/function development.

## 38. Granicus Media Management Assessment (Replacement)

### Findings and Observations

Governments and quasi-governmental entities all have councils, boards, commissions, supervisory committees, etc. These board meetings require agendas, minutes, and recordings management. Recording technology has expanded to include the capturing of audio and video during these meetings. As a result of capturing these recordings, some open-access laws now require access to this media by the public. Media Management systems provide the ability to broadcast and manage media.

Media management systems:

- Give citizens and the public convenient access to live and archived streaming through the website
- Reduce public inquiries with searchable, self-service access online
- Import agendas and synchronize indexed video to eliminate hours of work
- Manage and distribute unlimited meetings and events (all completely automated)
- Reach a broader public audience
- Integrate closed captions with video
- Help the organization understand and measure public participation with video analytics



The City has expressed the need to perform live and post-meeting Web video streaming of Board meetings. The City has also expressed the need to manage historical meetings and offer the ability of the public to view/stream these past meetings online.

### Staff Feedback

- CMO – Granicus is used primarily to provide Web streaming of City Council meetings
- CMO – Not using Granicus for agenda management, only voting and streaming capabilities

### Recommendations

- Conduct a needs assessment and process review, and document needs, including the development of detailed feature/function requirements for a Council/Board meeting media management system.
- Apply the needs and feature/function requirements from the process review to solicit proposals and evaluate media management system options from various vendors.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Ensure that the media management system selected can be integrated with agenda creation and management system, as well as the citywide ECMS system (see *Electronic Content Management System (ECMS) Replacement* and *Agenda Creation and Management Software* initiatives).
- Consider utilizing a third-party SME or consulting firm for the needs assessment, process review, and feature/function development.





## Benefits

- **Reporting and Metrics** – Use system reporting and metrics to monitor the public engagement level, mobile usage, page visits, etc.
- **Event Management** – Schedule events to broadcast live or record from any video source (camera, cable TV, tape).
- **Archive and Publish** – Archived files automatically transfer to internal and external storage and can be automatically published to the organization’s website.
- **Streaming** – Leverage a media server for public streaming.
- **Integration with Agendas and Minutes** – Import agendas and synchronize indexed videos during meetings and, afterward, produce a public record on the website with the agenda linked to the video.
- **Anywhere and Anytime Access** – The public and staff can watch live streaming broadcasts or play archived videos through the website. Viewers can jump to desired topics through index points to review only the information or agenda items that are important to them.
- **Public Searching** – Public can find what they want through a searchable public record on the website. All meeting audio, video, minutes, and agendas can be integrated together.
- **Notifications** – The public can subscribe to the agenda, or to a particular search, to receive notifications when new content is available.

## 39. Large-File Sharing Tool

*Large-file sharing* is often necessary when email systems or other sharing methods have size restrictions.

### Findings and Observations

- The City is using a number of large-file sharing tools
- With various tools being used, there is a lack of consistency and limited management control
- Several departments expressed a desire for standardized use of a single, common tool across the organization.

### Staff Feedback

- CMO – Using Box cloud storage for sharing of extremely large files (e.g., public records request, staff reports, presentations, etc.)
- Comm. Dev. – Box.com and Dropbox primarily for applicant/consultant interactions
- Comm. Serv. – Use both Box and Dropbox for document storing and sharing
- HR – Using Box for internal document management
- HR – Using Dropbox for external document management
- PW – IT grants and then removes file-transfer access
- PW – Using Box.com and Dropbox for online file transfer



## Recommendations

- Migrate all City users to a single, secure large-file transfer solution
- SharePoint Online (part of Office 365) is a potential option
- Complete a review and needs assessment of the City's large-file sharing needs.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate solution.
- Ensure that this solution operates in a secure, supported environment, managed by the City's IT Division.

## Benefits

- Use of a single, standardized system
- Improved support by City and IT Division
- Consistency and uniformity

## 40. Video Capture and Editing (Video Events and Other)

### Findings and Observations

- The City uses several video-capturing systems and cameras.
- There is a desire to have a Citywide video capture and editing environment for consistency and the ability to store and save video for promotion, historical, and other purposes.

### Staff Feedback

- CMO – Need video equipment which can be used from the field (e.g., recruitment videos, entertainment, events, etc.)
- Comm. Serv. – Need video editing software for special events
- Library – Use Adobe Premiere Elements 8 to edit video clips for Library events

### Recommendations

- Migrate all City users to a single, video capturing and editing environment.
- Ensure that the video and editing environment is compatible with the results from the *Electronic Content Management System (ECMS) Replacement* initiative, the *Granicus Media Management Assessment (Replacement)* initiative, and the *Photo Management and Storage Software* initiative.
- SharePoint Online (part of Office 365) is a potential option.
- Complete a review and a needs assessment of City's video capturing and editing needs.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate solution.

### Benefits

- Use of a single, standardized system
- Integration throughout the organization with ECMS, Agenda Management, Media Management, etc.
- Compatibility and consistency

## 41. Photo Management and Storage Software

*Photo management and storage software* (also referred to as *photo library management*) is a robust way to store, retrieve, and manage photos, not to be confused with personal photo storage tools such as Apple iCloud, Amazon, Dropbox, Flickr Google+, or OneDrive. The key words are “robust” and “enterprise”. Photo management and storage software at a commercial level is analogous to an enterprise ECMS, as described herein.

Enterprise photo management systems, unlike document management solutions, are optimized and designed specifically for digital images and include all the capabilities required to management and operate a centralized and well-organized image collection.

Capabilities also include, but are not limited, to the following:

- Enterprise photo management, including retention management
- Centralized storage of photos, their associated data (indexes) and their organization within the database
- Security and user permissions with each group or department of users being restricted to assigned areas of the database, including the ability to control rights to perform specific operations/functions within those areas
- Web server plug-ins that provide secure, read-only access to assigned portions of the image collection over the Web or for integration with organization-wide or specific departmental software applications
- Ability to interact with various photo capture systems, including timed-based field cameras
- Ability to review, manage, analyze groups of photos, and save composite collections
- Secured database management to prevent photo loss and the ability to find a specific or group of images from a large collection
- Ability to catalog and store data on any number of specimens, species, etc.
- Full database-oriented reporting capabilities, enabling search access to the organization’s entire photo collection/library

### Findings and Observations

- The City is storing a very large number of photos from various departments and operations, including automated field based cameras, field work photos, maintenance management photos, historical and personal-interest photos, promotional photos, etc.
- There is no enterprise or citywide storage of photos, with many stored at the project, functional, division, or department levels.
- The City needs the ability to have an enterprise system that would provide consistency, ability to share and collaborate, and better integration of these photos into operations or operation software applications.
- No formal City processes or polices for the management, back-up, and potential recovery of these photos has yet been developed and documented.



### Staff Feedback

- Comm. Serv. – Use SmugMug for photo storage and sharing
- Comm. Serv. – Adobe Photoshop for image management



## Recommendations

- Complete a review and a needs assessment of City’s photo management requirements and document the results.
- Apply the results of the needs assessment to research options and solicit quotes for photo management system solutions.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Consider utilizing a third-party SME or consulting firm for the needs assessment, process review, and feature/function development.

## 42. Publishing Software Consolidation

### Findings and Observations

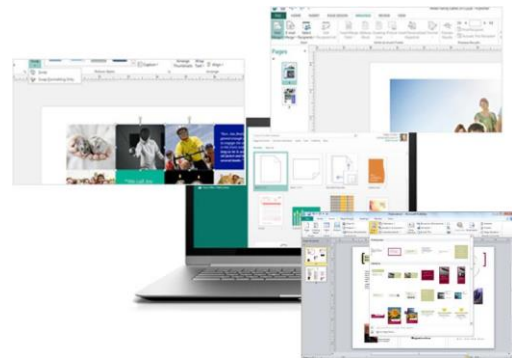
The City uses a myriad of different tools to meet their desktop publishing needs. The following table lists the software being used by each department to create published materials and make content changes:

Application	CD	CMO	Comm. Serv.	Finance	HR	Library	Police	PW
Adobe Acrobat Reader	Various Departments							
Adobe Acrobat XI Pro					x			
Adobe Creative Suite/Cloud	x							
Adobe Illustrator			x					
Adobe InDesign			x					
Adobe Photoshop			x			x		
Adobe Premier			x					
MS Publisher			x		x	x		

Having such a broad number of different publishing tools within the organization presents challenges in consistency, training and knowledge, compatibility, sharing, and collaboration. A single publishing tool can minimize these challenges and turn them into benefits.

### Staff Feedback

- Comm. Serv. – Using MS publisher for flyers, newsletters, calendars, and menus
- Comm. Serv. – Using Adobe InDesign to create activity guides, flyers, marketing materials, branding marketing
- Comm. Serv. – Position dedicated for activity brochure creation is currently vacant
- HR – Using MS Publisher for marking documents
- Library – Using publisher to create brochures/pamphlets





## Recommendations

- Consider consolidating to a comprehensive all-in-one citywide solution to replace the functionality included in the software solutions now in use and listed in the table above. Doing so, may provide cost benefits and the ability to share training and knowledge. Examples include Ubuntu Studio, Adobe Creative Cloud, Corel, and others.
- Consider a review and assessment of the publishing software needs across the organization for all individual users' needs to determine the best solution that will meet the goal of a single solution for the entire City.
- Apply the results of the needs assessment to research options and solicit quotes for publishing solutions.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.

## Benefits

- More consistency in application utilization
- Improved institutional knowledge by sharing training and internal application support
- Increased compatibility, sharing, and collaboration

## 43. Real-Time Utility Usage (Automatic Meter Reading-AMR)

### Findings and Observations

Not to be confused with a complete utility billing system, *online, real-time utility usage access* is the ability to capture utility usage through the meter environment at frequent intervals, or in real-time, and having data available on billing documentation and online for residential and commercial users.

### Staff Feedback

- PW – City owns the meters and handhelds, but Fathom performs the meter reads
- PW – Contract with Fathom for utility meter reading and billing
- PW – Could use automated meter-reading software
- PW – Residents need access to their own water usage in real time

### Recommendations

- Implement an automatic meter reading (AMR) system that can be read in real time continuously or on a frequent cycle (e.g., hourly)
- Complete a review and a needs assessment of City's meter reading requirements.
- Consider the integration needs between a new AMR and the utility billing system.
- Ensure that there will be public-user Web access so that customers can monitor up-to-date usage.
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Consider utilizing a third-party SME or consulting firm for the needs assessment and feature/function development.

### Benefits

- Elimination of manual meter reading
- Access for the public to monitor usage in near real-time
- Increased conservation



## 44. Website Improvements

### Findings and Observations

Municipal websites have become informational portals so that citizens can quickly access information and conduct transactions without having to call City staff or go to City Hall. Additionally, interactive functionality is available 24/7.

- The City's website is developed and hosted by CivicPlus, a website development company that focuses on city and county governments.

### Return-on-Investment (ROI) Consideration

A study conducted by Aaron Marcus and Associates, Inc. discovered the following<sup>6</sup>:

- More than 83% of Internet users are likely to leave a Web site if they feel they have to make too many clicks to find what they are looking for.
- Once a system is in development, correcting a problem costs ten times as much as fixing the same problem in design.
- The average user interface has as many as 40 flaws. Correcting the easiest 20 of these yields an average improvement in usability of 50%.

### Staff Feedback

- CMO – Using Civic Plus to manage the website
- CMO – Certain items on the website are not easily visible (e.g., agenda packets, links, etc.)
- CMO – Would like for the public to complete satisfaction surveys
- CMO – Are considering CivicPlus for potential survey capabilities
- Library – Need to correct broken links on the website
- Library – Need Web statistics for yearly report to CA State Library and to make decisions about content on Library site

### Recommendations

- In coordination with the *Website Improvements* initiative, develop a citywide needs assessment of CMS update and administration issues.
- Identify user training requirements.
- Work with the vendor to address issues with CMS updates and identify additional training needs.
- Manage improvements according to the *Project Planning and Implementation Best Practices* initiative.
- Offer regular training to keep staff skills fresh and to ensure they have the ability to keep website content current.

### Benefits

- Reduced resident in-person visits
- Improved public records access
- Increased information-sharing capabilities
- 24/7 availability
- Improved resident-user experiences
- Increased resident interaction and transaction capabilities

<sup>6</sup> Aaron Marcus and Associates, 2004





## 45. Notifications System (Push/Social Media/Text)

### Findings and Observations

Outbound communication systems, such as Reverse 911, have gone through a significant transformation in the last five years. There are many more system providers, and pricing has come down significantly. Enhanced emergency notification systems can also integrate with severe weather warning systems, emails, texts, RSS feeds, etc. These systems can be used for non-emergency mass notifications as well. Examples include: street closures, interruptions in water service, major organization events, etc. Additionally, an increasing number of school districts are using this technology for frequent mass communications to parents.

### Staff Feedback

- Comm. Serv. – Would like real-time text messaging capabilities (e.g., cancelled classes, emergencies, reminders, etc.)
- Comm. Serv. – Currently send notifications through eGov registration software
- Library – Need an automated system for importing/sending patrons “email blasts”
- Library – Would like to use “email blasts” to subscribers for special information/events
- Library – Could use Hootsuite to manage all social media accounts
- Police – We utilize Nixle, which also alerts Twitter and Facebook
- Police – Nixle is user-friendly
- Police – We also use Blackboard and Nextdoor for mass, outbound communications
- Police – Would like the capability to combine all of these resources so that we only have to log onto one program, send the message, and be done

### Recommendations

- Research options and for a single tool to manage the notification needs and desires of the entire organizations.
- Select new software or tool vendor according to the *Software Selection Best Practices* initiative.
- Consider including emails, texts, and RSS feeds for more than just mass emergency notifications (e.g., street closures, street cleaning, special events, etc.)
- Consider utilizing various applications and utility bills to collect citizens' communication preferences (e.g., mail, email, text, website, opt in or out for specific types of communications, such as public safety, emergency, community events, general info, etc.)
- Determine costs of greater usage. Costs are usually measured per contact, but some vendors have gone to an annual-subscription model based on agency population.
- Consider integration with Severe Weather Warning System, automating certain emergency notifications.

### Benefits

- Increased community outreach
- Improved public relations
- Increased citizen engagement
- Easier management with time savings if a single notification tool can be identified and implemented



## 46. Develop GIS Master Plan

*Geographic information systems (GIS)* are becoming a critical citywide component to any municipality. They provide a geographical map or picture to constituents and city staff to interact with City services or for City staff to deliver service. GIS is a system that manages and displays digital maps with various features and functionalities. GIS stores the shape of individual map features (a street segment or a parcel of land) along with descriptive information (often called feature “attributes”). In a GIS map of streets, the shape of each segment is stored along with the street name. The segment can be located, queried, or labeled using that name. A parcel of land will be linked to one or more tax records which can identify the owner, valuation, use, or many other attributes. Layers of information can also be stored and selectively displayed, including utilities and other services (water, sewer, gas, electric, telephony, data, etc.)

The development of a Geographic Information System (GIS) Master Plan is a detailed and comprehensive process. Geography and GIS services play a role in nearly every decision the City makes. Choosing sites, assets maintenance, planning distribution networks, responding to emergencies, or redrawing boundaries—all of these issues involve questions of geography. A GIS Master Plan would set forth procedures and methods used to determine where the City envisions going with GIS in the future, which will include, but not be limited to:

- Improvements to the GIS enterprise
- Evaluating potential data sources and data needs
- Evaluating hardware and software solutions
- Updating the GIS database
- Developing additional GIS applications
- Staffing requirements
- Prioritized resource requirements
- Planning for the long-term maintenance of the GIS system and the data
- Development of a GIS-specific budget tied to the various elements or initiatives within the GIS Master Plan

### Findings and Observations

Due to the extensive demands the various departments are requiring from the GIS Division, there needs to be a more comprehensive study for the City’s GIS needs. There is a tremendous role for GIS within the organization, and a detailed study is needed to address and plan for future growth.

### Staff Feedback

- CMO – Need general GIS accessibility for an economic development perspective
- Comm. Dev. – Ability to automate exports to Open Data Portal
- Comm. Dev. – City already has a GIS consultant (Lynx Technologies), who is responsive and helpful; most needs can be met with their assistance
- Comm. Dev. – Need to upgrade internal GIS site from Silverlight to HTML5
- Comm. Dev. – Have a public GIS site that allows users to access parcel information (i.e. zoning City, size, flood zone, etc.)
- Comm. Dev. – Have an Open Data Portal that allows advanced users to access building permit records and GIS files
- Comm. Serv. – Would like to use GIS to track customer locations
- Comm. Serv. – Would like to see a visual depiction of residents and non-residents with boundaries



- Police – We are pretty satisfied with our GIS data
- Police – Need new GIS capabilities for Police MDTs
- Police – Esri works great for dispatchers, but not for mobiles
- PW – Current GIS environment is based on Silverlight, which is being phased out
- PW – GIS data infrastructure needs to be considered
- PW – Have a GIS management consultant (Lynx's Technologies) located in Capitola
- PW – Have ArcGIS SDE version 10.3
- PW – HTML5 will help us pave the way to upgrading the public-facing Web GIS
- PW – Interested in collaborating with other agencies for regional GIS data
- PW – Need a traffic sign and signal inventory
- PW – Need to transition to a HTML5-based environment
- PW – Need upgraded aerial imagery
- PW – Sidewalks, trees, and streetlights are in GIS
- PW – This is the first municipal job where there isn't a GIS team or dedicated person
- PW – Water System is not in GIS

## Recommendations

- Develop a comprehensive GIS Master Plan utilizing independent subject-matter expertise.
- The Master Plan should include but not be limited to:
  - ◆ Improvements to the GIS Enterprise
  - ◆ Evaluating potential data sources and data needs
  - ◆ Evaluating hardware and software solutions
  - ◆ Establish the database and cartographic standards of the City
  - ◆ Updating the GIS database
  - ◆ Developing additional GIS applications
  - ◆ Staffing requirements
  - ◆ Training requirements
  - ◆ Benefits to the public using GIS as the entry point to online services
  - ◆ Prioritized resource requirements
  - ◆ Planning for the long-term maintenance of the GIS system and the data
  - ◆ Development of a GIS-specific budget tied to the various elements or initiatives within the GIS Master Plan

## 47. Department-Centric / GIS Self-Service

Web mapping applications allow for interactive viewing and sharing critical geospatial information within the City and also to present to the public over the Internet. Web applications are easy to use and can be accessed by staff or constituents via Web browser, without the requirement for specialized GIS software to be installed on the user's device. Additionally, these types of apps take less time for staff training. GIS Web applications can also allow end-users to pan, zoom, search, and interact with the most current data. Web applications make it easier to create, update, and maintain departmental data.



This approach can also allow some staff within departments to maintain their own data with support from the GIS Division using Web mapping concepts.

### Findings and Observations

The City currently does not deploy any department-centric GIS applications for end-user self-service. This has resulted in a backlog of departmental needs.

It should be noted that not all requests can be served by Web applications, but including Web applications in the information delivery model will serve the City well and will help alleviate the backload of needs expressed by departments. This will allow various departments to expediently access more robust spatial data to assist with their everyday decision making.

### Staff Feedback

- Comm. Dev. – Ability to easily create location map/land use map/etc. using Web GIS system
- Library – Could use a map of Library patrons by address
- Library – Could use a map of cardholders within the City of Menlo Park
- Library – Could use a map of registered event attendees visiting from within the Bay Area
- PW – Need to work on our internal mapping application

### Recommendations

- The City should build departmental central Web applications, using the ArcGIS Server configuration that is determined from the outcome of the *Develop GIS Master Plan* initiative and through the introduction of ArcGIS Online.
- Provide adequate training for staff on these tools and applications.
- Hire an outside consultant to build these applications for the department, in order to free GIS staff to focus on other critical GIS tasks.
- Assess common GIS data needs of most third-party consultants and develop a self-service system for project managers to deliver spatial data to and obtain spatial data from consultants.
- Central Web mapping applications should have the ability to create customized maps that meet the database and cartographic standards of the City.
- Investigate third-party, off-the-shelf (OTS) software solutions to streamline the creation of Web maps.

## 48. RIMS (CAD/RMS) Gap Analysis and Application Maximization

Integrated *computer-aided dispatch (CAD)* and *records management systems (RMS)* enable public safety and law enforcement to centralize public safety incident information, preserve data integrity, and enhance operational efficiency. Personnel within the department use this integrated environment to quickly capture, record, update, share, and access critical incident and public safety data.

Common functionality of CAD/RMS systems include:

- Computer-Aided Dispatch
- Records Management
- Mobile Data Computing
- Field Reporting
- Property/Evidence with Bar Coding
- Personnel/Training
- Crime Analysis
- Investigations
- Intelligence/Suspect Tracking
- Mapping

### Findings and Observations

- The City was one of the early adopters of the Sun Ridge System, called RIMS.
- The City has been pleased with the RIMS system, but is concerned that they may not be using all the available capabilities, maximizing their usage of and return on investment with the system.

### Staff Feedback

- Police – Need RIMS accessibility on department-issued cellular phones
- Police – Using RIMS CAD/RMS



### Recommendations

- Work with Sun Ridge to review the City's usage of RIMS and develop a gap analysis report identifying the functionality in RIMS and the City's current adoption of that functionality.
- After completing the gap analysis report, work with Sun Ridge on a plan to close the identified gaps. The plan should include a listing of all gaps to be closed, a summary of the process required to close each gap, identification of any costs, and finally a timeline for the entire gap closure project.

### Benefits

- Full access and use of CAD and RMS system, along with access to the full functionality and capabilities of those systems
- Improved application and use of technologies, with elimination of manual processing and redundant data entry
- Elimination of a majority of the paper reports and forms
- Better management of resources
- Better reporting and information for management and decision making
- Improved integration between all technologies
- Improved tools for dispatch and for officers in the field
- Improved public safety

## 49. Alarm Tracking and Billing Software

*Alarm tracking and billing software* is designed for police departments, fire departments, and other government organizations that have a need to monitor and record alarms and assess fees for multiple occurrences of false alarm runs. These systems are designed to work with police dispatch, RMS/CAD/911 systems, and typically have an export capability for uploading to the municipality's central financial system.



### Benefits

- Allows registration of alarm systems
- Imports false alarm data from Computer-Aided Dispatch (CAD) systems
- Prints warning letters and invoices
- Exports to municipal financial systems are possible to streamline invoice and collection processes
- Allows alarm owners to register and pay online with credit cards

### Findings and Observations

- The City currently uses the alarm billing capability within the existing Sun Ridge RIMS RMS/CAD system.
- The City believes that RIMS has a module to allow for online payment and account access.
- The City would like to expand the alarm billing system to allow for online access and payment.

### Return-on-Investment Considerations

- A study conducted by Fidesic Corporation found that by using electronic invoicing and payment, organizations can cut the labor required to send an invoice and process a payment by almost 50%<sup>7</sup>.
- Sizable annual revenues from alarm and false alarm billing have been recognized by other municipalities in the City's regional area.

### Staff Feedback

- Police – Would be great to allow customers to both view and pay for their alarm permits online
- Police – Alarm billing is somewhat automated in RIMS, however, there is a module that would allow online payments and account access

### Recommendations

- Investigate availability of an RIMS-based online alarm billing payment module.
- Estimate approximate savings from payment timeline reduction, manual processing, paper savings, and reduction in phone call inquiries.
- Implement the online payment module as recommended by Sun Ridge.
- Follow applications implementation best practices.

<sup>7</sup> Fidesic Corporation study, 2002



## 50. Ticket Writer Software Replacement (Duncan to TDS)

### Findings and Observations

Many cities struggle with parking management in heavy traffic areas such as downtown, event locations, and other complexes. A network-enabled *parking management system* (parking permits) provides centralized monitoring and control. A wireless parking meter solution can alleviate parking-related issues by increasing operational efficiencies, improving traffic flow, and increasing revenue capture for the City.

A number of these ticketing systems also have the capability to ticket or cite for other violations including moving violations.

The City is currently in the process of migrating to a new system called TDS TICKETPRO and away from the older ticketing system from Duncan Solutions. The new system also allows for a true adjudication process, including payment and also a vehicle for appeals.



### Staff Feedback

- Police – Use Excel to record permits (i.e., parking) and releases, and then enter into Duncan Solutions
- Police – Need online automated parking permitting system
- Police – The citation issuing software for Patrol is an outdated system
- Police – There are other programs (TICKETPRO) that download “live time” and are easier to use and more functional
- Police – Parking is currently working with a new software for parking ticket citations (TDS' TICKETPRO)
- Police – The current handhelds are not downloaded on a regular basis by officers, and with the new system, we will not have the issue of missing citations
- Police – Using Turbo Data System's Ticket Pro for online parking citations
- Police – Using Turbo Data System's (TDS) Appeals module for online parking citation appeals
- Police – Were using Duncan Solutions' Autocite and Autoissue for moving violation tickets, now replaced by TDS TICKETPRO
- Police – Need new ticket-writing hardware

### Recommendations

- Continue the migration process to the new TDS system.
- Follow the methodology outlined in the *Project Planning and Implementation Best Practices* initiative.
- Following the conclusion of the implementation use the methodology outlined in the *Applications Management Best Practices* initiative.

### Benefits

Key benefits of automated parking meters include:

- Flexibility to impose different parking fees at different times of day
- Remote monitoring on the functional status of parking meters, decreasing down-time and minimizing revenue loss



- Improved efficiencies and revenue capture from real-time information accessible to parking enforcement personnel on expired meters
- Convenient payment options: cash, credit cards, debit cards, cell phones, payment over the Internet, and prepaid parking cards

## 51. Officer Radio Transmission Identification

### Findings and Observations

*Officer radio transmission identification* functionality allows tracking in the radio and CAD system that provides automatic identification of officers with radio transmissions. This is done using the officer's unique identifying code in his personal radio.

### Staff Feedback

- Police – Atherton PD has the ability to see which officer last transmitted on the radio
- Police – It is a great officer safety tool and could allow us to welfare check an officer that didn't answer his radio
- Police – From what I understand, it's a software program or application that they log into at the beginning of their shift and then it keeps a log of every transmission

### Recommendations

- The City should investigate the ability to apply this technology to their existing radio and CAD system. The Atherton Police Department could provide information that would be helpful in researching this option.
- Follow best practices according to the *Software Selection Best Practices* initiative, to determine costs from vendors and select the appropriate system and system options.

### Benefits

- Officer security/status
- Ability to well-check an officer

## 52. Replace MDC's with RIMS Mobile/GIS System

### Findings and Observations

The existing mobile data terminal/mobile digital computer (MDT/MDC) environment is aging. The MDT/MDC has become critical to an officer's ability to be safe and productive in the field. These systems should be kept current and replaced prior to end-of-life.

### Staff Feedback

- Police – Current MDT/MDC system is at past its age
- Police – The RIMS RMS/CAD system has a new MDC GIS system that the PD should move to

### Recommendations

- The City should investigate the ability to move to the RIMS new MDC GIS mobile system
- Follow best practices according to the *Software Selection Best Practices* initiative, to determine costs from RIMS and clearly understand the implementation needs.

### Benefits

- GIS/Graphical capabilities in the vehicle
- Efficiency in access to law enforcement information



## 53. Tow Company Billing System

### Staff Feedback

- Police – Should automate monthly tow billings
- Police – Would be great to allow tow companies to make online payments or over-the-phone payments
- Police – Currently, tow companies pay by check or in-person via credit card payments
- Police – Delinquent tow billing invoices are difficult to track
- Police – Have a total of twelve towing companies, each one with a three-year contract

### Recommendations

- The City should investigate Tow billing software options
- Consulting with other Police Departments in the region to determine what systems they use and learn their pros and cons would also be helpful.
- Follow best practices according to the *Software Selection Best Practices* initiative, to determine costs from vendors and select the appropriate system and system options.

### Benefits

- Efficiencies in reducing manual processes
- Ability to allow online payments and payments with credit and debit cards
- Reduction in call inquiries
- Better able to manage the relationships with the towing companies.

## 54. FirstNet Preparation Planning

### Findings and Observations

This is a project that is currently in process. *FirstNet* is the short name for “First Responder Network Authority”. Even though it is a project in process, it is important to stay current. This initiative establishes guidelines to track FirstNet progress and ensure the City is ready for implementation.

### Staff Feedback

- Police – On February 22, 2012, the “Middle Class Tax Relief and Job Creation Act” created FirstNet, which gives FirstNet the duty to build, operate, and maintain the first high-speed, nationwide wireless broadband network dedicated to public safety entities
- Police – FirstNet will provide a single interoperable platform for public safety communications
- Police – Public safety personnel using the FirstNet network will be able to share applications, access databases, and provide better-informed responses to incidents through integrated communications
- Police – The costs for FirstNet services and devices hasn’t been determined, but it will be a factor for each city to consider



## Recommendations

- This initiative should be kept on the IT Division’s projects list, even though it is currently in process.
- The Police Department and a resource from the IT Division should work together to track this and document timelines, required technology, impact on the City’s network infrastructure, and resources that may be needed for implementation when the time comes to proceed.
- The City’s IT Steering Committee should be kept up-to-date on progress with this program at least every 6 months, and also when events warrant an update to the committee.

## Other Initiatives

Initiative	Staff Feedback	Recommendation
55. Police Audiovisual Format Conversion Tool	<ul style="list-style-type: none"> <li>• Police – Need the ability to convert audiovisual data received from third-party surveillance systems to a common format</li> <li>• Police – Use Honestech to convert audio cassettes to digital files</li> </ul>	<ul style="list-style-type: none"> <li>• There are a number of conversion tools available.</li> <li>• A small needs assessment document should be prepared to document needs, who will use the tool and where this video conversion environment will be setup.</li> <li>• Quotes should be obtained using <i>Software Selection Best Practices</i> initiative. Quote requests should include the hardware and software specifications the vendor requires to operate the tool in an efficient manner.</li> </ul>
56. Panic Button	<ul style="list-style-type: none"> <li>• Comm. Serv. – Could use a panic button for all facilities</li> </ul>	<ul style="list-style-type: none"> <li>• This capability is available.</li> <li>• If the City would like to proceed it would be best to incorporate this into the process identified in the <i>Secure Managed Access</i> initiative.</li> </ul>
57. Penal Code/Vehicle Code Reference Software	<ul style="list-style-type: none"> <li>• Police – Would be great if there was a digital penal code/vehicle code software on computer desktops and MDTs</li> </ul>	<ul style="list-style-type: none"> <li>• This software is readily available.</li> <li>• The Police Department should verify if the new RIMS MDC GIS System as described in the <i>Replace MDC’s with RIMS Mobile/GIS System</i> initiative includes code reference software.</li> </ul>



Initiative	Staff Feedback	Recommendation
58. Portable Wireless Camera for Surveillance	<ul style="list-style-type: none"> <li>Police – Are only using body cameras (no squad cams)</li> <li>Police – Could use portable wireless camera for surveillance (e.g., investigations)</li> </ul>	<ul style="list-style-type: none"> <li>This would be similar to a fixed camera, but would be configured in a portable fashion so it can be taken to nearly any location. This should be compatible with the <i>Video Camera and Surveillance System (Citywide Standard)</i> initiative.</li> </ul>
59. Wireless PA Radio PA/Sound System	<ul style="list-style-type: none"> <li>Comm. Serv. – Could use a high-quality wireless radio system for events</li> </ul>	<ul style="list-style-type: none"> <li>This is an option for a radio PA system at events. This would allow the broadcast of speakers, music etc. to the event attendees.</li> <li>The specific needs for this system should be discussed so that a viable configuration can be determined</li> <li>This should be configured in a portable fashion so it is mobile enough to take to different City venues and setup quickly.</li> </ul>
60. Instant Messaging	<ul style="list-style-type: none"> <li>Comm. Serv. – Instant messaging between employees/computers would be nice</li> <li>Comm. Serv. – Instant messaging and text messaging with our customers would be beneficial</li> <li>HR – Using Skype for instant messaging</li> </ul>	<ul style="list-style-type: none"> <li>There are numerous options available for this.</li> <li>Options for instant messaging can be configured with Exchange Server/Outlook.</li> <li>Skype for Business is also available with instant messaging capabilities under Office 365.</li> <li>Cost and options should be investigated and a standard chosen and installed.</li> </ul>
61. PA Announcements	<ul style="list-style-type: none"> <li>Library – Need automatic PA announcements inside of library when near closing</li> </ul>	<ul style="list-style-type: none"> <li>Various options exist for this capability.</li> <li>Phone system PA functionality is also an option.</li> </ul>
62. Parking Sensors and Management	<ul style="list-style-type: none"> <li>Comm. Serv. – Parking space sensors and electronic signage would help to reduce traffic congestion and citizen frustration</li> </ul>	<ul style="list-style-type: none"> <li>This is a variation of traffic control and traffic communications systems.</li> <li>If the City has a traffic management system, they should investigate if that system can accommodate parking sensors to communicate parking availability etc.</li> </ul>

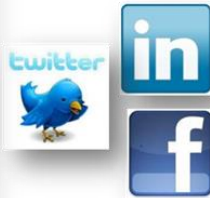


Initiative	Staff Feedback	Recommendation
63. Constituent Satisfaction Surveys	<ul style="list-style-type: none"> <li>• CMO – Would like for the public to complete satisfaction surveys</li> <li>• CMO – Are considering Civic Plus for potential survey capabilities</li> <li>• Comm. Dev. – Would be helpful to have a program to solicit feedback from groups that don't typically come to Commission/Council meetings</li> <li>• Comm. Serv. – Using Survey Monkey class evaluations and needs assessments</li> <li>• Comm. Serv. – Would like the option for the public to complete on-site surveys with iPads</li> </ul>	<ul style="list-style-type: none"> <li>• Some Customer Relationship Management systems have this capability.</li> <li>• The City should also investigate if their citizen request management system would have this capability.</li> <li>• The key to results for this is a very affective survey gathering and reporting capability to capture the necessary data and perform the necessary analysis.</li> </ul>
64. Laptop Borrowing Program	<ul style="list-style-type: none"> <li>• Library – Need a system to manage borrowing of laptops by the public</li> </ul>	<ul style="list-style-type: none"> <li>• Laptop configurations should be assembled with a laptop bag.</li> <li>• These laptop configurations should be compatible with the environment described in the <i>Conference Room Audiovisual</i> initiative.</li> </ul>
65. Library Subscription Provider Statistics	<ul style="list-style-type: none"> <li>• Library – We receive usage statistics from several of our subscription database providers, and having software to compile these uses would help us make subscription and promotional decisions</li> </ul>	<ul style="list-style-type: none"> <li>• There are a number of analytics programs available.</li> <li>• The Library should identify their needs and investigate tools that could meet these needs.</li> <li>• Quotes should be received and the City should determine if similar needs exist in other departments, so others may share in license costs.</li> </ul>
66. HVAC Zonal Climate Control System	<ul style="list-style-type: none"> <li>• Library – Library staff needs control of HVAC temperature; regular hours for public works employees often does not overlap with Library open hours</li> </ul>	<ul style="list-style-type: none"> <li>• Research vendors and request a cost-benefit analysis.</li> <li>• Follow best practices according to the <i>Software Selection Best Practices</i> initiative, to select the appropriate system.</li> </ul>



*Gov 2.0 (E-government)* is the concept of using new technologies in combination with creativity, information sharing, and the collaborative process to better serve and interact with the public.

- 67. Citizen Request Management (CRM)
- 68. Online Payments, Transactions, and Services
- 69. Video/Web Conferencing
- 70. Council Chambers Audiovisual Systems
- 71. Conference Room Audiovisual
- 72. Social Media Policy and Procedures
- 73. Mobile Computing
- 74. Newsletter
- 75. Dual Monitors



With the advent of computer technologies, the world is experiencing an unprecedented explosion in communications options.

The principles of Gov 2.0 include:

- Principle:** Serve as the primary source of reliable, accurate, and timely organization information delivered to the customer on their platform of choice.
- Principle 2:** Maintain a real-time, interactive, and user-centered website that offers easy access to public information and online services.
- Principle 3:** Offer opportunities for online civic engagement and social collaboration.



Some examples of Gov 2.0 technologies include:

- **Online Transactions** – Applications, registrations, requests, and payment processing are some of the 24/7 examples being employed.
- **Online Information Requests and Queries** – As more transparency is demanded and Freedom of Information Act (FOIA) requests increase, common types of documents are readily available through query or menu on the website, which creates efficiencies for organization staff and constituents.
- **CRM (Citizen Request Management)** – Online citizen request tracking includes automated internal routing, status reporting, etc.
- **311** – 311 is a service available in some communities around the country as a non-emergency, general information phone number to a citizen service center. These centers typically centralize the inquiry and response of general and/or routine questions from citizens and customers.
- **Bloggng** – This is a Web-based process (Web logging) that allows regular posting of commentary, news, events, and other materials in a more casual and interactive manner. Visitors may leave comments or communicate with each other through the blog.
- **Podcasting** – Digital media files utilizing audio, Web protocols, and a media player are released on a regular schedule and often downloaded through a Web-based subscription.
- **RSS** – *Really Simple Syndication (RSS)* is a group of formats used to publish works such as blog entries, news headlines, and media files, in a standardized format. This allows publishers to automatically "feed" their entries to a syndicated audience, often used with podcasting.
- **Social Media** – Ranging from blogs (WordPress, LiveJournal, Tumblr) and social and/or professional networking (Facebook, Twitter, LinkedIn, MySpace) to virtual worlds where people can interact in real time (Second Life), social media is, by far, the fastest-growing form of interactive communication. Andreas Kaplan and Michael Haenlein define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content."<sup>8</sup>
- **Wikis** – A *wiki* is a website that allows collaborative creation and editing of Web pages to produce a simplified exchange of information.



<sup>8</sup> Kaplan, Andreas M., Michael Haenlein (2010). "Users of the World, Unite! The Challenges and Opportunities of Social Media". Business Horizons 53 (1): 59-68. doi:10.1016/j.bushor.2009.09.003. ISSN 0007-6813. Retrieved 2010-09-15.

The possible benefits of developing such communication methods go beyond simple release of information. Among the advantages are the following:

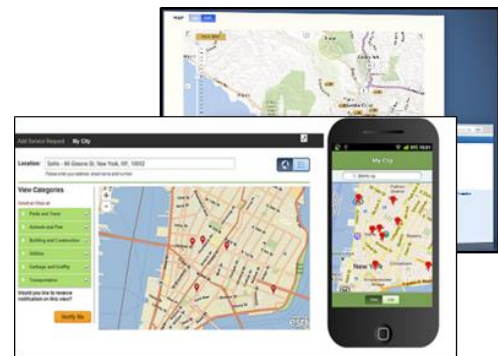
- Increased efficiency and cost reduction for public services offered electronically
- Allowance of greater government transparency
- Better-informed and involved public
- More collaborative efforts between the organization and the public
- Faster and more convenient access, which promotes public approval

## 67. Citizen Request Management (CRM)

### Findings and Observations

*Citizen request management* solutions are used to receive, track, and manage all types of requests and complaints. These solutions can categorize requests, prompt for typical information required, assign and route information to specific staff or departments, track the status, and fulfill overall reporting requirements for more effective handling and response. The primary objective is to ensure all inquiries, requests, and complaints are captured when received, routed to the proper resource, and responded to or resolved in a timely manner, ensuring that the loop is closed on each and every contact. An ideal CRM functionality includes:

- Citizen responsiveness (requests captured and completed, responses provided to citizens, including when and how resolved)
- Prompt request routing (departments/persons)
- History (complaints, requests, timeliness of responses, who completed, how resolved, cost analysis)
- Interdepartmental resource linking
- Managing resources
- Benchmarking and performance-based measurements
- Planning and budgeting
- GIS integration
- Online customer surveys



The City currently uses CCIN, Comcate, GovQA and Direct Connect. The desire by nearly all departments is to move forward with a single CRM system that can deliver all the same functionality that is being performed by the four applications described.

### Staff Feedback

- CMO – GovQA is a portal used by public to submit a public records request
- CMO – GovQA provides some automated workflows and allows for management of requests to ensure compliance with legal requirements
- CMO – C-C-I-N is an in-house developed system for the public to send messages addressed to the City Council
- CMO – Using Direct Connect to capture public complaints, which are then routed to staff email addresses
- CMO – C-C-I-N is not helpful and needs to be replaced
- Comm. Serv. – Using Comcate for customer-response management

## Recommendations

- Select new software vendor according to the *Software Selection Best Practices* initiative.
- Consider CRM modules from future back-end operational systems, such as Work Orders/Maintenance Management, Land Management, or the existing CivicPlus system, before considering other third-party vendors that require integration with other operational systems within the City.

## Benefits

- Increased customer satisfaction
- Centrally managed information
- Less time manually managing and monitoring
- Increased use of features
- Improved access to information

## 68. Online Payments, Transactions, and Services

A variety of online payments can be accepted through numerous alternatives, one being the organization's website. The result will be increased efficiencies due to reduced labor and easy, digital retrieval of information for both customers and organization staff. Online payments also provide citizens with 24/7 transaction capabilities and the convenience of not having to involve staff or go to City offices.

The City currently accepts the following types of payments and transactions online:

- Activity registrations
- Donations
- Permit applications (forms)
- Public requests (email)
- Event registrations



Other example online payments could include, but would not be limited to:

- Permit applications and fees
- Camping fees and payments
- Miscellaneous receivables
- Miscellaneous permits
- Parking tickets/citations and status inquiries
- Citizen requests and status inquiries
- Activity registrations
- Facilities reservations
- Donations
- Volunteer applications
- Job postings and online application submittals
- GIS map inquiries
- Official online records requests (e.g., agendas, minutes, documents, etc.)

## Staff Feedback

- CMO – Collect fees
- CMO – Collect donations online



- CMO – Collect sponsorships online
- CMO – Need online planning and building portal for the public to view and monitor projects
- Comm. Dev. – Are not taking any planning or permitting payments online
- Comm. Dev. – Need to allow for online status checking of applications
- Comm. Dev. – Need online inspection scheduling
- Comm. Dev. – Would like to take simple permits online
- Comm. Serv. – Use Eventbrite for ticket sales
- Comm. Serv. – Using Open Budget to provide community access to City financial information
- Comm. Serv. – Using Virtual Merchant for credit card payment processing
- Comm. Serv. – Using PayPal for credit card payment processing
- Comm. Serv. – Would like to consider a customer mobile app for processing payments
- Comm. Serv. – Online payments are not automatically interfaced to eGov
- Comm. Serv. – Need online childcare enrollment capabilities
- Finance – Taking online payments for class/activity registrations
- Finance – Taking online payments for facility rental reservations
- Finance – Taking online payments for business license registrations and renewals
- Library – Would like credit card payment ability for non-Library account purchases (Friends of the Library books, promotional products, exam proctoring, etc.)
- Police – Alarm billing is somewhat automated in RIMS; however, there is a module that would allow online payments and account access
- Police – Would be great to allow customers to both view and pay for their alarm permits online
- Police – Currently not taking parking payments online
- Police – Provide a public database of investigations that is Web-based for people to search
- Police – Would be great to allow customers to both view and pay for their alarm permits online
- Police – Need online automated parking permitting system
- Police – Would be great to allow tow companies to make online payments or over-the-phone payments
- PW – Need to become compliant with online permits for solar panel (AB 2188)
- PW – Need to offer online truck permits
- PW – Should accept payments online
- PW – Should accept permits online

## Recommendations

- Conduct a citywide needs assessment to determine all useful online payment types that could be implemented to improve constituent service.
- Conduct cost-benefit and prioritization analysis.
- Select other software payment vendors according to the *Software Selection Best Practices* initiative.
- Consider existing core business applications options, such as ERP, parks and recreation software, permit management, ticket/citation management, among others, before new, third-party solutions, in order to eliminate requirements to integrate new solutions with back-end operational systems.
- Manage improvements according to the *Project Planning and Implementation Best Practices* initiative.





## Benefits

- More accurate and consistent information
- Timely and reduced reconciliation
- Increased awareness of citizen self-service
- Reduced over-the-counter time for transactions
- Increased staff and citizen satisfaction

## 69. Video/Web Conferencing

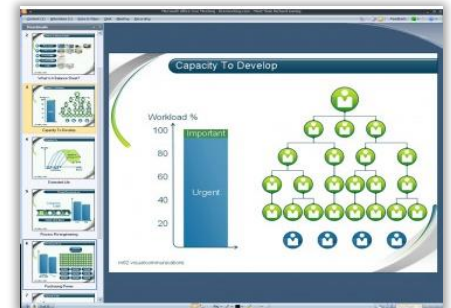
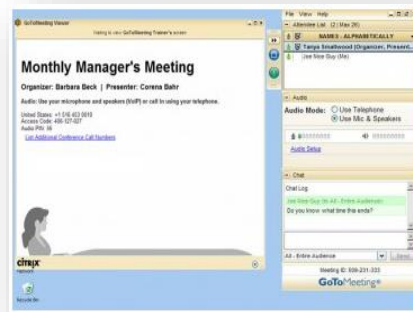
More users want a user-friendly approach to teleconferencing in the future. Web conferencing is being used more and more instead of face-to-face meetings and group training. Common Web conferencing capabilities also include:

- One-to-many
- Conference room meetings with video conferencing
- From an office or home site
- Classroom
- Conference room presentations
- Group meetings
- Simultaneously training multiple users in multiple locations with video and audio sharing of all locations

A few vendor examples including WebEx include:

### GoToMeeting

- Screen sharing
- Application sharing
- Remote control
- Annotations
- Teleconferencing
- Web chat
- Recording



### WebEx

- Presentation upload
- Screen sharing
- Application sharing
- Remote control
- Annotations
- Teleconferencing
- Web chat
- Recording



### Office 365 – Skype for Business

- Presentation upload
- Screen sharing
- Application sharing
- Remote control
- Annotations
- Teleconferencing
- Web chat
- Recording





## Staff Feedback

- CMO – Are using Google Hangout or Skype for Web meetings
- CMO – Would like to use Web conferencing capabilities
- CMO – Would like to provide a camera to council members for them to participate on council meetings remotely
- Comm. Dev. – Use Skype for remote meetings and interviews
- Comm. Dev. – Customer recently mentioned to Building Dept. another city that does video conferencing (FaceTime, e.g.) for appointments
- Library – Need video conferencing
- PW – Need a conference call solution

## Recommendations

- Review current needs and number of users for each department.
- Research most cost-effective solutions for the organization.
- If the City migrates to Microsoft Office 365, consider its solution before other third-party vendors.
- Determine best overall solution, required users, and alternative costs.
- Conference rooms should be configured to support Web conferencing (see Conference Room Audiovisual initiative).

## Benefits

- Reduced transportation costs
- Meeting recording and storage capabilities
- Effective remote control features
- Enhanced group training capabilities



## 70. Council Chambers Audiovisual Systems

### Findings and Observations

- Council chambers audiovisual and lighting are older, but still functional.
- IT Division staff are responsible for Council meeting cable TV feeds.
- IT staff support Council meeting start to validate that systems are working appropriately.
- Agenda management software, which may also include a separate module for developing meeting minutes, is not currently utilized.

### Staff Feedback

- CMO – Need new audiovisual equipment for Council Chambers
- CMO – Need support for Council Chambers technology

### Recommendations

- Consider outsourcing the production of City Council meetings, captioning, and post-production to a third-party vendor that specializes in public meeting broadcasting.
  - ◆ Can include online real-time streaming of the broadcast of Council Meetings and other public meetings, if desired.
- Design and develop an RFP for replacement of audiovisual equipment and lighting systems in Council Chambers.
- Utilize PEG fund balance and PEG fees over time to keep improvements budget-neutral, if possible.

### Benefits

- Improved production quality of City Council meetings and other public meetings held in the Council Chambers
- Increased availability of IT staff for core technology projects and staff support
- Improved government transparency

## 71. Conference Room Audiovisual

Conference room audiovisual tools are used to enhance meetings, which include projectors, video conferencing software, smart boards, and other technology aids.

### Findings and Observations

- Currently, conference rooms lack 21st<sup>century</sup> audiovisual capabilities.
  - ◆ As portable devices proliferate, demand for audiovisual capabilities will increase.
  - ◆ Wall-mounted monitors can provide very cost-effective audiovisual capabilities in smaller conference rooms.
  - ◆ Projectors are a good choice for larger rooms that will require a larger screen for full audience viewing.



### Staff Feedback

- CMO – Need technology available to staff in conference rooms (smart boards)
- Library – Professional-level AV equipment for meetings/presentations/webinars in staff meeting room and downstairs conference/event room
- Library – Need audio system for downstairs event/conference room
- Library – Need standard audiovisual equipment in conference rooms
- PW – Smart boards needed in conference rooms, with password-protected access to City drives to hold effective meetings

### Recommendations

- Each conference room should have nearly the same configuration.
- Similarities in configuration across all rooms allow for employees to go to any conference room and be familiar enough to quickly setup to conduct meetings with all the required technologies.
- A standard AV design will be provided by *CLIENTFIRST* that will include monitors, projectors, audio, and Web/video conferencing connectivity with necessary cameras, etc.
- To control costs, a plan can be provided to update conference rooms over several years as the budget allows.



## 72. Social Media Policy and Procedures

### Findings and Observations

A Social Media Policy is a code of conduct that provides guidelines for departments and individual employees who create a social media presence and post content on that presence or on the Internet, either as part of their responsibilities or as a private person. Setting clear expectations for departments and employees can positively affect the organization's image within the community, as well as avoid embarrassment and legal liabilities.

### Staff Feedback

- CMO – Have a public communication team comprised of staff from multiple departments; the team meets every Tuesday at 2 PM
- CMO – Need policies and procedures for social media
- Comm. Serv. – We need a marketing/social media person dedicated to support website updates and social media
- Comm. Serv. – Have a social media framework, but only a draft of a policy has been created
- Comm. Serv. – Each department has their own Facebook page, and even within departments there are multiple Facebook pages (e.g., aquatics, special events, etc.)
- Comm. Serv. – Decision was never clearly stated on having a single Facebook account for the City
- Finance – Social Media policy is from 2012 and is outdated
- Finance – Authorization is technically required before creating a social media account
- Finance – Need different protocols by type of communication (e.g., marketing, events, etc.)
- Library – We need info/template/guidelines/direction regarding what content is expected/allowed
- Library – Library has a Facebook, Twitter, and Instagram account
- Police – When there is a critical call that the public needs to be made aware of, dispatch is required to go on social media and send an alert; this is often very difficult for dispatch to do since they are doing other tasks that are of higher priority
- Police – Using Facebook, Instagram, and Twitter

### Recommendations

- Typical social media policy determines:
  - ◆ What Departments are allowed to establish a social media presence and on what social media services (e.g., Facebook, Twitter, etc.)
  - ◆ Sets guidelines on what type of information can be posted and what information can be feed
  - ◆ Sets guidelines on personnel who can be responsible for social media establishment and maintenance at the department level and levels of departmental management review
- If two-way blog posts are allowed, most municipalities monitor them every day.
- Software products that automatically update several social media outlets from the webpage are readily available and should be used to realize efficiencies.
- Consider potential social media integration opportunities with the organization's websites.
- Provide approval to employ a limited number of named social media sites subject to review by IT Committee and approved by management.
- Provide tutorial for employees who use social media to promote organization events and information.

## Benefits

- Increased community involvement
- Improved public records access
- Enhanced communication
- Improved public relations
- Fulfillment of public expectations
- Increased promotion of business growth
- Mitigation of risk through education of staff on policy and practices

## 73. Mobile Computing

### Findings and Observations

The 21st century has brought an increasing demand for time and resources. Because of the need for maintenance personnel, inspectors, code officers, general field employees, and other employees to work in the field or offsite, *mobile computing* technology relieves bottlenecks in obtaining information and producing reports necessary to perform their functions and meet these demands. By providing field and remote workers with the necessary equipment and software, they are able to:



- Interact with necessary applications and databases in real time
- View data or enter data in the field
- Interact with GPS and field devices
- Review, change, or request inspection and maintenance scheduling
- Remotely submit inspection and maintenance reports
- Respond quickly to requests and questions from the public

Such off-site capabilities offer:

- The ability to break the bonds of office facilities to complete work in the field
- Increased productivity and improved time management
- Centralized data that can be monitored in real time
- Improved accuracy and reporting
- Reduced paperwork and elimination of need to reenter data upon returning to the office

This is primarily a hardware and secure-wireless networking challenge, as software applications that use browser technology require no additional software. For software programs that are not browser-based, we recommend virtual desktop technology.

- Demand for remote access will continue to grow as staff becomes more portable.
- Access to mobile applications for smart phones and tablets will be a portion of remote access demand.
- The other major demand segment will continue to be remote access from laptops and desktops.

Some software solutions that are designed for specific field operations, such as maintenance work and inspections, may have smart applications (downloaded from an app store) or native-written mobile device modules. These software modules generally have less functionality than the full applications that are accessible from laptops or Toughbooks. One major advantage of these types of modules, however, is store-n-go technology, which allows a user to continue working on a record, even if they are disconnected from a cellular or Wi-Fi connection. Once



the user is back in range with the cellular or Wi-Fi signal, the store-n-go capability recognizes the reconnection and updates the information in the background. Store-n-go functionality becomes even more critical if the jurisdictional/geographical service area does not have full cellular or Wi-Fi coverage. It should be noted that virtual desktop technology does not have Store-n-go functionality.

## Return-on-Investment (ROI) Consideration

The Center for Digital Government (CDG) reports that one agency's wireless laptop-based inspection solution helped its land management division increase the number of daily inspections. Another agency used laptops and electronic inspections to increase inspector efficiency by 30 percent, saving the agency approximately \$500,000.

A pilot mobility program in San Diego County helped the Land Use and Environment Group (LUEG) save \$130,000. Inspectors that participated in the project used mobile devices connected via a mobile VPN and were 31 percent more productive than before. They completed more inspections each day, and the agency was able to use less office space and fewer telephone landlines.

## Staff Feedback

- CMO – Need video equipment which can be used from the field (e.g., recruitment videos, entertainment, events, etc.)
- Comm. Dev. – Have a tablet that links field building inspector activities/notes with Tidemark cases
- Comm. Dev. – Some planners have iPads, which is helpful, but which may not be used as fully as they could be
- Comm. Dev. – Interest in using Apple devices, but inconsistent IT support, currently
- Comm. Dev. – Some building staffers use City flip phones, which are fairly outdated
- Comm. Serv. – Would like the option for the public to complete on-site surveys with iPads
- Finance – Have an outdated mobile device policy and equipment
- PW – Could use tablets for Water Department and Transportation (GIS-based asset management)
- PW – Need laptops to promote flexibility and efficiency given reduced work space

## Recommendations

- Determine and inventory mobile/field computer needs by specific staff and department including the full-use and mobile applications needed in the field or for required remote access. These inventories should also be categorized based on the level of productivity and public service gains/benefits.
- Follow recommendations for mobile hardware recommended and supported by existing and future core business department applications, such as inspections, work orders/maintenance management, and any other applications that involve field-based activity.
- Implement a mobile device management (MDM) solution early in the deployment cycle and integrate the MDM with inventory and Help Desk functionality.



## Benefits

- Improved operations management
- Secure sharing of information
- Enhanced communication
- A more mobile and productive workforce
- Faster, well-informed decision making
- Real-time access to information from the field
- Increased ability for team members to communicate/collaborate from separate locations

## 74. Newsletter

### Findings and Observations

The Village currently prepares hard copy newsletters. Staff would like to explore more efficient software to create the newsletter and distribute and also make it available electronically. Other Cities that have conducted public focus groups have found that many residents would prefer an emailed newsletter or an emailed link to a Web-based newsletter, instead of receiving hard copies. Some households prefer multiple options. However, providing the newsletter via the Web for those that prefer such can enhance resident communication and reduce costs of printing and postage.



### Focus Group Feedback

#### *Results from a Recent Focus Group at a similar Municipality*

- Would like newsletter in email format
- Would like online newsletter with link from email message
- Would like links to video meeting agenda items or other information embedded in the online newsletter
- Want to opt for the electronic newsletter and stop receiving the mailed version. Will save City money
- Prefer communication feeds electronically (e.g., email alerts)
- Prefer mailed newsletter
- I prefer electronic; my wife prefers mail
- Some studies show 80% of population prefers electronic communication, including senior citizens
- We're ok with being mass subscribed via email to all categories, as long as opt-out or unsubscribe is easy to do
- Need ability to sign-up for communication methods and content type
- Different people like different types of communication. Use them all.
- Need to maintain communication preferences for more than one person per household (e.g., spouses may have different needs and interests, multiple email and mobile numbers)

### Staff Feedback

- CMO – Previously used iContact to generate quarterly newsletters
- CMO – Are considering Civic Plus for potential newsletter capabilities
- Comm. Serv. – Position dedicated for creation of newsletters is currently vacant



## Recommendations

- Devise additional methods for residents to sign up for various types of communication methods and begin gathering emails and cell phone numbers with permission from citizens.
- Consider establishing a Web-based version of the City/community newsletter that can be emailed with a Web link, but also printed and mailed.

## 75. Dual Monitors

### Findings and Observations

Utilizing dual monitors for many users can significantly increase the speed of completion for certain computer tasks, thereby increasing overall employee productivity. Some studies have shown increased overall productivity of 20-30% for office staff and up to 50% and 74% for certain computer tasks. These studies demonstrate a return-on-investment multiple times the cost of the additional monitor when calculating the efficiency savings with gross hourly labor costs.

- The majority of staff use single-monitor systems
- Studies show dual monitor systems are approximately 20% more productive
- Our experience has been that staff requires 30 days to understand how to use the technology for productivity improvement.

### Return-on-Investment (ROI) Considerations

- A Microsoft productivity study concluded that adding an extra monitor can boost productivity by 9% to 50%.<sup>9</sup>
- A study conducted by the University of Utah found that dual monitors helped users complete tasks as much as 52% faster.<sup>10</sup>

### Staff Feedback

- Comm. Dev. – Double monitors may be helpful for our department, as we are often looking at one document (plans, reports) while writing a comment letter

### Recommendations

- Staff to prioritize potential dual monitor implementations.
- Implement as PCs are replaced, or more quickly, if demand requires.

### Benefits

- Improved staff productivity return on investment (multitasking)
- Enhanced ability to compare work
- More efficient sharing of data between applications
- Compatibility with both laptops and computers

<sup>9</sup> "4 Studies which Show that Using a Second Monitor Can Boost Productivity", Core Communication 11 Dec. 2010, 4 Apr. 2013, < <http://www.corecommunication.ca/4-studies-which-show-that-using-a-second-monitor-can-boost-productivity/> >.

<sup>10</sup> Core Communication, 11 Dec. 2010.

*IT Infrastructure* refers to networks, servers, equipment, inside/outside cable plant, and other communications infrastructure.

- 76. IT Computer Room and Teledata Closet Improvements
- 77. Wireless Network
- 78. Internet Bandwidth
- 79. Electronic Mail (Exchange)
- 80. Enhanced Internet Security and Connectivity (DMZ)
- 81. Remote Access Upgrade
- 82. Network Redesign
- 83. Core Switch Replacement
- 84. Power Distribution
- 85. Virtual Server Migration
- 86. Storage Area Network (SAN) Upgrade
- 87. Technology Support for the EOC
- 88. Redundant CAD/RMS System
- 89. Computer Upgrades (Windows XP & Office)
- 90. Video Camera and Surveillance System (Citywide Standard)
- 91. Secure Managed Access (Wireless/Keyless Security)



## 76. IT Computer Room and Teledata Closet Improvements

### Findings and Observations

- Clearance behind the computer racks is 24 inches, less than best practice of 36 inches.
- There is a sprinkler located directly above the server racks.
- Some power is connected to UPS systems; other power outlets are connected to directly to generator power.
- There are no environmental monitors in the computer room.
- Grounding is not available.
- There is a single HVAC unit in the main computer room.

### Recommendations

- When remodeling the space, consider installing new cabinets utilizing best-practices and moving equipment from current racks to new cabinets.
- Add a second HVAC unit in the main computer room.
- Add additional UPS and Power Distribution Units to better manage electricity.
- Increase the use of best practices cable management techniques to decrease inter-cabinet cabling.
- Add environmental monitors for temperature and humidity alarm capabilities.
- Add building ground and ground bar to the computer room.
- For fire suppression, consider:
  - ◆ Two-stage sprinklers that remove water from the room and provide additional time to avert accidental sprinkler activation.
  - ◆ Installation for an FM 200 or similar clean, fire suppression system.



### Benefits

- Improved productivity for IT Staff as a result of more space and better organization
- Increased environmental monitoring of temperature conditions
- Reduced application and network crashes
- Improved service assurance (uptime and reduced risk)

## 77. Wireless Network

### Findings and Observations

- City utilizes Cisco and Meraki wireless for Wireless LAN (in-building wireless).
  - ◆ The City has a central wireless controller.
  - ◆ The wireless access points will be nearly two generations behind by the time this report is published.
- Cloud-based control of wireless is becoming the new standard.
  - ◆ Cloud-based wireless controller would eliminate the need for a controller and reduce support costs.
- Demand for public Wi-Fi in open spaces will continue to increase.
- The City does not currently utilize a wireless “splash page” outlining terms of use.



### Recommendations

- When refreshing the wireless infrastructure, develop an open RFP and evaluate cloud strategies from multiple vendors.
- Add a “splash page” to the guest wireless sign-on process.

### Benefits

- Improved wireless speeds
- Reduced complexity
- Increased security
- Expanded coverage

## 78. Internet Bandwidth

Increased Internet bandwidth and high availability are becoming increasingly important to organizations for daily functionality. This allows for additional resources to become available during peak Internet usage and provide for resiliency when disasters occur that may affect primary Internet connections that are no longer accessible.

### Findings and Observations

- Internet bandwidth is adequate.
- The City maintains two Internet connections through high-availability firewalls.

### Recommendations

- Additional Internet bandwidth will be required as the City increases the use of cloud-based systems.
- Increased Internet costs has been included in recommended Five-Year Budget.

### Benefits

- Improved performance
- Increased Internet uptime
- Increased resiliency, providing increased cloud-based applications and services uptime
- Reduced risk and liability
- Disaster Recovery safeguard

## 79. Electronic Mail (Exchange)

### Findings and Observations

- Exchange 2007 is the electronic mail platform of the City.
  - ◆ Exchange 2007 is two generations behind.
- The City does not have an email archiving solution.
  - ◆ An email records retention policy is currently not enforced.

### Recommendations

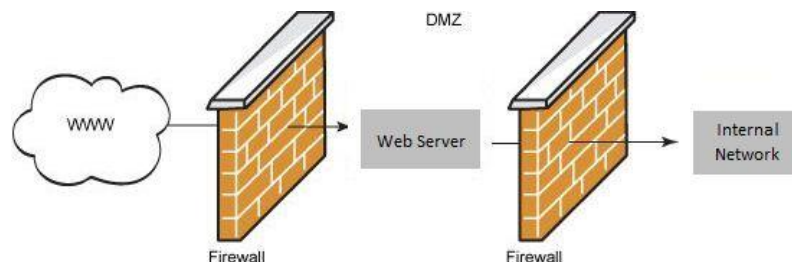
- Upgrade to Exchange 2013. and move to redundant database groups (DAG) as a part of the upgrade process.
- Investigate and select an email archiving solution.
- Develop an Email Records Retention Policy, and implement automatic retention guidelines in support of the policy.

### Benefits

- Reduced time managing email
- Reduced time on public records requests
- Improved stability of environment and higher availability of email-based services

## 80. Enhanced Internet Security and Connectivity (DMZ)

A *Demilitarized Zone* (DMZ) is the area of a network that is accessible to the public. This area is separate from an internal network that is used only by internal staff. DMZs are utilized to maintain online services used by the public, such as viewing the website or online applications (i.e., license renewals, online permitting, online utility billing information, online payment transactions, applications, and other online public inquiries).



### Findings and Observations

- The existing DMZ is robust.
- City firewalls are configured in a High-Availability Pair.
- Some internal services utilize the DMZ.
- Additional security measures are outlined in an earlier Security Assessment.

### Recommendations

- Develop security policy, including a section outlining external to internal connection security.
- Create a Secure File Transfer Protocol (SFTP) capability within the DMZ.
- Add intrusion detection and prevention mechanisms to the firewalls or Internet connection.
- Improve proxy and filtering capabilities in the DMZ.



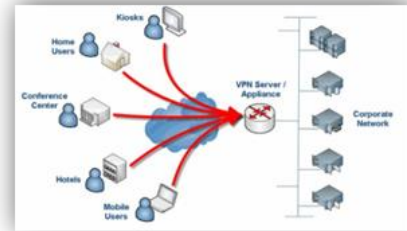
## Benefits

- Improved security and management.
- Proper segmentation of publicly accessible resources for external to internal network connections.

## 81. Remote Access Upgrade

### Findings and Observations

- The City provides remote access through the Sonic Wall firewall.
- Demand for remote access will continue to grow, especially for staff with significant out-of-office computing needs.
  - ◆ Access to mobile applications for smart phones and tablets will also be part of increased remote-access demand.
- Two-factor authentication is now required for certain Police Department remote access
- Two-factor authentication is Best Practice for remote access to SCADA systems
- Two-factor authentication will become the standard for remote access to all sensitive computer systems in coming years.



### Staff Feedback

- A two-factor authentication project is underway for Police MDCs.

### Recommendations

- Expand the two-factor authentication project to include remote SCADA access and remote network access for the IT staff.

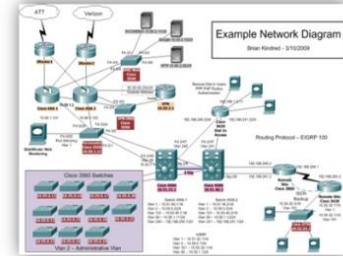
## Benefits

- Increased mobility for the current workforce
- Increase security

## 82. Network Redesign

### Findings and Observations

- Current network topology contains single points of failure for core connectivity.
- Bottlenecks exist in the network, resulting in poor performance and reliability.
- Not all devices within the core network were designed with core network functionality in mind.
- Network was not built with future growth in mind, and is limited.
- Network IP addressing and segmentation improvements could further increase security and performance.
- The Police Department is segmented from the City administrative network.
- The SCADA network is segmented from the City administrative network.



### Recommendations

- Redesign the core network to increase speeds a minimum of ten times.
  - ◆ Create a resilient core network that eliminates single points of failure.
- Review Virtual LAN (VLAN) network segmentation and revise per current best practices.
- Monitor and collect performance metrics on network availability and viability.
- Consider implementing firewalls between the City administrative network, and the Police and SCADA networks.

### Benefits

- Improved network performance speed and reliability
- Reduced support costs
- Full redundancy across sites
- Increased security



## 83. Core Switch Replacement

### Findings and Observations

- Core switches interconnect all City Hall servers and the network.
  - ◆ Existing core switches are not adequate for the City's current and future needs.
  - ◆ The core network triangle utilizes dissimilar devices, limiting resiliency.
- Existing core switches have limited ability to support current bandwidth requirements.
- Physical redundancy is limited.
- Additional network segmentation within the core switching environment will improve performance.

### Recommendations

- Upgrade core network switch to resilient Cisco 4500 Series model or higher.
- Implement redundant core switching capabilities.
- Increase support for core switching infrastructure to 24 x 7.

### Benefits

- Unified network platform, improving functionality and reducing potential compatibility issues
- Centralized management and visibility into network

## 84. Power Distribution

### Findings and Observations

- Some computer room electric power utilizes UPS systems, while other servers are plugged directly into generator driven-power outlets.
  - ◆ Generators have been known to create power spikes and brown-outs that decrease the life of attached equipment.
- Power distribution units (PDUs) are used within the computer rooms of most organizations to control and monitor power to particular network devices such as servers and switches.
- PDUs can extend the life of network hardware by utilizing power more efficiently.
- PDUs can be used to monitor and remotely control power distribution to computer infrastructure equipment.
- The City utilizes PDUs on a limited basis within the main computer room.
- The PDU units that are in place are not advanced enough to support Best Practices monitoring and management functions.

### Recommendations

- Budget for additional UPS capabilities as a part of the data center remodeling project.
- Budget for and implement PDUs within the City Hall and Police Department computer rooms.
- Consider procuring network management software for the UPS.
- Create battery and PDU replacement cycle.

### Benefits

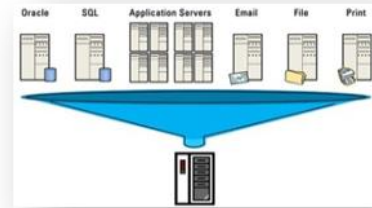
- Improved support for electronic devices
- Improved management and monitoring capabilities
- Longer-lasting equipment
- Reduce cost in replacement of failed hardware

## 85. Virtual Server Migration

*Hardware virtualization* refers to the creation of a virtual machine(s) that acts like a real computer with an operating system. Software executed on a virtual machine is separated from the underlying hardware resources. Virtualization enables servers to be easier to implement and less costly to own and manage.

### Findings and Observations

- Server virtualization has been limited.
  - ◆ IT staff is actively working to virtualize servers.
- There are many legacy servers in productions which are two or three generations behind.
- A capital replacement plan does not exist.



### Recommendations

- Create a capital replacement plan for existing servers.
- Continue to virtualize servers.
- Utilize advanced virtualization management to increase server resiliency.
- Establish active Simple Network Management Protocol (SNMP) monitoring and logging.
- Enable additional features on virtual environment:
  - ◆ Fault Tolerance
  - ◆ Network Interface Bonding
  - ◆ DR and Failover Services

### Benefits

- Reduced data center space needs
- Reduced power requirements
- Improved failover and reliability

## 86. Storage Area Network (SAN) Upgrade

*Storage area networks (SANs)*, or the use of shared storage using a data communications infrastructure, provide several unique benefits over direct attached storage, including easier scalability, centralized management, and increased disk utilization. SANs became increasingly popular with the advent of the Fibre Channel (FC) standard in 1994. The IP SCSI (iSCSI) storage networking protocol was standardized in 2004 and is generally considered to be easier to manage and less expensive than Fibre Channel, but does not perform as well.

### Findings and Observations

- The City has HP (formerly Left Hand) SAN that utilizes iSCSI Internet Protocol (IP)-based networking for storage management.
  - ◆ These SANs are several generations old and are no longer considered industry leaders.
- When compared to Fibre Channel SAN, the advantages of iSCSI SAN outweigh its disadvantages, especially in the relatively small data center environment that the City operates.
- Virtualization and the creation of “snapshots” of servers for rapid restoration have increased storage needs dramatically.
- Moving to Exchange 2013 with additional database redundancy will further increase storage needs.
- As the use of photos and videos to document activities and inspections increases, storage needs will continue to grow.
- We typical plan disk growth at 20%, compounded annually.



### Recommendations

- Utilize a Best Practices procurement methodology to purchase additional disk storage.
- Integrate the procurement with a backup system upgrade to include:
  - ◆ Backups to disk
  - ◆ Cloud-based backup
  - ◆ Disaster recovery capabilities based on cloud-based backup.
- Procure an additional iSCSI-based SAN for failover and redundancy (replication).
- Institute Storage Tiering to improve the performance of core data and applications.

### Benefits

- Increased performance and enhanced reliability
- Reduction in recurring costs for maintenance and expansion
- Improved backups
- Cloud-based disaster recovery capabilities



## 87. Technology Support for the EOC

### Findings and Observations

- City's Emergency Operations Center (EOC) does not have sufficient technology to function optimally in large-scale emergency. Existing technology includes:
  - ◆ Voice-over-Internet Protocol (VoIP) phones
  - ◆ Cable TV and a large, flat-panel TV/Monitor
  - ◆ Limited wireless network
  - ◆ Available backup Internet
  - ◆ ePrint for mobile devices

### Recommendations

- Add additional wireless capabilities to provide high-speed support for up to 20 individuals or 60 total devices.
- Conduct a study of EOC needs, and provide budget for recommended improvements accordingly.
- Audiovisual improvements:
  - ◆ Multiple monitors and monitor control systems
  - ◆ Workstation display systems
    - GIS mapping capabilities housed within the room
    - Ability to switch traffic displays onto monitors in EOC
- Consider adding Smart Board display technology.

### Benefits

- Alignment with Disaster Recovery Plan
- Support for Incident Command System
- Event Information Tracking
- Coordinated support for emergency responders
- Basis for communication to the public during local incidents and for recovery activity

## 88. Redundant CAD/RMS System

### Findings and Observations

- A Radius & ISP Management Server (RIMS) server is the platform for the Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) that support the City's Public Safety departments.
- The City has only one RIMS server in place for the City's CAD/RMS environment. A redundant, secondary server, in a physically separate location, is a best practice to provide critical public safety applications functionality in the event of a failure of the primary server.

### Recommendations

- Budget for the purchase and implementation of a secondary RIMS server and associated network systems, and make arrangements for the installation of this server in a separate location.
  - ◆ Test failover to the second server on a regular basis.





## 89. Computer Upgrades (Windows XP & Office)

### Findings and Observations

- On April 8, 2014, Microsoft ended support for the Windows XP desktop operating system.
- The City has approximately 27 XP desktop computers.
- The City does not utilize an imaging platform to distribute applications to desktops
- An imaging platform to distribute applications to desktops is not currently utilized.
- One department mentioned that some desktop computers had different versions of Microsoft Office installed.

### Recommendations

- Finalize an inventory of desktops and laptops to determine age, model, and operating system of all systems, focusing on identifying the number of computers running Windows XP.
- PCs and laptops running Windows XP should have their operating system upgraded to Windows 7 or 8.1, or be replaced with a new computer.
- Windows 8.1 has recently become a viable alternative to Windows 7, although Windows 10 will allow many organizations to skip Windows 8 altogether.
- Evaluate and procure a desktop imaging system.
  - ♦ Acronis has become our standard recommendation.
- Inventory all desktop and laptops and determine upgrade path to a consistent version of Microsoft Office across the organization.
- Staff to prioritize potential dual-monitor implementations.
- All new PCs should be purchased with the ability to natively connect two monitors.

### Staff Feedback

- Comm. Dev. – IT responsiveness to service requests generally good
- Comm. Serv. – IT does a good job being responsive
- Finance – IT is very responsive to our department's needs
- Finance – The number one issue is anything involving ADP
- Police – IT is very responsive to service requests and emergency situations
- Police – Currently do not have issues with IT; their response time to service requests and support/maintenance are always timely
- PW – IT is super responsive and helpful



## 90. Video Camera and Surveillance System (Citywide Standard)

### Findings and Observations

Actively monitored security camera surveillance systems can be an effective security tool and criminal deterrent. One study by the Urban Institute determined that the savings and benefits of fewer incidents and crimes outweighed the cost of video surveillance systems. The study also found that Police, Parks and Recreation, Code Enforcement, policymakers, and others involved in facility/property oversight, largely viewed security/surveillance/monitoring cameras as a useful tool for managing behavior, preventing crimes, aiding in response, assisting in arrests, and supporting investigations and prosecutions. Video Monitoring has also been found to have significant value in large, open spaces that are difficult to cover with existing personnel but can be more easily covered and monitored with video technology.

Video Monitoring can be applied, but not limited to:

- Graffiti abatement
- Monitoring specific public areas, facilities, buildings, parking lots, parks, etc.
- Monitoring access or gated sites for in/out traffic, including license plate reader technology
- Use as evidence in criminal prosecutions or potential claims and litigation

*Note: California Local Government Records Management guidelines require retention of public safety surveillance video images for a minimum of the current year, plus an additional 13 months.*

The City has a number of camera systems and types of various ages. The desire is to standardize across the City for both Police and other City departments' needs, including the centralization of the citywide video system management, including a replacement plan to keep the system up to date and consistent.

- The City currently utilizes multiple video surveillance systems.
  - ◆ These existing systems are proprietary.
  - ◆ Due to the proprietary nature of these systems, they cannot be monitored or managed from a single console.
- There are requests for additional video surveillance cameras from multiple departments, in addition to the Police Department.

### Staff Feedback

- Comm. Serv. – Need security cameras for all facilities
- Comm. Serv. – Using Security cameras at MCC, MHCCDC, OHCC locations
- Library – Need a security camera system inside/outside Library that is accessible/viewable by Library staff and police
- Police – currently we have three different camera systems in dispatch that are to be monitored by the dispatchers. The first is a very old 15+ year-old system that monitors 16 cameras, except some of the cameras do not work. The second is for 4 cameras located in the Belle Haven area, and can be accessed through Milestone. The third is accessed through Pivot, and these cameras monitor the Police lobby.
- Police – Cameras need to be combined so that access is through one platform.
- Police – A new monitor should be added to each dispatch position so that we can have the cameras up and in view at all times.
- Police – Accessing audio and video files from various surveillance systems provided to us for crime investigation
- Police – Desire Milestone to be the standard platform for all cameras
- Police – Cameras store 30 days of recordings
- Police – There is no onsite data storage of camera recordings—all stored on cameras



## Recommendations

- Costs for all cameras used for general monitoring, surveillance, and security need to include local video storage and Internet access. This needs to be investigated and costs determined.
- Police and other City personnel should analyze the City's geographic jurisdictional area to determine what locations would benefit from this video technology and determine where cameras should be placed.
- Continuous access to real-time video with interactive voice from location cameras may be costly. Real-time video with voice integration should be analyzed for cost-benefit.
- A video surveillance design RFP process should be considered to select a video surveillance vendor for the City to upgrade this critical equipment.
- Eventual selection, purchase, and implementation of an IP-based network video recording (NVR) system should be considered that allows for storage and retention of video images that meets the needs of all the departments, but also meets California Local Government Records Management guidelines for the Police Department.
- Management systems such as Avigilon and ONSSI that are "open" management platforms and can support multiple camera vendors should be considered in order to reduce potential interoperability issues.
- Video monitoring should be considered as a multi-year project. A multi-year project and timeline would allow for proper planning and a rollout of the technology in a prioritized fashion over several fiscal years.

## 91. Secure Managed Access (Wireless/Keyless Security)

*Managed access control and security, or keyless entry, is an effective way for the City to manage security and access to various buildings, facilities, or other controlled locations. Secured access control systems allow the City to track and restrict who can access facilities where and when.*

This limits security risks and allows for the management of access by employees and for the public. Many municipalities are moving to a single, organization-wide system to manage security and access to facilities.

### Findings and Observations

- The City has two separate security systems of keyed and wireless security systems for buildings, facilities, and external locations.
- Systems are a mix of physical and controlled.
- Many departments have suggested and are open to a centrally managed, citywide system for security and access, if it can accommodate everyone and also provide access to constituents enrolled in services or programs.



## Staff Feedback

- Comm. Dev. – Consider possibility of using building swipe cards/key entry as automatic
- Comm. Serv. – Would like to provide customers and staff with wireless keys/keyless access to tennis courts
- Library – Need card-swiping ID cards for access to secure areas, rather than using multiple keys on a key chain
- Police – Need a better way to manage and secure City facilities and locations
- Police – Our security system for the City needs to be replaced/combined and/or significantly improved.
- Police – Currently we have two separate security systems; the first monitors the City facilities; this system is manually operated, is old and monitors burglary and fire alarms; the second security system is over 15 years old and is called Velocity; there is one computer, one monitor that is shared by the room; this system operates the doors and gates for the City buildings, opening, locking etc.; it also shows door alarms
- Police – The Velocity system is old and, quite frankly, ignored because the alarms sound all day long from people coming and going
- Police – When an alarm is received the dispatcher has to get up and manually silence the system; then they have to print out the alarm screen; they then create an incident in RIMS to look up the code that has been printed; there are a variety of codes that have different meanings
- Police – The dispatcher will enter the incident into RIMS and dispatch the appropriate person
- Police – Any new system should be citywide and integrated with the RIMS CAD/RMS system

## Recommendations

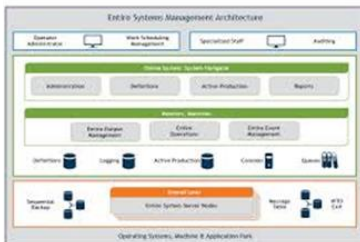
- Complete a review and a needs assessment of City's facility access and control requirements and document the results. This should be a single, citywide system that all departments and divisions within the City are covered under in a cooperative fashion.
- Access should also allow extending to constituents and others as appropriate (e.g., Community Services for tennis court access).
- Follow best practices according to the *Software Selection Best Practices* initiative, to select the appropriate system.
- Ensure that integration between the new system and other systems (e.g., Police RIMS system, the new Parks and Recreation system, and potentially others).
- Consider utilizing a third-party SME or consulting firm for the needs assessment and feature/function development.

## Benefits

- Improved maintenance and less time
- Mechanical locks and keys replaced with electronic locks, badges or cards and readers.
- Eliminated expense of re-keying or changing locks for employee separations
- Employees and others are less likely to set off false alarms
- Automatic regulation of access reduces need for onsite security personnel
- Allows for more efficient temporary access by outside personnel, like visitors or vendors
- If integrated with the Police RIMS system, aids more timely response to alarms
- Decreases liability and risk from greater access control

*IT Operations* refers to the daily support and maintenance of all IT infrastructure and user support.

- 92. Help Desk Ticketing System
- 93. Mobile Device Management
- 94. Network Management Tools (Alerts/Alarms)
- 95. IT Support Metrics
- 96. Desktop Management
- 97. IT Automation Tools (Patch Management)
- 98. IT Policies and Procedures
- 99. IT Procurement Practices
- 100. IT Cost Recovery (IT Budget Allocations)





## 92. Help Desk Ticketing System

*Help Desk* systems provide an easy way for users to submit requests. IT Staff can assign tickets. The automated electronic, mail-based communications included in Help Desk systems can allow users to track the progress of their tickets as IT Staff updates the status. Help Desk systems prevent item from “falling through the cracks” by logging all requests. Another key benefit of Help Desk ticketing systems is metrics related to the number of requests submitted, resolved, and remaining open.

### Findings and Observations

- The City does not currently have a robust Help Desk system.

### Recommendations

- A Help Desk ticketing system should be utilized to track staff productivity and service.
- Metrics related to meeting Help Desk service levels should be developed and tracked on a weekly and monthly basis.
- Each month, summaries of Help Desk tickets opened and closed should be presented to the IT Steering Committee.
  - ♦ IT Steering Committee members should be prepared to discuss any Help Desk issues or festering problems during the monthly meeting.

### Benefits

- Central ticketing system
- Availability to many users
- Increased resolution rates
- Support for all devices
- Improved user communication, experiences, and satisfaction
- Better diagnostics and problem identification



## 93. Mobile Device Management

*Mobile Device Management (MDM)* is software that allows management, distribution, usage, and maintenance of laptops, tablets, and smart phones. Additional features allow configurations to be done on devices to discourage wrongful use and reduce individual device maintenance.

### Findings and Observations

- MDM provides the ability to see and control all mobile devices entering the enterprise, whether they are provided by the City or are part of a Bring Your Own Device (BYOD) program.
- The IT Division currently supports approximately thirty (30) mobile devices, including laptops, smart phones, and tablets.



### Recommendations

- Research, pilot, and select Mobile Device Management software.
  - ◆ Products that integrate with the Help Desk system or inventory system should be given top priority in any evaluation.

### Benefits

- Improved staff efficiency and mobility
- Support for all devices
- Less time manually managing and monitoring
- Increased use of remote access
- Easier distribution of software



## 94. Network Management Tools (Alerts/Alarms)

*Network management* is the general term used for the activities, procedures, and tools that relate to the operation, administration, provisioning, and maintenance of computer network systems, effectively keeping the network up and running smoothly, while also monitoring the system to quickly identify potential problems.

### Findings and Observations

- The City uses an open source network management tool.
  - ◆ Open source tools often require more staff time to support than purchased products
- The City does not currently maintain a baseline of bandwidth utilization.
  - ◆ This baseline is very valuable in justifying bandwidth upgrades.
  - ◆ Bandwidth utilization is also a critical component in troubleshooting slow response times.
- IT does not use a comprehensive tool for monitoring alerts and analysis of performance data from routers, switches, servers, and other SNMP-enabled devices.
  - ◆ Some alerts and alarms are precursors to failure.
  - ◆ Others provide IT with early notification of failures.
  - ◆ Monitoring can provide IT 24-hour notification to problems, even if users are not present.
- Network management software can also provide availability metrics for IT applications.
- In many cases, will notify IT of problems before user community notices.
  - ◆ Moves IT from reactive to a more proactive posture.

### Recommendations

- Procure and implement a network management system that can provide alerts and alarms across the enterprise (i.e., Solarwinds, What's-up Gold, etc.)
- Provide for the development of baseline bandwidth and usage measurements.
- Create alerts and alarms to notify staff before a failure.
- Provide justification for bandwidth and/or performance upgrades.
- Develop a matrix of triggers for various devices (e.g., server disk space, bandwidth utilization percentage, etc.)
- Implement matrix values and adjust.
- Develop bandwidth utilization baseline over time.
- Develop availability metrics for applications and systems.

### Benefits

- Less time manually managing and monitoring
- Increased utilization
- Increased resource access
- Centralized access to multiple applications and platforms
- Early warning capability, allowing for intervention and incident avoidance

#### Network Management

- Network Device Monitoring
- Performance Monitoring
- Bandwidth Monitoring
- Firewall Management
- Router/Switch Management
- Proactive Monitoring
- Threshold Customizations
- Altering
- Network Interface Stats



## 95. IT Support Metrics

### Findings and Observations

- Three full-time and one part-time IT Staff are employed by the City.
  - ◆ The part-time IT Technician resolves the majority of City administration IT-related issues when available.
  - ◆ One of the full-time staff members spends the majority of time supporting Police Department needs.
- IT does not track any metrics related to Help Desk ticket response or resolution times.
- IT does not have Help Desk ticket response-time or resolution-time goals.
  - ◆ These goals are usually proposed by IT and agreed to by the departments.

### Recommendations

- Develop Help Desk ticket response-time and resolution-time goals based on urgency.
  - ◆ Track and report on these goals during IT Steering Committee meetings.

Priority	Response time	Resolution time
Urgent (multiple staff members unable to function)	2 hours	75% resolved in less than 4 hours
High Priority (single system down or critical function unavailable)	4 business hours	75% resolved in less than 8 hours
Medium Priority (a single program or function does not work)	8 business hours	75% resolved in less than 16 business hours
Low Priority (issue reduces productivity, but work-around exists)	16 business hours	75% resolved in less than 1 week

- Track number of tickets assigned, priority, response time, and resolution time by team member.



## 96. Desktop Management

The concept of *desktop management* refers to the comprehensive approach of managing all computers within an organization, including laptops and other devices. Tasks include installing and maintaining hardware and software, setting up spam filters, and providing user permissions. As security-related tasks have increased over the years, desktop management is also providing more patch management (code changes), corrections against viruses and spyware, and controlling greynet applications (programs installed without permission).

A *desktop management (DM) interface* is a framework for managing and keeping track of the hardware and software components of an organization's computers.

### Findings and Observations

- A desktop management system is not currently being utilized.
  - ◆ Over time, desktop management will become less important as the City moves to Virtual Desktops.
- Centralized patch management and distribution is not implemented.
  - ◆ Centralized patch management can reduce Internet bandwidth utilization significantly.
- Staff members are utilizing manual and redundant processes to maintain the desktop environment, which is very time consuming and inefficient.
- The City has utilized GFI Languard, but the license has expired.

### Recommendations

- Implement Windows Server Update Services (WSUS) while evaluating enterprise desktop management products.
- Implement an inexpensive desktop management solution to provide patching for products other than Microsoft:
  - ◆ Reenabling GFI Patch Management be the easiest course of action/
- Standardizing hardware and software platforms provides the following:
  - ◆ Reduced spyware infections
  - ◆ 30% reduction in Internet bandwidth usage
  - ◆ Reports summarizing PCs that are not updated
  - ◆ Increases distribution of antivirus updates
  - ◆ Reduced time spent managing virus protection



## 97. IT Automation Tools (Patch Management)

### Findings and Observations

- Patches and security updates are performed manually.
- Patches are not pushed to a “sand box”, including PCs from various departments.
- Staff does not currently have access to patch management forums.
- Without a comprehensive patch management solution in place, individual servers, PCs, and laptops may not receive important security updates, which exposes the City to security risks.
- Server patches occur periodically, but not on a regular schedule.
  - ◆ With a staff of three, dedicating off-hours time to server patching is difficult.

### Recommendations

- IT staff should evaluate and purchase a patch management solution such as GFI LanGuard or Microsoft Systems Center for desktops and servers.
- Create a Best Practices patch deployment methodology that includes a small subset of desktop deployments to verify patch performance before full deployment.
- Solarwinds or What’s Up Gold can perform the same services for patch and configuration management on network equipment.

## 98. IT Policies and Procedures

### Findings and Observations

The City IT Division has a number of IT policies documented. The City expressed the desire to expand and tighten policies. They also want to ensure policies are in place to ensure that the organization is protected.

### Recommendations

- Revise and create a limited number of IT policies and procedures, including, but not limited to, the following:
  - ◆ Encryption Policy
  - ◆ Data Usage
  - ◆ Security Awareness Training Policy
  - ◆ Web Filter Exceptions
  - ◆ Electronic Information and Email Retention Policy (currently in draft form)
  - ◆ Computer Security Incident Response Policy
- Utilize the IT Steering Committee to review policies and procedures and facilitate communication throughout the organization.



## 99. IT Procurement Practices

### Findings and Observations

The City has a small degree of technology-oriented procurement practices in place. These procurement practices should be expanded to include more detail and address different procurement types, including:

- Commodity Systems
- Complex Systems
- Highly Complex or Expensive Systems

Oversight of the procurement process by IT and the Steering Committee should also be included as a practice.

### Staff Feedback

- Finance – Lack of fully centralized mobile device billing, equipment purchasing, account management

### Recommendations

- For commodity systems where several vendors provide very similar products, if three quotes are required by City policy, the City should consider creating an open RFP that does not specify a product manufacturer, but provides vendors with specifications that must be met.
  - ◆ Encourages increased vendor participation
  - ◆ Increases vendor participation, which often results in lower pricing and better products
- For complex systems, the City should consider procuring installation services from the vendor supplying hardware and software, or other third-party implementers.
  - ◆ “Complex systems” are defined as those costing more than \$50,000 or requiring more than 80 hours of third-party implementation assistance
  - ◆ Reduces chance of finger-pointing for poor design, damaged product, or poor installation
- For highly complex or expensive systems, the City should consider including all components in the RFP: final design, installation, construction, testing, conversion, post-implementation support, and knowledge transfer.
  - ◆ Includes procurement of complex systems that may cross budget years because of cost considerations
  - ◆ All components should be practically considered and integrated
- For oversight, before approval of purchase of a complex system or a system requiring three bids. The IT Steering Committee should review any complex or highly complex system procurement and Finance/Purchasing should require the following of the IT Division:
  - ◆ A diagram of the system
  - ◆ High-level implementation plan (can be one page of bullet points)
  - ◆ A bill of material that includes all components, list price, quantity, discounted price, and ongoing maintenance
  - ◆ Costs associated with final design, installation, any construction, testing, conversion, post-implementation support, and knowledge transfer
  - ◆ A vendor cost matrix and assurances that all responses are truly comparable
  - ◆ A written recommendation

In general, the City should follow best practices for IT hardware and software replacement and procurements.





## 100. IT Cost Recovery (IT Budget Allocations)

The IT Division's role and execution of operational best practice is that of an internal support function to all departments and City system users and, in some instances, the City's constituents and the public. The departments, users, constituents, and the public are the customers of the IT Division.

*IT Cost Recovery* is the concept of funding the IT Division budget from all other departments based upon various metrics utilization and services provided. Examples could include number of users, computers, servers, network devices, phones, and time estimates for supporting specialized systems and applications.

In this way, IT Division costs can be spread equitably among departments, and the organization can gain a true understanding of the costs required to support the technology infrastructure and support services in order to make better management decisions.

### Findings and Observations

- Some IT software costs, including maintenance and support costs are in Departmental budgets, not the IT budget.
- The IT function has developed an IT Cost Recovery mechanism, creating an Internal Service Fund.
  - ◆ The current cost recovery mechanism seems rather complicated.
  - ◆ The current City management has not reviewed the mechanism.

### Recommendations

- Consider moving all IT-related costs to the IT budget to allow reporting and comparisons to peers related to IT spending.
- Review the existing IT Cost Recovery model:
  - ◆ Conduct a holistic review
  - ◆ Focus on creating a simple and transparent cost recovery mechanism
  - ◆ Assure that departments using services are charged proportionately
  - ◆ Assure that all project costs are attributed to the projects
  - ◆ Explore potential ways to track actual time spent at some levels
  - ◆ Communicate the cost recovery method and results to the departments during the next budget cycle

*IT Security* refers to all security systems and practices, including disaster recovery, to protect systems and data.

- 101. Disaster Recovery Planning
- 102. Backups
- 103. IT Security Assessment
- 104. PCI Compliance
- 105. Records and Data Retention
- 106. Two-Factor Authentication
- 107. SCADA Security





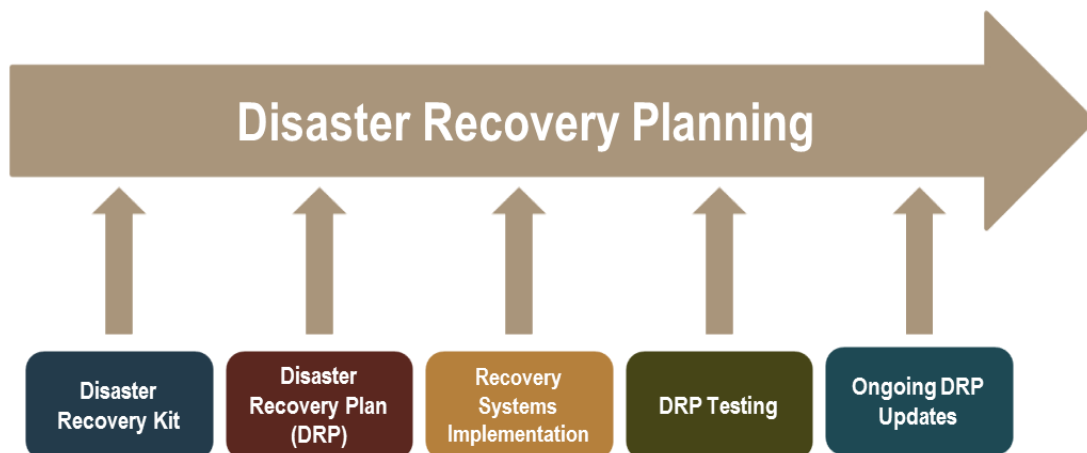
## 101. Disaster Recovery Planning

### Findings and Observations

- A Disaster Recovery plan is not currently implemented.
- Based on a tour of City facilities, a good candidate was not found for a secondary data center for disaster recovery planning.
- Service Level Agreements (SLAs) are not in place for applications recovery in the event of a disaster.

### Recommendations

- Develop a Disaster Recovery Plan and strategy.
- Consider two disaster recovery scenarios when developing strategies:
  - ◆ Loss of main computer room
  - ◆ Major disaster eliminating all area communications, the Administrative Offices, and IT infrastructure
- Consider cloud-based disaster recovery for non-public safety systems.
- Work with another city that uses RIMS CAD/RMS, and potentially enter into an agreement for mutual disaster recovery.
- Evaluate applications portfolio and determine the SLA for each application for restoration.
- Develop strategies for restoration of high-priority applications.
  - ◆ Begin to implement, based on strategy and application priority.
  - ◆ Test portions of plan each year.



### Benefits

- Emergency preparedness compliance
- Improved communication
- Awareness of procedures
- Better diagnostics and problem identification
- Reduced risk and liability
- Faster, well-informed decision making
- Identification of business-critical functions
- Decreased recovery times and exposure to system failures
- Awareness of immediate actions

## 102. Backups

### Findings and Observations

- The City utilizes Symantec Backup Exec 2012.
- Backups are made to tape and are taken off-site weekly.
- Backup media is not encrypted.
- The City does not have sufficient equipment to test a full system restoration.

### Recommendations

- Encrypt all backup media.
- When procuring additional disk space, move to disk-based, on-site backup and cloud-based off-site backup for non-public safety data.
- For public safety data, investigate sister community or State secure backup locations.
- Add system time to all backup jobs.
- When possible, test full system restoration.
  - ◆ Test full restoration of a major database or system every six months, at a minimum.



## 103. IT Security Assessment

An IT Security Assessment was conducted over the summer of 2015. The focus of the IT Security Assessment is on the security of the IT infrastructure, based on penetration testing and other network investigation tools.

### Findings and Observations

- The IT Security Assessment did not address policy or procedural issues
- Many of the issues identified by the IT Security Assessment have been mitigated
- Additional spending on security tools and operational safeguards will be required
- The City does not have a central system log or activity log storage and management solution
- The City does not maintain an Active Directory change management audit trail

### Recommendations

- Utilize best practices for network security as a part of the network redesign.
- Implement other changes, as specified, to improve security.
- Redesign and implement IT security as a part of the Active Directory upgrade implementation.
- Procure a solution to provide centralized system logging and activity login.
- Procure a solution to provide Active Directory related audit trails.
- Develop security policies and procedures.
- Upon completion of the above recommendations, conduct a more global third-party IT Security Assessment.

### Benefits

- Improved performance and efficiency
- Meets compliance requirements and industry best practices

## 104. PCI Compliance

Payment Card Industry (PCI) compliance can reduce credit card transaction fees by complying with the Payment Card Industry Data Security Standard (PCI-DSS) for credit and debit card transactions. The major card brands (Visa, MasterCard, American Express, Discover, and JCB) issued the PCI-DSS in an effort to enhance the protections in place against the theft of cardholder data and require all merchants and service providers who store, process, or transmit payment card information to comply with its provisions.

### Findings and Observations

- Credit cards are accepted as a form of payment at the City.
- Credit card transactions are cloud-based.

### Recommendations

- All payment card data should be separated from the City's data network.
- Budget for and conduct a PCI Assessment.
- Interim measures:
  - ◆ Ensure all payment card machines are PCI-compliant and only display the last four digits of a credit card number.
  - ◆ As a point of policy, prohibit emailing of credit card or personal identifying information (PII).
  - ◆ As a part of policy, prohibit storing credit card numbers either on paper or electronically.
  - ◆ Inventory all forms and ensure that none contain credit card numbers.



## 105. Records and Data Retention

### Findings and Observations

- Electronic records retention durations should mirror paper electronic records and data retention durations.
  - ◆ As with paper records, timely destruction is important.
- A policy for email retention is not in place.
  - ◆ Emails are moved to archive folders after 90 days, due to space constraints.
- Records retention is not applied to backups.

### Recommendations

- Inventory all forms of electronic records storage at the City.
- Implement an email archiving solution and migrate existing archive folders to the archive appliance.
- Develop procedures for electronic records retention for the various record types.
  - ◆ Implement procedure for records retention and subsequent destruction of electronic records.



## 106. Two-Factor Authentication

The need for both increased information sharing and access to government data networks creates new requirements to certify confidence in the identity of the individuals accessing information. To meet these new requirements, many agencies at all levels of government are using a strategy known as “advanced authentication” or “two-factor authentication”. This approach supplements traditional username and password authentication with alternative forms of verification based on a user’s physical characteristics (such as a fingerprint) or an object in the user’s possession (such as a smart card or a token).

### Findings and Observations

- Two-factor authentication is a network protection strategy based on the principle of defense-in-depth.
- Two-factor authentication is not currently implemented.
- Federal Bureau of Investigation (FBI) systems Criminal Justice Information Services (CJIS) Security Policy (Version 5.2) requires advanced authentication methods for remote access to all systems that contain Criminal Justice Information (CJI) beginning September 30, 2014.
- The CJIS mandate includes access to data from City police vehicles or any location that cannot be determined physically.
- Other systems that the City maintains that should use advanced authentication for remote access include electric, water, and wastewater utility supervisory control and data acquisition (SCADA), HVAC/building control systems, and IT system administration.

### Recommendations

- Budget for and implement two-factor authentication for remote access to SCADA systems and for IT staff remote network access.

### Benefits

- Enhanced security and compliance.

## 107. SCADA Security

### Findings and Observations

- Remote access to the water utility supervisory control and data acquisition (SCADA) system is possible through the City network.
- Best practice requires two-factor authentication for remote access to SCADA.
- Best practice requires a firewall between an administrative network and a SCADA network.

### Recommendations

- Conduct a thorough, comprehensive, and professional security audit of all SCADA systems, using guidelines provided by the U.S. Department of Energy and utilizing software such as the Cyber Security Evaluation Tool (CSET).
- Implement firewalls between all SCADA networks and the administrative network.
- Implement two-factor authentication (i.e., something you have, plus something you own) when providing remote access to SCADA.



*Telecommunication* is an important tool for local government entities. It enables the ability to communicate effectively with constituents and deliver high standards of service.

Telecommunication is also a key element in teamwork, allowing employees to collaborate easily from wherever they are located.

### 108. Phone System Redundancy





## 108. Phone System Redundancy

### Findings and Observations

- The City's digital access to the Public Switched Telephone Network (PSTN) for its phone system is through Primary Rate Interface (PRI) connections.
- All City PRIs come in to City Hall to a single network switch, which creates a single point of failure for the phone system.

### Recommendations

- As part of the redesign of the MAN and LANs, and implementation of the new converged network, implement additional PRIs connected at another City building on the MAN.

*IT Staffing* can be one of the most important and critical areas of business management, especially in view of the impact IT decisions can have on the organization’s productivity, budget, morale, and overall success.

109. IT Staffing

110. Enterprise Applications Support Specialist





## 109. IT Staffing

### Findings and Observations

- Current IT Staff includes an Information Technology Manager, three technician positions, and a management analyst.
- Staff are doing an adequate job of providing day-to-day support and essential maintenance for IT systems.
- Staff training has been limited in recent years.
- It is very difficult to retain quality staff in Silicon Valley.
- The IT Manager is a hands-on position and provides all senior-level expertise for the organization.
- Overall staff and third-party expenditures will be higher over the next three years, because many infrastructure components must be upgraded and systems replaced.

### Recommendations

- Develop training plans for IT staff (including the Manager)
  - ◆ Include one week of off-site training for each individual each year.
  - ◆ Microsoft server administration training is the recommended priority for the organization.
  - ◆ We believe that project management training is important for IT management personnel.
- Base IT Support needs will require the addition of the following staff:
  - ◆ A Enterprise Applications Support Specialist position for end-user support of the City's software applications
  - ◆ A Network/Systems Engineer position to augment network design, management, and security
- We recommend that the City develop a relationship with a third party who has strong expertise in enterprise systems implementation projects.

### Benefits

- Increased institutional knowledge
- More completed projects
- More effective projects
- Increased anticipation and management of technology upgrades



## 110. Enterprise Applications Support Specialist

### Findings and Observations

Local government agencies are increasingly understanding the direct correlation of effective applications utilization, organizational efficiency, and productivity gains. As described throughout this document, increasing applications utilization is key for the organization to do more with the same labor resources. Additionally, institutional knowledge too often leaves the organizations, through retirements and other employment separations, due to many processes and procedures being inadequately automated. Typically, agency goals of improved transparency and constituent services are also accomplished through various software programs that automate and streamline processes.

Most organizations have a blend of application/business analyst skill sets within the business departments and the IT department. However, we have yet to encounter a mid-sized agency with adequate resources to meet the organization's needs.

In order to meet these needs, IT departments are beginning to transform their overall department structures (over time) to take on more responsibility in hiring, training, retaining, and managing applications support services. This trend is being made possible, in some measure, by the streamlining of typical IT department operations through productivity and monitoring tools.

Typical applications support staff proactively handles: Help Desk needs related to business department applications, business process analysis, applications training, applications setup and configurations, ad hoc report writing, and database administration.

It is not unusual to designate applications support staff for the following major applications systems:

- ERP (Accounting, Finance, and People Management)
- Maintenance Management (Work Orders and Asset Management)
- ECMS (Electronic Content Management)
- Personnel Management
- Permitting
- Contact Management
- CAD/RMS & Citations

### Staff Feedback

- HR – Need a system to automatically notify IT of terminated employees

### Recommendations

- In the future, the organization should consider adding an application/business analyst position(s) to the IT Division to provide better support to department software programs that are the backbone of organization operations.
- Develop an Information Services Portfolio documenting IT roles and responsibilities related to all organization applications.
- Departmental staff should be provided with additional training in applications systems and report writing.
- Below is an example job description for an Application Support Specialist.



## Enterprise Applications Support Specialist (SAMPLE)

### Description

Under general direction, coordinate and manage activities related to the support, deployment, configuration, and usage of departmental applications systems. This includes assistance with applications system selection, implementation, project coordination, management of interfaces, applications setup and configurations, business process reviews, and custom reporting.

This individual will apply technical, communication, analytical, and problem-solving skills to the analysis of business processes for business applications software systems in order to improve productivity and efficiency in the organization's departments.

The position will be responsible for providing expert troubleshooting, resolution, and reporting on business applications issues.

Functional areas this individual will support may include finance, human resources, public works, building and safety, public safety, and water utility applications, as well as other associated functions.

Other related duties may be required, as assigned.

### Duties

- Assist department subject-matter experts in the resolution of enterprise applications software-related Help Desk tickets.
- Work closely with department managers, division leads, and applications users, to document and/or design/redesign effective business processes and associated business applications, including projects that require effective implementation or reimplementation.
- Make recommendations on improvements to business processes and applications, with the goal of delivering enhanced service and outcomes (e.g., faster permit processing times, automating current manual or inefficient processes, etc.)
- Manage software improvements for various departments. These activities include procurement recommendations (e.g., cost-benefit analyses, software configuration and implementation/re-implementation, etc.); collaboration in testing configurations with personnel of affected departments; communication with internal customers, network and server administrators, and vendors to ensure that applications systems are being utilized to their full potential.
- Provide project coordination and oversight of multiple applications system projects.
- Assist with research of applications software products and services and coordinate feasibility studies for applications, software, and system products under consideration for purchase, and provide findings.
- Develop and deploy standards, methodologies, and best practices for applications deployment, business process improvement, applications interfaces, and report writing. Document procedures, applications interfaces, service-level agreements, and other methodologies related to applications systems.
- Collaborate in the testing of applications, and communicate with network and server administrators, vendors, and software developers to ensure quality assurance and fulfillment of contractual obligations.
- Develop, implement, and disseminate information on best practices for information technology and applications support.
- Compile and maintain an inventory of all applications software and system assets and their corresponding contracts and agreements, documenting system configurations and change management.





- Coordinate training, including oversight of training materials and user procedures and training curriculum; facilitate training sessions as necessary. Develop and maintain user documentation, implementation, and maintenance plans.
- Oversee the maintenance, support, and upgrade of existing software applications and systems; coordinate and communicate upgrades, enhancements and changes with vendors and internal customers.
- Maintain a secure information technology environment for software applications. Oversee applications security administration, update processes and schedules, notifying users of any potential service interruptions.
- Participate in integration, initialization, and interfacing between multiple systems, either through in-house or outsourced development, when required.
- Analyze technical literature for systems, and provide explanations understandable to end-users, often in the form of user manuals or training materials.
- Perform related duties as assigned.

## Qualifications

The following generally describes the knowledge, ability, and education required to successfully perform the job duties.

### Knowledge

- Windows operating systems and applications, including MS Office, MS SQL, Outlook, and other applications software
- Government business processes and the systems that support them; agency business systems may include: Financials, time keeping, utility billing, human resources, payroll, asset control systems, inventory, work orders, police dispatch, police records management, land management, building permits, utility billing, and citizen request management, among others
- Current technology goals, objectives, and technological trends
- Database knowledge, including a working understanding of MS SQL, SQL queries, report writing, applications interfaces, and data import/export methodologies
- Principles of project management, including training and vendor management
- Office procedures, methods, and equipment, including computers and applicable software applications such as word processing, spreadsheets, and databases.
- Principles and practices of applications system development, evolution, and product life cycles, including sustainability planning for applications systems
- Applications system security principles and best practices for ongoing system security, including related concepts of user applications roles/passwords, single sign-on, and Active Directory

### Abilities

- Understand, plan, and coordinate business applications systems implementations and upgrades.
- Review and assist in evaluating the work of professional and support staff.
- Gather and document business requirements and processes.
- Communicate ideas, directions, and requirements clearly and concisely, both orally and in writing.
- Understand and communicate ideas in a technical, but user-friendly language.
- Perform duties appropriate to classified system privileges. Maintain professional handling of and protection of confidential and secure information.



- Commit to the highest standards of moral and business ethics, including organizational values.
- Work in a team environment, understanding the customer service and supplier model and how it is used in an internal support environment.
- Prepare clear and concise reports, including metrics, service-level agreement summaries, test plans, cases, and test scripts.
- Interpret and explain agency policies and procedures.
- Manage projects in a timely manner.
- Work with information system users under challenging conditions and short deadlines.
- Set priorities based on value to the organization.
- Operate office equipment, including computers and related word processing, presentation, spreadsheet, and database applications.
- Foster communications between the user community, project management, contractors, and all levels of management.

### ***Education and Experience***

Any combination of education and experience that would likely provide the required knowledge and abilities qualifies a candidate for the position. Typical education, training, and experience may include:

#### ***Education/Training***

- Bachelor's degree from an accredited college or university, with major course work in computer science, information technology, business administration, etc.

#### ***Experience***

- Three years as a business or systems analyst, supporting a broad range of departmental applications systems, including business process improvement, and applications administration, implementation, and upgrades
- Five years of general IT support or IT analysis (or similar) for a medium-sized organization supporting Microsoft applications
- One to three years in coordination and/or project management of applications implementation or upgrades.

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IT Master Plan Report  
Implementation Resource Requirements Matrix



NOTE: Resource Type = Assessment, Design/Specification, Procurement, SME, Project Management, etc.

Initiative #	Initiative Name	Fiscal Year	Subject-Matter Expert/Project Management				Budget	Overall IT Master Plan Budget					Third-Party Role & Responsibility	
			Staff	Supplemental Staff	Third-Party	Third-Party Optional		Third-Party Assistance	FYE 2017	FYE 2018	FYE 2019	FYE 2020		FYE 2021
<b>Best Practices</b>														
1	Return-on-Investment Considerations	2017				X	\$5,000	\$ 5,000						Hands-on workshop focused on ROI analysis for a limited number of projects and training staff how to conduct these types of analysis.
2	IT Governance	2017			X		\$10,000	\$ 10,000						IT Steering Committee training, to provide assistance in the creation and ongoing function of an IT Governance model. Includes all sample documentation types and facilitation/assistance for 6-12 months.
3	COBIT							n/a	n/a	n/a	n/a	n/a		
4	ITIL							n/a	n/a	n/a	n/a	n/a		
5	Applications Management Best Practices	2017			X		\$5,000	\$ 10,000						Workshop/training and assistance in identifying software module roles and responsibilities for major application systems, as well as assistance in developing a pro-active IT Dept. Appl. Support methodology and tools for tracking and management of departmental application support needs.
6	Applications and User Licensing Inventory	2017				X	\$5,000	\$ 5,000						Assistance in assessment of needs and planning.
7	User Training and Support	2017-21			X		\$50,000	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		Assistance in assessment of needs and planning.
8	Training Room	2017	X					\$ 12,000						
9	Software Selection Best Practices							n/a	n/a	n/a	n/a	n/a		
10	Project Planning and Implementation Best Practices	2017				X	\$5,000	\$ 5,000						
11	Maintaining Software Updates							n/a	n/a	n/a	n/a	n/a		
12	IT Project and Services Portfolio	2017				X	\$15,000	\$ 15,000						Developing and documenting IT Dept. roles and responsibilities for all systems and create service-level agreements for user-support, per ITIL Best Practice.
13	Sustainability Planning	2018				X	\$5,000		\$ 10,000					Joint effort with City playing the predominant role and the 3rd Party assisting with the structure, components and mapping of sustainability processes.
14	Cloud Computing							n/a	n/a	n/a	n/a	n/a		
15	Centralized Land and Parcel Management							see below	see below	see below	see below	see below		
<b>Applications &amp; Departmental Systems</b>														
16	Enterprise Resource Planning (ERP) Replacement	2017-20	X	X	X		\$450,000	\$ 85,000	\$ 1,000,000	\$ 500,000	\$ 250,000			Needs Assessment with requirements (Features/Functions), Business case to move from Cayenta, ADP, Lucity Tidemark, HdL and other existing system to a new ERP, vendor research, RFP development, proposal analysis, demonstration management, shortlist and finalist workshops, contract negotiations assistance. Implementation Project Management and Support.
17	Project and Grant Accounting		X		X		Included with ERP (Init #16)							Included with ERP (Init #16)
18	Contract Management		X		X		Included with ERP (Init #16)							Included with ERP (Init #16)
19	Cashiering Needs Assessment and Replacement		X		X		Included with ERP (Init #16)							Included with ERP (Init #16)
20	Work Orders/Maintenance and Asset Management System			X	X		Included with ERP (Init #16)							Included with ERP (Init #16)
21	Fleet Management		X		X		Included with ERP (Init #16)							Included with ERP (Init #16)
22	Land Management System Replacement			X	X		Included with ERP (Init #16)							Included with ERP (Init #16)
23	Electronic Plan Submittals and Reviews		X		X		Included with ERP (Init #16)							Included with ERP (Init #16)
24	Human Resources System Improvement or Replacement			X	X		Included with ERP (Init #16)							Included with ERP (Init #16)

IT Master Plan Report  
Implementation Resource Requirements Matrix



Initiative #	Initiative Name	Fiscal Year	Subject-Matter Expert/Project Management				Budget	Overall IT Master Plan Budget					Third-Party Role & Responsibility		
			Staff	Supplemental Staff	Third-Party	Third-Party Optional	Third-Party Assistance	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021		Outlying Yrs (Capital Expend)	
25	Employee Self-Service		X		X		Included with ERP (Init #16)								Included with ERP (Init #16)
26	Time, Attendance, and Accruals Tracking			X	X		Included with ERP (Init #16)								Included with ERP (Init #16)
27	Performance-Evaluation Software		X		X		Included with ERP (Init #16)								Included with ERP (Init #16)
28	Applicant Processing		X		X		Included with ERP (Init #16)								Included with ERP (Init #16)
29	Training and Certification Management Software		X		X		Included with ERP (Init #16)								Included with ERP (Init #16)
30	Staff Scheduling System			X	X		\$5,000								Needs assessment along with tools and assistance to complete a process to select and implement a Citywide scheduling system
31	Project and Construction Management	2018	X						\$ 80,000						
32	Parks and Recreation Software Replacement (eGov)	2018-20			X		\$65,000		\$ 75,000	\$ 150,000	\$ 100,000				Needs Assessment with requirements (Features/Functions), Business case to move from eGov, vendor research, RFP development, proposal analysis, demonstration management, shortlist and finalist workshops, contract negotiations assistance. Implementation Project Management Oversight and Assistance and Support.
33	Citywide Facilities Scheduling/Events Calendar		X												
34	Childcare Management System		X												
35	Electronic Content Management System (ECMS) Replacement	2018-21			X		\$75,000		\$ 75,000	\$ 200,000	\$ 75,000	\$ 75,000			Needs assessment of future EDMS and related components, including Legislative/Agenda Management, Media Management (potential replacement of Granicus), and integration with new ERP system and other critical City systems. vendor research, RFP development, proposal analysis, demonstration management, shortlist and finalist workshops, contract negotiations assistance. Implementation Project Management Oversight.
36	Agenda Creation and Management Software		X		X		Included with ECMS (Init #35)								Included with ECMS (Init #35)
37	Legislative Management		X		X		Included with ECMS (Init #35)								Included with ECMS (Init #35)
38	Granicus Media Management Assessment (Replacement)		X		X		Included with ECMS (Init #35)								Included with ECMS (Init #35)
39	Large-File Sharing Tool	2019-20	X							\$ 2,500	\$ 1,500				
40	Video Capture and Editing (Video Events and Other)	2020	X								\$ 45,000				
41	Photo Management and Storage Software	2020	X								\$ 30,000				
42	Publishing Software Consolidation	2021	X									\$ 15,000			
43	Real-Time Utility Usage (Automatic Meter Reading-AMR)	2020-21												\$2,500,000	
44	Website Improvements	2018-19			X		\$35,000		\$ 20,000	\$ 15,000					
45	Notifications System (Push/Social Media/Text)	2018-21	X						\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000			
46	Develop GIS Master Plan	2017-18			X		\$60,000	\$ 40,000	\$ 20,000						
47	Department-Centric / GIS Self-Service		X					\$ 15,000	\$ 30,000						
48	RIMS (CAD/RMS) Gap Analysis and Application Maximization	2018-29			X		\$60,000		\$ 40,000	\$ 20,000					
49	Alarm Tracking and Billing Software		X												
50	Ticket Writer Software Replacement (Duncan to TDS)		X												
51	Officer Radio Transmission Identification		X												
52	Replace MDC's with RIMS Mobile/GIS System		X												
53	Tow Company Billing System	2020-21	X								\$ 2,500	\$ 15,000			

IT Master Plan Report  
Implementation Resource Requirements Matrix



Initiative #	Initiative Name	Fiscal Year	Subject-Matter Expert/Project Management				Budget	Overall IT Master Plan Budget					Third-Party Role & Responsibility	
			Staff	Supplemental Staff	Third-Party	Third-Party Optional		Third-Party Assistance	FYE 2017	FYE 2018	FYE 2019	FYE 2020		FYE 2021
54	FirstNet Preparation Planning	2019-20	X							\$ 1,500	\$ 1,000			
Other Applications and Departmental Systems														
55	Police Audiovisual Format Conversion Tool	2018-19	X						\$ 1,000	\$ 500				
56	Panic Button	2017-18	X					\$ 1,500	\$ 500					
57	Penal Code/Vehicle Code Reference Software		X					See above	See above	See above	See above	See above		
58	Portable Wireless Camera for Surveillance	2019-20	X							\$ 1,000	\$ 1,000			
59	Wireless PA Radio PA/Sound System	2019-20	X							\$ 3,000	\$ 1,000			
60	Instant Messaging	2019-21	X							\$ 12,000	\$ 12,000	\$ 12,000		
61	PA Announcements	2018	X						\$ 20,000					
62	Parking Sensors and Management	2021											\$1,500,000	
63	Constituent Satisfaction Surveys	2019				X	\$5,000			\$ 10,000				
64	Laptop Borrowing Program	2020-21	X								\$ 3,000	\$ 2,000		
65	Library Subscription Provider Statistics	2019-20	X							\$ 4,000	\$ 3,000			
66	HVAC Zonal Climate Control System	2020-21	X								\$ 6,000	\$ 3,000		
Gov 2.0														
67	Citizen Request Management (CRM)		X	X	X		Included with ERP & Land Management (Inits #16 & #22)	See Above	See Above	See Above	See Above	See Above		Included with ERP & Land Management (Inits #16 & #22)
68	Online Payments, Transactions, and Services		X					See Above	See Above	See Above	See Above	See Above		
69	Video/Web Conferencing	2019-21	X							\$ 1,800	\$ 3,600	\$ 6,000		
70	Council Chambers Audiovisual Systems		X											
71	Conference Room Audiovisual		X											
72	Social Media Policy and Procedures	2017	X					\$ 7,500						
73	Mobile Computing		X					See Above	See Above	See Above	See Above	See Above		
74	Newsletter		X					See above	See above	See above	See above	See above		
75	Dual Monitors		X					n/a	n/a	n/a	n/a	n/a		
IT Infrastructure														
76	IT Computer Room and Teledata Closet Improvements	2017			X		\$50,000	\$ 220,000						
77	Wireless Network	2017				X	\$25,000	\$ 158,400						
78	Internet Bandwidth	2019-21	X							\$ 94,600	\$ 24,000	\$ 24,000		
79	Electronic Mail (Exchange)	2017-21				X	\$15,000	\$ 30,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000		
80	Enhanced Internet Security and Connectivity (DMZ)	2017-21	X					\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500		
81	Remote Access Upgrade	2017				X	\$10,000	\$ 20,000						
82	Network Redesign	2017-18				X	\$40,000	\$ 275,000	\$ 100,000					
83	Core Switch Replacement	2017				X	\$25,000	\$ 220,000						
84	Power Distribution	2017-18	X					\$ 15,000	\$ 7,500					
85	Virtual Server Migration	2017-18				X	\$40,000	\$ 101,200	\$ 50,000					
86	Storage Area Network (SAN) Upgrade	2017-18, -20				X	\$25,000	\$ 163,240	\$ 100,000		\$ 50,000			
87	Technology Support for the EOC	2017-19	X					\$ 5,000	\$ 25,000	\$ 25,000				
88	Redundant CAD/RMS System	2019	X							\$ 25,000				
89	Computer Upgrades (Windows XP & Office)	2017		X			\$12,500	\$ 30,000						
90	Video Camera and Surveillance System (Citywide Standard)	2017-21				X	\$35,000	\$ 115,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,000		
91	Secure Managed Access (Wireless/Keyless Security)	2018-19				X	\$15,000		\$ 50,000	\$ 25,000				



IT Master Plan Report  
Implementation Resource Requirements Matrix



Initiative #	Initiative Name	Fiscal Year	Subject-Matter Expert/Project Management				Budget	Overall IT Master Plan Budget						Third-Party Role & Responsibility
			Staff	Supplemental Staff	Third-Party	Third-Party Optional	Third-Party Assistance	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)	
<b>IT Operations</b>														
92	Help Desk Ticketing System	2017				X	\$6,000	\$ 6,000						
93	Mobile Device Management	2018				X	\$5,000		\$ 5,000					
94	Network Management Tools (Alerts/Alarms)	2018-19				X	\$15,000		\$ 25,000	\$ 25,000				
95	IT Support Metrics	2018				X	\$6,000		\$ 6,000					
96	Desktop Management	2017-18				X	\$6,000	\$ 11,000	\$ 6,000					
97	IT Automation Tools (Patch Management)	2018				X	\$6,000		\$ 6,000					
98	IT Policies and Procedures	2017				X	\$7,800	\$ 7,800						
99	IT Procurement Practices							n/a	n/a	n/a	n/a	n/a	n/a	
100	IT Cost Recovery (IT Budget Allocations)							n/a	n/a	n/a	n/a	n/a	n/a	
<b>IT Security</b>														
101	Disaster Recovery Planning	2019				X	\$15,000			\$ 15,000				
102	Backups	2017-21				X	\$25,000	\$ 75,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000		
103	IT Security Assessment	2019			X		\$25,000			\$ 25,000				
104	PCI Compliance	2019-20			X		\$10,000			\$ 10,000	\$ 15,000			
105	Records and Data Retention	2020			X		\$18,000				\$ 18,000			
106	Two-Factor Authentication	2017	X					\$ 15,000						
107	SCADA Security	2017	X					\$ 11,000						
<b>Telecommunications</b>														
108	Phone System Redundancy	2018-21	X						\$ 35,000	\$ 2,000	\$ 2,000	\$ 2,000		
<b>IT Staffing</b>														
109	Network/Systems Engineer	2017-21						\$ 182,000	\$ 187,460	\$ 193,084	\$ 198,876	\$ 204,843		
110	Enterprise Applications Support Specialist	2017-21						\$ 140,000	\$ 144,200	\$ 148,526	\$ 152,982	\$ 157,571		
							\$1,292,300	\$2,039,140	\$2,378,610	\$1,651,010	\$1,111,957	\$632,914	\$4,000,000	
<b>Other</b>														
	Appl. Support Methodology & Training				X				\$5 - 7,500					Can be included at no cost as part of the IT Governance and Applications Best Practices Engagement



## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-106-CC

Regular Business:

Evaluation and continuation of the herbicide free park program

### Recommendation

Staff recommends that the City Council:

- 1) Continue the herbicide free park program at Stanford Hills Park, Fremont Park, Willow Oaks Park and Bedwell Bayfront Park;
- 2) Authorize the City Manager to extend the contract for the herbicide free park program with Ecological Concerns Incorporated (ECI) on a month-to-month basis; and
- 3) Provide direction as to whether to expand the herbicide free program to more parks.

### Policy Issues

The recommendation is consistent with the City's Integrative Pest Management (IPM) policy that sets the framework for the reduction of pesticides in the maintenance of City parks and property.

### Background

In 1991, the San Francisco Bay Regional Water Quality Control Board (Water Board) notified San Mateo County and all incorporated cities within the County of the requirement to submit a Municipal Storm Water National Pollutant Discharge Elimination System (NPDES) Permit application. As part of the permit process, all agencies were also required to implement a Stormwater Management Program with the intent of reducing the sources of pollution from storm water discharges that enter San Francisco Bay (Bay) from urban and developing areas. Pesticides represent a source of pollution that enters the Bay through stormwater runoff. As a result, the NPDES permit requires the adoption of a policy requiring that municipal operations adopt IPM techniques to reduce the use of pesticides.

The University of California Statewide IPM Program defines IPM as "an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. Pesticides are used only after monitoring indicates they are needed according to established guidelines, and treatments are made with the goal of removing only the target organism. Pest control materials are selected and applied in a manner that minimizes risks to human health, beneficial and nontarget organisms, and the environment." In 1998, the City adopted an IPM Policy to comply with the NPDES requirements.

In 2011, a new standardized IPM policy template was released by the San Mateo County Water Pollution Prevention Program for cities to review and adopt. As the City reviewed the policy template, the Environmental Quality Commission (EQC) and Park and Recreation Commission supported an herbicide-free pilot park project to address community concerns over the use of herbicides, such as Round Up Pro Max, on City parks and properties. The EQC recommended that staff conduct experiments to find alternative methods of weed control. On June 25, 2014, staff developed a test site at the Corporation Yard

with perennial grasses and broadleaf weeds to be managed through a number of weed control methods, including mulching, mowing, the use of Round Up Pro Max (conventional herbicide), Finalsan (organic herbicide), BurnOut II (organic herbicide).

The test was conducted over a 6 month period and also included a control site. The findings indicated that all methods were successful at the removal of weeds. Mulching and mowing required increased staff time, while the use of Round Pro Max resulted in the longest lasting effect of weed control and lowest cost. The use of the organic herbicides, Finalsan and BurnOut II, required higher rates of application for weed control, which increased the cost of their application. In addition, the use of Finalsan and BurnOut II required that staff use personal protective equipment due to their toxicity classification. Based on the findings at the Corporation Yard site, the EQC recommended mechanical weed removal and mulching as the preferred method of the herbicide free weed control strategy.

In 2015, the City amended the IPM policy to streamline procedures used by City staff and contractors to document and report compliance with the updated NPDES permit and reduce the application of herbicides near sensitive receptors. The City Council also approved funding for an herbicide free park pilot at four of the City's parks: Stanford Hills Park, Fremont Park, Willow Oaks Park and Bedwell Bayfront Park.

## **Analysis**

### ***Pilot Effectiveness***

After responding to a competitive request for proposals, ECI was tasked with the removal of weeds at Stanford Hills Park, Fremont Park and Willow Oaks Park without the use of herbicides during the 12-month period that began in March 2016 and ended in March 2017. This period covered a full weed-growing cycle. During the pilot, ECI removed 32.25 cubic yards (CY) of weeds from Stanford Hills Park, 5.25 CY from Fremont Park and 19 CY from Willow Oaks Park, for a total of 59.5 CY. The majority of weeds were removed during the initial cleanup phase. Once the weeds were mechanically removed, the landscaped areas were covered with a 3" layer of woodchips. ECI crews returned periodically to remove weeds. During the growing season, crews inspected the parks and removed weeds twice per month. Less frequent service was required during the dormant seasons of late summer and fall. The fourth park in the pilot, Bedwell Bayfront Park, was managed by staff and contract mower Scapes, Inc. Roughly 146 acres of the park were mowed in June 2016, with additional weed cutting and removal performed by staff in April and May of 2016.

The management of the parks using herbicide free weed management techniques has been effective. Feedback from residents and staff was generally positive during the pilot and there were no safety or maintenance issues. Staff received one piece of negative feedback about the extent of wood chips at Fremont Park and the relatively drab aesthetic. Given the loosening of drought restrictions and increased irrigation, staff was able to restore the lawn area at Fremont Park and help restore a greater balance of green space. By implementing an herbicide free strategy for the control of weeds at these facilities.

### ***Herbicide Free Program Costs***

The herbicide free pilot program consisted of the mechanical removal of weeds, followed by mulching. The cost for ECI to use herbicide free techniques for weed control at the following three parks; Stanford Hills Park, Fremont Park and Willow Oaks Park totaled \$128,550 during the first year (\$0.54 per sq. ft.). The fourth park, Bedwell Bayfront Park was maintained by City Staff and a contract mower. The first year of herbicide free management tends to be the most intense and costly. Following the initial phase, it is expected that the weed control will become more manageable and less labor intensive in following years.

The preliminary estimated cost provided by ECI to maintain Stanford Hills Park, Fremont Park and Willow Oaks Park as herbicide free for a second year is approximately \$60,000 based on a time and materials basis. The initial clean up and woodchip application completed in 2016 as part of the pilot, would decrease

the annual cost from \$0.54 per sq. ft. to \$0.24 per sq. ft. for the second year. The lower cost for the second year is due to the fact that the mulch required would be half that that used in the first year as well as the reduction in the frequency of weed control during the late summer and autumn.

### ***Herbicide Free Program Continuation and Possible Expansion***

Due to the success of the program and the reduction of toxic pollutants from entering the Bay, staff is recommending the continuation of the herbicide free park program for the four existing parks.

If the Council were interested in exploring an expansion of the program to all City-maintained parks and grounds, the costs could be substantial especially given the variety and complexity of facilities maintained by the City ranging from Tinker Park next to Hillview School to the Civic Center Campus. Based on the per square foot rates cited above, the first year costs could be approximately \$1.5 million. The ongoing rates, including the existing parks in the pilot program, would decrease to approximately \$700,000 per year. If the Council is interested in having additional parks be managed using herbicide free techniques, staff would recommend implementation in a phased approach to spread the startup costs over a few years and ensure that the transition is accomplished at a high level of quality.

Based on Council direction on the desired scope of the herbicide free park program, staff would issue a Request for Proposals (RFP), most likely in coordination with a separate RFP that staff intends to re-issue this year for landscape maintenance of medians and right-of-way. Until a contractor is selected through the RFP process, staff would recommend that the contract with ECI be continued on a month-to-month basis for the three parks in the pilot program.

### **Impact on City Resources**

The estimated cost provided by ECI for the second year of the pilot to maintain Stanford Hills Park, Fremont Park and Willow Oaks Park is approximately \$60,000. If the Council chooses to continue the herbicide free park program for these parks, adequate funds would be included in the proposed budget for FY 2017-18. If the Council provides direction to explore an expansion of the program, staff would return with more detailed cost estimates and options for Council considerations during the budget process.

### **Environmental Review**

The proposed recommendation is exempt from the California Environmental Quality Act (CEQA), according to CEQA Guidelines Section 15308: Actions by Regulatory Agencies for Protection of the Environment.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

Report prepared by:  
Brian Henry, Public Works Superintendent

Report reviewed by:  
Justin Murphy, Public Works Director

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## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-097-CC

Informational Item:

Update on the Emergency Water Supply Wells 2&3

### Recommendation

This is an informational item and does not require City Council action.

### Policy Issues

The proposed project is consistent with the City's General Plan, Policy I-H-5, which states: "New wells and reservoirs may be developed by the City to supplement existing water supplies for Menlo Park during emergency and drought periods. Other sources such as interconnections and purchase agreements with water purveyors shall be explored and developed." In 2017, the City Council included this project in the Work Plan (Item #23).

### Background

Menlo Park Municipal Water (MPMW) provides water to approximately 16,000 residents through 4,000 service connections within two service areas: the Upper Zone (providing water to the Sharon Heights area) and the Lower Zone (providing water to areas east of El Camino Real). The remainder of the City receives water from California Water Company (Cal Water), the O'Connor Tract Cooperative Water Company, and the Palo Alto Park Mutual Water Company (Attachment A). All of the water provided in the MPMW's service area is purchased from the San Francisco Public Utilities Commission (SFPUC) and is piped from the Hetch Hetchy reservoir in Yosemite National Park to Menlo Park. The water from the SFPUC is delivered through five turnouts.

MPMW has two reservoirs in the Upper Zone for emergency storage, but the Lower Zone does not have storage facilities or a dedicated secondary water supply. As a result, the nearly 3,000 residences and businesses located in the Lower Zone could be left without access to potable water for an undetermined period of time during a significant natural disaster. According to Section 64554(a)(1), Chapter 16, Title 22, California Code of Regulations, a water system serving more than 1,000 service connections must be able to meet four hours of peak hourly demand with storage capacity, source capacity, and/or emergency connections at all times. While the MPMW can meet this requirement through the source connections with the SFPUC, there is no back-up supply in place in the event of an interruption in supply from these source connections. In the event of an emergency, such as the loss of supply from SFPUC, MPMW would not be able to meet this requirement. As a result, MPMW began looking at various ways to provide emergency water to the Lower Zone, either through the development of wells to access groundwater and/or storage.

The Emergency Water Supply Project focuses on the provision of groundwater as a source of water supply during an emergency. To meet the average day water demand and fire flow, it was determined that emergency wells providing a total of 3,000 gpm would be necessary. To meet the water demand, two to three wells would be required. In conjunction with the development of wells that enable the use of groundwater for emergencies, staff is also evaluating the feasibility of emergency storage as part of the



Water System Master Plan. A combination of a groundwater supply and storage would increase the reliability of the water distribution system during emergencies.

Through an extensive process, MPMW developed a screening process (adopted by City Council in October 2010, see criteria in Tables 1 and 2 below), gathered community input and evaluated potential well sites (2011), drilled two exploratory borings (2012), and ranked the sites accordingly (2013). Through this approach, the Corporation Yard (333 Burgess Drive) was selected as the site for the City’s first emergency well. The drilling phase for this well was recently completed in early April 2017, and well development testing has shown that the well can produce 1,500 gpm. The 2<sup>nd</sup> phase to construct the wellhead facilities (i.e. generator, disinfection facilities, piping) is anticipated to begin this Fall and completed in Spring 2018. Staff anticipates the total cost to construct the well (including environmental review, design, drilling, and construction of the wellhead facilities) is approximately \$2.7 million.

**Table 1 - Technical and Hydrogeological Criteria**

Technical and Hydrogeological Criteria *	
1.	Within or in close proximity to the water district’s eastern service area to avoid the need for extensive additional infrastructure.
2.	Within the San Francisquito Cone, the subsurface alluvial deposit that contains the area’s producing aquifers.
3.	Located ½ mile or greater from potential saltwater contamination, including the San Francisco Bay margin and salt evaporation ponds.
4.	Located where the San Francisquito Cone is thicker for best production.
5.	Located to limit interference with other existing wells.

\* Adopted by City Council in October 2010

**Table 2 – Engineering and Community “Livability” Criteria**

Engineering Criteria *	Community “Livability” Criteria *
1. Acquisition Feasibility	1. Site Access
2. Site Hydrogeology	2. Noise Disturbance Potential
3. Construction Feasibility	3. Aesthetic Concerns
4. Operation & Maintenance Feasibility	4. Parkland Concerns
5. Regulatory Compliance	5. Land Use Planning Consistency
6. Hydraulic Considerations	6. Potential for Green Design
7. Environmental Factors	7. Potential for Combining Projects
8. Construction Cost	

\* Adopted by City Council in October 2010

On July 19, 2016, the City entered into an agreement with Infrastructure Engineering Corporation (IEC) to identify the next two emergency well locations, prepare environmental documents, design emergency wells 2 & 3, and provide construction support. On November 29, 2016, staff provided a project update to the City Council noting that possible well locations were being reviewed and analyzed and that staff would return with additional information. This report provides an update on the project status.

**Analysis**

As discussed earlier, the goal is to provide a total of 3,000 gpm as an alternative supply for the Lower Zone. The newly drilled emergency well at the City’s Corporation Yard will be able to provide 1,500 gpm once it is



fully constructed. This represents half of the project's total emergency water supply objective. A number of sites were evaluated as potential locations for the future wells. These sites were assessed based on the technical and hydrogeological criteria presented in the tables above. The following locations were evaluated and are shown in Attachment B:

1. Alma Site – Alma Street / East Creek Drive intersection
2. Alma Site / Burgess Park Combination – the well and some components would be located at the Alma Site, and the rest of the well components would be located at Burgess Park behind the baseball field at the Alma Street / Burgess Drive intersection
3. Burgess Park – near the Library on Ravenswood Avenue
4. Burgess Park – near the baseball field at the Alma Street / Burgess Drive intersection
5. St. Patrick's Seminary – next to Fire Station No.1 at 300 Middlefield Road
6. Willow Oaks Park

Using the engineering and community "livability" criteria, the analysis showed that all of the sites ranked the same based on the engineering criteria. However, based on the community "livability" criteria, the Alma Site, Burgess Park – Library, and Willow Oaks Park were eliminated from further consideration. The Alma Site is too small to accommodate the well and all the well components. During construction, Burgess Park – Library would disrupt library activities, provide limited vehicle access, and impact commute traffic. Willow Oaks Park has minimal area sufficient for a well and the well components, and the site is zoned OSC (Open Space and Conservation District) which has no permitted uses and could require rezoning in order to accommodate a well.

The highest ranked sites were the Alma Site / Burgess Park combination, Burgess Park - Baseball, and St. Patrick's Seminary next to Fire Station No. 1. These highest ranked sites are discussed in more detail below.

### ***Alma Site / Burgess Park Combination***

The Alma Site is located just east of the railroad tracks and adjacent to San Francisquito Creek. The Alma Street Bicycle Bridge connects the Alma Site to the City of Palo Alto on the south side of the creek and is used throughout the day by both bicyclists and pedestrians. In 1999, the City installed native planting, lighting, and pathways to blend with the creek, bridge, and existing surroundings. Six interpretive plaques – three on the Menlo Park site and three on the Palo Alto side – provide history and environmental information on the San Francisquito Creek Watershed. In addition, the site is adjacent to a California Historical Landmark recognizing the end of the Portola expedition's journey in 1769.

For this site, the well and some components (generator, electrical transformer, and electrical cabinet) would be located at the Alma Site, and the rest of the components (surge tank and disinfection facility) would be located at Burgess Park behind the baseball field at the Alma Street / Burgess Drive intersection. A well at the Alma Site, which is located directly adjacent to San Francisquito Creek, could potentially provide a very high well production, however it is too small to accommodate the well and all the well components. Placing some of the well components down the street at Burgess Park could be feasible since it is a larger park and could accommodate the larger well components. It should also be noted that the Alma Site is not located within the MPMW Lower Zone (it is located in Cal Water's service area) and additional piping would be required in order to connect the well to the disinfection facility and MPMW system more than 2,000 feet away at Burgess Park.

Advantages of this site include a high well production (which could warrant needing only one more well if this well could produce at least 1,500 gpm), the City already owns the property, and the property would allow long-term access for maintenance purposes. The main disadvantages of this site is the additional cost (estimated at \$700,000) to connect the well to the well components at Burgess Park more than 2,000 feet away since it is not located in MPMW's Lower Zone, and the well water would need to be disinfected prior to being placed into the MPMW system during an emergency. Other disadvantages are a well at this site would place two emergency wells (with the Corporation Yard Well) near each other on one side of MPMW's Lower Zone, and the trail and bridge access to Palo Alto would need to be rerouted to maintain access to the community during construction.

### ***Burgess Park – Baseball***

The Burgess Park baseball field is located close to the Alma Street / Burgess Drive intersection. Directly behind the baseball field is a grassy area and in the far corner between the parking areas is a landscaped area where the well and all the well components would be located. Advantages of this site are a high well production (which could warrant needing only one more well if this well could produce at least 1,500 gpm), the City already owns the property, the property would allow long-term access for maintenance purposes, and the site is adjacent to existing MPMW water mains. A disadvantage is a well at this site would place two emergency wells (with the Corporation Yard Well) near each other on one side of MPMW's Lower Zone. One challenge with this site is unknown water quality and additional coordination that may be required with the State Water Board to approve a well at this location due to the proximity of previous land uses along El Camino Real.

### ***St. Patrick's Seminary next to Fire Station No. 1***

Originally, Fire Station No. 1 at 300 Middlefield Road was considered a potential well site, and staff met with the Menlo Park Fire Protection District (MPFPD) Board in January 2013 to discuss the possibility of utilizing a corner of their property for an emergency well. The MPFPD Board expressed interest in having further discussions with the City to determine the terms of an agreement; however, further discussions did not occur as the MPFPD was still in the process of developing their plan for the redevelopment of Fire Station No. 1. In March 2016, St. Patrick's Seminary notified City staff that they were in the midst of discussions with MPFPD to sell property along Middlefield Road and Santa Monica Avenue adjacent to Fire Station No. 1. If the property purchase occurs, MPFPD will need time to develop their master plan for Fire Station No. 1 and the timing to place an emergency well on MPFPD property would be delayed.

In October 2016, staff met with St. Patrick's Seminary to revisit the possibility of purchasing or leasing property on Middlefield Road or Santa Monica Avenue, adjacent to Fire Station No. 1, and the Seminary expressed interest. In mid-May 2017, the Seminary's Board of Trustees anticipates discussing the option to sell or lease property to MPMW for an emergency well.

For this site, a 40' x 60' property (2,400 square feet, SF) would be sufficient for a well and all the well components, along either Middlefield Road or Santa Monica Avenue. To have full control of the property instead of a long-term lease, staff prefers purchasing property instead of leasing property. If MPMW is able to purchase property from the Seminary to accommodate an emergency well, the new property would be adjacent to the Fire District's property, and there may be an opportunity to work with the Fire District to share driveway access and provide a convenient and reliable water supply for Fire District operations.

Advantages of this site are it is centrally located in MPMW's lower zone, it would provide a convenient and reliable water supply for Fire District operations, and the site is adjacent to existing MPMW water mains. A disadvantage is the additional cost to purchase 2,400 SF of land.

Staff believes it is important to provide emergency water to different locations throughout the MPMW Lower Zone, if possible. If water mains are still intact after a disaster event, the well water would be placed into the water distribution system that would flow directly to homes and businesses, however, if water mains are broken during a disaster event, MPMW customers would need to go to the well site to fill empty containers with well water. Staff plans to focus efforts on this well site as it provides many advantages in that it is centrally located in MPMW's lower zone, it would provide a convenient and reliable water supply for Fire District operations, and the site is adjacent to existing MPMW water mains.

### **Next Steps**

Staff is awaiting results from the St. Patrick's Seminary's Board of Trustees meeting to be held in mid-May 2017 to determine the feasibility of purchasing or leasing property for the next well location. Staff will return to City Council at a later date based on the meeting's findings before conducting outreach.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

- A. Map of Water Agencies in the City of Menlo Park
- B. Aerial of Potential Well Sites

Report prepared by:

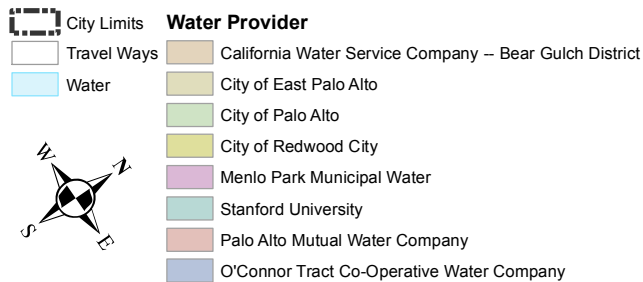
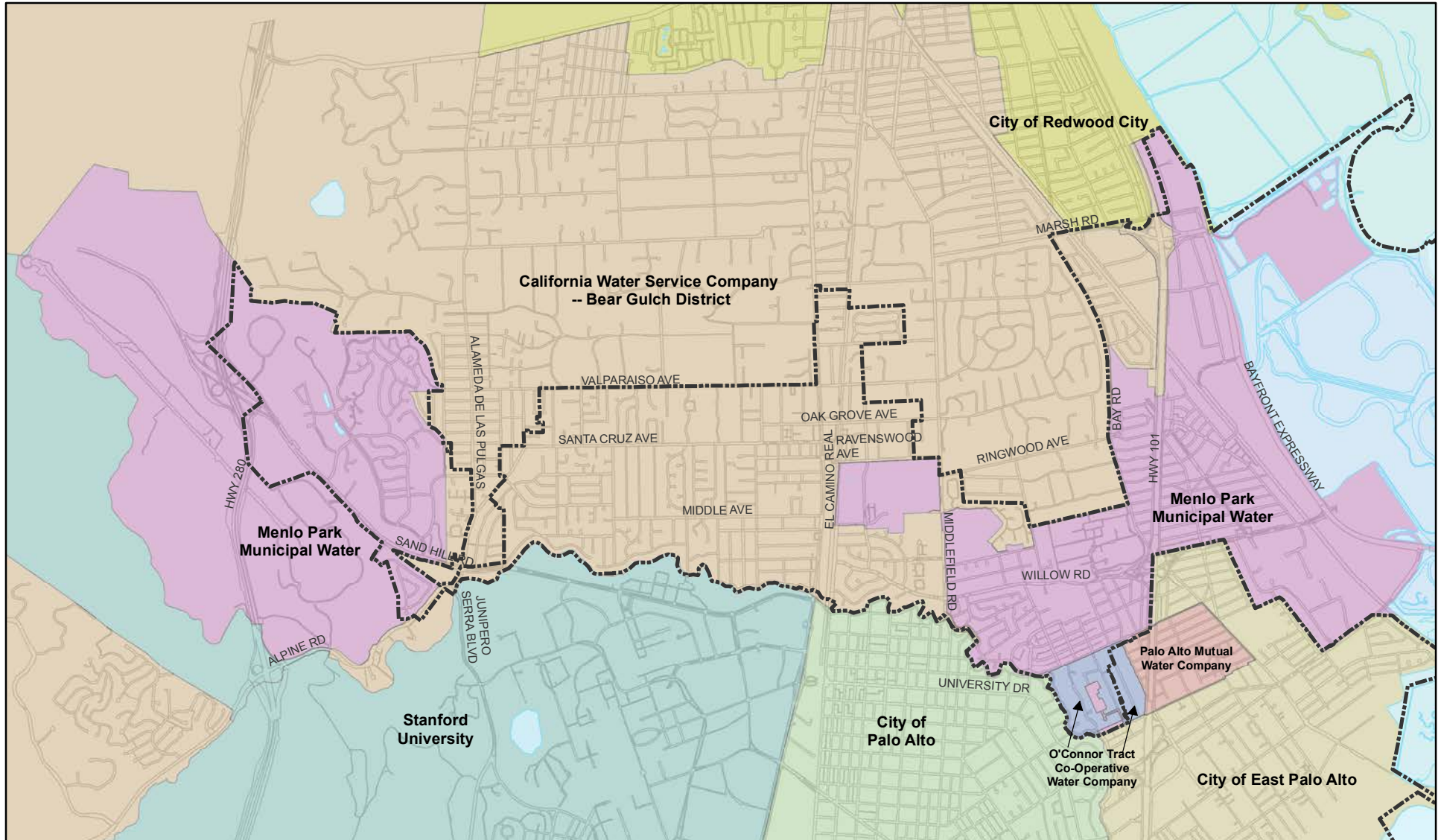
Pam Lowe, Senior Civil Engineer

Report reviewed by:

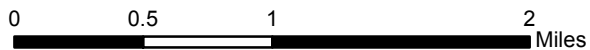
Azalea Mitch, P.E., City Engineer

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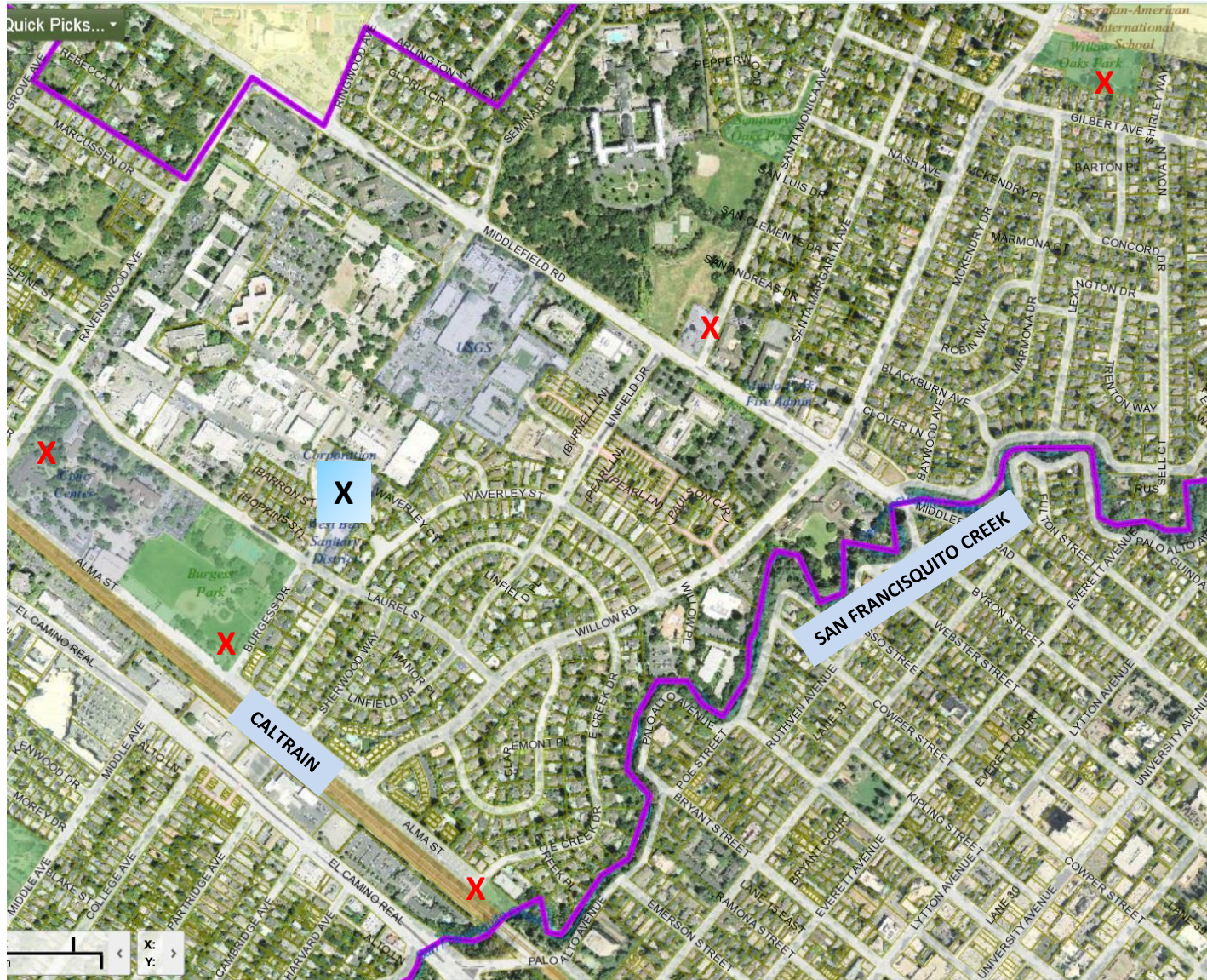
# Water Providers Within and Surrounding Menlo Park





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# AERIAL OF POTENTIAL WELL SITES



**X** = Potential Well Sites

**X** = Corp Yard Well (well #1)

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## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-102-CC

Informational Item:

**Update on water system staffing and contract services**

### Recommendation

This an informational item only. No City Council action is required at this time.

### Policy Issues

There are no policy issues associated with this update.

### Background

Menlo Park Municipal Water (MPMW) provides water to approximately 16,000 customers through 4,000 service connections. The remainder of the City receives water from the California Water Company (Cal Water), the O'Connor Tract Cooperative Water Company, and the Palo Alto Park Mutual Water Company. All of the water provided in the MPMW service area is purchased from the San Francisco Public Utilities Commission.

In May 2015, the City Council identified the development of a Water System Master Plan (WSMP) for MPMW as a priority project and approved a budget for the development of the comprehensive study. The WSMP, which is included in the 2017 Council Work Plan (Item #19), is on track for completion by the end of this year. The scope of work of the WSMP includes an inventory of the existing water system, a hydraulic evaluation and condition assessment of the water system and the development of short-term and long-term capital improvement program. As part of this effort, West Yost Associates (Consultant), was also tasked with assessing the MPMW's staffing levels. Under this task, the Consultant conducted a comprehensive analysis of the MPMW's current operations, services, and organizational structure and evaluated the staffing level needs required for the MPMW to provide safe and efficient services.

The Consultant's findings indicate that, based on American Water Works Association (AWWA) guidelines and a staffing level comparison to other cities, the MPMW is understaffed. As a result, preventive maintenance programs and best management practices set by AWWA are not being implemented. In order to provide safe and efficient services and maintain the existing infrastructure based on AWWA standards, the Consultant is recommending the addition of four water operator positions, increasing the total number water staff to seven.

### Analysis

The findings of the Consultant's staffing level assessment were presented to City Council on March 28, 2017. During the study session, staff recommended a multi-year phased approach for the addition of staff. Phase 1 would include the addition of two staff in the proposed FY 2017-18 budget. As part of this phase,

staff would continue to explore the feasibility of contracting out specific maintenance tasks with neighboring agencies. Phase 2, which could include the addition of two more staff, would be considered at a later time, depending on the level of contracting services and the staffing needs. Based on feedback at the study session, the addition of the two water staff as proposed in Phase 1 will be included in the budget for Fiscal Year 2017-18 for Council's consideration.

Currently, a number of MPMW functions are provided through private contractors and consultants. These services include water meter reading and emergency and scheduled repairs, cross-connection control, laboratory analyses and the design and construction of capital improvement projects. Based on feedback provided by the City Council, staff has been continuing to explore options for sharing services with other neighboring agencies who also operate water systems. Under this type of arrangement, the MPMW would enter into a long-term agreement for the sharing of staff with another agency. The arrangement would vary, depending on the level of assistance available. For example, through shared services another agency could provide specific services, maintenance tasks, share of equipment or they could involve the complete transfer of the operating and maintenance responsibilities of the water system.

Staff met with the City of Redwood City, and based on their staffing levels and equipment, they may be able to provide assistance with specific maintenance tasks. These tasks could include a valve exercising program, pump maintenance, water main repairs or water quality sampling. The City already has experience contracting with Redwood City for the annual maintenance of the Atherton Channel. A potential arrangement with the MPMW would be similar in nature.

Conversations with the City of Palo Alto noted that they would be interested in a mutual-aid agreement, which would focus on the sharing of services based on an as-needed basis, but not on the provision of long-term maintenance services. Staff also met with Cal Water to discuss potential arrangements. While Cal Water is not interested in the provision of long-term maintenance contracts, staff is continuing to explore other areas of mutual interest such as recycled water and emergency preparedness.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

None

Report prepared by:  
Azalea Mitch P.E., City Engineer

Reviewed by:  
Justin Murphy, Public Works Director



## STAFF REPORT

**City Council**

**Meeting Date:** 5/2/2017

**Staff Report Number:** 17-108-CC

**Informational Item:** Update on 2017 City Council Work Plan

### Recommendation

This is an informational item and does not require City Council action.

### Policy Issues

It has been the City Council's policy to adopt its work plan annually. Any policy issues that may arise from the implementation of individual work plan items will be considered at that time.

### Background

The City Council held a Special Meeting on January 27, 2017, at the Arrillaga Family Recreation Center to discuss and identify the work plan items for the year. The City Council approved the work plan on February 7, 2016, and staff used it to help craft the fiscal year 2017-18 budget.

### Analysis

The City Council work plan for 2017 includes 56 items, listed in the table (Attachment A). The list has been grouped into themes and priority levels to help categorize the items. The themes, in no specific order, include:

- Responding to the development needs of private residential and commercial property owners
- Realizing Menlo Park's vision of environmental leadership and sustainability
- Attracting thoughtful and innovative private investment to Menlo Park
- Providing high-quality resident enrichment, recreation, and discovery
- Maintaining and enhancing Menlo Park's municipal infrastructure and facilities
- Furthering efficiency in city service delivery models
- Improving Menlo Park's multimodal transportation system to move people and goods through Menlo Park more efficiently

This quarterly report includes status updates on individual work plan items.

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.



**Attachments**

- A. Status update for 2017 City Council Work Plan

Report prepared by:  
Chip Taylor, Assistant City Manager

Responding to the development needs of private residential and commercial property owners.			
Extremely Important			
No.	Project	Status	Update
1	<p><b>Address Housing Element Implementation Programs</b></p> <p>(a) Amend the Zoning Ordinance to be consistent with State law and limit the loss of existing residential units or the conversion of existing units to commercial space (Program H2.C)</p> <p>(b) Amend the Zoning Ordinance to modify R-2 zoning to tie floor area to dwelling units to minimize underutilization of R-2 zoned lots and maximize unit potential, unless unique features of a site prohibit additional units being constructed (Program H2.C)</p> <p>(c) Adopt an Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs (Program H1.G).</p>		Work has not started but is targeted for completion in 2017.
Very Important			
No.	Project	Status	Update
2	<p><b>Implement Downtown/EI Camino Real Specific Plan Biennial Review</b></p> <p>(a) Phase 1 which consists of text and graphic changes related to setbacks, sidewalk widths, hotel incentives and parking, and TDM programs among others will be completed in 2017.</p> <p>(b) Phase 2, which includes more extensive research, environmental review and policy changes is expected to be completed in 2018. The directed changes require consultant assistance.</p>		Work has not started but is targeted for completion in 2017.
3	<p><b>Enhanced Housing Program</b></p> <p>(a) Draft agendas, staff reports and attend monthly Housing Commission meetings.</p> <p>(b) Work with Housing Commission to present prioritized list of actions to Council.</p> <p>(c) Present recommended actions to Housing Commission and Council for items the Council prioritizes for 2017.</p> <p>(d) Conduct public outreach on any new requirements or programs.</p>		<p>During two meetings, The Housing Commission prioritized the housing policy initiatives table, per Council's direction.</p> <p>In April, The Commission approved the prioritized table and their 2-year work plan. Both are scheduled to be on City Council's May 23 agenda.</p>
Important			
No.	Project	Status	Update
4	<b>Stanford University 2018 General Use Permit Review</b>		

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	(a) Tracking the project, attending public meetings, and preparing comments on the Notice of Preparation and draft environmental documents. The schedule for this project is dependent on an outside agency.		The City Council approved a comment letter to Santa Clara County on the Notice of Preparation for this project and Santa Clara County staff and Stanford representatives presented information to the City Council on February 28. The City Council established a subcommittee on March 28. The next step is the review of the Draft EIR, which is scheduled for release later in 2017.
5	<b>Single Family Residential Requirements and Guidelines</b>		
	(a) Development of project goals and a work program through the Planning Commission and City Council and obtaining consultant assistance.		Work has not started but is targeted for completion in 2017.

**Realizing Menlo Park's vision of environmental leadership and sustainability.**

**Extremely Important**

No.	Project	Status	Update
6	<b>Green Infrastructure Plan</b>		
	(a) Approval of the work plan for the Green Infrastructure Plan, and future implementation phases will follow.		Staff is in the process of developing the Green Infrastructure Work Plan for Storm water and targeting Council approval of the work plan on May 23, 2017.



**Important**

No.	Project	Status	Update
7	<b>Community Zero Waste Plan</b>		
	(a) The plan will be complete.		Staff has received the draft report and the plan is tentatively scheduled to go the Environmental Quality Commission for their review on April 19, with final recommendation tentatively scheduled for the May 23, 2017, City Council meeting.
8	<b>Update Heritage Tree Ordinance</b>		
	(a) The consultant will be selected, community outreach, and commission meetings will commence.		Staff has received the draft report and the plan is tentatively scheduled to go the Environmental Quality Commission for their review on April 19, with final recommendation tentatively scheduled for the May 23, 2017, City Council meeting.

**Attracting thoughtful and innovative private investment to Menlo Park.**

**Extremely Important**

No.	Project	Status	Update
9	<b>Downtown Streetscape Improvement Project (Specific Plan)</b>		

	(a) Completion of the first round of street cafés.		Six street cafes were completed, and the City Council accepted the construction work on the cafes on March 28. The next step will be an evaluation of the Paseo at a future Council study session.
	(b) Evaluation of the Paseo at a Council study session in order to determine whether to construct a permanent Paseo and at what location (i.e., Chestnut Street or Curtis Street).		
10	<b>Downtown Parking Structure and Mix of Uses Design Contest</b>		
	(a) Confirm City's legal rights to develop on parking plazas 1-3. Present proposed contest to Council. Conduct outreach for project submissions. Facilitate evaluation of submitted projects, ensuring that at least one of the options is a single-use parking garage. Present a final proposal to Council (It may be necessary for this process to extend into 2018, based on community input.)		
<b>Providing high-quality resident enrichment, recreation, and discovery.</b>			
<b>Extremely Important</b>			
No.	Project	Status	Update
11	<b>Belle Haven Pool Analysis and Audit</b>		
	(a) Complete the study.		The pool analysis and audit is substantially complete. Staff is working with the consultant on the development of the master plan design options. The next step is a presentation of the material to the Parks and Recreation Commission, tentatively targeted for May 24.
<b>Very Important</b>			
No.	Project	Status	Update
12	<b>Parks and Recreation Facilities Master Plan Update</b>		
	(a) Development of RFQ .		RFQ for consultants released on April 7, 2017. Staff anticipate a review and selection of project consultant by June 2017.
	(b) Release of scope of work and RFP.		
	(c) Council approval of consultant contract.		
	(d) Analysis of existing conditions.		
	(f) Opportunities and constraints completed.		
	(e) Some community engagement will have begun.		
13	<b>Bedwell Bayfront Park Master Plan</b>		
	(a) Development of the plan and Council approval.		The first community meeting and open house was held on April 8, 2018. Draft master plan alternatives are expected at the second community open house is scheduled for June 2018.

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14	<b>Park Playground Equipment</b>		
	(a) Identification of the first park (likely to be Nealon Park).		Staff is developing the overall approach to pursuing the playground equipment replacement at Nealon Park. The next step is a presentation to the Parks and Recreation Commission on April 26, 2017.
	(b) Determination of the proposed equipment.		
	(c) Going out to bid.		

**Important**

No.	Project	Status	Update
15	<b>Jack Lyle Park Restroom</b>		
	(a) Complete construction drawings.		The consultant has submitted construction drawings and specification, which are under review by staff. Upon completion of the review, the next step will be putting the project out to bid.
	(b) Obtain building permit.		
	(c) Go out to bid.		
	(d) Award the construction contract.		
	(e) Some community engagement will have begun.		
16	<b>Library Space Needs Study</b>		
	(a) The Space Needs Study should be completed in 2017.		The Space Needs Study was presented to the Council at a study session on March 28. Staff is considering the feedback from Council and determining next steps.
17	<b>Willow Oaks Park Improvements</b>		
	(a) Complete the community engagement process.		Staff held community meetings to seek public input. The consultant is working on the development of renderings and concepts for consideration at an upcoming Parks and Recreation Commission meeting.
	(b) Design the improvements.		
	(c) Go to bid.		
18	<b>Burgess Park Snack Shack</b>		
	(a) Identification of the project scope and location and determination of the future use of the improvements in order for the City Council to authorize the private fundraising to proceed in a manner similar to the Menlo Gates project along Ravenswood Avenue.		Snack Shack management model options will be presented to the Parks and Recreation Commission on May 24, 2017.

**Maintaining and enhancing Menlo Park's municipal infrastructure and facilities.**

**Extremely Important**

No.	Project	Status	Update
19	<b>Water System Master Plan</b>		

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	(a) Presenting components of the plan phases, such as staffing options for operations and maintenance, and ultimately Council acceptance of the entire Plan.		The Council held a study session on the staffing level assessment findings on March 28th. Staff is in the process of exploring options for staff augmentation and shared services and will provide an update on May 2, 2017.
20	<b>Sidewalks on Santa Cruz Ave</b> (a) Construction of the sidewalks should be completed in 2017.		Construction of Phase 1 of the sidewalks is complete. Completion of the remaining three Phases are on track for completion this year.
21	<b>Trash Capture Device Installation</b> (a) The devices should be installed by summer 2017.	✓	The installation of trash capture devices on Pierce Road was completed in March.
22	<b>Administration Building Emergency Generator</b> (a) The project is out bid and construction should be completed in 2017.		Staff is currently in the process of reviewing the submittal made by the Contractor on the generator.
23	<b>Chrysler Pump Station Improvements</b> (a) Completing the design and going out to bid.		Staff is in the process of partnering with Bohannon Development Company for an enhanced design of the pump station's exterior. Next step is Council approval of a funding agreement for the partnership, which targeted for May 2, 2017.
24	<b>Emergency Water Supply</b> (a) The first well at the Corporation Yard is scheduled for completion by the end of 2017.  (b) For the second well, staff is evaluating different sites and plans to make a recommendation on the proposed well to the City Council in the summer of 2017.		The well drilling was completed in March. The contractor is currently in the process of testing the well and determining the maximum yield / capacity.
<b>Very Important</b>			
<b>No.</b>	<b>Project</b>	<b>Status</b>	<b>Update</b>
25	<b>Library Landscaping</b> (a) A smaller landscaping project between the main public entrance and the staff/service entrance will be completed by the fall of 2017. (b) Additional improvements for 2017 include the installation of additional outdoor tables.		Work on the landscaping between the entrances is scheduled to begin in early May.
26	<b>Arrillaga Family Recreation Center HVAC System Upgrade</b> (a) System design. (b) Going out to bid.		Staff is establishing the scope of work for the project.
27	<b>Belle Haven Child Development Center Kitchen and Bathroom Remodel</b>		



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	(a) Preparing the applicable plans and specifications.		Staff is finalizing the project scope, budget and schedule in order to commence the project this summer.
	(b) Obtaining applicable permits.		
	(c) Hire contractor.		
	(d) Complete construction.		
28	<b>Burgess Pool Capital Improvements</b>		
	(a) Key milestones for 2017 will be determined upon completion of the lease negotiations.		Staff is awaiting completion of the lease negotiations.
29	<b>San Francisquito Creek Upstream of 101 Flood Protection Project</b>		
	(a) Tracking the project.		The San Francisquito Creek Joint Powers Authority received and gathered public comments on the Notice of Preparation for the project's environmental impact report (EIR). The next step will be review of the Draft EIR.
	(b) Attend public meetings.		
	(c) Prepare comments on the draft environment impact report which is currently targeted for release in September 2017 for a 60-day review period.		

**Important**

No.	Project	Status	Update
30	<b>Nealon Park Sports Field Sod and Irrigation System Replacement</b>		
	(a) The completion of the project is targeted for 2017.		The Council awarded a contract for the booster pump on April 18. In addition the award of contract for the field improvements is scheduled for the May 2 Council meeting.
31	<b>Gatehouse Fence Replacement</b>		
	(a) Preparing the design details and going out to bid.		Work has not started but the identified milestones is targeted for completion in 2017.
32	<b>Facilities Maintenance Master Plan</b>		
	(a) Selection of a consultant to prepare the report.		Work has not started but the identified milestones is targeted for completion in 2017.
33	<b>Reservoir Reroof and Mixers</b>		
	(a) Going out to bid and scheduled to be completed in 2017.		The project went out to bid in January. The bids that were received were significantly higher than the budgeted amount. On March 14, staff recommended that the City Council reject all bids. A new design for the roof will be developed later this year, and the mixers will be bid separately.



**Furthering efficiency in city service delivery models.**

**Extremely Important**

No.	Project	Status	Update
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34	<b>Complete Streets Commission Pilot</b>		
	(a) Establish the mission/charge for the Commission.		The City Council approved a resolution authorizing the merger of the Commissions on February 28. The first meeting is scheduled for May 10.
	(b) Update the Commissions/Committee policies, procedures, roles and responsibilities by March.		
	(c) Consolidate the Commission meetings as of May 2017.		
35	<b>Cost Allocation plan and user fee study</b>		
	(a) The City Council will receive the report in May/June 2017 and any fee changes approved by the City Council will go into effect approximately 60 days following final City Council action.		Contracted Capital Accounting Partners. Interviews with departments began on 2/15/17 and continue. Scheduled to complete 5/1/17.
36	<b>City Hall Remodel Project</b>		
	(a) Completion of construction.		Phases 1 through 4 have now been completed. Staff moved into the renovated second floor areas. On the first floor, staff have been relocated while Phase 5 is currently underway. The 6th and final phase is on track for completion this summer.
37	<b>Complete a fee study for solid waste services</b>		
	(a) The fee study will be completed.		This project is ongoing. A City Council study session is tentatively planned for May 23 to discuss the rate structure, with a more detailed review of the proposed rates in late summer 2017.
<b>Very Important</b>			
<b>No.</b>	<b>Project</b>	<b>Status</b>	<b>Update</b>
38	<b>Information Technology Master Plan Implementation</b>		
	(a) Recruit new staff and contractors to implement the ITMP recommended wireless network, network redesign, core switch replacement, virtual server migration, and storage area network upgrades.		ClientFirst issued final draft on 2/1/17. Staff working internally to respond to City Council questions raised at the 3/18/17 Council meeting. Study session tentatively scheduled for Council acceptance of the ITMP on 5/23/17. Staff has completed the server room relocation.
	(b) Establish an 2017-18 ITMP implementation team comprised of existing staff and other outside consultants as necessary; identify backfill resources as necessary.		
	(c) Launch implementation of the application upgrades as determined by resources available (e.g. budget, available staff capacity, etc.).		
	(d) Provide project updates to the City Council on the ITMP implementation project in August and January.		
39	<b>Development of a Citywide Communications Program</b>		
	(a) Hire a consultant.		Work has not started and funding is based on 2017-18 budget adoption.
	(b) Develop a plan.		

	(c) Fund the plan.		
<b>Important</b>			
No.	Project	Status	Update
40	<b>Organizational study for Public Works maintenance services</b>		
	(a) Consultant will be selected.		RFP is being created by staff.
	(b) Background and review will commence.		
	(c) The organization study will review the current maintenance processes, document their current form and propose improvements. The review process will use industry standard practices as appropriate to provide a better understanding of how the current processes could be improved. The review will incorporate other studies that have been completing or are in process such as the Water System Master Plan to provide data for the review. The review will include all the maintenance functions performed by the City.		
41	<b>Organizational study for Development Services</b>		
	(a) Consultant will be selected.		RFP is being created by staff.
	(b) Background and review will commence.		
42	<b>Community Services Strategic Plan Implementation</b>		
	(a) Complete a community needs analysis determining need for after school programs including age groups, services, partnerships and efficiencies to meet changing community needs.		Strategic plan implementation is on-going. Staff performance plans incorporate program and department-wide strategic plan goals.
	(b) Complete a community needs analysis determining opportunities for new/additional programs expanding participation at Onetta Harris Community Center, Senior Center and Belle Haven Youth Center.		
43	<b>Federal and State Lobbying Initiative</b>		
	(a) Develop legislative platform.		Work has not started and funding is based on 2017-18 budget adoption.
	(b) Hire lobbyist.		
<b>Improving Menlo Park's multimodal transportation system to move people and goods through Menlo Park more efficiently.</b>			
<b>Extremely Important</b>			
No.	Project	Status	Update
44	<b>Haven Avenue Streetscape Improvement</b>		
	(a) Complete the work in the City right-of-way (between the San Mateo County line and the bridge over the Atherton Channel) following completion of the Anton Menlo apartments.	✓	Installation of new bike lanes and striping within the City right-of-way was completed in March.
	(b) Obtain an encroachment permit for work within Caltrans right-of-way.		An encroachment permit application was submitted to Caltrans for work within the State jurisdiction targeted for late in 2016.
45	<b>Willow/101 Interchange</b>		

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	(a) Respond to ongoing construction issues as they arise. The schedule for this project is dependent on an outside agency.		Utility relocations began in February. Construction of the interchange is expected to begin in early May.
46	<b>Transportation Master Plan</b>		
	(a) Finalize the scope of work.		A Request for Qualifications was issued to consultants on February 2. Four teams submitted qualifications on February 24; the top two firms were interviewed on March 30. The recommended firm was identified to the Council on April 18. A consultant contract is expected to be prepared for Council consideration on May 2.
	(b) Award a consultant a contract.		
	(c) Initiative community engagement.		
	(d) Develop a draft list of projects for consideration.		
47	<b>Transit Improvements</b>		
	(a) Begin service for revised shuttle routes.		Funding for the TMA study is being identified in the 2017-18 proposed City budget. Next steps are contingent upon this resource request. Staff is coordinating with SamTrans staff on the preparation of the license agreement for existing and proposed shelters and the ordering/installation of two shelters.
	(b) Initiative Transportation Management Association (TMA) study.		
	(c) Install new bus stop amenities (new, redesigned signs and shelters in Belle Haven).		
48	<b>Chilco Street Scape and Sidewalk Installation</b>		
	(a) Finalize the concept plans for all phases, final design plans for Phases 3a, 3b, and 4a.		Staff is currently reviewing revised design plans for Phases 3a, 3b, 5, and 6 that were received in April. The next step is provide comments on the plan submittals.
	(b) Begin construction of Phases 3a and 3b.		
<b>Very Important</b>			
No.	Project	Status	Update
49	<b>High Speed Rail Coordination &amp; Environmental Review</b>		
	(a) Authorization of a reimbursement agreement with the High Speed Rail Authority.		The City Council approved a reimbursement agreement for staff time on March 28. The next step will be the review of documents once they are released later this year.
	(b) Participate in expected environmental review milestones for the San Francisco-San Jose project section.		
50	<b>Oak Grove, University, Crane Bicycle Improvement Project</b>		
	(a) Finalize design plans, award a construction contract, construction, finalizing trial metrics to be evaluated, and collect before and after data.		Design plans according to the December 2016 Council authorization were completed in March. On April 18, Council provide direction to go out to bid for the project construction. The next step will be City Manager award of the construction contract.

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	(b) Award a construction contract.		
	(c) Construction.		
	(d) Finalize trial metrics to be evaluated.		
	(e) Collect before and after data.		
51	<b>Ravenswood Avenue/Caltrain Grade Separation Study</b>		
	(a) Complete the final PSR and identification of a preferred alternative for grade separation at Ravenswood Avenue.		The City Council held a study session on February 7. More information on passing tracks, station configuration, and additional notification and outreach was requested. This request delayed the project schedule from completion in Spring 2017 to Late 2017. Staff prepared the additional information and Council hosted a second study session on April 4. With direction on April 4, completion of the PSR by Late 2017 is on track. The third community workshop is scheduled for June 7.
52	<b>Willows Neighborhood Complete Streets</b>		
	(a) Host an initial community meeting in Spring 2017 to share the history of the project.		A community meeting is tentatively scheduled in mid-May at Laurel Upper School.
	(b) Develop a scope of work.		
	(c) Award a consultant contract to conduct the study.		
53	<b>Initiate Citywide Safe Routes to School Program</b>		
	(a) Identify a staff person to lead the effort making contact with each school within the five public school districts serving Menlo Park. To accomplish this work, staff would need to complete the reorganization of the Bicycle and Transportation Commissions to a Complete Streets Commission no later than May 2017; other internal staff assignments may need to be shifted to accomplish this item.		Funding for the program has been identified in the 2017-18 proposed City budget. Next steps are contingent upon this resource request.
	(b) Convene a quarterly stakeholder meeting (starting in Q4) with representative of each school and other relevant groups to be identified.		
	(c) Identify a prioritized list and schedule for Safe Routes infrastructure plans for each school.		
	(d) Potentially hire a consultant to develop a recommended program approach to implement a comprehensive, future Safe Routes to Schools Program.		
54	<b>Middle Avenue Caltrain Crossing Study</b>		
	(a) Award a consultant a contract.	✓	The City Council awarded a consultant contract on March 14. The first community workshop is scheduled for May 4.
	(b) Conduct community engagement on potential alternatives.		
	(c) Develop preliminary designs for potential alternatives.		
<b>Important</b>			
No.	Project	Status	Update

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55	<b>El Camino Real Corridor Study</b>		
	(a) Submitting encroachment permit applications to Caltrans for the east-west crossing improvements.		Preliminary design concepts and potential concepts to address the northbound traffic conditions were prepared by the consultant team on this project. Staff review has been delayed by additional work required for the Oak Grove, University, Crane Bicycle Improvement Project.
	(b) Completing the additional analysis requested by the City Council for northbound traffic conditions.		
56	<b>Middlefield Rd/Ravenswood and Ringwood Avenues Traffic Signals Modification</b>		
	(a) Finalize scope of planned improvements.		Funding for this project has been identified in the 2017-18 proposed City budget. Next steps are contingent upon this resource request.



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## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-109-CC

Informational Item:

Quarterly financial review of General Fund operations as of March 31, 2017

### Recommendation

This is an informational item and does not require Council action.

### Policy Issues

The quarterly budget-to-actual report is presented to facilitate better understanding of General Fund operations and the overall state of the City's current fiscal affairs by the public and the Council.

### Background

In order to provide timely information to Council and the public, the Administrative Services Department prepares a quarterly report on General Fund operations. The report provides a review of General Fund revenues and expenditures for the most recently completed quarter of the current fiscal year. These results are presented alongside results from the same time period for the previous year, with material differences being explained in the appropriate section of the staff report.

### Analysis

The report, which is included as Table 1 on the following page, was developed to apprise Council of the year-to-date status of the General Fund. It provides year-to-date third quarter comparable data for fiscal years 2015-16 and 2016-17. Information included in this report is intended to highlight some of the critical elements of Table 1 and supplement that information with explanations of significant differences between fiscal years 2015-16 and 2016-17.

Overall, revenues in the General Fund for 2016-17 are 9 percent higher when compared to the same period in 2015-16. Year-to-date expenditures are also on track at 68 percent of the budget expended.

Table 1: YTD General Fund Budget to Actuals						
	2015-16			2016-17		
	Amended Budget	Actual 3/31/16	% of Budget	Amended Budget	Actual 3/31/17	% of Budget
<b>Revenues</b>						
Property Tax	17,241,813	11,999,641	69.60%	17,393,400	13,092,315	75.27%
Charges For Services	8,077,135	6,159,472	76.26%	7,992,815	6,448,190	80.67%
Sales Tax	5,202,594	3,054,848	58.72%	5,502,000	3,782,390	68.75%
Licenses & Permits	5,890,363	4,957,441	84.16%	6,141,860	4,751,257	77.36%
Transient Occupancy Tax	5,947,835	3,061,924	51.48%	6,430,000	3,317,452	51.59%
Franchise Fees	1,940,013	757,573	39.05%	1,978,000	697,328	35.25%
Fines	1,067,643	943,841	88.40%	1,067,643	754,176	70.64%
Utility Users' Tax	1,183,347	743,202	62.81%	1,215,000	856,879	70.53%
Inter-Governmental Revenue	928,467	860,103	92.64%	990,052	614,310	62.05%
Interest and Rental Income	1,128,598	469,566	41.61%	1,101,199	325,036	29.52%
Transfers and Other	478,849	340,934	71.20%	484,919	441,051	90.95%
Use of Assigned Fund Balance	1,261,644	-	0.00%	1,300,000	-	0.00%
<b>Total Revenues:</b>	<b>50,348,301</b>	<b>33,348,544</b>	<b>66.24%</b>	<b>51,596,888</b>	<b>35,080,383</b>	<b>67.99%</b>
<b>Expenditures</b>						
Police	16,537,885	11,578,386	70.01%	16,680,895	12,320,451	73.86%
Public Works	8,829,870	5,477,343	62.03%	9,192,204	6,121,998	66.60%
Community Services	7,692,668	5,367,011	69.77%	7,969,036	5,619,991	70.52%
Community Development	5,140,492	2,311,494	44.97%	6,220,544	3,151,815	50.67%
Administrative Services	3,059,147	1,739,106	56.85%	3,031,414	2,037,518	67.21%
Library	2,576,568	1,587,043	61.60%	2,695,763	1,851,506	68.68%
City Managers Office	2,478,416	1,573,555	63.49%	2,539,509	1,537,711	60.55%
City Council	424,666	277,730	65.40%	484,481	387,012	79.88%
City Attorney	385,651	244,427	63.38%	385,525	412,212	106.92%
<b>Total Operating Expenditures</b>	<b>47,125,363</b>	<b>30,156,094</b>	<b>63.99%</b>	<b>49,199,371</b>	<b>33,440,214</b>	<b>67.97%</b>
Transfers Out	9,186,877	1,265,408	13.77%	3,136,966	2,134,061	68.03%

## Revenue

Table 2 below shows a summary of third quarter budget-to-actual revenues for fiscal years 2015-16 and 2016-17.

Table 2: Revenues						
Revenues	2015-16			2016-17		
	Amended Budget	Actual 3/31/16	% of Budget	Amended Budget	Actual 3/31/17	% of Budget
Property Tax	\$ 17,241,813	\$ 11,999,641	69.60%	\$ 17,393,400	\$ 13,092,315	75.27%
Charges For Services	8,077,135	6,159,472	76.26%	7,992,815	6,448,190	80.67%
Sales Tax	5,202,594	3,054,848	58.72%	5,502,000	3,782,390	68.75%
Licenses & Permits	5,890,363	4,957,441	84.16%	6,141,860	4,751,257	77.36%
Transient Occupancy Tax	5,947,835	3,061,924	51.48%	6,430,000	3,317,452	51.59%
Franchise Fees	1,940,013	757,573	39.05%	1,978,000	697,328	35.25%
Fines	1,067,643	943,841	88.40%	1,067,643	754,176	70.64%
Utility Users' Tax	1,183,347	743,202	62.81%	1,215,000	856,879	70.53%
Inter-Governmental Revenue	928,467	860,103	92.64%	990,052	614,310	62.05%
Interest and Rental Income	1,128,598	469,566	41.61%	1,101,199	325,036	29.52%
Transfers and Other	478,849	340,934	71.20%	484,919	441,051	90.95%
Use of Assigned Fund Balance	1,261,644	0	0.00%	1,300,000	0	0.00%
<b>Total Revenues:</b>	<b>\$ 50,348,301</b>	<b>\$ 33,348,544</b>	<b>66.24%</b>	<b>\$ 51,596,888</b>	<b>\$ 35,080,383</b>	<b>67.99%</b>

Through the third quarter of fiscal year 2016-17, year-to-date General Fund revenues are slightly above \$35.1 million, which is a 5 percent increase over the same time period in 2015-16. This increase is driven by several major revenue sources, including property tax, charges for services, transient occupancy tax, and sales tax.

Property tax revenues, which represent the largest source of General Fund revenue, are up 9 percent, or \$1.1 million over the last year; inclusive of Excess ERAF for both periods. This category consists of all property tax revenues, including the secured tax, unsecured tax, property transfer tax, and supplemental tax. The second half of property tax receipts are received in April of each year. While April falls outside of the reporting period, receipts already booked for April as of the date of this report indicate that property tax will exceed adopted budget.

Charges for services are up 5 percent, or \$289,000, over the third quarter of fiscal year 2015-16. When compared to the budget, charges for services are trending 6 percent favorable to the budget. Revenue increases in this category are primarily being driven by the City's recreation programs.

Sales tax revenues are up 24 percent when compared to the same period in fiscal year 2015-16. Revenues in this category are based on estimates made by the State Board of Equalization (BOE) with "true-up" payments made once a quarter which lags as much as six months from the original sales transaction. Projections from the City's sales tax consultant suggest that year-end actual sales tax revenue will fall short of the adopted budget for 2016-17 by as much as \$300,000.

Transient occupancy tax (TOT) revenues are up 8 percent over the same period from last fiscal year. Overall, the largest hotels in Menlo Park are reporting increased taxable room revenue compared to the prior fiscal year. Revenues in this category are trending slightly higher than expected and it should be noted that due to the delay in transient occupancy tax return filings, which occur on a quarterly basis, the receipts as of March 31<sup>st</sup> reflect only 50% of the year.

License and permit revenues are down 4 percent over the third quarter results from last fiscal year. This decrease is primarily due to the timing of receipts for business license renewals which are mailed in December but not considered delinquent until February 1<sup>st</sup> of each year. It is anticipated that Business License revenue will meet the amended budget amount for the end of the fiscal year.

## Expenditures

As expected through the third quarter, General Fund operating expenditures are up \$4.2 million or 13 percent when compared to the previous fiscal year. This year over year increase in expenditures is in line with the City Council adopted budget and the mid-year review approved by the City Council on February 28, 2017. Overall, expenditures in the General Fund are trending as expected at 68 percent of the budget through the third quarter.

The majority of the City's departments are trending below the 75 percent third quarter target with the exception of the City Attorney and City Council programs. Expenditures in the City Attorney program are trending higher than expected due to increased legal fees for private development projects which are reimbursed by developers. When adjusted for reimbursable legal fees, the City Attorney department's budget is slightly above the 75% target as of the end of the third quarter. Expenditures in the City Council program are trending higher when compared to the previous year due to the Community Funding program. At the December 6, 2016 meeting, City Council approved an additional appropriation of \$29,000 to provide funding to community organizations eligible to participate in the Community Funding program. Expenditures are also trending higher, when compared to last year, in this program due to the timing of payments made to organizations who are participating in the program.

It is important to remember that personnel expenditures were adjusted downward as result of the City's vacancy factor which assumes personnel cost savings as a result of vacant positions. The fact that expenditures are at or below 75% reflects that the City is meeting its vacancy factor assumption as of the end of the third quarter.

Table 3: Expenditures						
Departments	2015-16			2016-17		
	Amended Budget	Actual 3/31/16	% of Budget	Amended Budget	Actual 3/31/17	% of Budget
Police	\$ 16,537,885	\$ 11,578,386	70.01%	\$ 16,680,895	\$ 12,320,451	73.86%
Public Works	8,829,870	5,477,343	62.03%	9,192,204	6,121,998	66.60%
Community Services	7,692,668	5,367,011	69.77%	7,969,036	5,619,991	70.52%
Community Development	5,140,492	2,311,494	44.97%	6,220,544	3,151,815	50.67%
Administrative Services	3,059,147	1,739,106	56.85%	3,031,414	2,037,518	67.21%
Library	2,576,568	1,587,043	61.60%	2,695,763	1,851,506	68.68%
City Managers Office	2,478,416	1,573,555	63.49%	2,539,509	1,537,711	60.55%
City Council	424,666	277,730	65.40%	484,481	387,012	79.88%
City Attorney	385,651	244,427	63.38%	385,525	412,212	106.92%
Transfers Out	9,186,877	1,265,408	13.77%	3,136,966	2,134,061	68.03%
<b>Total Expenditures:</b>	<b>\$ 56,312,240</b>	<b>\$ 31,421,502</b>	<b>55.80%</b>	<b>\$ 52,336,337</b>	<b>\$ 35,574,275</b>	<b>67.97%</b>

### **Impact on City Resources**

There is no impact on City resources.

### **Environmental Review**

This report is not subject to the California Environmental Quality Act (CEQA).

### **Public Notice**

Public Notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting.

### **Attachments**

None.

Report prepared by:  
Rosendo Rodriguez, Finance and Budget Manger

Reviewed by:  
Nick Pegueros, Administrative Services Director



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**STAFF REPORT**

**City Council Meeting Date:** 5/2/2017  
**Staff Report Number:** 17-095-CC

**Informational Item:** Review of the City’s Investment Portfolio as of March 31, 2017

**Recommendation**

This is an informational item and does not require City Council action.

**Policy Issues**

The City and the Successor Agency funds are invested in full compliance with the City’s Investment Policy and State Law, which emphasize safety, liquidity and yield.

**Background**

The City’s investment policy requires a quarterly investment report to the City Council, which includes all financial investments of the City and provides information on the investment type, value and yield for all securities.

**Analysis**

Investment Portfolio as of March 31, 2017

The historical (book) value of the City’s total portfolio at the end of March was \$113 million. Cash is invested in accordance with the City’s Investment Policy, which strives to attain the highest yield obtainable following established criteria for safety and liquidity. The make-up of the portfolio can be seen in Table 1:

Table 1: Recap of Securities Held			
Security	Historical Cost	Fair Value	% of Portfolio
LAIF (cash)	\$51,693,895	\$51,693,895	45.9%
Corporate Bonds	\$18,294,060	\$18,186,524	16.1%
Government Agencies	\$31,488,761	\$31,377,820	27.8%
Government Bonds	\$11,484,121	\$11,485,545	10.2%
Government Mortgage Backed	\$1,155	\$1,085	0.0%
Total	\$112,961,992	\$112,744,869	100.0%

The Local Agency Investment Fund (LAIF) is considered a safe investment as it provides the liquidity of a money market fund. The majority of the remaining securities are prudent and secure short-term investments (1-3 years), bearing a higher interest rate than LAIF and provide investment diversification.

As can be seen in Table 1, the fair value (market value) of the City’s securities was \$217,123 less than the historical cost at the end of March. This is referred to as an unrealized loss, and is due to market values fluctuating from one period to another. It is important to note that any unrealized loss or gain does not represent an actual cash transaction to the City, as the City generally holds securities to maturity to avoid market risk.

Economic Conditions in the U.S. as of Quarter Ended March 31, 2017

The meeting of the Federal Open Market Committee (FOMC) concluded on March 15 with the anticipated decision to increase the federal funds target rate by 25 basis points. In view of realized and expected labor market conditions and inflation, the Committee decided to raise the target range for the federal funds rate to .75 to 1 percent. The FOMC statement retained language indicating future increases in the fed funds target rate would be “gradual”.

The payroll report released on March 10, showed US employers added 235,000 jobs in February, better than expectations of 200,000 new jobs. January job growth was revised up to 238,000 from the prior release of 227,000 jobs added. The February unemployment rate decreased to 4.7% from 4.8% in January, and the underemployment rate decreased to 9.2% from 9.4%. Average hourly earnings rose by 0.2% in February to a year-over-year rate of 2.8%.

The final estimate of fourth quarter 2016 GDP was released on March 30. Largely in response to stronger consumer spending, fourth quarter GDP was revised upward to 2.1% from the previous estimate of 1.9% growth. Personal consumption was revised to 3.5% growth in the fourth quarter from the previous estimate of 3.0%. For the third quarter of last year, GDP was 3.5% and personal consumption was 3.0%.

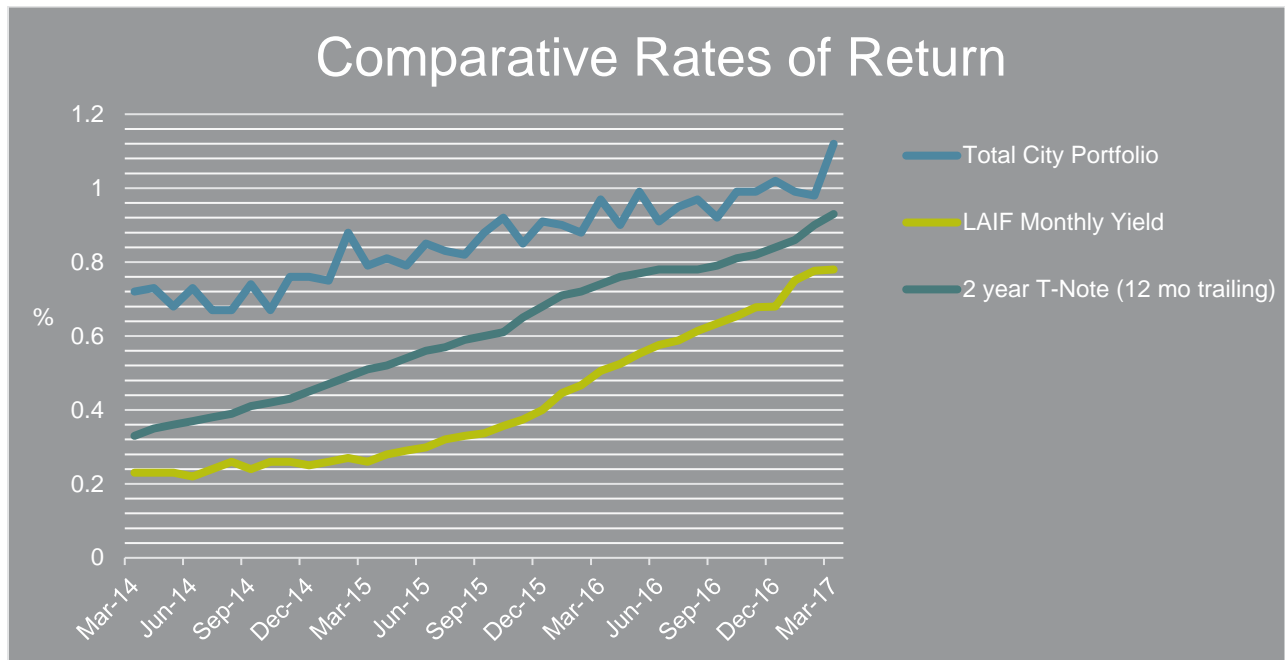
Investment Yield

The annualized return on the City’s portfolio as of March 31, 2017, was 1.12% net of fees. This quarter’s return is up from the previous quarter which had a net return of 1.02%. The current quarter’s return is higher than both the 2-year Treasury note paying 0.93% and the rate of return earned through LAIF over the past quarter which was 0.78%.

Table 2: Investment Yield		
Term	December 31, 2016	March 31, 2017
3-month	0.3	0.37
6-month	0.41	0.48
2-year	0.84	0.93
5-year	1.34	1.47

As previously stated, over 40 percent of the portfolio resides in the City’s LAIF account, yielding 0.78 percent for the quarter ended March 31, 2017. While LAIF is a good investment option for funds needed for liquidity, the City’s investment of excess funds in other types of securities is made in an effort to enhance

yields, as evidenced by the chart below, which shows the difference between the yield on the City’s portfolio and the LAIF monthly yield.



Fees paid to Insight Investment (totaling \$12,118 for the quarter ended March 31, 2017) are deducted from investment earnings before calculating the City’s net rate of return. Staff continues to work with the City’s investment advisors to meet the City’s investment objectives and rearrange the portfolio for maximum yield while providing safety for the principal amount.

Investment Transactions in the First Quarter of 2017

During the first quarter of 2017, staff obtained guidance from the City’s investment advisors (Insight Investments) to make prudent investment decisions that follow the City’s investment policy. Insight continues to look for opportunities to further diversify the City’s portfolio by purchasing investments with longer maturity dates.

Table 3 on the following page, includes all of the investment transactions that occurred during the first quarter of 2017.

Table 3: Investment Transactions					
Date	Transaction	Description	Term	% Yield	Principal
1/12/2017	MATURITY	TOYOTA MOTOR CREDIT CORP	2.76	2.05	\$ 1,000,000
1/13/2017	PURCHASE	USA TREASURY	2.72	1.75	1,010,313
1/17/2017	CALL	FREDDIE MAC FG	4.20	6.00	4,762
1/31/2017	MATURITY	BERKSHIRE HATHAWAY INC	5.01	1.90	1,500,000
2/15/2017	CALL	FREDDIE MAC FG	4.20	6.00	4,403
2/2/2017	PURCHASE	BERKSHIRE HATHAWAY INC	2.54	1.30	1,485,345
2/6/2017	MATURITY	IBM CORP	3.08	1.25	1,500,000
2/8/2017	PURCHASE	CISCO SYSTEMS INC	2.06	2.13	1,486,743
3/15/2017	PURCHASE	COCA-COLA CO	2.21	1.38	993,640
3/15/2017	PURCHASE	USA TREASURY	2.01	1.00	496,113
3/15/2017	CALL	FREDDIE MAC FG	4.20	6.00	3,380
3/15/2017	MATURITY	JOHN DEERE CAPITAL CORP	2.00	1.40	1,500,000

### Impact on City Resources

Due to the liquidity of LAIF accounts, the City has more than sufficient funds available to meet its expenditure requirements for the next six months.

### Environmental Review

There is no Environmental Review Impact

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### Attachments

- A. Quarterly Consolidated Portfolio report for the quarter ended March 31, 2017.
- B. Insight Investments report for the quarter ended March 31, 2017.
- C. LAIF Quarterly report for the period ended March 31, 2017.

Report prepared by:  
Rosendo Rodriguez, Finance and Budget Manger

# City of Menlo Park

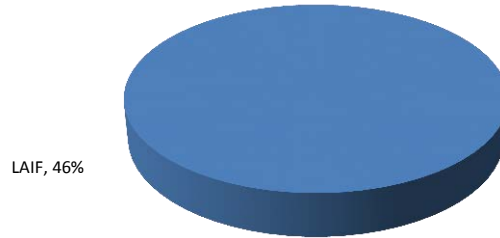
## Quarterly Consolidated Portfolio Report

### March 31, 2017

#### City Managed Assets

			%	Return
LAIF	\$	51,693,895	46%	0.78%
<b>Total Internally Managed</b>	<b>\$</b>	<b>51,693,895</b>	<b>46%</b>	

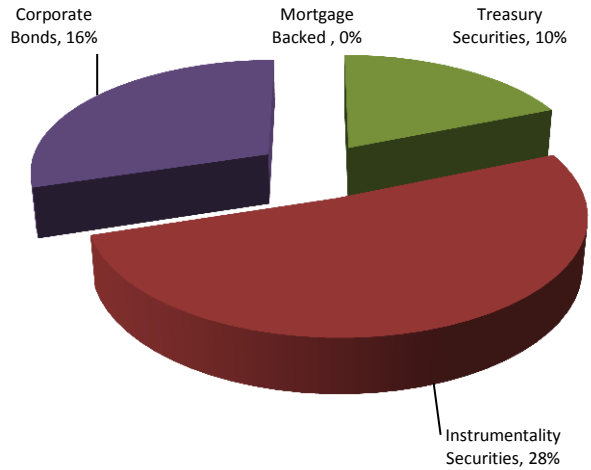
<b>Weighted Average Yield</b>	<b>0.78%</b>
	Days
Effective Average Duration - Internal	1
Weighted Average Maturity - Internal	1



#### Advisor Managed Assets

			%	Return
Treasury Securities	\$	11,485,545	10%	1.00%
Instrumentality Securities	\$	31,377,820	28%	1.09%
Corporate Bonds	\$	18,186,524	16%	1.24%
Mortgage Backed	\$	1,085	0%	2.31%
<b>Total Externally Managed</b>	<b>\$</b>	<b>61,050,974</b>	<b>54%</b>	

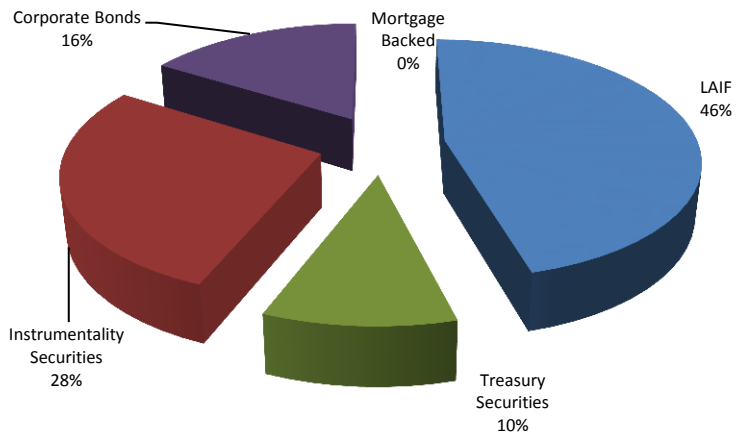
<b>Weighted Average Yield</b>	<b>1.12%</b>
	Years
Effective Average Duration - External	1.27
Weighted Average Maturity - External	1.33



#### Total Portfolio Assets

			%	Return
LAIF	\$	51,693,895	46%	0.78%
Treasury Securities	\$	11,485,545	10%	1.00%
Instrumentality Securities	\$	31,377,820	28%	1.09%
Corporate Bonds	\$	18,186,524	16%	1.24%
Mortgage Backed	\$	1,085	0%	2.31%
<b>Total Portfolio Assets</b>	<b>\$</b>	<b>112,744,869</b>		

<b>Weighted Average Yield</b>	<b>0.96%</b>
	Years
Effective Average Duration - Total	0.69
Weighted Average Maturity - Total	0.72



#### Portfolio Change

Beginning Balance	\$	112,716,986
Ending Balance	\$	112,744,869

\* Note: All data for external assets was provided by the client and is believed to be accurate. Insight Investment does not manage the external assets and this report is provided for the client's use. Market values are presented.



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## ATTACHMENT B

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# CITY OF MENLO PARK

March 2017

➤ A BNY MELLON COMPANY<sup>SM</sup>



# ACTIVITY AND PERFORMANCE SUMMARY

For the period January 1, 2017 - March 31, 2017

<u>Amortized Cost Basis Activity Summary</u>		
<b>Opening balance</b>		61,245,698.77
Participant contributions	0.01	
Income received	206,176.24	
<b>Total receipts</b>		206,176.25
Expenses paid	(291.67)	
<b>Total disbursements</b>		(291.67)
Interportfolio transfers	(246,275.48)	
<b>Total Interportfolio transfers</b>		(246,275.48)
Realized gain (loss)		(32.88)
<b>Total amortization expense</b>		(25,217.25)
<b>Total OID/MKT accretion income</b>		8,780.79
Return of capital		0.00
<b>Closing balance</b>		61,188,838.53
<b>Ending fair value</b>		61,050,973.94
Unrealized gain (loss)		(137,864.59)

<u>Detail of Amortized Cost Basis Return</u>				
	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Corporate Bonds	67,134.84	(12,070.56)	0.00	55,064.28
Government Agencies	91,268.75	(5,399.65)	0.00	85,869.10
Government Bonds	25,588.44	1,052.79	0.00	26,641.23
Government Mortgage Backed Securities	72.11	(19.04)	(32.88)	20.19
<b>Total</b>	<b>184,064.14</b>	<b>(16,436.46)</b>	<b>(32.88)</b>	<b>167,594.80</b>

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	0.48	0.29	0.17
Overnight Repo	0.49	0.25	0.15
Merrill Lynch 3m US Treas Bill	0.37	0.24	0.14
Merrill Lynch 6m US Treas Bill	0.48	0.30	0.17
ML 1 Year US Treasury Note	0.69	0.41	0.22
ML 2 Year US Treasury Note	0.93	0.56	0.30
ML 5 Year US Treasury Note	1.47	0.88	0.48

\* rates reflected are cumulative

<u>Summary of Amortized Cost Basis Return for the Period</u>	
	Total portfolio
Interest earned	184,064.14
Accretion (amortization)	(16,436.46)
Realized gain (loss) on sales	(32.88)
Total income on portfolio	167,594.80
Average daily amortized cost	61,141,805.92
Period return (%)	0.27
YTD return (%)	0.27
Weighted average final maturity in days	485

# ACTIVITY AND PERFORMANCE SUMMARY

For the period January 1, 2017 - March 31, 2017

<u>Fair Value Basis Activity Summary</u>		
<b>Opening balance</b>		61,097,517.20
Participant contributions	0.01	
Income received	206,176.24	
<b>Total receipts</b>		206,176.25
Expenses paid	(291.67)	
<b>Total disbursements</b>		(291.67)
Interportfolio transfers	(246,275.48)	
<b>Total Interportfolio transfers</b>		(246,275.48)
Unrealized gain (loss) on security movements		0.00
Return of capital		0.00
Change in fair value for the period		(6,152.36)
<b>Ending fair value</b>		61,050,973.94

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Corporate Bonds	67,134.84	(7,183.74)	59,951.10
Government Agencies	91,268.75	4,226.20	95,494.95
Government Bonds	25,588.44	(3,165.78)	22,422.66
Government Mortgage Backed Securities	72.11	(29.04)	43.07
<b>Total</b>	<b>184,064.14</b>	<b>(6,152.36)</b>	<b>177,911.78</b>

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	0.48	0.29	0.17
Overnight Repo	0.49	0.25	0.15
Merrill Lynch 3m US Treas Bill	0.36	0.19	0.10
Merrill Lynch 6m US Treas Bill	0.58	0.26	0.13
ML 1 Year US Treasury Note	0.56	0.21	0.16
ML US Treasury 1-3	0.25	(0.17)	0.26
ML US Treasury 1-5	(0.10)	(0.72)	0.37

\* rates reflected are cumulative

<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	184,064.14
Change in fair value	(6,152.36)
Total income on portfolio	177,911.78
Average daily total value *	61,168,712.37
Period return (%)	0.29
YTD return (%)	0.29
Weighted average final maturity in days	485

\* Total value equals market value and accrued interest

# ADDITIONAL INFORMATION

## As of March 31, 2017

Past performance is not a guide to future performance. The value of investments and any income from them will fluctuate and is not guaranteed (this may partly be due to exchange rate changes) and investors may not get back the amount invested. Transactions in foreign securities may be executed and settled in local markets. Performance comparisons will be affected by changes in interest rates. Investment returns fluctuate due to changes in market conditions. Investment involves risk, including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. The information contained herein is for your reference only and is being provided in response to your specific request and has been obtained from sources believed to be reliable; however, no representation is made regarding its accuracy or completeness. This document must not be used for the purpose of an offer or solicitation in any jurisdiction or in any circumstances in which such offer or solicitation is unlawful or otherwise not permitted. This document should not be duplicated, amended, or forwarded to a third party without consent from Insight. This is a marketing document intended for professional clients only and should not be made available to or relied upon by retail clients.

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Where indicated, performance numbers used in the analysis are gross returns. The performance reflects the reinvestment of all dividends and income. CAMC and CISC charge management fees on all portfolios managed and these fees will reduce the returns on the portfolios. For example, assume that \$30 million is invested in an account with either CAMC or CISC, and this account achieves a 5.0% annual return compounded monthly, gross of fees, for a period of five years. At the end of five years that account would have grown to \$38,500,760 before the deduction of management fees. Assuming management fees of 0.25% per year are deducted monthly from the account, the value at the end of the five year period would be \$38,022,447. Actual fees for new accounts are dependent on size and subject to negotiation. CAMCS and CISC's investment advisory fees are discussed in Part 2A of the Firms Form ADV.

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Information about the indices shown here is provided to allow for comparison of the performance of the strategy to that of certain well-known and widely recognized indices. There is no representation that such index is an appropriate benchmark for such comparison. You cannot invest directly in an index and the indices represented do not take into account trading commissions and/or other brokerage or custodial costs. The volatility of the indices may be materially different from that of the strategy. In addition, the strategys holdings may differ substantially from the securities that comprise the indices shown.

The BofA Merrill Lynch 3 Mo US T-Bill index is an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The BofA Merrill Lynch 6 Mo US T-Bill index measures the performance of Treasury bills with time to maturity of less than 6 months.

The BofA Merrill Lynch Current 1-Year US Treasury Index is a one-security index comprised of the most recently issued 1-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 1-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 3-Year US Treasury Index is a one-security index comprised of the most recently issued 3-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 3-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 5-Year US Treasury Index is a one-security index comprised of the most recently issued 5-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 5-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch 1-3 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than three years.

The BofA Merrill Lynch 1-5 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than five years.

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# ADDITIONAL INFORMATION

## As of March 31, 2017

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BETTY T. YEE

California State Controller

LOCAL AGENCY INVESTMENT FUND  
REMITTANCE ADVICE

Agency Name

MENLO PARK

As of 04/14/2017, your Local Agency Investment Fund account has been directly credited with the interest earned on your deposits for the quarter ending 03/31/2017.

Earnings Ratio		.00002126194403179
Interest Rate		0.78%
Dollar Day Total	\$	4,844,557,446.16
Quarter End Principal Balance	\$	51,693,895.10
Quarterly Interest Earned	\$	103,004.71

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## STAFF REPORT

### City Council

Meeting Date:

5/2/2017

Staff Report Number:

17-107-CC

Informational Item:

**Update on status of potential revisions to the 2016 California Green Building Standards Code - Electric Vehicle Chargers**

### Recommendation

This is an informational item and no action is requested of the City Council.

### Policy Issues

The adoption of more stringent requirements for electrical vehicle chargers would be considered a local amendment to the 2016 California Green Building Standards Code, and would require the City Council to adopt an ordinance at a future meeting.

### Background

In December 2016, the City Council adopted new green and sustainable building regulations for three new zoning districts - Life Science (LS), Office (O) and Residential Mixed Use (R-MU) as part of the General Plan and M-2 Area Zoning Update (ConnectMenlo). Over the course of two years, the ConnectMenlo team hosted a number of meetings and workshops, including a “deep dive” meeting on the proposed green and sustainable regulations and a Planning Commission study session on the draft zoning ordinances, to engage with and receive feedback from the community. The public comment emphasized a desire for flexibility, predictability and clarity in the zoning regulations. The new zoning standards reflect input and guidance from the City Council, Planning Commission and the General Plan Advisory Committee (GPAC) on how best to balance growth and potential impacts. At its core, the green and sustainable building regulations were developed to support the *Sustainable Environmental Planning Guiding Principle*, one of nine General Plan Guiding Principles.

The adopted requirements incorporated sustainability standards related to the following categories: 1) green building, 2) energy, 3) water use and recycled water, 4) hazard mitigation and sea level rise resiliency, 5) waste management, and 6) bird-friendly design.

The O, LS and R-MU districts include a requirement for electric vehicle (EV) chargers for both residential and non-residential developments beyond what is required by state regulations. With increasing traffic congestion and gas vehicles being one of the top emitters of greenhouse gas emissions, the desire for alternative modes of transportation, including the support of new technologies such as electric vehicles, was a key focus of the General Plan Update.

During the ConnectMenlo process, staff learned that the EV charger regulations constituted an amendment to the Green Building Standards Code (also known as CALGreen) as they were more restrictive than current State regulations. On February 28, 2017, the City Council introduced an ordinance amending the 2016 California Green Building Standards Code to increase the number of EV charging stations in the LS, O

and R-MU districts, consistent with the Council's previous adoption of the new green and sustainable building regulations. The Council adopted the ordinance amendment on March 14, 2017 and the changes become effective on April 28, 2017. Attachment A includes the recently adopted EV charger requirements.

During the Council's recent discussion on the requirements for EV chargers, several members expressed interest in expanding the regulations citywide and further increasing the requirements. This informational item is to provide background information and an overview of the potential changes that staff will be bringing forward for the Council's review at a future meeting. Should the Council have comments on the proposed direction, staff would appreciate Council's guidance.

## **Analysis**

CALGreen was the first state-adopted green building code in the nation. Local jurisdictions have authority to adopt their own EV charger regulations beyond CALGreen requirements. This section will identify what is currently required by CALGreen for both residential and non-residential developments, compare CALGreen mandatory versus voluntary measures for EV chargers, describe the likely costs associated with the installation of EV chargers and identify the proposed changes for the City's EV charger regulations.

There are multiple terms used in the 2016 California Building Standards Code (Building Code) that are associated with EV chargers, some of which are shared by the City's new sustainable building regulations for the LS, O and R-MU districts. Staff has included explanations of these terms as used in the Building Code, and where the term differs in the City's sustainable building regulations, the applicable definition is provided for clarity below.

- Electric Vehicle capable (EV capable) – CALGreen defines EV capable as the installation of conduit from the main electrical panel or subpanel to the garage and the electrical panel have excess electrical capacity to support the future installation of a 40 amp breaker should an EV charger be installed.
- Pre-Wired - The City's sustainable building regulations include the EV capable requirements established in CalGreen plus requires the wiring itself be installed so all that is needed is the installation of the charger.
- Electrical Vehicle Charging Space (EV space) – An EV space is a parking stall with a specific dimension dedicated for the use of EV charging if a charger is installed. Generally, this would be a larger space. If a charger is not installed, the space can be used as a regular parking space.

## **CALGreen**

The 2016 CALGreen code has mandatory requirements for new residential and non-residential buildings as well as voluntary measures that exceed the mandatory requirements. There is no requirement for the installation of EV chargers or infrastructure in existing buildings undergoing remodels and additions. The voluntary measures are organized into two tiers with the Tier 2 measures being more restrictive than the Tier 1 measures. These measures were included in CALGreen by the State to aid jurisdictions in adopting additional sustainable building measures by establishing prewritten standards that jurisdictions can select from.

### *Residential*

The EV charger requirement for new single-family homes and duplexes with an attached garage is for the garage to be built EV capable to support the future installation of one EV charger. The intent of the code is to ensure the garage is capable of having an EV charger installed without having to undergo major construction efforts.

The requirements for new multi-family homes apply only when 17 or more multi-family dwelling units are being built. CALGreen requires that three percent of the total number of parking spaces, but in no case less than one, shall be an EV space (with regards to dimensions) and EV capable (conduit etc.). The minimum stall size for an EV space is nine feet wide and 18 feet deep, which is larger than a current required parking space size, thus requiring more room to meet parking requirements. One in every 25, but not less than one, EV space shall include an eight foot wide aisle adjacent to the space. The stalls with the additional eight foot aisle are known as van accessible stalls.

### *Non-Residential*

CALGreen establishes the number of required EV capable charging stalls for new non-residential buildings in Table 5.106.5.3.3 of CalGreen which has been included below.

CALGreen does not establish the minimum EV space size for non-residential occupancies because they are established in the disabled access requirements in the Building Code. There are three different stall types, van accessible, standard and ambulatory. The van accessible space is 12 feet wide by 18 feet deep with a five foot aisle, the standard stall size is nine feet wide by 18 feet deep with a five foot aisle and an ambulatory stall size is 12 feet wide by 18 feet deep without an access aisle. Additionally, the Building Code establishes the number of EV charger stalls that are required to be disabled accessible stalls according to a ratio. The EV charger requirements affect the size and parking area because the dimensions are greater than a regular parking stall.

### **CALGreen Tiers**

CALGreen has two tier levels establishing additional or more restrictive voluntary measures known as Tier 1 and Tier 2 for both residential and non-residential buildings. Typically, the Tier 2 measures are more restrictive than the Tier 1 measures. The Tier 1 and Tier 2 EV charger measures for new single family homes and duplexes with an attached garage are the same but include the installation of wiring in addition to the circuit breaker. Similarly, the Tier 1 and Tier 2 EV charger measures are the same for multi-family homes of 17 units or more but includes the installation of the wiring and an increase in the percentage for installation of these components from three percent to five percent.

The new non-residential Tier 1 and 2 do not include the installation of the wiring, but increase the number of stalls as follows:



Table 1: Comparison of CALGreen EV charger Requirements		
Total Number of Actual Parking Stalls	Number of EV Charge Spaces – Tier 1	Number of EV Charging Spaces – Tier 2
0-9	0	1
10-25	2	2
26-50	3	4
51-75	5	6
76-100	7	9
101-150	10	12
151-200	14	17
201 and over	8 percent of total	10 percent of total

Table excerpted from CalGreen Table 5.106.5.3.3

### Cost Associated With EV Charger Installation

The cost associated with the installation of EV charger infrastructure and the chargers themselves for existing buildings can vary depending on several factors, including the type of charger, the distance of the EV charging stall(s) from the electrical supply equipment and the capacity of the electrical supply equipment.

There are three types of charging options: electrical outlet, level 2 chargers and level 3 chargers. Most electric vehicles have an onboard charger that can be used by plugging the car into an electrical outlet. This type of charging typically provides about four miles of charge or driving range per hour. The level 2 charger is the most common charger in use and will add about 10 to 30 miles of charge per hour. Finally, the level 3 charger, also known as fast chargers, can provide up to 80 percent of a charge in 30 minutes. A typical level 2 charger costs around \$7,500 with additional cost for the installation and the costs for a level 3 charger would be greater.

The cost associated with the installation of the conduit and wiring typically includes the cost of materials and the labor associated with the cutting of concrete and asphalt, trenching and the installation of the conduit and wiring, with the cost increasing when the EV charging stall is further from the electrical supply equipment. A typical cost for a distance of less than 100 feet is approximately \$25,000 for a single charger installation. There is some economy of scale for a multiple charger installation, however, the cost does increase.

There is a potential significant cost if the existing electrical supply equipment does not have enough capacity to provide the electricity to the EV chargers. The faster the charger, the more electricity is needed. Much of the existing multi-family building stock has a 100 amp “house meter” which provides electricity to the areas of the property that are not leased by the tenants for site lighting, irrigation controllers, and other similar uses. The non-residential building stock’s existing electrical equipment is typically capable of providing 400 amps of electricity. Given today’s electrical demand due to computers, copiers, and other

electronic equipment, the demand on the older electrical equipment is high which does not allow for the potential significant increase in demand associated with the installation of EV chargers.

The cost to upgrade the existing electrical equipment is dependent upon different factors including the age of the existing electrical equipment, the space available for the new electrical equipment in the existing building, and whether or not the PG&E supply is coming from overhead or underground. . It should be noted that if the existing electrical service from PG&E is underground and the conduit is not of sufficient size to accommodate the increase in wire size associated with the larger service need, the PG&E conduit will need to be replaced, which would be a significant expense to the property owners and/or tenants. The installation of, and pre-wiring for EV chargers as part of a new development would generally be less costly and complex than retrofitting buildings and parking spaces in an existing development for future EV-charging needs.

### EV Charger Requirements in Surrounding Jurisdictions

All jurisdictions in California are subject to the CALGreen mandatory measures. Some jurisdictions, like the City of Menlo Park, have opted for more stringent standards. Table 2 below highlights the varying level of requirements in several local jurisdictions.

Table 2: Comparison of EV Charger Requirements			
City	CAL Green Mandatory	CALGreen Tier 2	Local Amendment
Menlo Park (Citywide, except LS, O and R-MU zoning districts)	X		
Menlo Park (LS, O and R-MU zoning districts)			X
San Mateo		X	
Mountain View		X	
Palo Alto			X
Atherton	X		
San Carlos	X		
Redwood City	X		
Foster City	X		

While a few jurisdictions have subscribed to the voluntary Tier 2 measures, Palo Alto has crafted local regulations. The City of Palo Alto has also adopted advanced EV charger requirements, including pre-wiring requirements for single-family residences, and various requirements for new hotel, non-residential and multi-family residential developments.

[http://www.cityofpaloalto.org/gov/depts/ds/green\\_building/compliance.asp](http://www.cityofpaloalto.org/gov/depts/ds/green_building/compliance.asp)

## Proposed EV Charging Requirements in Menlo Park

In an effort to meet the City Council's interest in increased EV charger requirements, staff is proposing a two-tier system. Depending on the proposed scope of work (new developments vs. alterations and/or additions), the EV charger requirement would vary. In addition, the requirement would vary depending on whether the land use is non-residential or residential, and if residential, the number of dwelling units in the development. This proposal would increase the percentage of EV chargers that must be installed and the percentage of EV capable spaces that need to be pre-wired for all new developments. Staff believes it would be appropriate to increase the EV charger requirements for new developments. The proposed changes would simplify the regulations to one standard, regardless of the size of the new development. The proposed regulations would increase the percentage of pre-wire parking spaces from five percent to 10 percent and would generally increase the number of installed EV chargers from a minimum number of stalls to a percentage of the total number of parking stalls. The current requirements for developments only involving an alteration and/or addition would remain unchanged. However, the requirements would be applied citywide. Table 3 below identifies the proposed changes. Unless Council directs otherwise, staff will prepare the draft ordinance language for review by the Council, tentatively scheduled for July 2017.

**Table 3: Proposed Modifications of EV Charger Regulations**

		Additions and/or Alterations		
New Construction		1 sq. ft. to 9,999 sq. ft. of conditioned area, volume or size	10,000 sf. ft. – 25,000 sf. ft. of unconditioned area, volume or size	25,001 sf. ft and above of conditioned area, volume or size
<b>Residential (Five or more units)</b>	<u>Pre-Wire</u>			
	Minimum of 10% of total required number of parking stalls			
	AND	N/A (Voluntary)	N/A (Voluntary)	N/A (Voluntary)
	<u>Install EV Chargers</u>			
	Minimum of 3% of the total required number of parking stalls, with a minimum of 1 <sup>1</sup>			

**Table 3: Proposed Modifications of EV Charger Regulations (Continued)**

	New Construction		Additions and/or Alterations	
		1 sq. ft. to 9,999 sq. ft. of conditioned area, volume or size	10,000 sf. ft. – 25,000 sf. ft. of unconditioned area, volume or size	25,001 sf. ft and above of conditioned area, volume or size
<b>Non-Residential</b>	<u>Pre-Wire</u>		<u>Pre-Wire</u>	<u>Pre-Wire</u>
	Minimum of 10% of total required number of parking stalls		Minimum of 5% of total required number of parking stalls.	Minimum of 5% of total required number of parking stalls.
	AND		AND	AND
	<u>Install EV Chargers</u>	N/A (Voluntary)	<u>Install EV Chargers</u>	<u>Install EV Chargers</u>
	Minimum of 3% of the total required number of parking stalls, with a minimum of 1 <sup>1</sup> parking stalls,		Minimum of 2 chargers in pre-wire locations	Minimum of 2 plus 1% of the total parking stalls in pre-wire locations

<sup>1</sup> Calculation for spaces shall be rounded up to the nearest whole number.

On a countywide level, the Clean Coalition, along with a broad range of collaborators, is leading the Peninsula Advanced Energy Community (PAEC). The PAEC is an initiative to streamline policies and highlight projects that facilitate local renewables and other advanced energy solutions like energy efficiency, energy storage, and electric vehicle charging infrastructure. The Clean Coalition's PAEC, located in the southern portion of San Mateo County, California, received a grant from the California Energy Commission. One of the tasks associated with the grant is to review charging infrastructure to support the growth in electric vehicles, and research is currently underway. Research from this effort may also further help guide future direction on EV charger requirements if additional research is desired.

**Next Steps**

In order to pursue the amendments in a timely manner, staff would conduct public outreach in conjunction with the preparation of the draft ordinances for the City Council's review, which would tentatively be scheduled for July 2017. Changes to the local building code are within the purview of the City Council and staff is not intending to include formal review by other Commissions.

If Commission review is desired, the schedule would be extended by an additional two to three months and would impact staff's ability to work on development projects and the Council's work plan items. An ordinance amendment requires the Council to introduce the ordinance at a public meeting, followed by a second meeting to adopt the ordinance. An ordinance typically becomes effective 30 days after adoption.

### **Impact on City Resources**

Staff time spent on researching and drafting the ordinance would be absorbed by the General Fund.

### **Environmental Review**

The adoption of the proposed local amendment is not a project that has the potential for causing a significant effect on the environment and therefore is not subject to review under the California Environmental Quality Act (CEQA).

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

A. Current EV Charger Requirements for the LS, O and R-MU Zoning Districts

Report prepared by:

Ron La France, Assistant Community Development Director/Building Official

Deanna Chow, Principal Planner

Report reviewed by:

Arlinda Heineck, Community Development Director

	<b>Electrical Vehicle (EV) Charger Requirement</b>					
	<b>NEW CONSTRUCTION</b>			<b>ADDITIONS AND/OR ALTERATIONS</b>		
	<b>10,000 sq. ft. – 25,000 sq. ft.</b>	<b>25,001 sq. ft. – 100,000 sq. ft.</b>	<b>100,001 sq. ft. and above</b>	<b>1 sq. ft. – 9,999 sq. ft. of conditioned area, volume or size</b>	<b>10,000 sq. ft.– 25,000 sq. ft. of conditioned area, volume or size</b>	<b>25,001 sq. ft. and above of conditioned area, volume or size<sup>1</sup></b>
<b>Non-Residential Uses in O, LS and R-MU Districts</b>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 2 in the pre-wire locations.</li> </ul>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum total of 2 plus 1% of the total parking stalls in the pre-wire locations.</li> </ul>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum total of 6 plus 1% of the total parking stalls in the pre-wire locations.</li> </ul>	N/A (Voluntary)	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 2 chargers in the pre-wire locations.</li> </ul>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum total of 2 plus 1% of the total parking stalls in the pre-wire locations).</li> </ul>
<b>Residential Uses in the R-MU District<sup>3</sup></b>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 2 in the pre-wire locations.</li> </ul>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum total of 2 plus 1% of the total parking stalls in the pre-wire locations.</li> </ul>	<p><u>Pre-Wire<sup>1</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum of 5% of total required number of parking stalls.</li> </ul> <p>AND</p> <p><u>Install EV Chargers<sup>2</sup></u></p> <ul style="list-style-type: none"> <li>• Minimum total of 6 plus 1% of the total parking stalls in the pre-wire locations.</li> </ul>	N/A (Voluntary)	N/A (Voluntary)	N/A (Voluntary)

<sup>1</sup> Pre-wire is defined as conduit and wire installed from electrical panel board to junction box at parking stall, with sufficient electrical service to power chargers at all pre-wire locations.

<sup>2</sup> Charger is defined as follows: One electric vehicle (EV) charger or charger head reaching each designated EV parking stall and delivering a minimum of 40 amps and 240 volts such that it can be used by all electric vehicles.

<sup>3</sup> At minimum, a 40 amp, 240 volt receptacle shall be installed at each structural column of residential carports for electrical vehicle charging. This requirement is in addition to pre-wire and installation of EV charger regulations.



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## STAFF REPORT

### City Council

Meeting Date:

4/18/2017

Staff Report Number:

17-081-CC

Informational Item:

Update on the Bayfront Canal Bypass Project

### Recommendation

This is an informational item only. No City Council action is required at this time.

### Policy Issues

There are no policy issues associated with this update.

### Background

Located north of Highway 101 near the San Francisco Bay (Bay), the Bayfront Canal (Canal) drains a 9.5 square mile area which includes sections of the cities of Menlo Park (City) and Redwood City, the towns of Atherton and Woodside and unincorporated areas of San Mateo County. Approximately 8,000 feet long, the Canal begins in Redwood City by Douglas Court and runs west to east along the southern edge of salt ponds owned and operated by Cargill, Inc. The Atherton Channel, which is located along the jurisdictional boundary between the Town of Atherton and the City, joins the Canal a few hundred feet west of Marsh Road and also receives flow from the City, Redwood City, the towns of Atherton and Woodside and unincorporated areas of San Mateo County (Attachment A). The combined flow from the Atherton Channel and Canal empty into Flood Slough through a tide gate control structure that is operated and maintained by the City of Redwood City. The intended use of the tide gates is to prevent Bay water from Flood Slough from flowing back into the Canal. The tide gates close automatically when tide levels in the Bay are high, preventing storm flow from emptying into Flood Slough.

The drainage areas along the Canal are subject to frequent flooding due to conveyance issues associated with the capacity of the Canal during large storm events as well as flow restrictions when tide levels in the Bay are high. Chronic flooding occurs in the East Bayshore area located along the Canal in Redwood City and at the Atherton Channel in the Haven Avenue and Marsh Road area of the City. The flooding typically results in road closures. During the last large storm event that occurred on February 7, 2017, for example, the City's Police Department closed the Haven Ave. and Marsh Rd. intersection due to flooding conditions. For the duration of the flooding, there was no access to the properties on Haven Ave. from Marsh Rd. Access to the area was limited to East Bayshore Rd. via Redwood City.

The flooding problems associated with the Canal have been the subject of many studies throughout the years. In 2013, the City of Redwood City completed the Redwood City Bayfront Canal and Atherton Channel Flood Improvement and Habitat Restoration Project Feasibility Study (Moffatt & Nichol, 2013). As part of this assessment, the study evaluated the feasibility of routing storm flow from the Canal into managed ponds located in the Ravenswood Pond Complex of the South Bay Salt Pond Restoration Project (SBSRP) to mitigate the flooding problems. The Ravenswood Pond Complex consists of a number of ponds (Ponds R3, R4, R5, and S5) that are located east of Bedwell Bayfront Park (Park). Storm flow would

be diverted and stored into Ponds R5 and S5 to mitigate flooding. The stormwater would flow back to the Bay during periods of low tides (Attachment B).

A bypass control structure is proposed for the routing of storm flow from the Canal to Ponds R5 and S5 (R5/S5). The Canal Bypass Project consists of a culvert connecting the Canal to the Ponds (Attachment C). A series of water control structures within the ponds would be used to allow for stormwater movement through the ponds and drainage back to the Bay. Ponds R5/S5 would also be excavated to allow for the maximum stormwater detention capacity. The project components consist of the following:

- Open channel modifications to connect the Canal to the proposed culvert;
- Installation of four 63-inch diameter culverts connecting the open channel to Pond S5 for eBay. A trash rack would be installed at the headwall of the culvert. The installation of the culverts would require excavation work underneath the entrance to Bedwell Bayfront Park;
- The temporary removal and replacement of two 48-inch diameter Caltrans stormwater pipes for the installation of the culverts, which are to be installed underneath the Caltrans pipes.

Currently, Ponds S5 and R5 are managed as dry ponds in the summer and ponded during the winter due to rainwater capture. The introduction of stormwater flow would allow the creation of a managed pond system that would provide habitat to birds and water fowl on a year round basis. The flow of stormwater into the system would also control the salinity levels in the ponds.

The Canal Bypass Control Project was included as one of the alternatives evaluated as part of the SBSPRP Environmental Impact Statement / Environmental Impact Report (EIS/R) as a component of Alternative D. The EIS/R, which was finalized on April 2016, however, did not include the Canal Bypass Control Project as part of the Preferred Alternative. While the California State Coastal Conservancy (CSCC) and U.S. Fish and Wildlife Service (USFWS) had indicated that Alternative D, which incorporated the ability to store storm flow in Ponds R5/S5 from the Bayfront Canal would be a strong candidate for the Preferred Alternative, concerns were raised by the San Francisco Bay Regional Water Quality Control Board (RWQCB) over the water quality plan for the storm flow from the Bayfront Canal. As such, the CSCC and USFWS did not select Alternative D as the Preferred Alternative. However, it was noted that the Canal Bypass Control Project can be incorporated into the Preferred Alternative at a future date subject to a separate environmental review.

Since the EIS/R was certified, staff has been attending meetings with the City of Redwood City and San Mateo County to address the concerns raised by the RWQCB and to develop the next steps. Given the complexity of the permitting process and the water quality concerns raised by RWQCB, it was anticipated that the process would take a prolonged period of time. However, a meeting with the RWQCB was held on March 20, 2017 at which RWQCB staff noted they were supportive of the project and that they would work with the agencies through the permitting process, pending an environmental review and the approval of all other agency permits.

## **Analysis**

The environmental review, permitting, design and construction of the Canal Bypass Project would benefit from the collaboration of the City, the City of Redwood City, the towns of Atherton and Woodside and San Mateo County. However, the primary coordination has been amongst the City, the City of Redwood City and San Mateo County. Currently under review by the group is a proposal from Moffatt & Nichol for the development of Construction Documents and Support during Permitting and Construction of the Bayfront Canal/Atherton Channel Flood Improvement and Habitat Restoration Project. The scope of work consists of the following:

- Phase 1 – Environmental Review and California Environmental Quality Act (CEQA) Documentation;
- Phase 2 – Preliminary Design and Permit Applications;
- Phase 3 – Final Design and Construction Documents; and
- Phase 4 – Bid and Construction Support

The final design is tentatively scheduled to be completed in February 2018, following the environmental review and permitting process. Construction is scheduled to begin in April 2018 and end in September 2018. The preliminary cost estimate for the environmental review and design effort is approximately \$700,000. It is important to note that efforts to begin the restoration effort in the Ravenswood Pond Complex will begin this summer. Staff will attempt to work with the SBSRP and coordinate construction efforts between the restoration effort and the Canal Bypass Project to minimize impacts to Bedwell Bayfront Park and its users.

### ***Total Project Costs and Funding***

As noted above, the cost of the environmental review and design effort is approximately \$700,000. The construction cost for the Canal Bypass Project is estimated at \$5,000,000, bringing the total project cost to approximately \$5,700,000. The City of Redwood City applied for a Proposition 84 grant for the project and was awarded \$1,500,000. The terms of the grant require that the construction of the project be completed by September 2018. A funding agreement will be developed amongst the agencies to determine the appropriate contribution toward the design and construction of the Canal Bypass Project. The terms of the grant require that the construction of the project be completed by September 2018.

With respect to funding the project, there is money in an existing Capital Improvement Project for flooding issues associated with the Atherton Channel and Bayfront Canal. These funds can be used for the City's contribution to the environmental review work and design of the Canal Bypass Project. However, there is currently no funding available for the City's contribution to the construction of the project.

### ***Easements***

The location of the Canal Bypass Project lies within the City and would require the acquisition of easements from a number of land owners, including Cargill Inc., the West Bay Sanitary District, USFWS and the City.

### ***CEQA Lead Agency***

Discussions are currently underway regarding the lead agency for the project and environmental review process. While the majority of the Canal Bypass Project is located in the City of Menlo Park, the City does not necessarily have to shoulder the primary responsibility for the implantation of the project. The City will therefore likely be a responsible agency and not the lead.

### ***Next Steps***

City staff will continue to work with the City of Redwood City and San Mateo County on the following next steps:

- Review and approval of the scope of work for the design and permitting of the project;
- Development of a project schedule that includes the sequence of events associated with the project, such as required Council / Board actions, acquisition of easements, permitting and construction;
- Scheduling of a meeting with the City and County Managers that includes the City, the City of Redwood City, San Mateo County and the towns of Atherton and Woodside;
- Development of a draft Memorandum of Understanding with USFWS for the use of the ponds as stormwater retention basins;
- Determination of flow contribution to the Canal from each of the agencies as a means of determining a fair share contribution;

- Funding agreement for the cost share of the design, permitting and construction;
- Review of Proposition 84 grant construction completion terms and request for extension;
- Continued discussions with Cargill Inc. and other agencies for the acquisition of easements;
- Determination of Lead Agency for CEQA process;
- Scheduling of kick-off meeting with permitting agencies; and
- Continued discussions with the RWQCB on the water quality sampling requirements.

The Canal Bypass Project was included in the Council's 2016 Work Plan. As discussed previously, however, the project was not part of the Preferred Alternative in the SBSPRP EIS/R. During this time, the project was placed on hold and therefore not included in the Council's 2017 Work Plan. Given the recent developments, however, it would be prudent to add the project to this year's Work Plan. This addition and change would impact the schedule and key milestones of other projects in the Work Plan. Staff will review the Work Plan and assess the impact to other projects.

Staff will return to the Council in the future regarding the need to appropriate funds for the construction of the project and to authorize the City Manager to enter into any applicable agreements.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

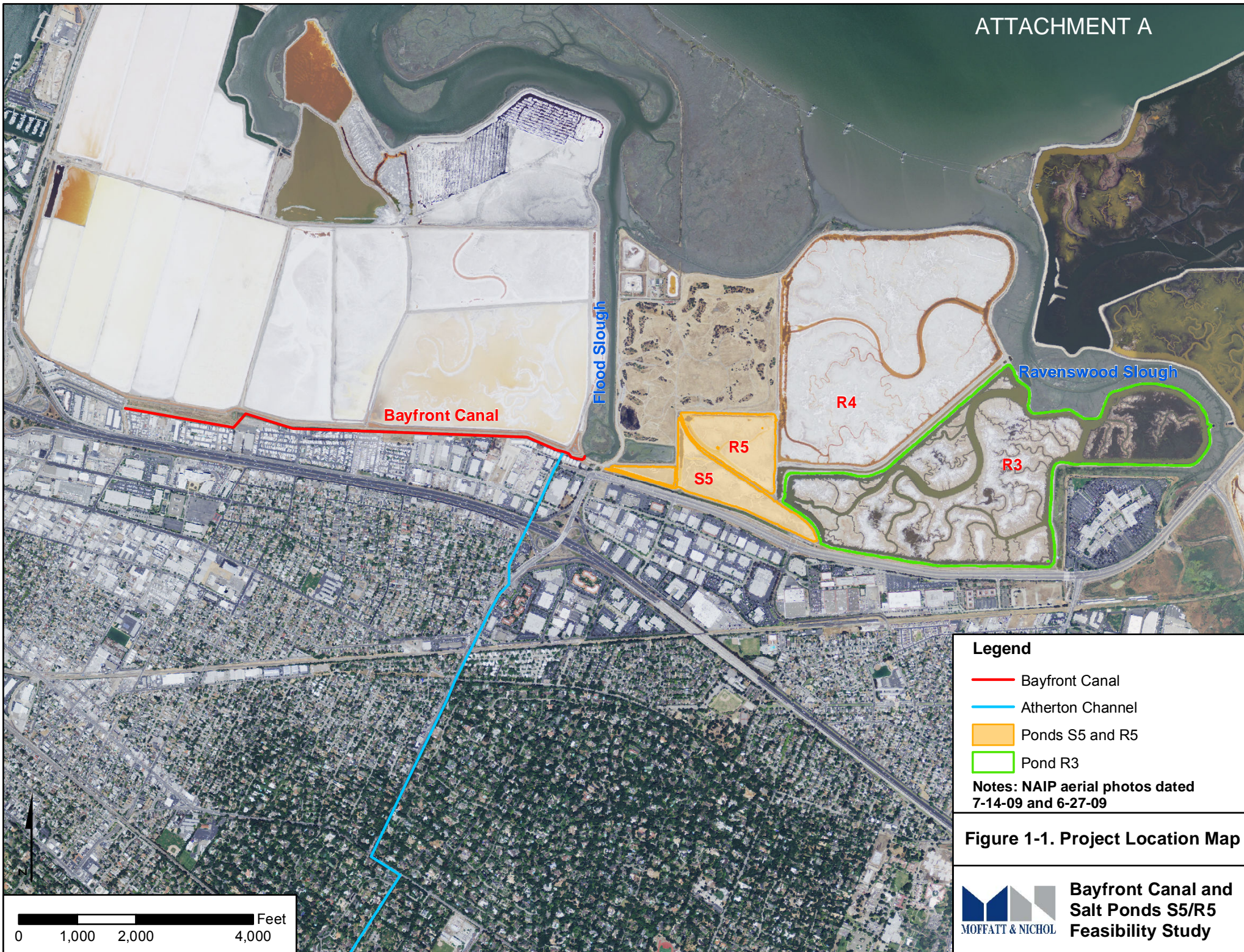
### **Attachments**

- A. Figure – Project Location
- B. Figure – Bayfront Canal and Ravenswood Pond Complex
- C. Figure – Bayfront Canal Bypass Structure

Report prepared by:  
Azalea Mitch, Engineering Services Manager / City Engineer

Reviewed by:  
Justin Murphy, Public Works Director





**Legend**

- Bayfront Canal
- Atherton Channel
- Ponds S5 and R5
- Pond R3

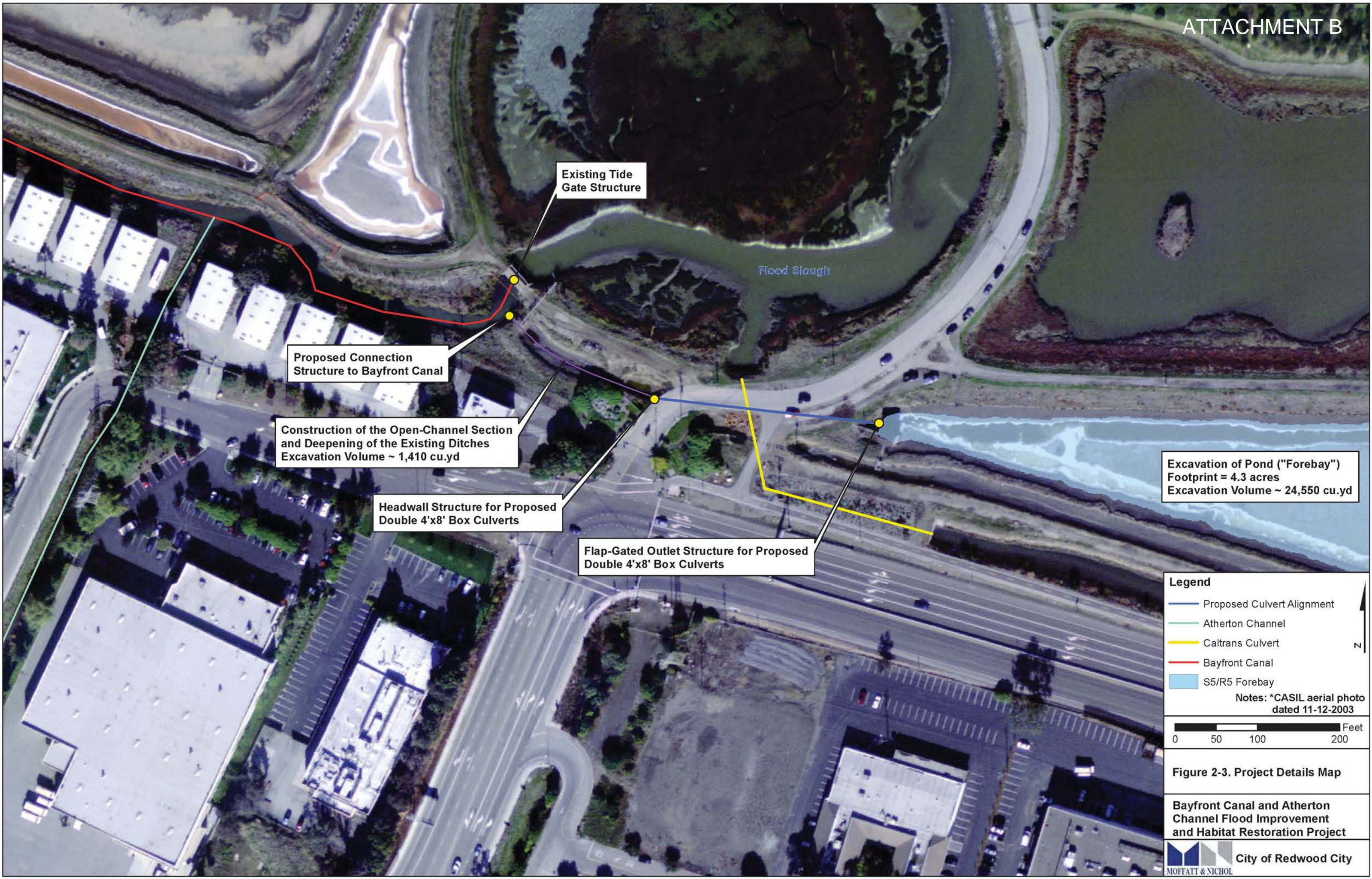
Notes: NAIP aerial photos dated 7-14-09 and 6-27-09

Figure 1-1. Project Location Map



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Proposed Connection Structure to Bayfront Canal

Construction of the Open-Channel Section and Deepening of the Existing Ditches Excavation Volume ~ 1,410 cu.yd

Headwall Structure for Proposed Double 4'x8' Box Culverts

Flap-Gated Outlet Structure for Proposed Double 4'x8' Box Culverts

Existing Tide Gate Structure

Flood Slough

Excavation of Pond ("Forebay")  
Footprint = 4.3 acres  
Excavation Volume ~ 24,550 cu.yd

**Legend**

- Proposed Culvert Alignment
- Atherton Channel
- Caltrans Culvert
- Bayfront Canal
- S5/R5 Forebay

Notes: \*CASIL aerial photo dated 11-12-2003

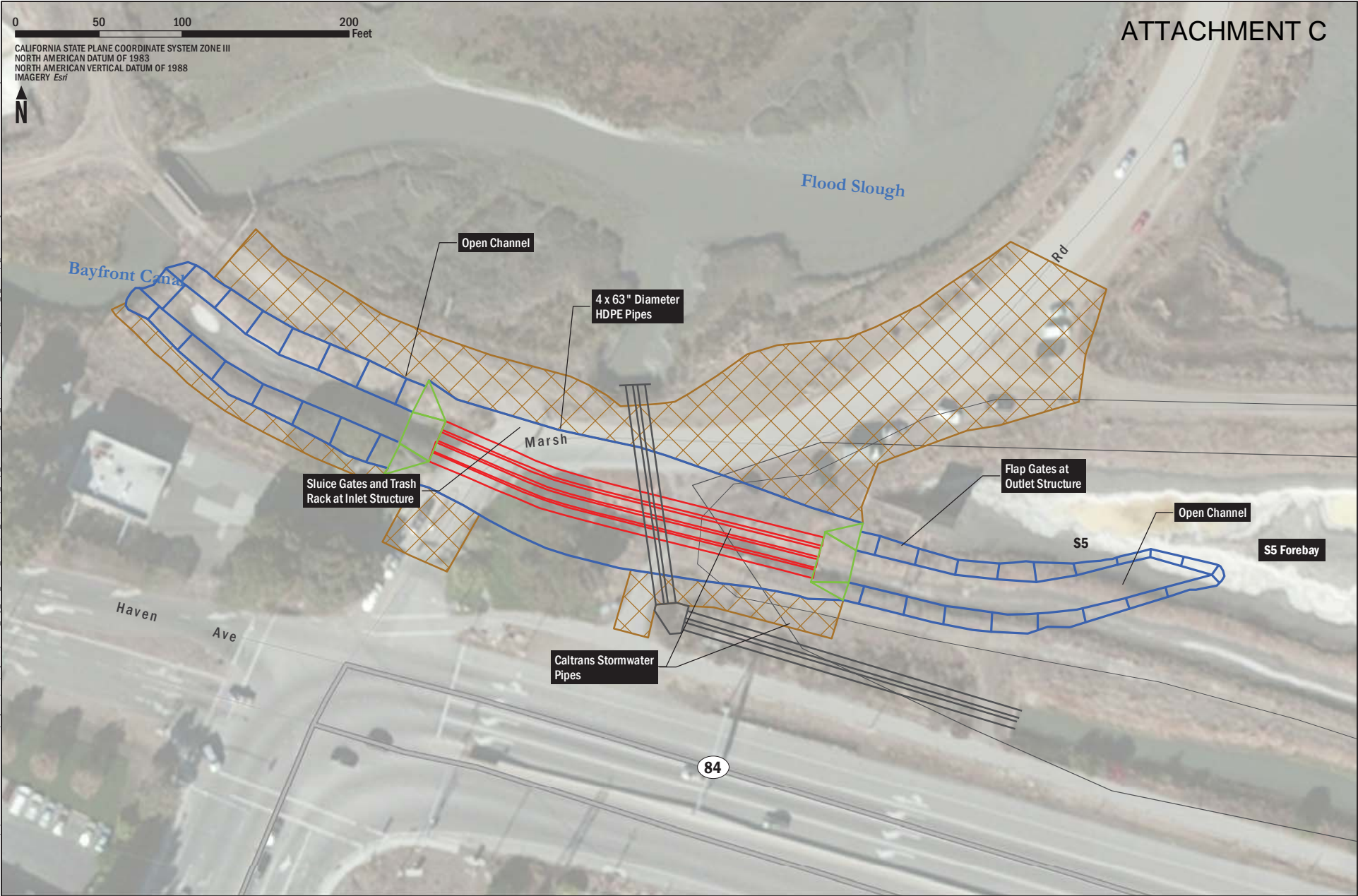
0 50 100 200 Feet

Figure 2-3. Project Details Map

Bayfront Canal and Atherton Channel Flood Improvement and Habitat Restoration Project



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CALIFORNIA STATE PLANE COORDINATE SYSTEM ZONE III  
 NORTH AMERICAN DATUM OF 1983  
 NORTH AMERICAN VERTICAL DATUM OF 1988  
 IMAGERY Esri

URS Oakland CA 4/6/2016 USER: arakshi PATH L:\Projects\GIS\Projects\South Bay\_Salt\_Ponds\_2016\02\_Map\_Production\_and\_Reports\Alternatives\Figures2\_X\_MXD\Figure 2-19\_Bayfront Canal and Atherton Channel Project.mxd

- LEGEND**
- Proposed new pipes
  - Proposed grading boundary
  - Caltrans culvert
  - Staging areas
  - Proposed concrete structures

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## STAFF REPORT

### City Council

Meeting Date:

4/18/2017

Staff Report Number:

17-083-CC

Informational Item:

**Update on the Transportation Master Plan consultant selection process**

### Recommendation

This is an informational item and does not require Council action.

### Policy Issues

This item is included in the Council's adopted 2017 Work Plan (#46) and is one of the highest priority implementation programs in the 2016 General Plan Circulation Element.

### Background

On November 29, and December 6, 2016, the City Council completed actions to approve the ConnectMenlo General Plan Land Use and Circulation Elements. This was a multi-year, comprehensive process that represents a vision for a live/work/play environment in the former M-2 Area while maintaining the character and values that the City has embraced. The General Plan serves as the City's comprehensive and long range guide to land use and infrastructure development in the City. The Land Use and Circulation Elements, along with the Housing Element which was adopted in 2014, provide the key policy framework to guide the City's physical development. While the adoption of the General Plan was a major accomplishment for the City, the work is not done. The plan is dynamic; the Elements contain a number of goals, policies and programs that implement the City's vision.

Transportation challenges, including multi-modal safety, traffic congestion, neighborhood quality of life, and regional coordination are significant concerns to the City of Menlo Park. The Circulation Element includes a number of forthcoming transportation-related programs, including those to encourage multi-modal transportation, provide opportunities for active transportation to encourage health and wellness, minimize cut-through traffic on residential streets, and consider changes to the transportation impact metrics the City uses to evaluate development proposals. High priority transportation-related programs are the development of a Transportation Master Plan and updates to the Transportation Impact Fee (TIF).

### ***Transportation Master Plan Purpose***

A Transportation Master Plan would provide a bridge between the policy framework adopted within the Circulation Element and project-level efforts to modify the transportation network within Menlo Park. Broadly, it provides the ability to identify appropriate projects to enhance the transportation network, conduct community engagement to ensure such projects meet the communities' goals and values, and prioritize projects based on need for implementation. The Transportation Master Plan, when completed, would provide a detailed vision, set goals and performance metrics for network performance, and outline an



implementation strategy for both improvements to be implemented locally and for local contributions towards regional improvements. It will serve as an update to the City's Bicycle and Sidewalk Plans. Following development of the Master Plan, the TIF program update would provide a mechanism to modernize the City's fee program to collect funds towards construction of the improvements identified and prioritized in the Master Plan.

The Transportation Master Plan, however, is not designed to identify project-level, specific solutions to individual neighborhood cut-through traffic concerns, specific Safe Routes to School infrastructure plans, or provide detailed engineering designs of the improvements that will be identified in the Plan. These efforts would be prioritized in the Plan for future work efforts and through current projects such as Willows Neighborhood Complete Streets.

## **Analysis**

Since the adoption of the Circulation Element, staff has prepared Request for Qualifications (RFQ) to select a consultant team to assist with the preparation of the Transportation Master Plan. The RFQ was released on February 2, 2017, and four consultant teams submitted qualification statements on February 24, 2017. All four teams were highly qualified with significant local, regional and national transportation planning and design experience. The two top-ranked teams were interviewed by City staff on March 30, 2017, and the most qualified and a consultant team was selected from this process. This team, led by W-Trans, includes sub-consultants to assist with conceptual engineering and cost estimating, community engagement, and urban design. W-Trans has a significant history working in Menlo Park, understanding the current and projected travel patterns, system bottlenecks and constraints, and a strong record of successful project management – keeping projects on schedule and within budget. Their teaming partners bring experience in multi-modal transportation planning, community outreach, civil engineering, and urban design, covering all of the anticipated skill sets needed for the development of a Transportation Master Plan and Impact Fee Program.

A detailed schedule and scope of work will be prepared and brought forward for the Council to as part of the consultant team contract award in May 2018. The following tasks are expected to be included:

1. Collect Data & Review Background Documents
2. Conduct Community Engagement
3. Analyze Existing and Future (2040) Conditions
4. Identify Multi-modal Transportation Projects
5. Evaluate Cost/Benefits of Transportation Projects
6. Prepare Prioritized Project Rankings and Draft Master Plan
7. Adopt Final Transportation Master Plan
8. Prepare and Adopt Impact Fee Program Update

Following consultant contract award, the development of the Master Plan would be initiated. This will be followed by preparation of an updated TIF program. A detailed schedule will be prepared during the development of the scope of work.

**Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

**Attachments**

None

Report prepared by:

Nicole H. Nagaya, P.E, Assistant Public Works Director

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## STAFF REPORT

**City Council**

**Meeting Date:**

**4/18/2017**

**Staff Report Number:**

**17-080-CC**

**Informational Item:**

**Transferable downtown parking permits**

### Recommendation

This is an informational item and no City Council action is required.

### Policy Issues

This item involves a review of the current Downtown Plaza Parking policy.

### Background

In January of 2017, the City Council requested information on transitioning the current sticker based downtown parking permits to a transferable placard system. The Police Department in collaboration with the Transportation Division conducted research into this proposal and were able to determine that the downtown parking permit program was originally approved in July of 1979 and has gone through many changes and transformations since that time. During this research, a memorandum was discovered from August 8, 2007 from then Commander Terri Molakides to Reginald Rice, a former Transportation Commissioner. This memo, which is attached, provides a comprehensive history of the Downtown Plaza Parking Permit Program.

It should be noted that there was a period where transferable permits were in use, but the practice was discontinued in 2003 due to a myriad of problems, complaints, deceitful use of permits, high costs, and lack of staffing to adequately operate such a program. According to the attached memo from January of 2003, the system of transferrable permits was discontinued and converted back to the present day sticker permit system.

### Analysis

Several Police Department employees who were involved in the transferable permitting system were interviewed about the system and they all expressed concern about the issues that were created when the permits were transferable. A current parking enforcement officer advised that it would take her 3-4 times as long to enforce each plaza due to having to stop her vehicle, get out and check for a permit on the dashboard or other location in a parked vehicle, as opposed to being able to see the permit sticker plainly displayed on a rear bumper. This concern was validated in discussions with former Police Commanders and supervisors overseeing parking enforcement.

We have also explored a technological solution, using license plate information for transferable permits, but this solution would require a real-time portal that permit holders would be forced to use to enter license plates of vehicles using a transferable permit on any given day making it difficult for business owners to maintain and for the Police Department to manage and enforce. That information would have to be

uploaded, real-time to either handheld ticketing devices or parking vehicles would need to be equipped with ALPR (Automated License Plate Reader) devices. This would create an issue of transferable permit holders contesting citations based on their own failure to enter correct license plates into the portal on a timely basis.

Another technological alternative would be to construct “pay gates” at each parking plaza entrance and collecting fees as vehicles left, unless they had a transferable permit. This solution would also be difficult to construct, as circulating through some parking plazas requires using adjacent public roadways and could require multiple transactions before finding a parking space. It is also costly and construction of pay gates would eliminate parking spaces.

Since the options described above are not feasible, if Council directs the Police Department to revert back to transferable permits, new dash mounted placards would have to be designed and the program would need to be administered by a new FTE who would oversee the program. It would also be the recommendation of the Police Department to hire a third Parking Enforcement FTE, based on the extra workload created by enforcing the placard system. Adding these new positions would increase the Police Department budget by approximately \$300,000 annually.

### **Attachments**

- A. August 8, 2007 Memorandum
- B. Sample Letter Sent to Permit Holders

Report prepared by:

Dave Bertini  
Police Commander

# **MENLO PARK POLICE**

**DATE:** August 8, 2007  
**TO:** Mr. Reginald Rice, Transportation Commission  
**FROM:** Terri Molakides, Commander-Special Operations Division  
**SUBJECT:** Parking

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## **History of the Downtown Plaza Parking Permit Program**

The Downtown Plaza Permit Program began in July 1979 after Council approved Resolution 3134 establishing a \$20 per month fee for all day parking. Council designated 472 permits be made available for public purchase. The program was designed to create more parking spaces downtown and to move all day parking onto the side streets. The fees from the sale of parking permits were designated to pay for the enforcement costs of the permit program and parking development. Specifically the account was to fund a "parking facilitator," someone who would develop a plan to resolve the downtown parking problems, to pay for development and legal costs to implement the plan and third, to pay for the enforcement costs. The costs described included salary, benefits, vehicle and permit administration costs. Since, Council has increased the number of permits issued to 685 and increased the cost of the permit to \$545 as of July 2007. Over the years the special fund created by the permit program has paid for permit enforcement and other upgrades to the parking plazas. Currently the special fund does not pay for enforcement costs.

The mission of the Police Department in its management of the Parking Service is to provide parking for downtown visitors (retail and business), while creating turnover without crisis or movement into the surrounding residential areas.

Over the years, different methods used in the delivery of the permit program have included stickers, placards and designated permit only parking spaces. For approximately ten years, a transferable laminated placard was issued to permit holders. This allowed the placard to be transferable and handy for the smaller companies who could split permits between part-time employees. Additionally, several permit programs were developed to help special circumstances.

1. These hybrid permit programs included the Beauty Salon Permit Program which cost the salon \$70 per year for all the permits they requested. The permits were for one day only, intended for the salon customer, whose service might extend beyond two hours. Salon customers were the only customer base who had the special parking privilege. This once popular permit decreased from approximately twenty yearly customers to five. Based on Police Department staff advice, Council, on March 25<sup>th</sup>, 2003 eliminated the program effective June 1, 2003.



Subsequently, two of the permit holders expressed concern to the Police Department about losing the program and based on that concern, current program holders were "grandfathered" for an additional year to June 2004. One of the salon permit holders, Master Styling, agreed to participate on a "parking committee" to first meet in the summer of 2003. This committee, consisted of police staff and various permit holders, discussed the current program and made recommendations to increase its efficiency, effectiveness and usability.

2. A second special program is the Merchant Vehicle Permit Program. This program is for delivery vehicles of businesses located along the parking plazas. This program allows companies to park their vehicles in the plazas for the same annual cost of the plaza permit, and is in addition to the 685 employee permits. This program remains unchanged. Currently there are three such permits issued.
3. The last special program was a one-day temporary permit, which cost \$5.00 per day, for limited use only. It was designed for businesses that had special circumstances such as meetings that would extend beyond the two hour parking limit. At the March 25<sup>th</sup>, 2003 council meeting, Council approved a realignment of the one-day permit cost to \$8.00 per permit (currently \$10.00) and expanded the availability from special circumstances to unlimited use. The Half-Day permit program was approved by Council and implemented January 1, 2005. The half-day permits were to address the requests of salons and other businesses that wanted more flexibility than an all-day permit for those that just needed to park for 4 hours instead of all day.

### **Parking Program Evaluation**

In the fall of 2002, Police Department staff identified external and internal problems associated with the Plaza Parking Permit Program. Foremost, was an issue of staffing. The police department had one staff member managing the entire program. This staff member also had the responsibility of managing the Property and Evidence Service of the Police Department. This created a vast span of control that sometimes delayed customer response and caused an isolated expertise base. To remedy this staffing concern, on October 1, 2003, the Police Department transferred parking responsibilities to the Records Unit of the Police Department. This offered the public five contacts within the department – five days per week. The move also increased the knowledge of the parking program to four records officers and a supervisor. Beyond the benefits increased staffing brings, this move also allows future automation into the Police Department's Records Management System (Rims).

With the 2002 staff transition, the entire parking program was evaluated. Police staff discovered that with the placard method of permitting, staff was receiving 15-20 calls and formal letters protesting citations per week. The main cause was that people would forget to display their permits and receive a citation. They would expect the citation to be voided, as they owned a permit. This resulted in a no-win situation for the police department as voiding the citations resulted in a lax approach to the placement of permits.



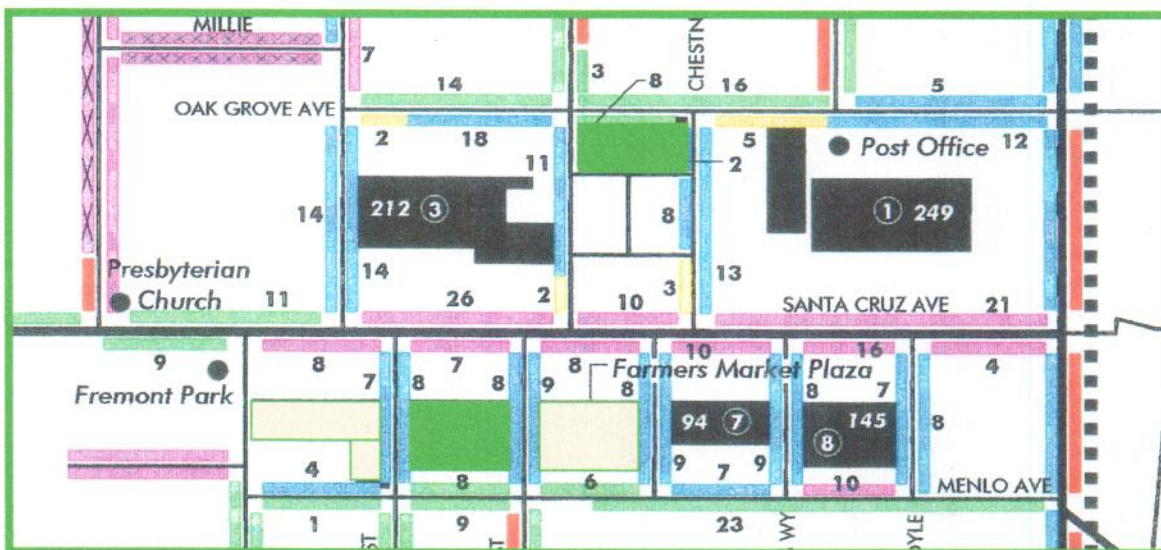
If the request to void a citation was denied, then the permit holder was incensed to have to pay for the citation. Secondly, we determined that some permit holders were sharing permits, in effect gaining two permits for every issued permit, accomplished by trading the permit back and forth during the enforcement period.

Police department staff's response was to research other local departments with like parking facilities. Staff found that all used a fixed permit and the decision was made to change to a fixed sticker system in January of 2003, during the annual renewal process. To implement this change of placard to sticker, the police department sent letters to all permit holders in late November announcing the change and requesting comment from them. The general response we received concerned allowing the permitting of additional personal vehicles and the added cost of permitting the part time employee.

From that feedback, we made allowance for a second personal car to be permitted for an administrative fee (currently \$30.00). We also saw a need to expand the use of temporary permits. When the process was finalized, detailed instructions regarding use and placement was sent to each permit holder with the permits. Department parking officers delivered the permits in person in order to answer any questions or concerns. No time violations were enforced during the month of January to ensure that the permits were in place and all questions regarding process were answered.

After the department began enforcement in February 2003, only one letter of complaint was received. Most permit holders told us that they were satisfied with the new system, as they no longer had to worry about the placement of the placard. Lastly, Police staff approached staff at Ventana Properties, Alain Pinel and Master Styling and asked them to participate in a committee that met in 2004 and reviewed the parking program from the customer's perspective.

### Downtown Parking Plaza's





### **Overnight Parking**

Overnight parking is an ordinance that has been in effect since 1964. It was enacted to reduce the number of cars parked in the residential areas of Menlo Park. The problem the ordinance sought to resolve was due to an influx of cars from Stanford students.

Over the years some practices and exemptions were made. The first documentation of issuing "warnings" was found dated in 1975 describing the warning system the Police Department had in place. At that time, each car was given a warning each six months ensuring adequate notice to residents. Police officers, between 2:00 a.m. and 5:00 a.m., issued warnings and citations to their particular "beat" seven days per week. At that time, people who needed to park on the street would call in to the dispatchers, who would advise the beat officer of the parking need, and the car would be exempted from enforcement.

In the 1980's a new department, Code Administration, was created. Code Administration took over code enforcement and parking from the Police Department. Two 20-hour civilian service officers enforced overnight parking. Nightly exemptions grew to 75-100 per night. Dispatchers would take the calls and created a call-in list. Citations were issued electronically.

Soon, the number of calls requesting exemptions became too unwieldy for the solo dispatcher and a tape-recorded line was created. Consequently, the parking officers had to adjust their start time earlier to allow time to transcribe the calls. The Police Department took back administration of code enforcement and parking in the 1990's, but this system remained in place until 2003.

In 2003 the Police Department staff requested a change from the City Council to eliminate the free call-in line and to establish a \$1.00 fee (currently \$2.00). This was requested to increase efficiency and customer service. The CSO was playing back the recorded telephone line and then entering the license plates into an automated citation processor. This took an extended amount of time and errors occurred due to unclear recordings or transposition of numbers by the CSO. Eliminating the call-in line also eliminated the calls and time spent by staff doing research for citations that were issued incorrectly. The Council approved this change and it became effective January 1, 2004. 100 nightly exemptions from enforcement are allowed per calendar year, as was allowed with the call-in line. Extensive public outreach was done via media releases, website updates, notices to parked cars and recordings on the former call-in line.

City of Menlo Park  
Police Department  
102-05 Parking Management

	FY 2006/07 Actual		FY 2007/08 Budget	
	Overnight Parking	Downtown Parking	Overnight Parking	Downtown Parking
Parking Permits	98,525	377,791	91,000	440,000
Parking Citations	684,834		666,520	
Total Revenue	783,359	377,791	757,520	440,000
Expenditures	357,286	5,237	423,066	12,786
Net Revenue	426,073	372,554	334,454	427,214

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January 29, 2003

During the past year the Police Department experienced an increasing number of complaints from plaza parking permit holders who expressed dissatisfaction with the placard permit system. We interpreted these calls to mean that the Police Department was failing to provide the best customer service possible. Additionally this increase in calls affected the workload and work environment of our reception personnel.

We examined our program and explored those of our neighboring cities with like sized permit programs. Our goal was to provide a manageable permit program that would balance the needs of our business community while providing enough available parking for retail customers and business visitors.

In the end it was decided to return to a sticker decal program. Decals had been the original mode of permitting that was abandoned in the late 1980's due to lack of automation. New technology now will allow us to use sticker decals and obtain our desired program goals.

By ordinance there are 685 annual parking permits available. Additionally, temporary one-day permits at a cost of \$4.00 per day are also available. These non-transferable temporary permits, as with the annual, are available to plaza businesses and their employees only.

Enclosed please find your annual 2003 permit(s). These permits are valid through December 2003. Please affix it to the outside of the rear window, in the lower left corner. Also, please read the enclosed permit guidelines as the improper display or use of a permit could result in a citation. The guidelines are meant to aid in the transition to the new permit system, and to minimize the possibility of misuse or improper permit display.

The permits are designed to be non-transferable, and an adhesive sticker is the best way to ensure this is true. The adhesive sticker will self-destruct if tampered with or removed. If displayed properly, the permit will not damage your vehicle window, and can be permanently removed when necessary.

Please feel free to call us at 650-858-3383 during business hours, Monday thru Thursday, between 7:30 am – 5:30 pm and Fridays 8:00 am – 5:00pm, with any questions you may have. As our hope is to make this a smooth transition for everyone, we welcome your comments and ideas.

Sincerely,

Susan Eldred  
Records Supervisor



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**STAFF REPORT**

**City Council**  
**Meeting Date:** 4/18/2017  
**Staff Report Number:** 17-087-CC

**Informational Item:** Funding agreement for creating a 4th police unit

**Recommendation**

This is an informational item and no council action is required.

**Policy Issues**

The proposed program would support the City Council's previous action approving the recent General Plan Update.

**Background**

On February 28, 2017, during a City Council Study Session, the Police Department proposed a program to implement a new Bayfront policing unit consisting of 5 officers and 1 sergeant. This unit would be assigned to the geographic area impacted by the General Plan Update, also known as the M-2 Area, which encompasses the vast majority of these planned projects. The unit would provide all law enforcement services within this area and be the first step in the Police Department's plan to address the area's phased growth over time. Presented during the Study Session was the offer by Facebook to fully fund the program for the initial five years (see Attachment A - Study Session Staff Report).

Several concerns were brought up during the Study Session. Council questioned the cost associated with the proposal and if the funding agreement would capture all of the cost. Subsequent discussions with Facebook, which centered on the donation funding mechanism for this project, occurred after the February 2017 Study Session. It was determined that the approximate five year cost of this program would be \$11.2 million. However, Facebook has tentatively agreed to fund, through donations, all on-going and actual costs associated with this program so any adjustments would be covered (salary, benefits, training, overtime, equipment, unfunded pension liability, and any other costs that arise and are associated with the funded positions). Furthermore, to alleviate concerns about sufficient future revenues being available to fund the program after the initial five year period, Facebook has tentatively offered a two-year extension to the program in the event the City is not generating the anticipated revenues associated with the project area. Therefore, the cost of the proposal should no longer be a factor. The City Attorney's office will draft an agreement with Facebook for this program to ensure all tentative funding agreements are solidified within the final document. Once completed, staff will return to the City Council for review and approval.

At the conclusion of the Study Session, additional information was requested to be brought back to the council. There were three primary areas the council wanted more information on:

- 1) Does the service population dictate the needs for additional officers?
- 2) At what point should the revenue generated from the project area be sufficient to fund the positions?
- 3) If it was determined to reduce or eliminate the funded positions, how would that be accomplished?

This informational update outlines that future population increases will justify the additional positions, future revenues from the project area could fund the positions, and that future retirement projections will provide an easy mechanism to mitigate staffing needs if necessary.

## Analysis

### Service Population Projections

- 1) Does the service population dictate the need for additional officers?

As noted in the ConnectMenlo Fiscal Impact Analysis (FIA), the accepted practice to define the service population for a city is to add 100 percent of residents residing within a jurisdiction plus one third of the employees who work within the jurisdiction. Calculating service population in this manner is intended to reflect that while local employment contributes to a jurisdiction's daytime population, thereby increasing demands for governmental services, the residential population typically generates a larger share of demand for services and is located within the jurisdiction for a longer portion of each day.

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#### Existing Menlo Park Population, 2015

Menlo Park Resident Population	33,273
Menlo Park Employee Population	31,552
Menlo Park Service Population	43,790 (Resident population + 1/3 Employee Population)
Menlo Park Police Department	48 Sworn Officers (Service Population x .0011)

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On December 6, 2016, the City Council approved the zoning ordinance amendments associated with the ConnectMenlo General Plan land use, Circulation Elements, and M-2 Area zoning update. The potential changes made possible by this plan include the potential development of up to 4.1 million square feet of non-residential uses, up to 4,500 residential units, 400 hotel rooms and add 9,900 private sector employees and 14,150 new residents to our local population, mostly east of U.S. Highway 101. Using the service population calculation, the total increase equates to 17,450. To maintain the minimum public service ratio at full build-out, the General Plan environmental impact report calls for 17 new sworn officers by 2040.

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#### Projected Future Menlo Park Population, 2040

Menlo Park Resident Population	47,423
Menlo Park Employee Population	41,452
Menlo Park Service Population	61,102 (Resident population + 1/3 Employee Population)
Menlo Park Police Department	67 Sworn Officers (Service Population x .0011)

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Taking into account projects that currently approved and being developed, it is probable that the service population in the M-2 will exceed 6,500 by 2022. These figures only account for the new land use changes in the M-2 Area associated with ConnectMenlo and the separate Facebook Campus Expansion EIR's. To sufficiently address this population increase, while maintaining our existing "officer to service population" ratio of 1.1 officers per 1000 service population, at least six officers would be needed by 2022.

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### Existing Menlo Park Service Population + Projected Population, 2022

Menlo Park Service Population	43,790 (Resident population + 1/3 Employee Population)
Projected Service Population M-2	6,500
Combined Service Population	50,290
Menlo Park Police Department	55 Sworn Officers (Service Population x .0011)

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Most law enforcement agencies prefer to maintain at least 1 officer per 1,000 service population. The International Chiefs of Police published a “Perspectives” article on local police department officer-to-population ratios which reports the average ratio of full time officers per 1,000 residents (see Attachment B). Departments are categorized by size of population served, ranging from 250,000 or more, to communities of 1,000 to 2,499 residents. According to the article the ratio of full-time officers per 1,000 residents ranges from 2.6 per 1,000 to 1.8 per 1,000, with an average ratio of 2.5 full-time officers per 1,000 residents. Many communities rely on this model to make staffing decisions. There are a variety of factors contributing to staffing ratios so it is extremely difficult to say why one city would have more officers than another.

As presented in the Study Session, the proposed unit would work Monday through Friday based on the fact that a vast majority of the population increase will occur during the work week.

### Projected future revenues

- 2) At what point should the revenue generated from the project area be sufficient to fund the positions?

Based upon forecasts from the FIA for the ConnectMenlo and Facebook Campus Expansion projects, and confirmed by the City’s Finance staff, the projected net fiscal impact in 2022 should exceed \$8.7 million. This amount does not include any other future, proposed, or planned developments in the M-2 area.

### FTE control at the conclusion of the agreement term

- 3) The City Council requested further information on how to mitigate the additional FTE’s at the conclusion of the agreement should there no longer be a need for them.

According to the General Plan FIA, based on anticipated growth in the M-2 area, increased revenues to the General Fund would be sufficient to absorb the costs associated with six additional FTE’s. In the event that revenues do not meet forecasts, or the City chooses to opt out of the agreement, the Police Department would be able to operationally absorb the six FTE’s by attrition. In 2022, it is projected that ten of the department’s 48 sworn FTE’s will be age eligible for retirement. The number of potential retirements increases to 15 sworn FTE’s two years later in 2024 (see Attachment C).

The normal process for funding such a proposal are usually accomplished through use of a City’s General Fund (i.e. taxes). The City of Menlo Park is in a unique position to be proactive in our hiring through the generosity of our largest employer – Facebook. As outlined, Facebook has agreed to donate actual costs associated with the proposed staffing increases, therefore, your decision when the final agreement comes before you will be one of Public Policy.

To have a company fund a public entity, specifically law enforcement, can draw skepticism with concerns of

preferential treatment. Many would agree that such agreements may not appear to be appropriate. However, when considering this type of partnership, one must determine if the relationship is designed with the end result being a better, safer community for everyone and not just the involved parties.

Facebook is a company founded on improving social interaction and that is exactly what they want from this agreement. Facebook established its headquarters in Menlo Park in 2011 and has continually contributed to the betterment of this city. Their generosity ranges from rehabilitating homes in our community to hosting a weekly farmers market on their campus. They want to help the Menlo Park Police Department stay in front of the growth so our presence in the community remains strong, proactive and engaged, rather than falling behind and becoming reactive - too busy to interact with those we serve.

By moving forward with this partnership, the Menlo Park Police Department can immediately begin implementing the necessary staffing adjustment to better serve every resident, employee, and visitor within our city.

### **Impact on City Resources**

The approximate total cost associated with the five to seven year program, as proposed, would be 100% covered by the donation agreement with Facebook.

### **Attachments**

Attachment A – February 28, 2017 Study Session Staff Report

Attachment B – The International Chiefs of Police “Perspectives” article on police officer-to-population ratios

Attachment C – Employee Retirement Eligibility List

Report prepared by:  
William A. Dixon  
Commander

**STAFF REPORT****City Council****Meeting Date:****2/28/2017****Staff Report Number:****17-043-CC****Study Session:****Creating a 4<sup>th</sup> Police Unit - ConnectMenlo****Recommendation**

Staff requests that the City Council provide feedback on the potential implementation of a fully funded five-year program for a new Bayfront policing unit.

**Policy Issues**

The proposed program would support the City Council's previous action approving the recent General Plan and M-2 area zoning update.

**Background**

On December 6, 2016, the City Council approved the zoning ordinance amendments associated with the ConnectMenlo General Plan land use, Circulation Elements and M-2 Area zoning update. This multi-year comprehensive process makes possible a vision for a live/work/play environment in the Bayfront M-2 area. It is a long-range guide to land use and infrastructure development in the city. The potential changes made possible by this plan include the potential development of up to 4.1 million square feet of non-residential uses, up to 4,500 residential units, 400 hotel rooms and add 9,900 private sector employees and 14,150 new residents to our local population, mostly east of U.S. Highway 101.

Numerous large projects are already proposed, underway, nearly complete or currently being occupied. These projects include:

- Anton Menlo (3639 Haven Ave.) – 394 apartments
- Greenheart Hamilton (777 Hamilton Ave.) – 195 apartments
- Facebook campus expansion (301–309 Constitution Drive) – 962,400 square feet office space and new 200-room hotel (combined 121,300 net new square feet)
- Greystar (3645 Haven Ave.) – 146 apartments
- Menlo Gateway (100–190 Independence Drive and 101–155 Constitution Drive) - 694,669 square feet in 3 multi-level office/R&D buildings, 230-room hotel, café/restaurant, health club, 10,420 square feet of neighborhood serving retail and 3 parking structures
- Sequoia Belle Haven (1221 Willow Road) – 90 apartments

In addition, the Facebook campus expansion project presents unique service needs above those required by regular office space. These needs include support for a growing campus population of not only employees, but also larger than usual numbers of employee interviewees, daily and special event visitors, VIP visitors/ dignitaries and potentially large demonstrations or unplanned incidents.



## **Analysis**

These and future development projects in the M-2 area will challenge the City's ability to adequately staff police operations and maintain expected service levels. Currently, the standard for law enforcement is 1 officer per 1,000 service population. To maintain this ratio at full build-out, the General Plan environmental impact report calls for 17 new sworn officers plus the purchase of commensurate equipment for those officers. For example, the Facebook campus expansion project's fiscal impact analysis identified a need for three additional sworn officers in response to the service population changes spurred by that project alone.

The Police Department currently employs 70 full-time equivalent staff, including 48 sworn and 22 professional staff. The Patrol Division operates three beats, or patrol areas (Attachment A) and is proposing to supplement that with this program through additional daytime staffing to address the expected growth in the daytime service population.

### Program proposal

The Police Department proposes implementation of a new Bayfront policing unit consisting of five officers and one sergeant. This unit would be assigned to the geographic area impacted by the General Plan update and which encompasses the vast majority of these planned projects. The unit would provide all law enforcement services (Attachment B) within this area and be the first step in the Police Department's plan to address the area's phased growth over time.

The unit would work a fixed schedule (Monday-Friday), but remain flexible to adjust their schedule based on area needs such as VIP visits, demonstrations and special events. The Police Department would create a new fourth beat that would be in effect during regular business hours and cover the eastern side of existing Beat 3. It would run along Bayshore Expressway to include all Facebook campuses, Menlo Gateway properties and the entire M-2 area. Law enforcement coverage would revert to the normal Beat 3 coverage levels when the new unit is not on duty.

Personnel assigned to the new unit would be tenured officers, who are off probation and who would receive special training conducive to the assignment. The assignment would be a 2-year rotation, similar to other existing special assignments in the Police Department. Supervision would be by the unit's sergeant and fall under the department's Special Operations Division commander. The unit's sergeant would maintain open lines of communication and hold ongoing meetings with designated representatives of the area businesses. Uniforms would consist of standard patrol uniforms, "soft" uniforms (police polo shirts) and bicycle patrol uniforms, depending on assignment.

If approved, implementation of the new unit could involve the immediate assignment of two existing officers. The Police Department would then immediately begin the hiring process for six new officers to backfill staff eventually assigned to the new unit.

### Program funding

The total cost of the five-year program is approximately \$9.1 million. While the City's General Fund is the standard source of funding for Police Department personnel, Facebook, Inc. has tentatively offered to underwrite the cost of the program for the full-five year term. If accepted, a funding agreement would be drafted to address the term and extension, payment, hold harmless waiver and other items as needed. The agreement would be vetted by attorneys representing both parties (the City and Facebook, Inc.) and be presented to the City Council for final approval.

This is not the first time Facebook has ventured into financially assisting the City with enhancing law enforcement services. In 2013, Facebook and the City entered into an agreement to offset costs for

establishment of the Neighborhood Service Center (police substation) on Hamilton Avenue. Additionally, in 2014, Facebook funded creation of a community safety police officer position dedicated to neighborhood issues such as truancy, school and business safety.

Similar to the agreement that funded the community safety police officer program, this agreement would fully-fund all costs for the unit's officers, vehicles and equipment. When fully staffed, the unit would need four police vehicles and miscellaneous equipment. The costs outlined below do not include future CalPERS cost increases or salary increases that may be negotiated between the City and its employee groups (Police Officers Association and Police Sergeants Association). The funding agreement would be structured to include allowances for these items with adjustments made annually on July 1 and to cover all associated costs. Any further costs outside of the approved funding agreement would be subject to negotiations between the City and Facebook, Inc.

ESTIMATED ANNUAL AND 5-YEAR PROGRAM COSTS		
Description	Annual cost	5-year term
Personnel	\$1,730,364	\$8,651,820
Non-personnel	\$80,600	\$403,000
<b>Total</b>	<b>\$1,810,964</b>	<b>\$9,054,820</b>

Before the end of the five-year term, the City would re-evaluate the staffing needs associated with the level of development and population growth to determine next steps. There would be several options available to the City Council at that time, such as:

- Modifying the unit's scope and staffing (FTEs)
- Use General Funds from new development-related revenues to continue funding the unit
- Renegotiating the funding agreement terms with Facebook, Inc.

If the City Council decided to continue the unit at the end of the five-year program, then consideration could be given to additional staffing. Additional officers could be added through the City's budget process, if needed based on ongoing development, to maintain service levels and staffing ratios as projected and in accordance with the General Plan environmental impact report and Facebook campus expansion project fiscal impact report.

### Impact on City Resources

The approximate \$9.1 million total cost associated with the five-year program, as proposed, would be covered by the funding agreement with Facebook, Inc., with any additional costs negotiated before their implementation.

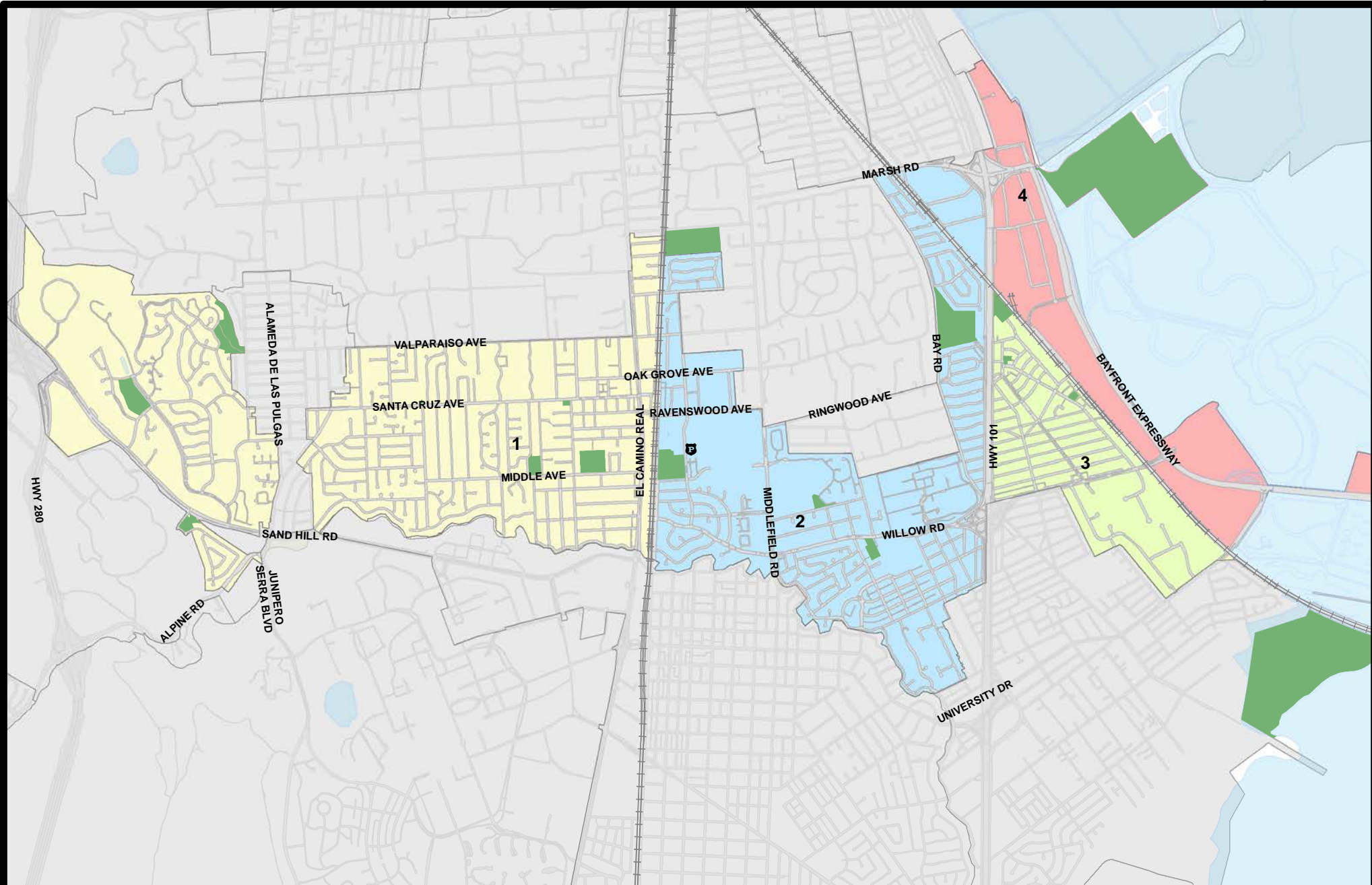
### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours before the meeting.







**Attachments**

- A. Police beats map
- B. Proposed Bayfront policing unit duties

Report prepared by:  
William Dixon, Police Commander

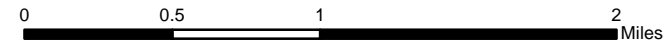


 Railroad **Police Beats**

-  Parks
  -  Lakes
- Beat #**
-  1
  -  2
  -  3
  -  4



# City of Menlo Park Proposed Police Beats



The proposed bayfront policing unit's duties would include all law enforcement activities in the assigned area, which include but are not limited to the following:

- Enforce City and State laws, ordinances and traffic regulations
- Conduct preliminary investigations of crimes, disturbances, vehicle accidents, public safety hazards and direct traffic in the designated area
- Issue citations and make arrests as required when crimes occur in the designated area and if necessary, assist in care and transportation of prisoners
- Prepare reports; appear in court to present evidence and testimony for cases arising from incidents
- Give information and assistance to the public
- Maintain effective working relationships with local businesses
- Provide deterrence for criminal activity near or directed at area businesses
- Work collaboratively with individual businesses' security personnel, both internal and external
- Assist planning and participating in emergency drills and safety training events for area businesses
- Work with the City's traffic unit to address pedestrian, bicycle and vehicle safety in the area
- Provide safety briefings for area businesses and their employees as necessary
- Monitor any large scale special events or demonstrations in the area
- Maintain regular crime deterrent presence in the new Beat 4 area through assigned shifts; leaving only to assist in emergent situations
- Be a liaison and point of contact for communications between Police Department personnel and local businesses and their employees
- Attend trainings specific to assignment
- Perform related duties as assigned



# Research Center Directorate

# Perspectives

## Police Officer to Population Ratios

## Bureau of Justice Statistics Data

### Introduction

The IACP *Perspectives* series is intended to help local agency decision-making by providing useful information gleaned from our network of information sources. The *Perspectives* series does not present IACP positions on the topic being addressed, nor does it replace long-term research. *Perspectives* publications raise thoughtful issues regarding complex policy topics- in this case, police officer to population ratios- to inform the debate at the local level.

### Ratio Data and Agency Staffing

Before presenting BJS data, it is first important to clarify IACP's position on police to population ratios and why they should *not* be used as a basis for agency staffing decisions. The following is a quote from IACP's *Patrol Staffing and Deployment Study* brochure: *Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.*

BJS ratio data presented here can be useful to local agencies in other ways, including historic perspective on staffing trends across all US law enforcement, and in conducting long term staffing trend analysis, locally, regionally and nationally.

### BJS Ratio Data

The Bureau of Justice Statistics (BJS), within the Office of Justice Programs (OJP), within the United States Department of Justice (DOJ) publishes *Local Police Departments* report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S. One aspect of this report is the average ratio of full time officers per 1,000 residents. The most recent BJS data on this topic (2003), by size of population served follows:

Population Served	*FT Officers Per 1,000 Residents	Population Served	*FT Officers Per 1,000 Residents
250,000 or more	2.5	10,000 to 24,999	2.0
100,000 to 249,999	1.9	2,500 to 9,999	2.2
50,000 to 99,999	1.8	1,000 to 2,499	2.6
25,000 to 49,999	1.8	All Sizes	2.5

\*Average Ratio

In addition to the *Local Police Departments* publication, BJS also publishes a more comprehensive report intermittently entitled *Law Enforcement Management and Administrative Statistics (year): Data for Individual State and Local Agencies with 100 or More Officers*. Both reports can be valuable to local law enforcement agencies. To learn more about the Bureau of Justice Statistics (BJS) and their statistical reports on law enforcement, visit their website: [www.ojp.usdoj.gov/bjs](http://www.ojp.usdoj.gov/bjs).



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The below list reflects all the sworn positions eligible to retire because they have reached the age of 50. This does not mean they will retire, but that they are "age eligible" to retire.

Employee Retirement Eligibility List		
Position	Age in 5 years	Age in 7 years
Chief	59	61
Commander	54	56
Sergeant	56	58
Sergeant	53	55
Sergeant	52	54
Sergeant	50	52
Sergeant	50	52
Corporal	59	61
Corporal	53	55
Officer	58	60
Officer	52	54
Officer	50	52

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**STAFF REPORT**

**City Council**

**Meeting Date:**

**4/18/2017**

**Staff Report Number:**

**17-092-CC**

**Informational Item:**

**Update from the Fire District Subcommittee**

**Recommendation**

Staff recommends that the City Council receive and file this report.

**Policy Issues**

The City of Menlo Park regularly seeks to improve the delivery and cost-effectiveness of services for its residents. The City Council seeks to understand and inform residents of the cost of fire protection and emergency response services provided by the Menlo Park Fire Protection District.

**Background**

On March 28, 2017, the City Council directed staff to work with the Fire District Subcommittee of Mayor Pro Tem Ohtaki and Councilmember Carlton to develop a list of questions regarding the Menlo Park Fire Protection District's finances, especially those related to the District's proposed development impact fees.

**Analysis**

Following the City Council meeting on March 28, 2017, staff worked with the City Council's Fire District subcommittee members, and the consultant from BAE Urban Economics to develop a list of questions (Attachment A). These questions were transmitted to the Fire District on April 7, 2017.

**Public Notice**

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

**Attachments**

A. Questions submitted to the Menlo Park Fire Protection District

Report prepared by:

Clay J. Curtin, Assistant to the City Manager

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**Subject: Questions for the Menlo Park Fire Protection District on Proposed Development Impact Fee****From: Menlo Park City Council Subcommittee Liaisons to Fire District****Date: April 7, 2017 (First Batch of Questions)**

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1. Why does the Fire District use only 20 years to amortize CIP funding at \$2.5 million/year (Feb 2016 Nexus Study staff report page 5)? If new stations beginning with the recently opened Station 2 have at least a 30-year useful life, the District has at least 30 years which would generate \$75 million at \$2.5 million/year.
2. The Feb 2016 Nexus Study staff report Funding of Fee table (page 5) includes the current CIP Fund balance of \$20.8 million (2015 \$22 million CAFR page 22), but why does it not include the District's Apparatus Reserve of \$5 million (2015 CAFR page 22), when apparatus replacement of \$21.4 million is included in the \$82 million capital improvement plan?
  - a. How much each year is contributed to the Apparatus Reserve, and shouldn't that be added to the \$2.5 million/year CIP contribution in the calculations of District resources?
3. Why is only \$2.5 million per year being allocated to CIP reserve/station rebuilding, when:
  - a. District annual property tax revenue increased from \$30.6 million in 2010 to \$39.4 million in 2015, while expenditures have not increased as much, generating an annual Change in Net Position (which is the operating surplus before annual reserve transfers) of \$11.5 million/year in 2015 according to the 2015 CAFR page 89.
  - b. The \$2.5 million per year does not increase in the Nexus Study even though the District projects 4% annual increase in property tax revenue according to the 2015 CAFR (page 32)?
  - c. Please provide the District's latest projections for property tax revenues and expenditures (5 or 10-year forecast).
4. What is the projected operating cost of the incremental apparatus needed to cover new development in Menlo Park? For example, how many shifts of 4 firefighters for the additional ladder truck does the District anticipate, and what is the fully-burdened average cost per firefighter?
5. Will the anticipated incremental property taxes generated by new development in Menlo Park cover the additional operating cost projected above? Is that conclusion according to Muni-Services estimates?
6. The District states it needs the Impact Fee up-front to fund the station upgrades, but has it considered financing, as is typical for capital improvements? The District, like the City, has a AAA credit rating, and could finance its capital needs.
7. The proposed Impact Fee schedule (page 24) of the Nexus Study includes fees on residential uses, but the Fire District has said the Fee will only apply to commercial, so please explain.



8. The Impact Fee schedule (page 24) of the Nexus Study proposed an impact fee on Office-R&D of \$572 per 1,000 sq. ft, so the impact fee on 100,000 sq. ft would be \$57,200. How were these rates arrived at?
9. Local media recently reported the Fire District pays firefighters higher than other fire departments. Has the District conducted a compensation study of comparable agencies, and where does the District rank?
10. The District's Governmental Funds (2015 CAFR Chart 16, page 22) show a total balance of \$62.8 million in June 30, 2015. Isn't this the total reserves?
  - a. Since it is reliant primarily on property taxes which are paid twice each year, the District says it needs to maintain high reserves. Shouldn't that amount be one-half of the annual expenditures to reserve for the half-year cash flow gap or roughly \$15 million? What accounts for the other reserves?
11. The District's policy is to depreciate "buildings and site improvements" using a straight-line basis over an estimated useful life between 7 and 50 years (6/30/16 CAFR, Note 1.G, page 56). Please provide the depreciation schedule for the District's "buildings and site improvements" in each of the past 10 fiscal years. If the useful lives used in the depreciation schedule changed in the 10-year timeframe, please explain why the decision was made to modify the depreciation schedule.
12. Was the estimated useful life for buildings truncated, officially or unofficially, to address concerns that "requiring development to pay for infrastructure that is not needed for 20 years may erode the required nexus determination" as expressed in Development Impact Fee guidance to the City Attorneys Department League of California Cities on February 27, 2003?
13. On June 30, 2016, the District's cash and investments were held entirely in "demand deposits with financial institutions" and the Local Agency Investment Fund (LAIF) (6/30/16 CAFR, Note 2, page 61). For each of the past 10 fiscal years, please provide the following data:
  - a. The name of the institution(s) and the type of account(s) (e.g. checking account or savings account) for all funds held in "demand deposits with financial institutions".
  - b. The balance in each account on June 30<sup>th</sup> for each "demand deposit with financial institutions" and LAIF
  - c. The annualized yield on each account for each "demand deposit with financial institutions" and LAIF
14. Please provide any analysis performed over the past 10-years to assess the benefits of holding the District's total cash and investments, \$72.7 million as of 6/30/16, in low interest bearing accounts as opposed to investments that better protects against the effects of inflation.
15. Provide all Board or committee meeting minutes over the past 10-years that detail the District's careful consideration of efforts to optimize investment income.
16. Provide any and all studies, documents, internal communications pertaining to the recalculation of the District's appropriations limit (Gann limit) that eliminated the need for voter approved appropriations limit overrides.

17. Provide any and all internal communications pertaining to all development fee Nexus studies for impact fees conducted over the past 10-years. Include the cost of conducting the studies and the result of the studies.
18. Provide the District's 5-year fiscal forecast detailing revenue and expenditure assumptions.
19. For the past 10 fiscal years, provide summary accounting for each of the committed, assigned, and unassigned fund balance categories outlined in the General Fund and Capital improvement Capital Projects Fund as detailed in the fund balances schedule (6/30/16 CAFR, Note 12, page 79). For example, detail annual additions to the "Station 1" committed fund balance account in the Capital Improvement Capital Projects Fund as well as annual draws on the fund balance. For draws, detail the general purpose of the draw.
20. Clarify the distinction between the "Equipment Replacement" assigned fund balance and the committed fund balances for apparatus, admin/fire prevention, and stations 1 to 7.
21. The Nexus Study states that the MPFPD's has historically funded capital improvements using the District's General Fund and Certificates of Participation. To what extent does the District expect to have funding available from either of these sources to cover the cost of the improvements identified in the Nexus Study?
22. The fee rates identified in the study are intended to capture the maximum fees that the District could charge under the California Mitigation Fee Act. Has the District conducted any additional analysis to determine whether these fee rates are reasonable based on development feasibility and/or other considerations?
23. Is the District able to serve new development on infill sites any more efficiently than other areas within the District, or are there other differences that allow the District to serve some areas more cost effectively than others?
24. Is there more background available that shows the link between the projected new development and the need for an additional ladder truck, a Fast Response Rescue Squad, and the expansion of Stations 4 and 77?
25. The Nexus Study allocates 50 percent of the cost to expand Stations 4 and 77 to new development. How was this 50 percent factor determined?

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