



SPECIAL AND REGULAR MEETING MINUTES

Date: 1/10/2017
Time: 6:00 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

6:00 P.M. Closed Session (City Hall Administration Building, 1st floor Council conference room)

Mayor Keith called the closed session to order at 6:05 p.m. Councilmember Mueller appear via telephone from Norfolk ,Virginia. Councilmember Cline was absent.

There was no public comment.

- CL1.** 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

7:00 P.M. Regular Session

A. Call To Order

Mayor Keith called the meeting to order at 7:14 p.m.

B. Roll Call

Present: Carlton, Keith, Mueller, Ohtaki
Absent: Cline
Staff: City Manager Alex McIntyre, City Attorney Bill McClure, 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. Joint Study Session with Housing Commission

- E1. Discuss and provide general direction regarding further actions that the City Council would like taken to address residential displacement ([Staff Report # 17-008-CC](#))([Presentation](#))

Housing and Economic Development Manager Jim Cogan introduced the item and made a presentation. Housing Commission Chair Michele Tate and Commissioner Julianna Dodick were present.

The following panel made a joint presentation and responded to Council questions:

- Jessica Mullin, Sustainability Program Manager, County of San Mateo
- Evvy Stivers, Executive Director, Housing Leadership Council of San Mateo
- Keith Ogden, Senior Attorney, Housing and Economic Advancement Programs, Community Legal Services of East Palo Alto
- Joshua Howard, Executive Director, California Apartment Association, Tri-Counties

Public Comment:

- Jessica Epstein, Silicon Valley Association of Realtors, spoke regarding implementation and education of any housing policies that are adopted
- Penelope Huang, spoke regarding MLS data as it relates to displacement ([Handout](#))
- Adina Levin spoke regarding the housing market as it relates to Menlo Park's economic and social viability and about affordable housing sites and parking
- Pamela Jones spoke regarding refinancing and about fully activating the Housing Commission
- Nevada Merriman spoke regarding single family displacement in the Belle Haven neighborhood
- Cecilia Taylor spoke regarding support for the Housing Commission, jobs-housing balance, slow down large construction until housing crisis is managed, increase BMR housing to thirty percent

ACTION: Council discussed and gave direction on the following: reduced parking requirements, home sharing, subletting rooms in BMR homes, maintaining displaced residents on the BMR eligibility list, mandatory non-binding mediation, rental relocation assistance, a displacement fund, Home for All resolution, an Air BNB policy, an anti-retaliation ordinance, first hire program, rental housing best practices, and secondary dwelling units ([Attachment](#))

F. Public Comment

- Mitchell Hartnett spoke regarding the Mountain View Working Scholars Program

G. Consent Calendar

- G1. Transmittal of the Annual Report on the status of the transportation impact, storm drainage, recreation in-lieu, below market rate housing in-lieu and building construction road impact fees collected as of June 30, 2016 ([Staff Report # 17-001-CC](#))
- G2. Initiate the Menlo Park Landscape Assessment District proceedings for fiscal year 2017-18 and adopt a resolution describing the improvements and directing preparation of the Engineer's Report ([Staff Report # 17-002-CC](#))
- G3. Adopt a resolution accepting dedication of a Public Access Easement (PAE) from 1010-1026 Alma Street applicant ([Staff Report # 17-003-CC](#))
- G4. Approve minutes for the City Council meetings of November 15, December 6 and December 13, 2016 ([Attachment](#))

ACTION: Motion and second to approve all items on the Consent Calendar passes 4-0, Councilmember Carlton abstained on the November 15th City Council meeting minutes as she was not present at that meeting. (Councilmember Cline was absent)

H. Regular Business

- H1. Appoint City Council representatives and alternates to various regional agencies, to City Council subcommittees and as liaisons to City Council advisory bodies ([Staff Report # 17-004-CC](#))

This item was continued to the next Council meeting.

I. Informational Items

- I1. Review of the City's investment portfolio as of September 30, 2016 ([Staff Report # 17-005-CC](#))
- I2. Quarterly financial review of General Fund operations as of December 31, 2016 ([Staff Report # 17-006-CC](#))

Mayor Keith highlighted that revenues, property taxes, sales tax revenue and transient occupancy taxes, and are up from the same period last year.

- I3. Information Technology Master Plan update ([Staff Report # 17-007-CC](#))

Councilmember Ohtaki inquired regarding pros and cons of an enterprise solution versus a cloud based solution, cyber security, making online permitting a priority and looking at software from different department categories.

J. City Manager's Report

There was no report.

K. Councilmember Reports

There were no reports.

L. Adjournment

Mayor Keith adjourned the meeting at 10:25 p.m.



Pamela Aguilar, CMC
City Clerk

These minutes were approved at the City Council Meeting of February 7, 2017.



ANTI-DISPLACEMENT POLICIES

Jim Cogan Housing and Economic Development Manager

DISCUSSION

1. Housing Commissioners
 1. Chair Michele Tate
 2. Commissioner Julianna Dodick
2. Hear from panel of housing experts
 1. Jessica Mullin – San Mateo County
 2. Evvy Stivers – Housing Leadership Council
 3. Keith Ogden – Community Legal Services of East Palo Alto
 4. Joshua Howard – Tri-County Apartment Association
3. Discuss options for further City action
4. Provide direction to Staff



RESIDENTIAL DISPLACEMENT

Generally:

- Affects renters in a strong housing market
- Affects homeowners in a weak housing market
- Regional Bay Area problem
 1. Limited supply of housing
 2. Strong growth in job market
 3. High rents
 4. High home prices

DEVELOPMENT APPROACHES TO ADDRESS DISPLACEMENT

- Develop market and affordable housing
 - Inclusionary zoning on new for-sale residential development
 - Below market rate housing impact fees
 - Zoning of new market rate housing
 - Incentives for affordable housing
- Home owner programs
 - Below market rate loans
 - Homeowner rehab loans
 - Foreclosure prevention loans

TENANT PROTECTION POLICIES

- Mandatory minimum residential lease terms ✓
 - Requires landlords to provide renters with the option of a 12-month lease
- Mandatory mediation
 - Requires landlords and renters to mediate disputes
- Rental relocation assistance
 - Requires landlords to pay relocation benefits to renters
- Rent control
 - Limits landlords' ability to raise rents
- Just cause for eviction
 - Requires landlords to provide justification for evictions

MANDATORY MEDIATION

Direction from Council:

1. What types of disputes are covered by the Ordinance?
2. Who mediates the disputes?
3. Who do the parties contact to administer the Ordinance?
4. What penalties are there for failure to comply with Ordinance?
5. Should the Ordinance contain a sunset provision?
6. How should it be funded?



HOME FOR ALL SAN MATEO COUNTY

Jessica Mullin



Presentation to the Menlo Park City Council and Housing Commission

January 10, 2017

Jobs-Housing Gap

It's becoming more difficult for people to call San Mateo County home. Job opportunities are growing rapidly, but with limited housing available, there is a growing need for homes people can afford.

Between 2010 – 2014:



54,600

JOBS



2,100

HOUSING UNITS





Land Use Challenge

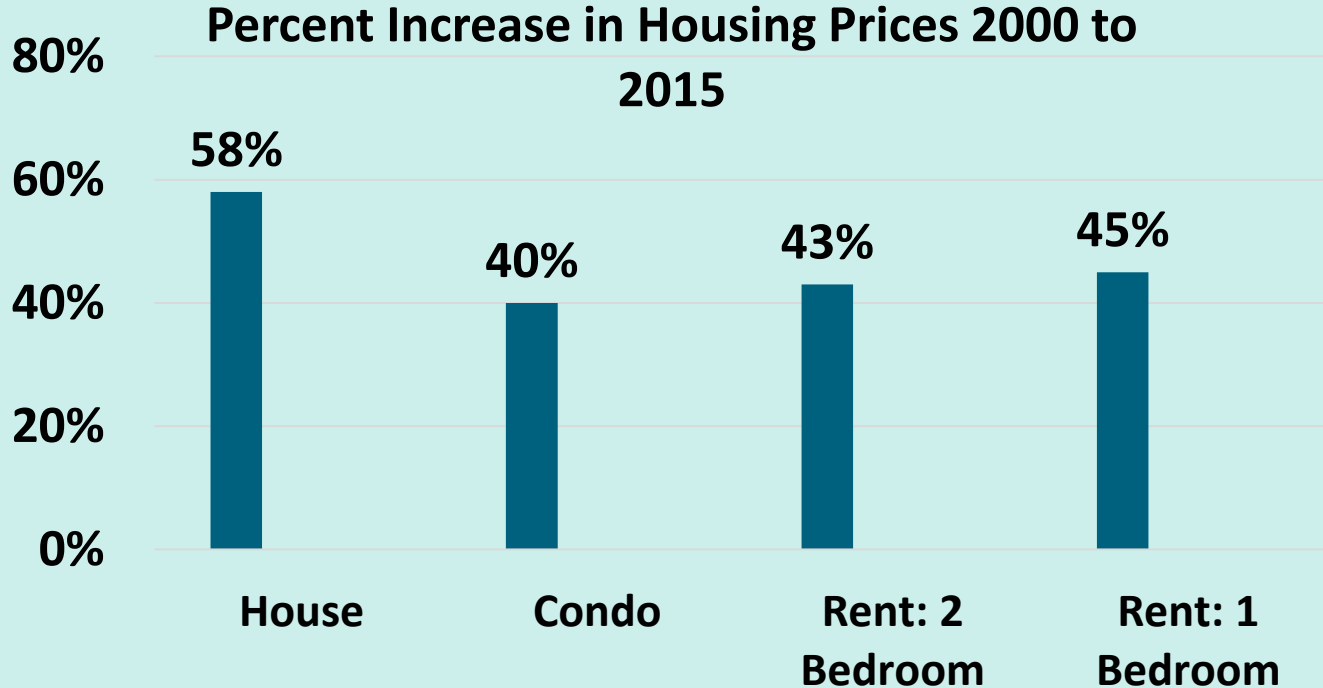


The majority (75%) of San Mateo County's land is preserved for open space and agriculture.

Of developed land, more than 2/3 of the current housing stock is single family homes.



Increase in Housing Prices



Consequences

- **Recruitment and Retention Problems**
 - All sectors, all wage levels
 - Employees transferring to less costly locations
- **Traffic Congestion**
 - 63% of people working in SMC commute into SMC
 - 20% commute from beyond adjacent counties
- **Loss of Community Diversity**



Jobs-Housing Gap Task Force

Purpose

Bring community leaders
together to:

- Learn about the challenges created by the current housing market
- Work together to develop a menu of “solutions”
- Commit to taking action to implement solutions





Task Force Outcomes

Action Plan

Home for All Website



HOME
FOR ALL
SAN MATEO COUNTY

Public Relations
& Education
Campaign

Partnerships
&
Community
Engagement





The Initiative

Mission

Establish a climate in San Mateo County where a diversity of housing is produced and preserved

Vision

A future where everyone in San Mateo County has an affordable home

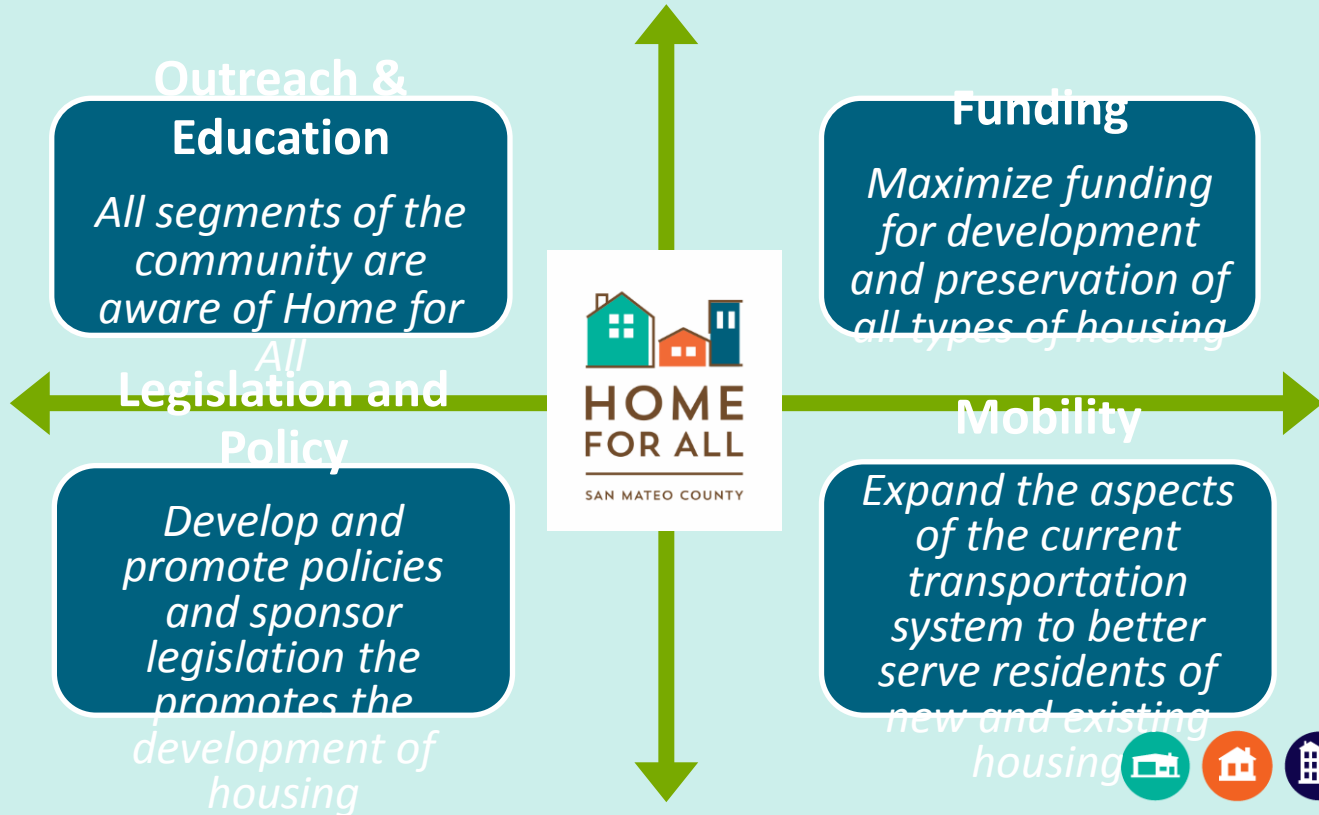
Outcome

San Mateo County will be a culturally, generationally and economically diverse community with housing for all





Home for All Structure





Action Plan



Building Partnerships & Community Support

- Adoption of Home for All resolutions
- Stakeholder convenings
- Business outreach



Funding Affordable Housing

- Housing endowment & community land trust
- Proposed Measure A extension
- Shared housing credit legislation
- Affordable Rental Housing Preservation Fund



Supporting All Types of Housing Development

- Home for All website
- Second Unit Center
- Facilitated community meetings for proposed development projects



Securing Land & Strengthening Community Infrastructure

- Available public land analysis
- Regional options to enhance transit
- Water-efficient development



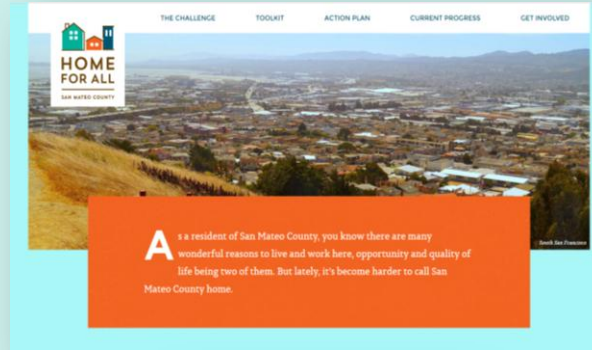
Work to Date

Partnerships

- City Councils
- Faith Community
- Foundations
- Environmental Groups
- School Districts
- Business Community

Education Materials

- Brochure
- Talking Points
- Website:
www.Homeforallsmc.com



Home for All Toolkit



TOOLKIT

We all have an important role to play in closing the jobs-housing gap. This Housing Toolkit provides a variety of tools—many already in use throughout the County—for governments, major employers, and residents to contribute to housing solutions.

 Second Units	 Multifamily Housing	 Development Incentives
 Employer-Employee Housing	 Housing Overlay Zones	
 Impact Fees	 Inclusionary Zoning	 Public Land for Affordable Housing
 Reduced Parking Requirements	 Shared Housing	 Specific Plans
 Transit Oriented Development	 Housing Preservation	 Residential Tenant Protections



Home for All Toolkit



EMPLOYER-EMPLOYEE HOUSING

< TOOLKIT MENU

At a Glance

Type: Development type

Where tool is used: Residential neighborhoods or
downtowns/transit corridors

Timeline: Medium-term

Who implements: Employers, developers

Relative density impact: High



As San Mateo County's demand for housing grows, some organizations are building housing for their employees on land they already own or acquire. These infill projects create dedicated employee housing near worksites and can be a powerful employee recruitment and retention tool. Cities, school districts, and private employers throughout the County are reviewing their real estate holdings to identify "surplus" lands suitable for affordable employee housing developments.

In San Mateo County, the Community College District has led the way in developing high quality, affordable workforce housing with their projects at the College of San Mateo and Canada College campuses, pictured above. Faculty and staff at the college pay very reasonable rents for units in the two medium density complexes, allowing them to save money for a down payment on a home when they move out. The District is currently finalizing plans to develop their third employee housing complex at Skyline College. San Mateo Union High School District is exploring providing housing for its workforce on school district lands.¹

 Key Benefits

Toolkit Landing Page

- Description of the tool
- Key Benefits
- Community Considerations
- Community Engagement Strategies
- Resources
- Links to model ordinances



Home for All Resolutions

Adopted Resolutions

- County of San Mateo
- Cities
 - Belmont
 - East Palo Alto
 - Half Moon Bay
 - Hillsborough
 - Pacifica
 - Portola Valley
 - San Mateo
- C/CAG

Upcoming Presentations

- Cities
 - Brisbane
 - Burlingame
 - Menlo Park
 - Colma
 - Redwood City
 - San Bruno
 - San Carlos
 - South San Francisco





Home for All Resolution

The City of Menlo Park commits to continue to work with other jurisdictions in the County to address the housing crisis on a regional basis, including through ongoing support of the Home for All San Mateo County Initiative.





HOUSING LEADERSHIP COUNCIL

Evvy Stivers

A photograph of a train crossing a street at dusk. The train is white with red accents and has the number "119" on its front. Its headlights are on, and it is moving towards the camera. In the foreground, a person with long dark hair is standing on the sidewalk, looking towards the train. To the left, another person is partially visible. Traffic lights are visible, with one showing a red light. A sign that says "KEEP LEFT" with an arrow pointing left is also visible. The background shows trees and a cloudy sky with some light breaking through.

COMMUNITY LEGAL SERVICES OF EAST PALO ALTO

Keith Ogden

A photograph of a train crossing at dusk or dawn. The train, numbered 119, is moving towards the viewer with its headlights on. In the foreground, two people are standing on a sidewalk, looking towards the train. The scene is illuminated by the train's lights and the ambient light of the twilight sky. A "KEEP LEFT" sign is visible on the left side of the crossing.

TRI-COUNTY APARTMENT ASSOCIATION

Joshua Howard

CALIFORNIA APARTMENT ASSOCIATION PRESENTS

Balanced Solutions for Today's Rental Market

Menlo Park City Council Study Session
January 10, 2017



Policy Partnerships

- **Rental Housing Best Practice Programs**
 - Pacifica (pending), Healdsburg, Marin, San Rafael*
- **Right to Lease Ordinance**
 - Menlo Park, Mountain View, Palo Alto
 - CAA partnering with City of Menlo Park on citywide outreach effort
 - CAA producing FAQ for member outreach
- **Relocation Assistance Ordinance**
 - Mountain View, Alameda, San Leandro*
- **Rental Rehab Program**
 - San Jose, Redwood City, Healdsburg

Policy Partnerships

- **Anti-Retaliation Ordinance**
 - San Jose
 - Provide protections to tenants who have reported substantiated code violations after their owner or property manager have failed to make repairs
 - Retaliation covered under State Law (California Civil Code Sec. 1942.5)
- **Enhanced Communication**
 - Renter Education
 - Community partnership to host workshops to educate community
 - Rental Housing Provider Education
 - Community partnership to host workshops
 - Peer-to-Peer Counseling
 - Fremont, San Leandro, Burlingame, Mountain View, Redwood City, San Mateo

Enhanced Communication

- Bay Area cities with dispute resolution
 - San Leandro
 - Mountain View
 - Fremont
 - San Jose
 - Alameda
 - Campbell
 - Palo Alto

Enhanced Communication



- **Mediation & Dispute Resolution**
 - communication forum to establish a neutral setting helpful tool to address disputes and misunderstandings
 - anti-retaliation protections
 - can apply to all rental units; not just pre-1995 units
 - addressing a variety of owner-renter issues:
 - rent increases
 - service reductions
 - habitability issues
 - 30/60 day Notices of Termination
 - maintenance/Repairs
 - security deposits
 - general process:
 - Conciliation phase
 - Mediation phase
 - Fact finding panel

Mediation is Effective

- Mountain View Rental Housing Dispute Resolution Program
 - May to December 2016
- 67 Total Cases
 - 51 of these were resolved
 - 76% success rate
- Mediation is mutually beneficial
 - Cases initiated by tenants AND landlords
- Disputes on rent increases, lease agreements, interpretation of city ordinance

1.10.2017 EI
 Public Comment
 Penelope Huang

Area	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Allied Arts / Downtown	42	33	39	35	36	25	26	36	37	37	31	25	27	24
Alpine Road Area	2	4	3	5	9	3	4	2	5	5	3	5	2	3
Central Menlo	69	82	81	68	53	41	45	63	53	53	43	47	44	42
County / Alameda Area	97	84	70	37	59	38	48	40	63	63	55	61	44	52
County Area / Fair Oaks Ave	44	67	40	37	35	32	31	25	43	43	51	38	35	31
East of U.S. 101 Menlo Park	42	36	33	25	68	28	48	63	40	40	34	38	26	38
Felton Gables	2	4	4	6	2	4	3	3	3	3	8	2	4	3
Flood Park	40	43	36	35	30	26	21	29	32	32	31	22	29	27
Menlo Oaks	33	19	38	17	17	27	13	22	28	28	14	22	16	22
Middlefield to El Camino Menlo Park	24	17	18	17	19	21	20	20	18	18	18	25	17	11
Sharon Heights / Stanford Hills	27	29	28	28	20	14	14	16	22	22	22	22	26	18
Willows	68	77	57	37	57	38	38	38	50	50	32	46	41	27
TOTAL HOMES SOLD (MLS Data)	490	495	447	347	405	297	311	357	394	394	342	353	311	298

Policy	Benefit	Resources Needed	Estimated Time to Completion	Unit Type	Action  
Reduced Parking Requirements for Affordable projects	Reduces the cost of development	This action could be addressed as part of the biennial Specific Plan review in 2017	12-18 months	All but most likely multi-family units of 4 or more	
Promote Home Sharing Programs	Makes more efficient use of existing housing stock	The City would need to work with an organization that has this kind of program.	6-12 months	All, but primarily aimed at underutilized single-family homes	
Amend BMR guidelines to allow BMR home owners to sublet rooms to BMR renters	Makes more efficient use of existing housing stock and provides a revenue source for BMR property owners and renters	This action could be incorporated into the planned 2017 BMR guideline revisions	6-12 months	All BMR units	
Amend BMR Guideline List Eligibility to Allow Displaced Residents to Remain on the List	This action would allow displaced residents to maintain their position on the City's BMR list for up to 3 years	This action can likely be addressed within current resources	2 months	All BMR Units	
Preservation of Market Affordable Units	Allows the City to leverage existing BMR funds to assist affordable housing providers to purchase market properties and restrict tenancy to renters who qualify for affordable housing	This can be done now and has been through the City's partnership with HIP Housing as an example. It may require a clarification of how the BMR guidelines have been administered.	0-6 months	All	
Mandatory Non-binding Mediation	Provides renters and landlords the opportunity to address disputes prior to displacement	Contract Mediation Services and additional Staffing for administration and enforcement	2 months	All	
Rental Relocation Assistance	Renters are provided with assistance in seeking housing and it creates a financial disincentive to landlords from displacing residents	Additional Staffing for administration and enforcement	3-6 months	Multi-family units of 4 or more with exemptions	
Displacement Fund	Provides assistance to residents facing displacement	Linkage Fee Nexus Study	12 months	Any	
Rent Control	Limits the amount rent can be increased	Additional Staffing for administration and enforcement	12-18 months	Multi-family units	
Just Cause for Eviction	Requires landlords to justify eviction actions	Additional Staffing for administration and enforcement	12-18 months	Multi-family units	



STAFF REPORT

City Council

Meeting Date:

1/10/2017

Staff Report Number:

17-008-CC

Study Session:

Discuss and provide general direction regarding further actions that the City Council would like taken to address residential displacement

Recommendation

Staff recommends that the City Council provide general direction regarding further actions that the City could take to address residential displacement.

Policy Issues

This action is consistent with the direction given by the Council at the November 9, 2016 City Council Meeting. The recommended actions are consistent with the City's commitment to improving the affordability of housing in Menlo Park through zoning for and funding the development of below market rate housing in Menlo Park.

Background

Menlo Park is experiencing the same benefits and impacts of the Bay Area's robust economy. The housing market is marked by high home values and rents. At a minimum, the cost of housing is driven by both the high demand from strong employment growth and the limited housing supply, due to a history of low housing production throughout the Bay Area and particularly in Peninsula communities. In many Bay Area communities these pressures result in a potential for the displacement of existing residents.

Unfortunately, displacement is a difficult phenomenon to quantify, because there are multiple reasons why residents may choose to leave an area and there is no requirement for landlords to report rent increases or evictions. In fact, in an Almanac News article from November 4th, a representative of Community Legal Services of East Palo Alto (a non-profit group which advocates for residents) was quoted as saying that it's "functionally impossible" to get accurate information. Staff is not aware of any resource for reliable statistical evidence of displacement in a given area or local municipality. However, there is a great deal of anecdotal evidence that suggests existing residents are experiencing displacement throughout the region and a presumption that Menlo Park residents are subject to the same regional pressures. As such, the likelihood of increasing the potential of displacement has been reviewed as part of a number of project approvals. Unfortunately, since displacement is a cumulative regional impact, it is very difficult to assign shares of the regional impact to individual projects.

At the October 25th City Council Meeting, the City Council directed staff to return with recommendations for actions that the City Council could take in the short term as well as information that could be used to prioritize possible future actions aimed at further addressing the concerns of possible resident displacement.

At the November 9th City Council Meeting, the City Council approved the introduction of an ordinance which requires landlords to provide tenants with the option of a 12 month lease. On December 6th the City Council approved the second reading of the ordinance, which will be effective on March 6, 2017. Staff is working with property owners, tenant and landlord advocacy groups, and other stakeholders to develop bi-lingual outreach materials to assist landlords with providing information to tenants.

In addition, Council directed staff to schedule a joint City Council/Housing Commission meeting in January of 2017 and invite a panel of housing policy experts to discuss with the Council other possible actions that the City could take to address residential displacement in Menlo Park. Table 2 of this staff report contains a list of possible policies, which the City Council could direct staff to research and develop for further action. This is by no means a comprehensive list, but does represent the policy efforts of many cities in California to address residential displacement. Also, at the November 9th meeting, the City Council expressed a desire to utilize the Housing Commission to flesh-out housing policy recommendations.

Home For All San Mateo County

The County of San Mateo convened a task force entitled *Closing the Job/Housing Gap Task Force*. The goal of the task force was to identify the issues, strategize potential tools, solicit community input at a future and create a menu of options for participants to bring back to their constituents and communities for consideration. While the County and each of its cities and towns has unique needs, task force organizers believed consensus may be possible on a number of initiatives that could preserve and/or produce more housing in San Mateo County. The result of the task force is an initiative called *Home For All San Mateo County*. Home For All includes a tool kit of possible policies that cities could implement. In addition, the County is asking local municipalities to adopt a resolution (Attachment A) supporting the initiative. Table 2 has been updated to include some of the policy recommendations from Home For All San Mateo County.

When considering different policies to address displacement, it is important to note that while cities and counties continue to maintain the ability to implement local rent control laws, they must follow the parameters established in the Costa-Hawkins Rental Housing Act. At the heart of Costa-Hawkins are a number of basic rules:

1. housing constructed after 1995 must be exempt from local rent controls
2. new housing that was already exempt from a local rent control law in place before February 1, 1995, must remain exempt
3. single family homes and other units like condominiums that are separate from the title to any other dwelling units must be exempt from local rent controls
4. rental property owners must have the ability to establish their own rental rates when dwelling units change tenancy

According to the adopted 2015-2023 Menlo Park Housing Element, the City of Menlo Park contains a mixture of housing types, summarized in Table 1. Further research is necessary to determine exactly how many units in Menlo Park may be subject the proposed or other anti-displacement ordinances. In addition, approximately 830 new housing units have been approved or are under construction since the adoption of Housing Element.

Table 1: Menlo Park Housing by Type		
Housing Type	Number of Units	Percentage
Single Family Detached	7,219	55%
Single family Attached	1,051	8%
Multi-family 2 units	394	3%
Multi-family 3-4 units	1,312	10%
Multi-family 5-9 units	918	7%
Multi-family 10-19 units	787	6%
Multi-family 20+ units	1,443	11%
Total	13,124	100%

Adopted 2015-2023 Menlo Park Housing Element

Analysis

Staff recommends that the City Council provide general direction to staff regarding further actions that the City Council would like taken to address residential displacement. Not wishing to lose any ground in the effort to address residential displacement through the possibility of adding tenant protections, staff is asking the Council to provide further direction of the proposed mandatory mediation proposal that was presented in November.

Mandatory Mediation

The City Attorney has identified policy considerations, which require City Council direction, prior to the presentation of a draft ordinance. Staff will incorporate Council’s feedback into a draft ordinance and return to Council in January to seek approval. The policy considerations for which staff is seeking Council feedback are listed below:

1. What types of disputes are covered by the Ordinance?

The City will need to decide when the ordinance will apply. For example, will it only apply to disputes concerning rent increases, or will it apply to any dispute between a landlord and tenant, or something in between?

For example, the City of Palo Alto's "Mandatory Response to Request for Discussion of Disputes Between Landlords and Tenants" Ordinance ("PA Ordinance") applies to any "fact-based grievance raised by any tenant, owner, or property manager regarding the occupancy or use of rental property limited to rental rate increases, deposits, repairs and maintenance, utilities, occupants, parking and storage facilities, privacy, quiet enjoyment, or use of common areas."

Similarly, the City of Mountain View's "Rental Housing Dispute Resolution Program" ("MV Ordinance") applies to any "fact-based grievance raised by any tenant or landlord regarding the occupancy or use of a rental unit limited to rent increases over the threshold set forth in Mountain View city Code Section 43.24, security deposits, thirty-day and sixty day notices to vacate maintenance and repairs, and service

reductions, or tenants termination of a lease prior to the end of the lease term." It also provides the limitation that, "[w]ith the exception for disputes regarding security deposits, a tenant may not participate in the Rental Housing Dispute Resolution Program unless he or she is a current tenant of the rental unit."

The application of the City of Campbell's "Rental Increase Dispute Resolution" ordinance ("Campbell Ordinance") is different in that it only applies to rent increase disputes.

2. Who mediates the disputes?

The City will need to decide the appropriate mediation process. For example, when a landlord and tenant are involved in a dispute, do they lodge their complaints with the City, or with an outside third party; how will the mediation process be accomplished; will there be a designated list of mediators; what will happen if the parties are unable to resolve their dispute through the mediation process; who will pay for the fees related to the process? In any case, additional staffing will be necessary to administer and enforce this ordinance.

The MV Ordinance provides that within twenty-one (21) days of learning of the dispute, the landlord or tenant may initiate the program by filing a claim with the "administrator." The MV Ordinance defines "administrator" as the person or entity responsible for implementing the MV Ordinance. The administrator then notifies the parties that a case has been opened, providing everyone with a copy of the claim(s) and initiating the conciliation process. The MV Ordinance defines "conciliation" as a confidential telephone call or other contacts by the administrator or mediator with a landlord and a tenant for the purpose of resolving a rental housing dispute. The conciliation process must be complete within seven (7) days.

If conciliation does not resolve the dispute then one of the parties may request mediation. The administrator is permitted to combine different disputes for efficiency, provided that any party at his/her discretion may opt out of the combined mediation. The MV Ordinance defines mediation as a meeting in which the tenant and landlord have the opportunity to communicate with a mediator to resolve a rental housing dispute with confidential and neutral communications within the meaning of the California Evidence Code. If the parties reach agreement in mediation, then a written agreement is prepared, however that agreement is confidential and may not be used for any other purpose.

If mediation doesn't resolve the dispute, either party may request non-binding arbitration in writing. "Arbitration" is defined by the MV Ordinances as a hearing conducted according to generally accepted rules for arbitrating disputes in Santa Clara County, unless otherwise specified in regulations adopted pursuant to the article. The parties are required to exchange evidence they intend to introduce at arbitration no later than seven (7) days before the arbitration, and objections to the evidence are considered at the hearing. The determination of the arbitrator, with written findings of fact supporting the determination, will be mailed to the parties, but shall only be advisory, not be binding.

The PA Ordinance provides a similar process in that the first step is to file a written request to the city's facilitation administrator. A facilitation administrator has the same definition as administrator in MV Ordinance. Next, the facilitation administrator opens the case and initiates the conciliation process, which is undertaken by the facilitation administrator, other city staff or a mediator, before mediation is scheduled.

Under PA Ordinance, if it is clear that there is no substantial factual basis for the dispute, the facilitation administrator will close the dispute resolution and notify the parties in writing. The dispute resolution will also be closed if the parties agree to engage their own mediator, so long as the party who requests the mediator agrees in writing to bear all costs related to that service.

If the above doesn't occur, the facilitation administrator assigns the request to a mediator who contacts the parties to conciliate and mediate the dispute. Disputes may be combined, as under the MV Ordinance. The mediator then determines the manner and course of the session. Participation in the mediation is

mandatory but voluntary in all respects after the mediator's opening statement. If an agreement is reached it will be confidential and not enforceable for any purpose outside the dispute resolution process, unless all signatories agree.

The Campbell Ordinance first requires the tenant to make a reasonable effort to contact the property owner to resolve the dispute. If that is unsuccessful, the tenant may file a petition for conciliation and mediation with the city's designated agent. The city's conciliation process is a limited intervention in the dispute using letters and telephone and personal conversation in order to secure an agreement. If conciliation does not resolve the dispute, it will be assigned to a mediator. When the mediation does not result in an agreement, either party may request the fact finding committee to render a determination.

The fact finding committee consists of five individuals appointed by the city council, two of whom shall be tenants, two of them shall be rental property owners and one of whom shall be a neutral party and shall act as chairperson. At its discretion, the city council may appoint alternate members to the committee. A tenant member shall not participate in a proceeding involving a property owner from whom he rents, and a property owner shall not participate in a proceeding involving rental property she owns. Members shall serve without monetary remuneration.

The fact finding committee will conduct a hearing where all parties attend or by written proxy. Based on the evidence presented at the hearing, and the standards set forth in the Campbell Ordinance, the committee will make a written determination on whether the proposed rent increase is reasonable. The committee will then mail their findings to the tenant(s) and property owner. The determination of the committee shall not be binding unless agreed to by the parties.

3. Who do the parties contact to administer the Ordinance?

The City will need to decide how the ordinance is administered. Specifically, who will the parties contact to lodge complaints; who will provide mediation and/or other related services; who will pay for the mediation and/or other related services; how will notice of the ordinance be provided to tenants?

The PA Ordinance and MV Ordinance direct the parties to contact an "administrator" who is not specifically identified by the Ordinance. The Campbell Ordinance provides that the first person to contact is the "City's designated agent" which is the entity designated by resolution of the city council to facilitate implementation of the ordinance. A call has been placed to all cities to determine the current administrator/designated agent and this memorandum will be updated upon receipt of that information from each city.

The mediation and other services provided by PA Ordinance and Campbell Ordinance are through volunteers. It is unclear if the services provided by the MV Ordinance require payment, and if so, who pays the fees.

All of the Ordinances require the landlords to serve their tenants with a notice providing the tenant with information about the City's ordinance. Specifically, the Ordinances require landlords to provide tenants with specific notice of the ordinance to any tenant receiving notice of a rent increase and when a tenant takes possession of a rental unit. Additionally, the MV Ordinance and PA Ordinance require landlords to register each residential rental unit with the City and pay a fee to reimburse the City for the reasonable cost of maintaining property registration records and related administrative systems. Additional staffing will be necessary to administer and enforce this ordinance.

4. What penalties are there for failure to comply with Ordinance?

The City will need to decide what penalties to invoke, if any, against landlords and tenants who fail to participate in required mediation; and to landlords who fail to provide the required notice to tenants.

The MV Ordinance provides that failure of a landlord to participate in good faith in any of the dispute resolution alternates for a dispute involving a rent increase in excess of the threshold (7.2% increase/year) shall void the notice of rent increase for all purposes. Also, failure of a tenant to appear and participate in any step of the MV Ordinance, shall terminate the process for the affected tenant and if the dispute involves a rent increase the rent increase shall be effective as of the date stated in the notice of rent increase. It does not; however impact a landlord or tenant's right to bring action in the courts.

The PA Ordinance provides that failure to provide required notice of the Ordinance to tenants renders any rent increase notice invalid and unenforceable and provides tenants with a defense in any legal action brought by the landlord to collect rent. Further, violations under the Ordinance are punishable as infractions under the Palo Alto Municipal Code.

The penalties provided under the Campbell Ordinance include fines that increase based on the number of violations in a given year.

5. Should the Ordinance contain a sunset provision?

The City should decide if it desires to include a "sunset" provision in this ordinance. For example the MV Ordinance is set to be repealed by September 30, 2019, unless the city council by affirmative vote takes action to retain the ordinance and any amendments thereto.

For reference, similar ordinances in the cities of Campbell, Palo Alto and Mountain View have been attached as Attachments B, C and D.

6. How should the program be funded?

Most commonly, the city funds services through general fund or BMR program funds. Alternatively, there could be a cost-sharing between the city and participants.

Council Housing Policy Prioritization

The City Council requested a list of other possible actions that could be taken to address the concern of displacement. Those additional actions are listed in Table 2. Staff recommends that the City Council review Table 2 in order to provide feedback on which additional actions staff should review. Should the City Council identify additional actions for staff to review, staff recommends scheduling a study session in early 2017 as an opportunity to provide further information, including the likely need for budget augmentations and additional staff resources.

Table 2: Housing Measures

Policy	Benefit	Resources Needed	Estimated Time to Completion	Unit Type
Reduced Parking Requirements for Affordable projects	Reduces the cost of development	This action could be addressed as part of the biennial Specific Plan review in 2017	12-18 months	All but most likely multi-family units of 4 or more
Promote Home Sharing Programs	Makes more efficient use of existing housing stock	The City would need to work with an organization that has this kind of program.	6-12 months	All, but primarily aimed at underutilized single-family homes

Amend BMR guidelines to allow BMR home owners to sublet rooms to BMR renters	Makes more efficient use of existing housing stock and provides a revenue source for BMR property owners and renters	This action could be incorporated into the planned 2017 BMR guideline revisions	6-12 months	All BMR units
Amend BMR Guideline List Eligibility to Allow Displaced Residents to Remain on the List	This action would allow displaced residents to maintain their position on the City's BMR list for up to 3 years	This action can likely be addressed within current resources	2 months	All BMR Units
Preservation of Market Affordable Units	Allows the City to leverage existing BMR funds to assist affordable housing providers to purchase market properties and restrict tenancy to renters who qualify for affordable housing	This can be done now and has been through the City's partnership with HIP Housing as an example. It may require a clarification of how the BMR guidelines have been administered.	0-6 months	All
Mandatory Non-binding Mediation	Provides renters and landlords the opportunity to address disputes prior to displacement	Contract Mediation Services and additional Staffing for administration and enforcement	2 months	All
Rental Relocation Assistance	Renters are provided with assistance in seeking housing and it creates a financial disincentive to landlords from displacing residents	Additional Staffing for administration and enforcement	3-6 months	Multi-family units of 4 or more with exemptions
Displacement Fund	Provides assistance to residents facing displacement	Linkage Fee Nexus Study	12 months	Any
Rent Control	Limits the amount rent can be increased	Additional Staffing for administration and enforcement	12-18 months	Multi-family units
Just Cause for Eviction	Requires landlords to justify eviction actions	Additional Staffing for administration and enforcement	12-18 months	Multi-family units

Impact on City Resources

Depending on how the City Council chooses to proceed, there will likely be a need for additional staffing and consultant resources. According to the adopted FY 2009-10 and 2010-11 budgets, the City had 5.29 FTE in the Affordable Housing and Business Development programs. There are currently 2 FTE in the Housing and Economic Development division of the City Manager's office. The City utilizes contract services for administering the BMR loan programs and management of ownership BMR units. This has proven to be an efficient approach, yet as with any contracted services, staff resources are necessary to

manage the contract. Housing and Economic Development staff are currently working at capacity and therefore it is likely that any additional programs would require additional staffing or resources. Staff will return to Council with a staffing plan to address Council's action.

Environmental Review

This discussion is no a project under CEQA.

Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 24 hours prior to the meeting.

Attachments

Attachment A: Sample Home For All Resolution

Attachment B: City of Campbell Rental Increase Dispute Resolution

Attachment C: City of Palo Alto Mandatory Response to Request for Discussion of Disputes Between Landlords and Tenants

Attachment D: City of Mountain View Rental Housing Dispute Resolution Program

Report prepared by:

Jim Cogan, Housing and Economic Development Manager

RESOLUTION NO. 074628

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

* * * * *

RESOLUTION AUTHORIZING THE COUNTY OF SAN MATEO TO CONTINUE TO WORK WITH OTHER JURISDICTIONS IN THE COUNTY TO ADDRESS THE HOUSING CRISIS ON A REGIONAL BASIS, INCLUDING THROUGH ONGOING SUPPORT OF THE HOME FOR ALL SAN MATEO COUNTY INITIATIVE

RESOLVED, by the Board of Supervisors of the County of San Mateo, State of California, that

WHEREAS, San Mateo County is facing an historic housing crisis that has resulted in some of the highest housing costs in the country; and

WHEREAS, as of March 2016, the average price to purchase a single family home in San Mateo County is over one and a half million dollars and the average monthly rent for a two bedroom apartment is nearly two thousand nine hundred dollars; and

WHEREAS, between 2010 and 2014, San Mateo County added over 54,000 new jobs while only 2,148 new housing units were built in the County; and

WHEREAS, local government jurisdictions within the County have long collaborated to address, on a regional basis, housing challenges through, for example, the creation, in 2003, of a housing endowment and regional trust, known as HEART of San Mateo County, and the development, in 2006, of a sub-regional process for

regional housing needs allocations for all 20 cities and towns, and the unincorporated County; and

WHEREAS, building upon this regional approach to addressing housing issues, in September 2015, the San Mateo County Board of Supervisors convened a task force of community leaders to identify housing issues, evaluate innovative tools and best practices, and create a menu of solutions to preserve and increase housing at all income levels; and

WHEREAS, this Closing the Jobs-Housing Gap Task Force is co-chaired by Supervisors Don Horsley and Warren Slocum, and includes representatives from cities and towns, business organizations and large employers, educators, housing developers, community-based organizations providing housing services and labor and community advocates; and

WHEREAS, the efforts of the Closing the Jobs-Housing Gap Task Force have resulted in the creation of the Home for All San Mateo County Initiative to be launched in September 2016 with a housing policy resource center, a community engagement campaign, and a regional action plan to implement a variety of strategies to produce and preserve housing at all income levels; and

WHEREAS, the County of San Mateo is committed to continue working on housing issues by collaborating with jurisdictions and community members to implement

the strategies put forth in the Home for All San Mateo County Initiative and support the initiative.

NOW, THEREFORE, IT IS HEREBY DETERMINED and ordered that the County of San Mateo commits to continue to work with other jurisdictions in the County to address the housing crisis on a regional basis, including through ongoing support of the Home for All San Mateo County Initiative.

* * * * *

Regularly passed and adopted this 28th day of June 2016

AYES and in favor of said resolution:

Supervisors: _____ *DAVE PINE*

_____ *CAROLE GROOM*

_____ *DON HORSLEY*

_____ *WARREN SLOCUM*

_____ *ADRIENNE J. TISSIER*

NOES and against said resolution:

Supervisors: _____ *NONE*

Absent Supervisors: _____ *NONE*



*President, Board of Supervisors
County of San Mateo
State of California*

Certificate of Delivery

I certify that a copy of the original resolution filed in the Office of the Clerk of the Board of Supervisors of San Mateo County has been delivered to the President of the Board of Supervisors.



Deputy Clerk of the Board of Supervisors

Chapter 6.09 - RENTAL INCREASE DISPUTE RESOLUTION^[3]**Sections:***Footnotes:**--- (3) ---**Prior ordinance history: Ords. 1301, 1419, 1460, 1532, 1619 § 1(part), and 1705 § 3.*

6.09.010 - Purpose.

It is found and declared that there is a growing shortage of and increasing demand for housing in the city of Campbell. This circumstance, coupled with increasing inflation, the rising cost of developing new housing, and other factors have put substantial upward pressure on residential rents, that have forced some tenants to move and which is disruptive to a stable living environment.

It is further found and declared that, in order to protect the health, safety and welfare of the citizens of Campbell, and promote and assure fair and reasonable return to property owners while promoting a safe, habitable, well maintained and stable housing environment, the city council enacts this chapter, and encourages property owners to limit rent increases to fair and reasonable amounts, provide greater than minimum advance notice of increases, limit the number of rent increases in any one year to as few as possible, provide well maintained living units, discourage retaliatory evictions, and cooperate with their tenants toward resolving any disputes. These needs include but are not limited to the prevention of excessive and unreasonable rent increases.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.020 - Severability of provisions.

If any provision or clause of this chapter or the application thereof to any person is held to be invalid, such invalidity shall not affect the other provisions or applications of this chapter which can be given effect without the invalid provision or application, and to this end, the provisions of this chapter are declared to be severable.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.030 - Definitions.

Unless the context otherwise requires, the definitions set forth in this section govern the construction of this chapter.

"Capital improvements" means those improvements which materially add to the value of the property, appreciably prolong its useful life, or adapt it to new uses which are required to be amortized over the useful life of the improvements of the building pursuant to the straight-line depreciation provisions of the Internal Revenue Code, and the regulations issued pursuant thereto.

"City's designated agent" means the entity designated by resolution of the city council or ordinance of the city to facilitate implementation of this chapter.

"Costs of debt service" means the periodic payment or payments due under any security or financing devices which in obtaining such financing are required to be amortized for a period exceeding sixty months pursuant to the Internal Revenue Code and the regulations issued pursuant thereto, including but not limited to, interest costs of variable or fixed interest rate mortgages.

"Costs of operation and maintenance" means all expenses, exclusive of costs of debt service and costs of capital improvements incurred in the operation and maintenance of the rental unit and the building or complex of buildings of which it is a part, together with common areas, including but not limited to: real estate taxes, business taxes and fees, insurance, sewer service charges, utilities, janitorial service, professional property management fees, pool maintenance, exterior building and grounds maintenance, supplies, equipment, refuse removal, elevator service and security services or systems.

"Costs of rehabilitation" means the costs of any rehabilitation or repair work done on or in a rental unit or common areas of the housing complex containing the rental unit and which work was done in order to comply with an order issued by the Campbell building division, the Campbell community development department, or the Santa Clara County fire department, or its successor, or to repair damage resulting from fire, earthquake, or other natural disaster.

"Eviction" means any action taken by a property owner to remove a tenant involuntarily from a rental unit and terminate the tenancy, whether pursuant to a notice to quit, or by judicial proceedings, or otherwise.

"Fact Finding Committee." The fact finding committee shall consist of five individuals, appointed by the city council, two of whom shall be tenants, two of whom shall be rental property owners and one of whom shall be a neutral party and shall act as chairperson. At its discretion, the city council may appoint alternate members to the committee. A tenant member shall not participate in a proceeding involving a property owner from whom he or she rents residential property. A property owner member shall not participate in a proceeding involving rental property he or she owns. Members shall serve without monetary remuneration.

"Housing services" means those services which have been customarily provided and associated with the use or occupancy of a rental unit, including but not limited to, repairs, replacement, maintenance, painting, light, heat, water, elevator service, laundry facilities and privileges, janitorial services, refuse removal, furnishings, telephone, parking, security, and any other benefits, privileges or facilities and/or those services which are necessary to meet habitability standards for the unit.

"Land" means real property in the technical sense. The meaning of the word includes but is not limited to buildings, parking spaces, and mobile home spaces.

"Lease" means an agreement-written, oral, implied in fact, or implied in law-in which a property owner, for compensation, conveys the right to possess land to someone else for a period of time or from period to period.

"Mediator" means a person designated by the city who is selected based on their training in tenant/landlord law and economics of the rental industry. Mediators are chosen for their background and experience in mediation of tenant/landlord counseling.

"Property owner" means an owner, landlord, lessor or sublessor, who receives or is entitled to receive rent for the use and occupancy of any rental unit or portion thereof, and the agent, representative or successor of any of the foregoing.

"Rent" means the consideration, including any bonus, benefit or gratuity, demanded or received by a property owner for or in connection with the use or occupancy of a rental unit, or the assignment of a lease for a unit, including housing services or subletting.

"Rental unit" means a dwelling unit, mobile home or mobile home lot offered or available for rent in the city of Campbell together with the land and appurtenant buildings thereto, and all housing services, privileges, and facilities supplied in connection with the use or occupancy thereof, which unit is located in a structure or complex containing a multiple dwelling, boarding house, lodging house or mobile home park. The term "rental unit" shall not include:

- (1) Rooms or accommodations in hotels, boarding houses or lodging houses, which are rented to transient guests for a period of less than thirty days; housing accommodations in any hospital, convent, monastery, extended care facility, asylum, nonprofit home for the aged, or in dormitories owned and operated by an institution of higher education, a high school or elementary school;
- (2) Rental units owned or operated by any government agency or whose rent is subsidized by any government agency;
- (3) Rental units, except mobile homes and mobile home lots, located on a parcel containing three or fewer dwelling units.

"Rent increase" means any additional rent demanded of or paid by a tenant for a rental unit or any significant reduction in housing services without a corresponding reduction in the money demanded or paid for rent, or a combination of additional rent demanded or paid and a reduction in housing services.

"Retaliatory eviction" means those acts prohibited by California Civil Code Section 1942.5, or Section 6.09.180 of this chapter.

"Suitable age and discretion" shall have the same meaning as used by state of California Civil Code of Procedures Section 1162.

"Tenant" means a person entitled by a written or oral agreement or by sufferance to occupy a rental unit to the exclusion of others and actually occupies said rental unit.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.035 - Information to tenants.

- (a) On or before the tenant or tenants take possession of the unit, the property owner shall provide to the tenant or tenants executing the rental or lease agreement, the following items:
- (1) An information pamphlet prepared by the city, or the city's designated agent, consisting of no more than two 8 ½ inch by 14 inch sheets of paper, which describes dispute resolution procedures available under this chapter, and which shall be readily available from the city or its designated agent;
 - (2) A written document setting forth the name, address and telephone number of the property owner or the property owner's agents who shall be reasonably available between the hours of nine a.m. to five p.m., Monday through Friday, and authorized to resolve issues concerning rent, evictions, repairs, maintenance, and on-site services; and in the case of emergencies after hours and/or on weekends, a name and phone number shall be given to the tenants of a person or persons responsible for responding to such emergencies or after hour complaints;
 - (3) If the owner of rental property is someone other than the person whose name and address is disclosed pursuant to paragraph 2 of this subsection, the property owner shall also provide the tenant, in writing, with the name, address and telephone number of the owner, or the owner's authorized agent, who shall have the authority to resolve complaints regarding the person and issues identified in paragraph 2 of this subsection, and shall be reasonably available between the hours of nine a.m. to five p.m., Monday through Friday.
- (b) No rent increase shall be effective or enforceable unless the information specified in subsection (a) of this section has been provided to the tenant whose rent is to be increased. The property owner shall maintain a copy of the documents described in this section.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.040 - Rental notices.

- (a) The property owner shall provide the following written notice to any tenant receiving notice of a rent increase:

NOTICE: Chapter 6.09 of the Campbell Municipal Code provides a conciliation and mediation procedure for property owners and tenants to communicate when there are disputes over rent increases (rent increases can include a significant reduction in housing services). To use this non-

binding procedure, the tenants shall first make a reasonable, good faith effort to contact the property owner or the property owner's agent to resolve the rent increase dispute. If not resolved the tenant may then file a petition within 45 calendar days from the date of this notice or within 15 calendar days following the effective day of the increase, whichever is later. There may be other tenants from your complex receiving a similar rent increase, in which case, the petitions will be combined. For more information you should contact the City's designated Agent at _____/_____/_____ (telephone number of the City's designated Agent). Petitioning for conciliation can not guarantee a reduction in the rent increase.

- (b) The name and telephone number of the city's designated agent shall be available from the community development department of the city of Campbell.
 - (c) The notice required by subsection (a) shall be provided to the tenant at the same time and in the same document or attached thereto as the notice of rent increase.
 - (d) The notice required by this section shall be of the same or greater print size as the rest of the document and be conspicuously placed on the document.
 - (e) No rent increase shall be effective absent compliance with this subsection.
- (Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.045 - Service of notice on tenants.

- (a) Method of Service. The notices and information required to be served on the tenant by Sections 6.09.035 and 6.09.040 shall be served on at least one tenant in the unit of suitable age and discretion by one of the following methods:
 - (1) Having the information or notices delivered to the tenant in person; or
 - (2) Sending the notices or information by first class United States mail, postage prepaid, addressed to tenant at the tenant's address.
- (b) Proof of Service. The following methods shall create a rebuttable presumption that the notices or information have been served on the tenant:
 - (1) A copy of the document served on tenant that bears the tenant's signature under the statement: "I hereby acknowledge that I have received a copy of this document;" or
 - (2) A declaration under penalty of perjury by a person who personally served the document, showing the time, place and manner of service, and the name of the tenant of suitable age and discretion upon whom the document was served; or
 - (3) A declaration of proof of service by mail prepared and executed in accordance with California Code of Civil Procedure Section 1013a by the property owner or an agent of the property owner.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.050 - Filing of petition.

- (a) Petitions Generally. Prior to filing a petition, the tenant shall make a reasonable, good faith effort to contact the property owner or the property owner's agent and resolve the rent increase issues, health and safety repair issues, or retaliatory evictions. If unsuccessful, the tenant may file a petition for conciliation and mediation with the city's designated agent. Once the petition is signed and submitted to the designated agent, no tenant's name shall be removed from a petition without his or her written consent.
- (b) Rent Increases. Any tenant who is subject to a rent increase which is not exempt under the provisions of this chapter and who is not in default as to payment of the tenant's rent that is lawfully due may file a written petition which contains the following information:
 - (1) A written statement of the tenant, indicating the rental rates before and after the increase;
 - (2) The number of the total units in the complex;
 - (3) The date of the current and previous increase;
 - (4) The name and address of the property manager;
 - (5) Signature and unit number of petitioning tenant.
- (c) Retaliatory Eviction.
 - (1) Any tenant who is not in default as to payment of the tenant's rent that is lawfully due and is issued an eviction notice within one hundred-eighty calendar days of filing a rent increase petition, may file a written petition for conciliation and mediation with the city's designated agent containing:
 - (A) The effective date of the eviction;
 - (B) The name and address of the property owner or property manager;
 - (C) The reason given for the eviction, if any;
 - (D) Signature and unit number of petitioning tenant.
 - (2) Nothing contained in this subsection is intended to alter or supersede any rights that the property owner may have to lawfully evict or remove a tenant from possession of a rental unit.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.060 - Timely filing of petition.

- (a) Except as otherwise provided in this chapter, a petition regarding a rent increase or retaliatory eviction must be filed with the city's designated agent no later than forty-five calendar days after the date of the notice of rent increase or notice to quit was served on tenant, or fifteen calendar days from the effective date of the rent increase or notice to quit, whichever is later.
- (b) Notwithstanding subsection (a) of this section, if a tenant has not received lawful notice of a rent increase or eviction, the petition may be filed no later than six months after imposition of the rent increase or eviction.
- (c)

If a petition is timely filed under this section, the tenant may raise in evidence, during mediation, any and all rental increases affecting the petitioners that occurred within one year of the effective date of the currently proposed increase.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.070 - Service of petition on property owners.

A copy of the petition shall be mailed to the manager and/or owners of said complex by the city or its agent within five calendar days of receipt of same.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.080 - Conciliation.

The city or its agent may provide conciliation services to parties engaged in rental increase disputes. This is limited intervention in the dispute using letters and telephone and personal conversation in order to secure an agreement.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.090 - Mandatory mediation.

If a rent increase dispute has not been resolved by conciliation within fifteen calendar days of the filing of the petition, the dispute will be assigned to a mediator and heard within the ensuing twenty-one calendar days.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.100 - Notice and attendance.

- (a) Notice. The city or its agent shall provide written notice to the tenant and property owner at least ten calendar days prior to the mediation hearing, unless otherwise agreed by both parties.
- (b) Attendance. Both the tenant and property owner or their designees, are required to attend the hearing fully prepared and authorized to negotiate in good faith. However, the tenant or the property owner may each reschedule the mediation date one time, with the concurrence of the city's designated agent, to a date not more than one week after the originally noticed mediation date. Concurrence of the city's designated agent will not be unreasonably withheld. Failure of the party who initiated the mediation to attend may be cause for the mediator to dismiss the petition.
- (c) Statement of Reasons. At any time during the mediation, the mediator may request that the parties submit a written statement of reasons in support of the parties' positions. Upon this request, the parties shall submit written statements setting forth the reasons supporting each party's negotiating

position. A written statement that merely sets forth that a party lacks authority to negotiate or is unwilling to negotiate will not comply with this requirement.

(d) Failure to Attend or Submit a Written Statement in Rent Mediations. In mediations initiated pursuant to Section 6.09.050(b) of the code, the failure of a property owner or the property owner's designee to comply with the attendance or statement requirements of this section shall have the following effect on the rent increase:

- (1) In the event that the property owner or his designee fails to appear at mediation, the rent increase that is the subject of the petition shall be unenforceable until such time as the property owner or his designee schedules and appears for mediation;
- (2) In the event that the property owner or the property owner's designee fails to comply with a request for a written statement pursuant to subsection (c) of this section, the rent increase that is the subject of the petition shall be unenforceable until such time as the property owner or the property owner's designee submits the written statement.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.110 - Conduct of the mediation.

The conference shall be conducted by a qualified mediator. The parties shall cooperate with the mediator, stating their positions on all issues, conferring with the mediator and each other and providing at the mediator's request, information and corroboration of their assertion of facts. Parties or their representatives may offer such documents, testimony, written declarations, or other evidence as may be deemed by the mediator to be relevant to the proceedings. If the parties do not reach agreement, the mediator shall prepare a written summary of the mediation and make it available to the city, its designated agent and the fact finding committee within ten calendar days of the mediation. If the parties reach an agreement, the mediator shall put the agreement in writing and the parties shall sign it.

An agreement shall apply only to those tenants who sign a petition and either appear at a mediation conference or, in writing, designate a spokesperson to act in the individual's behalf.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.120 - Fact finding committee.

(a) Rent Increases. When mediation concerning rent increases does not result in an agreement, either party may request the fact finding committee to render a determination. The request for fact finding shall be filed with the city or its designated agent within twenty-one calendar days of the mediation conference on a form provided by the city or its agent. The fact finding committee will conduct a hearing within twenty-one calendar days of the filing of a request for fact finding.

The city clerk shall provide written notice to the tenant and property owner at least ten calendar days prior to the fact finding committee hearing. If the agreement reached at mediation is breached at any time by either party, the other party may request the fact finding committee to review the situation and render a determination.

(b) Retaliatory Eviction. The results of a mediation concerning retaliatory evictions is not subject to review by the fact finding committee.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.130 - Conduct of fact finding.

The hearing shall be conducted by the members of the fact finding committee. The parties shall attend the hearing in person or by written proxy and cooperate with the committee and each other, and provide at the committee's request, information and corroboration of their assertions of facts. Parties or their representatives may offer such documents, testimony, written declarations or evidence as may be deemed by the committee to be relevant to the proceedings.

Based on the evidence presented at the hearing, and the standards set forth in this chapter, the fact finding committee shall make a written determination whether the proposed rent increase is reasonable. If a written mediation agreement was executed by the parties, the committee shall also render a determination whether that agreement has been breached.

The committee shall then mail their findings to both the tenants and the property owner within ten calendar days of the close of the hearing. The determination of the committee shall not be binding unless agreed to by both parties.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.140 - Determination in a party's absence.

If a party, or that party's representative, fails to attend a properly noticed hearing before the fact finding committee, the committee may, in its discretion and upon proof that the absent party has been given proper notice and a reasonable opportunity to attend, either proceed with the hearing and render a determination, or continue the matter to a more convenient time.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.150 - Standards of reasonableness.

The fact finding committee shall determine whether rent increases are reasonable under the circumstances, taking into consideration that the purpose of this chapter is to protect tenants from arbitrary, capricious, or unreasonable rent increases, while permitting property owners a fair and

reasonable return on their property. The following standards shall be considered:

- (a) Increase or decrease in cost of capital improvements;
- (b) Increase or decrease in costs of maintenance and operation;
- (c) Increase or decrease in costs of debt service;
- (d) Increase or decrease in costs of rehabilitation;
- (e) Increase or decrease in the provision of housing services;
- (f) Existing market value of rents for similar units that are similarly situated;
- (g) Return to property owner.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.160 - Subpoenas.

- (a) The city council may issue subpoenas requiring the attendance of a witness for evidence or testimony in any proceeding commenced under Chapter 6.09 of the Campbell municipal code.
- (b) Subpoenas shall be signed by the mayor and attested to by the city clerk. They may be served as subpoenas are served in civil actions in accordance with the California Code of Civil Procedure.
- (c) If any person duly subpoenaed neglects or refuses to obey a subpoena, or, appearing, refuses to testify or answer any questions which a majority of the city council decide proper and pertinent, the mayor or the mayor's designee shall report the fact to the judge of the superior court of the county for action pursuant to Section 37106 et seq. of the California Government Code.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.170 - Extensions of time.

The parties may extend any of the deadlines or time limits of this chapter by written stipulation, signed by all the affected parties.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.180 - Retaliation.

No property owner shall increase rent, decrease services, cause a tenant to involuntarily quit the leased premises, bring an action to recover possession, or threaten to do any of such acts, or take any other adverse action against a tenant because of the tenant's exercise of the tenant's rights under this chapter.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

6.09.190 - Penalties.

Except as provided in subsection (b) of this section, violation of Section 6.09.180 of this chapter which deals with retaliatory eviction shall be punishable by the following criminal penalties:

- (a) Violation of the provisions in Section 6.09.180 shall be infractions punishable by the following fines:
 - (1) A fine not exceeding one hundred dollars for the first violation;
 - (2) A fine not exceeding two hundred dollars for a second violation within one year;
 - (3) A fine not exceeding five hundred dollars for a third violation within one year;
- (b) Notwithstanding any provision to the contrary, a fourth or subsequent violation of Section 6.09.180 in any one year period shall constitute a misdemeanor, and upon conviction be punishable by a fine of not more than one thousand dollars and/or imprisonment of not more than six months.

(Ord. 1978 Exh. A(part), 1998: Ord. 1946 Exh. A(part), 1997).

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Palo Alto Municipal Code

Chapter 9.72

MANDATORY RESPONSE TO REQUEST FOR DISCUSSION OF DISPUTES BETWEEN LANDLORDS AND TENANTS

Sections:

- 9.72.010 Purposes and findings.
- 9.72.020 Mandatory discussion of rental housing disputes.
- 9.72.030 Applicability.
- 9.72.040 Dispute resolution process.
- 9.72.050 Property registration.
- 9.72.060 Retaliation prohibited.
- 9.72.070 Notice of tenant's rights.
- 9.72.080 Definitions.
- 9.72.090 Penalties.

9.72.010 Purposes and findings.

The city council finds and declares as follows:

- (a) There is an imbalance between the supply of and demand for rental housing in the city of Palo Alto. The imbalance is the result of both a shortage of rental housing and overwhelming market demand.
- (b) The imbalance between supply and demand creates an imbalance of bargaining power between landlords and tenants.
- (c) As a result of these market and bargaining power imbalances, Palo Alto tenants may be unwilling or unable to assert their legal rights and other concerns to their landlords.
- (d) Communication between landlords and tenants is impaired as a result. Moreover, the Palo Alto rental housing market is less responsive to the needs of tenants because "customer service" is not needed to attract and retain tenants.
- (e) These impacts are detrimental to the health, safety and general welfare of Palo Alto and the surrounding region because the stability, security and quality of housing opportunities are reduced.
- (f) These impacts can be reduced by improving communications between landlords and tenants through a fair and reliable process for the conciliation and mediation of disputes.
- (g) Because effective communication must be "two-way," it is essential that all affected parties be required to participate in mediated dispute resolution.

(h) In order to further assure improved communications it is necessary to protect the parties to mediation from retaliation for exercising the rights afforded by this chapter.

(i) The city council recognizes that it is important to monitor and improve the processes established in this chapter on a periodic basis.

(Ord. 4728 § 1 (part), 2002)

9.72.020 Mandatory discussion of rental housing disputes.

All persons (landlords and tenants) residing in, owning, or managing residential rental property to which this chapter applies shall participate in the conciliation and mediation of rental housing disputes as provided in this chapter. The definitions applicable to this chapter appear in Section 9.72.080.

(Ord. 4728 § 1 (part), 2002)

9.72.030 Applicability.

This chapter shall apply to residential rental property as follows:

(a) Any residential rental property containing two or more dwelling units, except two-unit residential rental property in which one of the units is owner-occupied; or

(b) Any residential rental property that is owned by a person or legal entity that owns two or more residential rental properties within the city.

(Ord. 4728 § 1 (part), 2002)

9.72.040 Dispute resolution process.

(a) Any tenant or landlord may request mandatory discussion of rental housing disputes by filing a written request for dispute resolution within twenty-one days of learning the facts that give rise to the dispute. The request must be filed with the city's facilitation administrator, and must provide enough factual information to outline the basic issue or issues being raised.

(b) Within seven days of receiving a written request for dispute resolution, the facilitation administrator will notify both tenant and landlord that a case has been opened and will provide a copy of the request to the responding party. The facilitation administrator will also initiate a conciliation process, to be undertaken by the facilitation administrator, other city staff, or a mediator, before mediation is scheduled.

(c) The facilitation administrator will not open dispute resolution, or will order dispute resolution closed, when it is clear from the written request that there is no substantial factual basis for the dispute, or when the dispute involves the actions or behavior of persons, or conditions, that are not within the control or responsibility of the parties; or when the dispute is frivolous, malicious or vexatious; or when further proceedings are not, in the sole judgment of the facilitation administrator, likely to be productive. Both parties will be notified of the facilitation administrator's action and shall have access to the case summary forms used by the facilitation administrator, which will not contain any confidential communications from the parties. The facilitation administrator will also order dispute resolution closed if the parties agree to engage a mediator of their own choice, so long as the party who requests the mediator agrees in writing to bear all costs related to that service.

(d) The facilitation administrator will promptly assign the request to a mediator who will contact all relevant parties to conciliate and mediate the dispute. The facilitation administrator shall have the authority

to combine different disputes or different parties in the interest of efficiently addressing the disputes, provided that any party may, for reasons of confidentiality or otherwise, opt out of a combined mediation involving more than one tenant or landlord by notifying the facilitation administrator. All communications between the facilitation administrator and the parties as well as between the mediator or conciliator and the parties shall be confidential and subject to the confidentiality guarantees set forth in California Evidence Code Sections 703.5 and 1115 – 1128, as they may be amended or superseded. The mediator assigned to the case will promptly investigate and if necessary disclose any conflict of interest or potential conflict of interest to the parties as soon as the conflict or potential conflict becomes known to the mediator. At the time of disclosure, the parties will have the option of waiving any such conflict as long as the waiver is in writing. The city shall not be obligated to incur any financial obligation in order to assign a mediator. A mediator will not be assigned if there are not qualified volunteers available without cost to the city or parties.

(e) No mediation will be scheduled until at least fourteen days after the parties are notified in order to allow time for conciliation efforts before mediation. Unless all parties agree in writing to waive the time limit, the initial mediation session will be conducted within twenty-eight days of the date the written request for dispute resolution is filed. The landlord's business location shall be considered so that the mediation will be scheduled at a reasonably convenient time taking into account the distance that the landlord must travel to attend the mediation.

(f) If a mediation session is held, the mediator shall provide the parties with an opening statement explaining the nature of the process and the ground rules. Thereafter the mediator will determine the manner and course of the session, including whether to meet with the parties in caucus, provided that the general guiding principle will always be to provide the parties with a full opportunity to air the concerns giving rise to the dispute.

(g) The landlords and/or tenants involved in the dispute shall be obligated to personally appear at a mediation session scheduled by a mediator. All parties must participate in the mediation session until completion of the mediator's opening statement. All parties appearing must have the legal authority to resolve disputes arising under this chapter. Participation in mediation shall be voluntary in all respects after the opening statement. The mediator may, with the consent of all parties, schedule additional sessions as needed.

(h) No party shall be obligated to reach any specific agreement, or to reach any agreement at all, as a result of participating in conciliation or mediation communications. If an agreement is reached, it will be stated in writing by the mediator or by the parties. Any such agreement shall be confidential and will not be enforceable or usable for any purpose outside the dispute resolution process, unless all signatories agree that the document can be disclosed or used in other proceedings.

(Ord. 4728 § 1 (part), 2002)

9.72.050 Property registration.

(a) The landlord of each residential rental property within the city shall register the unit or units with the city, regardless of whether the residential rental property is listed in Section 9.72.030. The registration shall include the name and mailing address of the owner or owners of the property, as well as the name, mailing address and contact telephone number of the person having the legal authority to effectively resolve disputes arising under this chapter.

(b) For the sole purpose of reimbursing the city of Palo Alto for the reasonable costs of maintaining property registration records and related administrative systems, the owner or manager of each residential rental unit to which this chapter applies shall pay a fee in an amount to be set by the Palo Alto city council.

(Ord. 4728 § 1 (part), 2002)

9.72.060 Retaliation prohibited.

No landlord or tenant who has been a party to conciliation and mediation of rental housing disputes pursuant to this chapter may undertake or cause any type of retaliatory act or omission against another party as a result of the other party having invoked or participated in the dispute resolution process. The facilitation administrator upon request shall review an act or omission, including a notice of eviction or an unlawful detainer action, which occurs within six months of the party's participation in conciliation and mediation of rental housing disputes, unless the eviction or action is the result of the unjustified failure or refusal to pay rent. In the event that the facilitation administrator concludes that there is sufficient evidence to investigate an act or omission of retaliation under this provision, the relevant facts will be referred to the city attorney for appropriate remedial action.

(Ord. 4728 § 1 (part), 2002)

9.72.070 Notice of tenant's rights.

(a) Every rental agreement, lease, or other written document evidencing or changing the terms of tenancy for a residential rental property to which this chapter applies shall include or be accompanied by the following: A notice summarizing the rights afforded by this chapter, including but not limited to the protection against retaliation; and the name, address and telephone number of the facilitation administrator. The facilitation administrator shall prepare and publish acceptable notification language, including the name, address and phone number of the city's facilitation administrator. The notification shall be capitalized text at least fourteen points in size and shall state:

THE PALO ALTO MUNICIPAL CODE GIVES YOU THE RIGHT TO MEDIATION OF DISPUTES BETWEEN LANDLORD AND TENANT. YOU MUST REQUEST MEDIATION WITHIN 21 DAYS OF LEARNING ABOUT THE FACTS THAT CREATED THE DISPUTE. CONTACT THE CITY OF PALO ALTO'S FACILITATION ADMINISTRATOR [name, address and phone] FOR FURTHER INFORMATION. THE PALO ALTO MUNICIPAL CODE PROTECTS YOU FROM RETALIATION FOR EXERCISING YOUR RIGHT TO MEDIATION.

(b) The notification shall be provided in English, Spanish, Chinese and Russian in the translated form prepared and published by the facilitation administrator.

(c) Failure to provide this notification shall result in an automatic extension of the twenty-one-day time limit for filing a written request for dispute resolution pursuant to Section 9.72.040(a). The automatic extension shall remain in effect until twenty-one days after written notification is provided by the landlord.

(d) Failure of a landlord to comply with the notice provisions described above or in a form which provides substantially the same information shall render any rental increase notice invalid and unenforceable, and shall provide the tenant with a defense in any legal action brought by the landlord to collect rent in whole or in part based upon the amount of the rental increase, including any unlawful detainer action based on failure to pay rent which includes an unenforceable rental increase amount as a basis for all or part of the unpaid rent alleged in that action. The failure to comply with the notice provisions will be cured only after the proper written notice of tenant's rights, along with a new rental increase notice, has been properly served on the tenant.

(Ord. 5033 § 2, 2009; Ord. 4728 § 1 (part), 2002)

9.72.080 Definitions.

For the purpose of this chapter, the following terms are defined as follows:

(a) "Conciliation" means a confidential telephone call or other contacts by a mediator or the facilitation administrator with a landlord and tenant for the purpose of resolving a rental housing dispute.

(b) "Facilitation administrator" means the person or entity responsible for the routine case intake, mediator assignment and other administrative duties of the dispute resolution process established by this chapter.

(c) "Landlord" means the owner or property manager exercising effective control over the terms and conditions of the tenancy of a residential rental property, including a person with such control delegated through a durable power of attorney.

(d) "Mediation" means a meeting in which landlord and tenant have the opportunity to communicate with a mediator and each other in a face-to-face setting at a neutral location in order to resolve a rental housing dispute under ground rules designed to protect the confidentiality and neutrality of the communications.

(e) "Mediator" means a person who is certified to have completed at least forty hours of basic mediation training with subsequent advanced training, and who has also participated as a mediator or co-mediator in at least ten mediations conducted under the auspices of a recognized community or commercial mediation program, and who has agreed (in a form acceptable to the facilitation administrator) to a statement of mediation ethics and principles, including an acknowledgement of the duty to disclose any conflicts of interest in any specific case.

(f) "Rental housing dispute" means a fact-based grievance raised by any tenant, owner, or property manager regarding the occupancy or use of rental property limited to rental rate increases, deposits, repairs and maintenance, utilities, occupants, parking and storage facilities, privacy, quiet enjoyment, or use of common areas.

(g) "Residential rental property" means any housing structure occupied as a dwelling or offered for rent or lease as a dwelling, whether attached, detached, single or multiple-family.

(h) "Tenant" means the person or entity entitled to occupy a residential rental property at the time that the rental housing dispute arises.

(Ord. 4728 § 1 (part), 2002)

9.72.090 Penalties.

(a) Violations of this chapter shall be punishable as infractions pursuant to Palo Alto Municipal Code Section 1.08.010.

(Ord. 4728 § 1 (part), 2002)

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ORDINANCE NO. 6.16

AN ORDINANCE ADDING ARTICLE II TO CHAPTER 43
OF THE MOUNTAIN VIEW CITY CODE
TO ADOPT A RENTAL HOUSING DISPUTE RESOLUTION PROGRAM

WHEREAS, as published in a July 2015 Trends Report by RealFacts, a rental market data provider, the average monthly asking rent within the City of Mountain View has risen 52.7 percent from 2011 to 2015,¹ while the median household income in Santa Clara has only risen 1.2 percent during that same period;² and

WHEREAS, almost one-third of Mountain View households (32 percent or 10,155 Mountain View households) have incomes less than 80 percent of the area median income (AMI),³ the low-income threshold as defined and annually published by the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, Mountain View's 2015-2020 Consolidated Plan data, derived from HUD-provided data, indicated that the most common housing problem is that households are cost burdened,⁴ with 36 percent of renter households (6,485 households) paying more than 30 percent of their income toward housing costs. Additionally, 18 percent of renter households (3,265 households) in Mountain View are severely cost burdened, paying more than 50 percent of their income toward rent; and

WHEREAS, high rents could impact the finances of all households, the 2015-2020 Consolidated Plan documents that lower-income renter households are much more likely than higher-income groups to experience cost burden, with 35 percent of low-income renter households (2,250 households) paying more than 30 percent of their income toward their housing costs, compared to 14 percent of lower-income ownership households (580 households). Additionally, 61 percent of renter households (1,980 households) who pay more than 50 percent of their income toward housing costs are lower income compared to 29 percent of owner households (480 households); and

WHEREAS, according to the Cities Association of Santa Clara County and Housing Trust Silicon Valley, the Association of Bay Area Governments (ABAG) projects that over the next 25 years, 57 percent of all household growth in the Bay Area, which includes the City of Mountain View, will consist of very low- and low-income households; and

WHEREAS, according to the U.S. Census Bureau 2009-2013 American Community Survey, a majority, 57 percent,⁵ of all units in the City are occupied by renter households; and

WHEREAS, according to U.S. Census Bureau 2009-2013 American Community Survey, in 2010, 3 percent of families and 6.8 percent of all people in Mountain View lived below the poverty level, and by 2013, the number of households that had fallen into poverty had increased substantially with 5.7 percent of families and 8.1 percent of all people living below the poverty level; and

¹ RealFacts July 2015 Trends Report.

² 2012 (\$105,000) and 2015 (106,300) HUD published median incomes for Santa Clara County.

³ 2015-20 Consolidated Plan (Page 11): 13 percent (3,950 households) at 0 percent to 30 percent AMI; 32 percent or 10,155 total households earn less than 80 percent AMI broken down as follows: 13 percent/3,950 households at 0 percent to 30 percent AMI; 11 percent /2,595 households at 30 percent to 50 percent AMI; and 8 percent /2,320 households at 50 percent to 80 percent AMI.

⁴ 2015-20 Consolidated Plan (Page 48).

⁵ 2015-20 Consolidated Plan (Page 81) and 2009-2013 American Community Survey data.

WHEREAS, the implementation of rent relief strategies is supported by the City's adopted 2014-23 Housing Element: Goal 2, to provide assistance to households at different income levels to address their housing needs; Policy 2.1, to assist extremely low-, very low-, low-, and moderate-income households in renting a home in Mountain View; and Program 2.4, promoting anti-displacement strategies; and

WHEREAS, excessive rental increases could result in homelessness and the displacement of low-income families; and

WHEREAS, members of the community have expressed their concerns to the City Council regarding the rental housing situation in the City of Mountain View and reported significant/excessive rental increases and the issuance of eviction notices on September 8, September 15, October 6, October 19, October 27, and December 1, 2015; and

WHEREAS, the City Council studied the rental housing situation and rent relief options on a number of occasions, including October 19, 2015; October 27, 2015; and December 1, 2015; and

WHEREAS, increasing poverty in Mountain View, decreasing AMI, and increasing rents have created a growing "affordability gap" between incomes and rents demonstrated by the increase in "overpaying renter households" and overcrowded households; and

WHEREAS, given this increased housing cost burden and poverty faced by many Mountain View residents, excessive rental increases threaten the public health, safety, and welfare of Mountain View residents, including seniors, children, those on fixed incomes, those with very low- to moderate-income levels, and those with other special needs to the extent that such persons may be forced to choose between paying rent and providing food, clothing, and medical care for themselves and their families; and

WHEREAS, by the staff presentations, testimony, and documentary evidence presented at the October 19 and 27, 2015; December 1, 2015; and March 15, 2016 City Council meetings, the City Council has been provided with additional information upon which the findings and actions set forth in this ordinance are based;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MOUNTAIN VIEW does hereby ordain as follows:

Section 1. Article II is hereby added to Chapter 43 of the Mountain View City Code to read as follows:

"SEC. 43.20. Purpose.

The city council finds there is currently a growing shortage of residential rental units and a low vacancy rate due to an increasing demand for housing within the City of Mountain View. Due to this imbalance, rents have increased rapidly, resulting in an economic hardship to many tenants residing in the community. In order to protect the health, safety and welfare of the citizens of Mountain View, the council desires to protect such tenants from unreasonable rent increases while promoting and assuring a fair and reasonable return to property owners, and maintaining a safe, habitable and stable housing environment. The city council encourages property owners to limit rent increases to fair and reasonable amounts and provide greater than the required minimum advance notice of increases. The council has determined it is in the best interest of the city to assist tenants and property owners in resolving disputes which

may arise from time to time by establishing the Rental Housing Dispute Resolution Program.

SEC. 43.21. Definitions.

For the purpose of this article, the following terms are defined as set forth in this section:

a. "Administrator" means the person or entity responsible for implementing this ordinance and other administrative duties of the Rental Housing Dispute Resolution Program established by this article or regulations adopted pursuant to this article.

b. "Arbitration" means a hearing conducted according to generally accepted rules for arbitrating disputes in Santa Clara County, unless otherwise specified in regulations adopted pursuant to this article.

c. "Arbitrator" means a person who possesses experience in serving as an Arbitrator or hearing officer pursuant to one of the mandatory dispute resolution ordinances related to rental housing in the region and who has completed an orientation and training session for this ordinance.

d. "Base Rent" means the amount of Rent required to be paid by the Tenant to the Landlord in the month immediately preceding the effective date of the Rent Increase.

e. "Conciliation" means a confidential telephone call or other contacts by the Administrator or a Mediator with a Landlord and Tenant for the purpose of resolving a Rental Housing Dispute.

f. "Day" means a calendar day.

g. "Landlord" means a person or entity exercising effective control over the terms and conditions of the tenancy of a Rental Unit, including a person with such control delegated through a durable power of attorney or an owner, lessor or sublessor, or the agent, representative or successor of any of the foregoing persons who receives, or is entitled to receive, Rent for the use and occupancy of any Rental Unit or portion thereof and is authorized to resolve any Rental Housing Disputes, including an owner, lessor or sublessor, or property manager.

h. "Lease" means an agreement, written or oral, implied in fact, or implied in law, in which a Landlord, for compensation, conveys the right to occupy a Rental Unit to the exclusion of others for a period of time or from period to period.

i. "Mediation" means a meeting in which Landlord and Tenant have the opportunity to communicate with a Mediator to resolve a Rental Housing Dispute with confidential and neutral communications, within the meaning of the applicable provisions of the California Evidence Code.

j. "Mediator" means a person who possesses experience in mediating Landlord-Tenant cases in general and who has mediation experience with at least one of the mandatory dispute resolution programs in the region, and who has completed an orientation and training session on this ordinance.

k. "Party" and "Parties" mean Landlord and Tenant collectively and individually.

l. "Rent" means the consideration, including any bonus, benefit or gratuity demanded or received by a Landlord for or in connection with the use or occupancy of a Rental Unit.

m. "Rent Increase" means any additional Rent demanded of or paid by a Tenant for a Rental Unit including any Service Reduction without a corresponding reduction in Rent.

n. "Rental Housing Dispute" means a fact-based grievance raised by any Tenant or Landlord regarding the occupancy or use of a Rental Unit limited to Rent Increases over the Threshold set forth in Mountain View City Code Sec. 43.24, security deposits, thirty (30) day and sixty (60) day notices to vacate, maintenance and repairs, and Service Reductions, or Tenant's termination of a Lease prior to the end of the Lease term.

o. "Rental Unit" means a dwelling unit (as defined in Mountain View City Code Sec. 36.60.11) existing in a single structure with three or more dwelling units being used as residential rental housing.

p. "Service Reduction" means a reduction in the level of benefits, privileges or facilities related to the Rental Unit that have been reduced without a corresponding reduction in Rent and includes but is not limited to repairs, maintenance, painting, light, heat, water, elevator service, laundry facilities and privileges, refuse removal, furnishings, parking and other rights afforded to Tenant as set forth in a Lease for the Rental Unit.

q. "Tenant" means a person or persons entitled by a Lease to occupy a Rental Unit to the exclusion of others.

r. "Tenancy" includes the lawful occupation of a Rental Unit and includes a Lease or Sublease.

SEC. 43.22. Rental Housing Dispute Resolution Program.

a. **Applicability.** Each Tenant and each Landlord shall have the opportunity to utilize the Rental Housing Dispute Resolution Program. The Rental Housing Dispute Resolution Program includes three Dispute Resolution phases: Conciliation, Mediation and nonbinding Arbitration. All Rental Housing Disputes are subject to Conciliation and mandatory participation in Mediation. Rental Housing Disputes involving Rent Increases and Service Reductions may also be subject to mandatory participation in nonbinding Arbitration.

b. With the exception of disputes regarding security deposits, a Tenant may not participate in the Rental Housing Dispute Resolution Program unless he or she is a current Tenant of the Rental Unit.

c. Any Tenant or Landlord may initiate the Rental Housing Dispute Resolution Program by filing a written request for resolution of a Rental Housing Dispute within twenty-one (21) days of learning the facts giving rise to the dispute. The request must be filed with the Administrator, and must provide enough factual information to outline the basic issue or issues being raised within the definition of a Rental Housing Dispute.

d. Within seven (7) business days of receiving a written request for dispute resolution from a party, the Administrator will notify both Tenant and Landlord in writing that a case has been opened and will provide a copy of the request to the other party. The Administrator will initiate Conciliation and complete the Conciliation

process within seven (7) days from the date the Administrator notifies the Parties a case has been opened.

e. If Conciliation does not resolve the dispute within the Conciliation time limit, and one of the Parties requests Mediation in writing within the Conciliation time period described above, the Administrator will send a notice to both Parties setting a Mediation date within fourteen (14) days of the notice. The Administrator shall have the authority to combine different disputes or different parties in the interest of efficiently addressing the disputes, provided that any Party may, for reasons of confidentiality or otherwise, opt out of a combined Mediation involving more than one Tenant or Landlord by notifying the Administrator.

f. No Party shall be obligated to reach any specific agreement, or to reach any agreement at all, as a result of participating in Conciliation or Mediation. If an agreement is reached during Mediation, the Mediator or the Parties will prepare a written agreement. Any such agreement shall be confidential and will not be enforceable or used for any other purpose outside the Rental Housing Dispute Resolution Program, unless the Parties agree the document can be disclosed or otherwise used in other proceedings.

g. If Mediation does not resolve the dispute, either Party may request nonbinding Arbitration in writing within seven (7) business days after the Mediation is completed. Arbitration shall be held within twenty-one (21) days after receipt of the request for Arbitration by the Administrator.

h. After the Rental Housing Dispute Resolution Program is initiated, any subsequent timeline may be extended by mutual consent of the Parties and the Administrator, or the Arbitrator may continue the Arbitration upon good cause shown in a written request from either Party.

i. Failure of a Landlord to appear and participate in good faith in any of the dispute resolution alternatives in the Rental Housing Dispute Resolution Program for a dispute involving Rent Increase in excess of the Threshold shall void the notice of Rent Increase for all purposes. Failure of the Tenant to appear and participate in any step of the Rental Housing Dispute Resolution Program shall terminate the process for the affected Tenant and if the dispute involves a Rent Increase, the Rent Increase is no longer subject to the Rental Housing Dispute Resolution Program and shall be effective the date stated in the Notice of Rent Increase.

j. The Parties shall exchange copies of all evidence they intend to introduce at arbitration no later than seven (7) days prior to the date of the Arbitration. Any objection to evidence proposed to be introduced by a Party will be considered by the Arbitrator at the Arbitration hearing.

k. The determination of the Arbitrator shall be mailed to the Parties together with written findings of fact supporting the determination within seven (7) days of the hearing. The Arbitrator's decision shall be advisory to the Parties and shall not be binding.

SEC. 43.23. Landlord's obligation to provide notice to tenants.

a. In addition to any other notice required to be given by law, Landlord shall provide all Tenants with a notice stating the Rental Unit is subject to the city's Rental Housing Dispute Resolution Program and Right-to-Lease Ordinance as provided in this article and that they can receive copies of these ordinances by contacting the city. Landlord shall provide these notices to prospective and/or affected Tenants upon Leasing a Rental Unit, renewing the Lease of a Rental Unit and with any Notice of a

Rent Increase. Prior to any Rent Increase, every Landlord shall provide their Tenants a notice of Rent Increase as prescribed in this section. This same language shall be included in a clearly visible location on any lease or other rental agreement.

b. Every Landlord of a Rental Unit shall provide a Rent Increase notice as prescribed in this section before demanding or accepting any Rent Increase. All Rent Increase notices shall be in writing, shall show the name, address and phone number of all responsible parties including the person or entity with authority to respond to a Rental Housing Dispute, and shall be personally delivered to the Tenant(s) or posted and mailed to the Tenant(s) at the address of the Tenant's (s') Rental Unit by first-class mail, postage prepaid. Service by mail shall be presumed complete within five (5) days of mailing. This presumption may be rebutted by the Tenant(s).

c. In addition to all other information provided in a Rent Increase notice, each notice of Rent Increase shall substantially state in bold type:

NOTICE: Article II of Chapter 43 of the Mountain View City Code establishes a Rental Housing Dispute Resolution Program and it provides a procedure for conciliation and mediation of rental housing disputes involving rent increases greater than 7.2%, security deposits, 30-day and 60-day notices to vacate, maintenance and repairs, and service reductions, and disputes regarding a Tenant's termination of the lease prior to the end of the lease term. Disputes regarding rent increases greater than 7.2% and Service Reductions may also be subject to nonbinding arbitration. To use the program and secure additional information about the city ordinance, you must contact Administrator [insert name and phone number] within 21 calendar days following receipt of a notice of rent increase or learning the facts giving rise to a dispute regarding a rent increase, a security deposit, 30-day and 60-day notices to vacate, maintenance and repairs, or service reductions or disputes regarding a tenant's termination of the lease prior to the end of the lease term. Further information regarding this ordinance is available on the City of Mountain View's website.

d. No Rent Increase shall be valid for any purpose whatsoever without substantial compliance with this section and any Rent Increase accomplished in violation of this section shall be void. However, a Landlord may cure a violation by serving the Tenant with a notice that complies with this section. No Landlord may take any action to enforce such an invalid Rent Increase.

e. Any Rent increase in violation of this section shall operate as a complete defense to an unlawful detainer action based on failure to pay any invalid Rent Increase. Any Tenant required to pay an invalid Rent Increase may recover all invalid Rent Increase amounts, actually paid by the Tenant, in a civil action.

f. It is the intent of this article that all Landlords are encouraged to provide at least ninety (90) calendar days notice of any Rent Increase in order to allow for orderly operation of the Rental Housing Dispute Resolution Program. At a minimum, all Rent Increases shall meet the notice requirements of state law.

SEC. 43.24. Rent Increases.

a. Rent Increases for Rental Units shall be limited to two (2) increases in any consecutive twelve (12) month period unless otherwise agreed by the Parties in writing.

b. Rent Increases in any twelve (12) month period exceeding 7.2 percent is subject to the Rental Housing Dispute Resolution Program ("Threshold"). [CPI is the Consumer Price Index, All Urban Consumers for the San Francisco-Oakland Area. The

most recent CPI is the bimonthly figure most recently available from the Bureau of Labor Statistics.]

c. Landlord bears the burden of proving a Rent increase in excess of Threshold is reasonable.

SEC. 43.25. Payment of Rent Increase during Rental Housing Dispute Resolution Program.

a. Every Tenant shall pay the existing Base Rent as it becomes due.

b. In the event the dispute remains in the Rental Housing Dispute Resolution Program past the notice period specified in the valid notice of Rent Increase, each affected Tenant shall pay the Landlord the Base Rent and the Rent Increase up to the Threshold in order to continue in the program. Landlord shall provide Tenant with a receipt acknowledging delivery of the Rent.

SEC. 43.26. Factors determining reasonableness of Rent Increases.

The purpose of this article is to permit Landlords a fair and reasonable return on the value of their property, while at the same time protecting Tenants from arbitrary, capricious or unreasonable Rent Increases. If a Rent Increase dispute proceeds to Arbitration, the reasonableness of any portion of the Rent Increase in excess of 7.2 percent will be determined by an Arbitrator.

The determination of reasonableness shall be made with reference to the following standards, unless Arbitrator determines the overall standard of reasonableness requires other standards to be applied in a given case to ensure the above stated purpose is being met:

a. Past history of Rent Increases for the same Rental Unit, including timing and amounts;

b. Market rental rates for similar Rental Units in Mountain View;

c. History of capital improvements, maintenance and repairs, operation and maintenance costs for the Rental Unit, including verified expenses;

d. Any unanticipated increases in other categories of Landlord costs for the Rental Unit within the twelve (12) months prior to the notice of Rent Increase or verified expenses to be incurred in the twelve (12) months following the date of the Rent Increase notice;

e. Increases in Landlord costs due to necessary upgrades or verified significant renovations incurred within twelve (12) months prior to the date of the Rent Increase notice for the Rental Unit or projected increases within the twelve (12) months following the date of the Rent Increase notice;

f. Vacancies in the Rental Unit and whether a vacancy was a Voluntary Vacancy;

g. Service Reductions for the Rental Unit during the Tenant's occupancy of the Rental Unit; and

h. Any serious health, safety, fire or building code violations as defined by Health and Safety Code § 17920.3.

The Arbitrator shall determine the amount of the allowable Rent Increase in excess of the threshold allowed pursuant to Sec. 43.24, if any, in accordance with the standards enumerated in this section.

SEC. 43.27. Burden of proof at arbitration.

a. Landlord bears the burden of presenting evidence to the Arbitrator that the Rent Increase in excess of the Threshold is reasonable.

b. Tenant bears the burden of proving a Service Reduction. Tenant must prove the decrease in service was substantial and the Landlord had notice of the condition but failed to restore the service within a reasonable time after receiving notice of it. Violations of the Mountain View City Code regarding a Rental Unit must be considered. Upon finding a Service Reduction, an Arbitrator may reduce a Rent Increase, order a credit against Rent paid and/or a reduction in future Rent based on the nature of the Service Reduction, the habitability and usability of the Rental Unit and the duration of the Service Reduction.

SEC. 43.28. Subpoenas.

An Arbitrator may, on his/her own initiative, or at the request of a Party, issue subpoenas, or require the production of documents by a Party, provided the Party requesting the subpoena makes a showing of good cause supporting such a request. For the purposes of this article, the city council's authority to issue subpoenas is delegated to the Arbitrator, reserving to the Council full authority to issue subpoenas for the same or other purposes.

SEC. 43.29. Property registration and fees.

a. A Landlord shall register each residential Rental Unit within the City of Mountain View. The registration shall be on forms provided by the city and shall include the name and mailing address of the owner or owners of the property, the person authorized to effectively resolve Rental Housing Disputes arising under this article as well as the name, address and telephone number of the Landlord, and the number of Rental Units at the address.

b. For the sole purpose of reimbursing the City of Mountain View for the reasonable costs of maintaining property registration records and related administrative systems, and the Rental Housing Dispute Resolution Program, the Landlord of each Rental Unit shall pay a fee in an amount to be set by the City of Mountain View for each Rental Unit.

SEC. 43.30. Retaliation.

No Landlord shall increase Rent, cause a Service Reduction, cause a Tenant to involuntarily quit the Rental Unit, bring an action to receive possession, or threaten to do any of such acts or take any other adverse action against a Tenant because of the Tenant's exercise of the Tenant's rights pursuant to this article.

SEC. 43.31. Enforcement.

a. Violation of provisions of this article shall not constitute a crime.

b. At any time, a Tenant may bring action in the courts of the state alleging a violation by the Landlord of the provisions of this article or may seek a court order directing compliance with the provisions of this article.

c. At any time, a Landlord may bring an action in the courts of the state alleging a violation by the Tenant of the provisions of this article or may seek a court order directing compliance with the provisions of this article.

d. Any Rent increase in violation of this section shall operate as a complete defense to an unlawful detainer action based on failure to pay any invalid Rent Increase. Any Tenant required to pay an invalid Rent Increase may recover all invalid Rent Increase amounts, actually paid by the Tenant, in a civil action.

SEC. 43.32. Repeal of ordinance.

By operation of law, this ordinance shall be repealed in its entirety unless by September 30, 2019, the city council by an affirmative vote has taken action to retain the ordinance and any amendments thereto or portions thereof."

Section 2. Nonwaiver. Any waiver or purported waiver by a tenant of rights under this chapter prior to the time when such rights may be exercised, except a rejection of a one (1) year lease offered in accordance with Section 3, shall be void as contrary to public policy.

Section 3. Pursuant to Section 522 of the Mountain View City Charter, it is ordered that copies of the foregoing proposed ordinance be posted at least two (2) days prior to its adoption in three (3) prominent places in the City and that a single publication be made to the official newspaper of the City of a notice setting forth the title of the ordinance, the date of its introduction, and a list of the places where copies of the proposed ordinance are posted.

Section 4. CEQA. The City Council hereby finds and determines that this ordinance is not subject to the requirements of the California Environmental Quality Act (CEQA) pursuant to CEQA Guideline 15183 (Action Consistent with General Plan and Zoning); Section 15378 (No Project); and Section 15061(b)(3) (No Significant Environmental Impact).

Section 5. Severability. If any section, subsection, sentence, clause, or phrase of this urgency ordinance is for any reason held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of this urgency ordinance. The City Council declares that it would have adopted this urgency ordinance and each section, subsection, sentence, clause, and phrase thereof, irrespective of the fact that any one or more section, subsection, sentence, clause, or phrase be declared invalid.

Section 6. Effective Date. The provisions of this ordinance shall be effective thirty (30) days from and after the date of its adoption.

The foregoing ordinance was regularly introduced at the Special Meeting of the City Council of the City of Mountain View, duly held on the 15th day of March 2016, and thereafter adopted at the Regular Meeting of said Council, duly held on the 26th day of April 2016, by the following roll call vote:

AYES: Councilmembers Clark, Kasperzak, McAlister, and Mayor Showalter

NOES: Councilmembers Inks, Siegel, and Vice Mayor Rosenberg

ABSENT: None

NOT VOTING: None

ATTEST:

APPROVED:

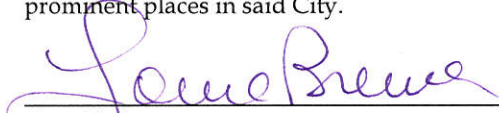


LORRIE BREWER, MMC
CITY CLERK



PATRICIA SHOWALTER
MAYOR

I do hereby certify that the foregoing ordinance was passed and adopted by the City Council of the City of Mountain View at a Regular Meeting held on the 26th day of April 2016, by the foregoing vote, and was published in the *San Jose Post Record* by reference on the 20th day of April 2016, and posted in three prominent places in said City.



City Clerk
City of Mountain View

KB/4/ORD
015-03-15-16o-E-4



STAFF REPORT

City Council

Meeting Date:

1/10/2017

Staff Report Number:

17-001-CC

Consent Calendar:

Transmittal of the Annual Report on the status of the transportation impact, storm drainage, recreation in-lieu, below market rate housing in-lieu, and building construction road impact fees collected as of June 30, 2016

Recommendation

Staff recommends the City Council review the annual report on the status of the transportation impact, storm drainage, recreation in-lieu, below market rate housing and building construction road impact fees. Staff also recommends that Council adopt the following:

1. Transportation impact fees, storm drainage fees, recreation in lieu fees, below market rate housing in-lieu, and building construction road impact fees are collected to mitigate direct and indirect impacts from development.
2. These funds are expended in a timely manner to fund continued improvements to public facilities related to the increased demand on the facilities resulting from development.
3. There is a reasonable relationship between these impact fees and their purpose.
4. These impact fees continue to be required to fund applicable improvements, and as such, these fees will continue to be collected and deposited into the appropriate funds for utilization solely for their intended purpose.

Policy Issues

This report does not represent any change to existing City policy and affirms the City's intention to continue to charge these impact fees to fund projects and programs that mitigate the direct and indirect impact of development in the City of Menlo Park.

Background

Cities and counties often charge fees on new development to fund public improvements to mitigate the impact of development activity. These fees are commonly known as development impact fees. In 1989, the state legislature passed Assembly Bill 1600 (AB1600), which added Sections 66000 et seq. to the California Government Code, commonly known as the Mitigation Fee Act.

As required by law, these fees are segregated from the General Fund and accounted for in special revenue funds. Government Code Section 66001 requires that the City make available to the public information regarding development impact fees for each fund within 180 days after the end of each fiscal year:

- A brief description of the fee and the fund into which the fee was deposited
- The amount of the fee

- The associated fund’s beginning and ending balances for the fiscal year
- The total amount of fees collected and interest earned
- Identification of each public improvement on which impact fees were expended and the amount of expenditure on each improvement, including the total percentage of the cost of the public improvement that was funded with impact fees;
- Identification of the approximate date by which construction of a public improvement will commence if the local agency determined that sufficient funds have been collected to complete financing on an incomplete public improvement and the public improvement remains incomplete (Attachment A)
- A description of each interfund transfer or loan made from an account or fund

Further, Government Code Section 66000 et. seq. also requires that findings describing the continuing need for impact fees be made every five years specifying the intended use of any unexpended impact fees, regardless of whether the fees are committed or uncommitted. Failure to make such findings subjects the City to going through a refunding procedure. This report meets the requirements to comply with the Mitigation Fee Act.

Analysis

Transportation Impact Fees

Due to growth and development in San Mateo County and the City of Menlo Park, increased pressure has been put on the transportation system. Early in fiscal year 2009-10, the City concluded a transportation impact fee study, which enabled staff to recommend an update to the existing fees and create a more systematic way for applying the fees. As a result, a new fee structure was put in place effective Dec. 6, 2009, with the passing of an ordinance that added Chapter 13.26 to the municipal code. This fee structure is listed below and is included in the 2016 City’s Master Fee Schedule:

Land Use	Unit	2016 Fee Amount
Office	Sq.Ft.	\$4.63
Research and Development	Sq.Ft.	\$3.33
Manufacturing	Sq.Ft.	\$2.28
Warehousing	Sq.Ft.	\$1.00
Restaurant	Sq.Ft.	\$4.63
Retail	Sq.Ft.	\$4.63
Single Family	Units	\$3,139.49
Multi-Family	Units	\$1,927.02
Hotel	Per Room.	\$1,833.73
Medical Office	Sq.Ft.	\$10.75

For fiscal year 2015-16, the City received total revenue of \$525,882 primarily from traffic impact fees and interest income. For the same period, the City expended a total of \$1,078,011 on projects eligible for funding under this revenue source. Accordingly, net revenue for the year for the year totaled (\$552,129) and the ending balance as of June 30, 2016 is \$1,116,471. Of this amount, all funds are available for use to

meet current or planned projects eligible for this funding source. In the next five fiscal years, it is planned that the City will require \$1,335,000 from transportation impact fees to finance needed infrastructure projects. As such, there exists a continued need for this fee. Detail of current year and historical financials as well as current year project expenditures are available in **Attachment A**.

Storm Drainage Fees

The storm drainage fee, which commenced before 1989, is levied to mitigate City storm drainage impacts either directly or indirectly resulting from development projects. The fees are charged for property development as shown in the 2016 City's Master Fee Schedule:

Storm drainage connection fees:

- Single family – per lot \$450.00
- Multiple family – per unit \$150.00
- Industrial and Commercial – per square foot of impervious area \$ 0.24

For fiscal year 2015-16, the City received total revenue of \$2,335, primarily from storm drainage fees and interest income. For the same period, the City did not expend any resources on projects eligible for funding under this revenue source. Accordingly, net revenue for the year for the year totaled \$2,335 and the ending balance as of June 30, 2016 is \$172,555. Of this amount, all funds are available for use to meet current or planned projects eligible for this funding source. In the next five fiscal years, it is planned that the City will require \$100,000 from storm drainage fees to finance needed infrastructure projects. As such, there exists a continued need for this fee. Detail of current year and historical financials as well as current year project expenditures are available in **Attachment B**.

Recreation In-Lieu Fees

The recreation in-lieu fee, which commenced before 1989, is collected from developers to improve and expand recreation facilities in-lieu of providing new on-site facilities. The fee is charged on new residential development as shown in the 2016 City's Master Fee Schedule:

- Single Family (RE and R-1): 0.013 (Multiplied by number of units and by market value of acreage to be subdivided)
- Multiple Family Development (R-2, R-3, RLU and PD): 0.008 (Multiplied by number of units and by market value of acreage to be subdivided)

For fiscal year 2015-16, the City received total revenue of \$116,362, primarily from recreation in-lieu fees and interest income. For the same period, the City expended a total of \$248,368 on projects eligible for funding under this revenue source. Accordingly, net revenue for the year for the year totaled \$(132,006) and the ending balance as of June 30, 2016 is \$1,295,486. Of this amount, all funds are available for use to meet current or planned projects eligible for this funding source. In the next five fiscal years, it is planned that the City will require \$1,200,000 from recreation in-lieu fees to finance needed infrastructure projects. As such, there exists a continued need for this fee. Detail of current year and historical financials as well as current year project expenditures are available in **Attachment C**.

Below Market Rate Housing In-Lieu Fee

The Below Market Rate (BMR) Housing program was established in 1987 to increase the housing supply for people who live and/or work in Menlo Park and have very low, low, or moderate incomes as defined by income limits set by San Mateo County. The primary objective of the fee is to create actual housing units rather than generate a capital fund however residential developers are permitted to pay an in-lieu fee if a project does not provide the following:

- All owner-occupied residential developments of five or more units are required to provide a BMR unit.
- Residential developments of 10 to 19 units are required to provide 10 percent of the housing at below market rates.
- Development projects of 20 units or more are required to provide 15 percent of the housing at below market rates.

For new commercial developments equal to or greater than 10,000 square feet that generate employment opportunities, the in-lieu fee is established as follows:

- \$16.15 per square foot of net new gross floor area for most commercial uses
- \$8.76 per square foot of net new gross floor area for defined uses that generate fewer employees.

For fiscal year 2015-16, the City received total revenue of \$3,938,187, primarily from below market rate housing in-lieu fees and interest income. For the same period, the City expended a total of \$90,579 on projects eligible for funding under this revenue source. Accordingly, net revenue for the year for the year totaled \$3,847,608 and the ending balance as of June 30, 2016 is \$16,884,110. Of this amount, only \$7,782,133 is available for use to meet current or planned projects eligible for this funding source. The remaining fund balance reflects assets held as notes receivable (BMR loan programs) and real estate held for resale. Staff is currently negotiating with a developer on a project that will utilize a significant amount of the most recent NOFA. Staff also anticipates the allocation of BMR funds following the approval of the General Plan Update to leverage additional development of affordable housing within the plan area. It is estimated at this time that the abovementioned activities will exhaust and potentially exceed the current available fund balance. Detail of current year and historical financials as well as current year project expenditures are available in **Attachment D**.

Building Construction Road Impact Fees

The building construction impact fee that took effect in November 2005 was adopted to recover the cost of repairing damage to streets caused by construction-related vehicle traffic. On Aug. 5, 2008, Council adopted a resolution extending this fee beyond the three-year sunset provision initially established. The fee is charged on the value of the construction project as shown in the 2016 Master Fee Schedule:

- The fee amounts to 0.58 percent of a construction project's value.
- Residential alteration and repairs, as well as all projects under \$10,000, are exempt from the fee.

For fiscal year 2015-16, the City received total revenue of \$1,861,929, primarily from building construction road impact fees and interest income. For the same period, the City expended a total of \$2,806,765 on projects eligible for funding under this revenue source. Accordingly, net revenue for the year for the year totaled \$(944,836) and the ending balance as of June 30, 2016 is \$4,074,213. Of this amount, all funds are available for use to meet current or planned projects eligible for this funding source. In the next five fiscal years, it is planned that the City will require \$11,800,000 from building construction road impact fees to

finance needed infrastructure projects. As such, there exists a continued need for this fee. Detail of current year and historical financials as well as current year project expenditures are available in **Attachment E**.

Impact on City Resources

There is no impact on City resources resulting from this annual report, and this report meets the compliance requirements of the Mitigation Fee Act. Impact Fees collected in 2015-16 represented \$6,199,262.

Environmental Review

This report is not subject to the California Environmental Quality Act.

Public Notice

Public Notification to comply with the Mitigation Fee Act will be achieved by posting the Annual Report on December 1, 2016, more than 15 days before the meeting at which the Council is anticipated to make required findings as outlined in the recommendation.

Attachments

- A. Transportation Impact Fee Financial Report
- B. Storm Drainage Fee Financial Report
- C. Recreation In-Lieu Fee Financial Report
- D. Below Market Rate Housing In-Lieu Fee Financial Report
- E. Building Construction Road Impact Fee Financial Report

Report prepared by:

Miranda Shum, Accounting Assistant II
Rosendo Rodriguez, Finance & Budget Manager

Approved by:

Nick Pegueros, Administrative Services Director

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City of Menlo Park
Transportation Impact Fee Financial Report

Attachment A

Transportation Impact Fees	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning balance	1,487,136	1,257,980	1,218,644	2,194,631	3,209,897
Developer Fees	57,256	176,058	1,350,662	1,063,265	484,865
Interest earnings	24,697	(995)	15,270	26,680	41,017
Expenditures	(164,759)	(338,765)	(65,411)	(68,888)	(1,078,011)
Encumbrances - prior year	2,571	148,921	24,555	349,089	354,880
Encumbrances - current year	(148,921)	(24,555)	(349,089)	(354,880)	(1,896,178)
Ending Balance	\$1,257,980	\$1,218,644	\$2,194,631	\$3,209,897	\$1,116,471

Traffic Impact Fee Project Expenditures:	Total Expended	Impact Fees Used	% of Total
Willow Road Signal Interconnect	\$5,438	\$5,438	100%
Willow Rd Improvements @ Newbridge & Bayfront Expressway	3,216	3,216	100%
ECR/Ravenswood NB Right Turn Lane	38,421	38,421	100%
Sand Hill Road Pathway Repair	7,490	7,490	100%
Willow/101 Interchange	23,810	23,810	100%
Willow Rd/VA Hospital Entrance	422	422	100%
Sand Hill Road Signal Interconnect	491,192	200,309	41%
Citywide Bicycle & Pedestrian Visibility Project	311,765	6,637	2%
Downtown Parking Structure Study	624	624	100%
Dumbarton Rail Corridor Planning Support	19,411	19,411	100%
Ravenswood Avenue/Caltrain Grade Separation	97,331	97,331	100%
Haven Avenue Streetscape Improvement	43,882	33,576	77%
Menlo Park/East Palo Alto Connectivity Project	65,480	65,480	100%
Transit Improvements	19,874	19,874	100%
Willow Road Transportation Study	30,095	30,095	100%
Sand Hill Road Signal Modification Project	16,500	16,500	100%
Menlo Park-Atherton Bike/Pedestrian Improvements Project	52,321	52,321	100%
Santa Cruz Sidewalks	1,000,000	1,000,000	100%
Total Capital Expenditures:	\$2,227,272	\$1,620,954	73%

Operating Expenditures:			
Transportation Management	\$ 9,166	\$ 9,166	100%
Multi-Modal Management	22,409	22,409	100%
Right-of-Way	19	19	100%
Development Services	27	27	100%
Total Operating Expenditures:	\$31,621	\$31,621	100%

Total Expenditures:	\$2,258,893	\$1,652,575	73%
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Traffic Impact Fee Future Projects	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Florence Street/Marsh Road and Bay Road/Marsh Road Traffic Signal Modification	\$0	\$0	\$345,000	\$0	\$0	\$345,000
Middle Avenue Caltrain Crossing	700,000	0	0	0	0	\$700,000
Middlefield Road, Ravenswood Avenue and Ringwood Avenue Traffic Signals Modification	0	290,000	0	0	0	\$290,000
Total						\$1,335,000

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**City of Menlo Park
Storm Drainage Impact Fee Financial Report**

Attachment B

Storm Drainage Impact Fees	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning balance	\$184,451	\$188,015	\$101,114	\$106,127	\$159,526
Developer fees	2,594	5,945	4,495	52,160	783
Interest income/(expense)	970	(94)	936	1,239	1,552
Expenditures	0	(80,973)	(1,503)	0	0
Encumbrances - prior year	0	0	11,779	10,694	10,694
Encumbrances - current year	0	(11,779)	(10,694)	(10,694)	0
Ending Balance	\$188,015	\$101,114	\$106,127	\$159,526	\$172,555

Storm Drainage Impact Fee Fund Current Year Projects Expenditures	2015-16 Total Expended	Impact Fees Used	% of Total
None	-	-	0%

Storm Drainage Impact Fee Future Projects	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Green Infrastructure Plan	\$100,000	\$0	\$0	\$0	\$0	\$100,000
					Total	\$100,000

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**City of Menlo Park
Recreation In-Lieu Impact Fee Financial Report**

Attachment C

Recreation In-Lieu Impact Fees	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning balance	\$557,893	\$463,952	\$1,164,503	\$1,331,232	\$1,422,992
Developer Fees	212,000	896,000	276,000	52,000	103,400
Interest Income/(Expense)	(6,026)	(1,588)	9,373	14,029	12,962
Expenditures	(3,325,127)	(200,000)	(67,222)	(19,769)	(248,368)
Encumbrances - prior year	3,031,351	6,139	0	51,422	5,922
Encumbrances - current year	(6,139)	0	(51,422)	(5,922)	(1,422)
Ending Balance	\$463,952	\$1,164,503	\$1,331,232	\$1,422,992	\$1,295,486

Recreation In-Lieu Fee Current Year Projects Expenditures	2015-16 Expenditures	Funded by Fee	Fee Funding as % of Total
Playground Equipment Assessment & Replacement	\$215,198	\$230,000	94%
Willow Oaks Dog Park	10,479	250,000	4%
Relocation of Dog Park at Nealon Park	6,961	250,000	3%
Belle Haven Pool Deck Lighting	15,730	30,000	52%
Total	\$248,368	\$760,000	

Recreation In-Lieu Fee Future Projects	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Bedwell Bayfront Park Master Plan	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Belle Haven Pool Deck Lighting	0	300,000	0	0	0	300,000
Jack Lyle Park Restrooms Construction	350,000	0	0	0	0	350,000
Tennis Court Electronic Key Upgrade	0	100,000	0	0	0	100,000
Willow Oaks Park Restroom	350,000	0	0	0	0	350,000
					Total	\$1,200,000

- Single Family: 0.013
Multiply number of units by market value of acreage to be subdivided
- Multiple Family Development: 0.008
Multiply number of units by market value of acreage to be subdivided

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**City of Menlo Park
Below Market Rate Housing Financial Report**

Attachment D

Below Market Rate Housing Special Fund	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Assets	\$10,446,150	\$10,947,253	\$10,629,904	\$11,751,144	\$14,135,309
Fiscal Year Activity					
Charges for Services	515,720	365,823	81,277	2,388,210	3,788,680
Use of Money and Property	53,399	21,241	114,817	178,194	149,507
Expenditures	(716,301)	(704,413)	(155,522)	(182,238)	(90,579)
Proceeds from the Sale of Assets	0	0	1,080,667	0	(6,788)
Prior period adjustment	648,286	0	0	0	(1,092,019)
Net change in fund balance	501,103	(317,349)	1,121,239	2,384,165	2,748,801
Ending Assets	\$10,947,253	\$10,629,904	\$11,751,144	\$14,135,309	\$16,884,110
Liabilities	7,549	14,613	10,200	21,720	12,476
Unavaillable fund balance	3,922,435	4,675,206	3,730,554	7,246,818	9,089,501
Restricted	7,017,269	5,940,085	8,010,390	6,866,771	7,782,133
Grand Total - Liabilities & Fund Balance	\$10,947,253	\$10,629,904	\$11,751,144	\$14,135,309	\$16,884,110

Building Construction Road Impact Fee Fund	2015-16 Total Expended	Impact Fees Used	% of Total
Project Expenditures:			
Purchase and Rental of BMR Units	\$316,852	\$316,852	100%
Total Expenditures:	\$316,852	\$316,852	100%

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City of Menlo Park
Construction Impact Fee Financial Report

Attachment E

	2011-12	2012-13	2013-14	2014-15	2015-16
Building Construction Road Impact Fees:					
Beginning balance	\$1,419,552	\$1,290,053	\$1,770,412	\$3,302,279	\$5,040,467
Developer Fees	680,152	691,793	1,725,457	1,584,406	1,821,534
Street Department Fees	2,800	0	0	0	0
Interest Income/(Expense)	15,921	(2,792)	16,069	39,390	40,395
Expenditures	(217,521)	(1,205,493)	(219,871)	(199,804)	(2,806,765)
Encumbrances - prior year	718,664	1,329,515	332,664	322,453	8,257
Encumbrances - current year	(1,329,515)	(332,664)	(322,453)	(8,257)	(29,675)
Ending Balance	\$1,290,053	\$1,770,412	\$3,302,279	\$5,040,467	\$4,074,213

Building Construction Road Impact Fee Fund	2015-16 Total	Impact Fees	% of Total
Project Expenditures:			
Street Resurfacing Project	\$2,743,722	\$400,000	15%
Operating Expenditures:			
Street Maintenance	63,043	0	0%
Total Expenditures:	\$2,806,765	\$400,000	14%

Construction Impact Fee Future Projects	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Street Resurfacing	\$4,500,000	\$400,000	\$3,500,000	\$400,000	\$3,000,000	\$11,800,000
					Total	\$11,800,000

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STAFF REPORT

City Council

Meeting Date: 1/10/2017

Staff Report Number: 17-002-CC

Consent Calendar: **Initiate the Menlo Park Landscape Assessment District proceedings for Fiscal Year (FY) 2017-18**

Recommendation

Staff recommends that the City Council initiate the Menlo Park Landscape Assessment District (MPLAD) proceedings for Fiscal Year (FY) 2017-18 and adopt a resolution describing the improvements and direct preparation of the Engineer's Report.

Policy Issues

The recommendation does not represent any change to existing City policy. Pursuant to the provisions of the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the Streets and Highways Code of the State of California and Proposition 218, the Council conducted proceedings for the formation of the City of MPLAD. The Landscape Assessment District requires an annual review of the levied assessment.

Background

In 1982, the Menlo Park citizens approved Measure N, an advisory measure for the City forming an assessment district to care for the City's street tree infrastructure. The Menlo Park Landscape Assessment District was subsequently formed in 1983.

Prior to 1990, property owners were responsible for all sidewalk and parking strip repair damaged by City street trees. In some cases, the lump-sum cost of removing and replacing the damaged public infrastructure was a financial burden. Thus, in 1990, an additional assessment was established and combined with the Landscape Assessment District to fund the repair of sidewalks and parking strips damaged by City trees. Financing through an assessment, to be levied on an annual basis, was determined to be more cost-effective and less burdensome to property owners than a large lump-sum payment.

In FY 1998-99, the City reauthorized the Landscape Assessment District through a mailed ballot, as required by Proposition 218. Each year, the City goes through a process to approve the levying of annual Landscape Assessment District fees. The attached resolution is the first step in the process to establish assessments for the coming fiscal year.

Analysis

Landscape Assessment District Scope of Work

The scope of work for the Landscape Assessment District has not changed from the FY 2016-17 program and includes the following:

- Maintenance and servicing of City street trees, including the cost of repair, removal, or replacement of all or any part thereof;
- Providing for the life, growth, health, and beauty of City landscaping, including cultivation, trimming, spraying, fertilizing, or treating for disease or injury;
- Removal of trimmings, rubbish, debris, and other solid waste, and providing water for the irrigation thereof; and
- The installation or construction, including the maintenance and servicing thereof, of curbs, gutters, sidewalks, and parking strips damaged by City street trees.

Assessment Engineer

The first step in the annual Landscape Assessment District proceedings is the preparation of the Engineer’s Report. Staff has selected SCI Consulting Group to complete the engineering work for the FY 2017-18 report. The firm has extensive background and knowledge of the City’s Landscape Assessment District, a successful track record with the City preparing the Engineer’s Report since 1998, and experience with Proposition 218 requirements. The scope of services includes identification and verification of parcels within the district, allocation of the estimated cost of improvements and expenses to said parcels, determination of assessment amounts, preparation of assessment rolls, developing the Engineer’s Report, facilitating assessment proceedings, and general project administration.

Schedule for Assessment	
Date	Tasks
January 2017	Council adopts a resolution initiating the Landscape Assessment District proceedings, describing the improvements, and directs preparation of the Engineer’s Report.
May 2017	Completion and filing of the Engineer’s Report.
May 2017	Council adopts 1) a resolution giving preliminary approval of the Engineer’s Report, and 2) a resolution of intention to order the levy and collection of the annual assessment and scheduling of the public hearing.
June 2017	Council holds a public hearing to consider adoption of a resolution overruling protests, ordering improvements, confirming the assessment diagram, and ordering the levy and collection of assessments.
July 2017	Submittal of assessments to the County Assessor’s Office.
October 2017	City review and confirmation of final levies to be collected by the County.
January 2018	Verification of assessment receipts, levies, and delinquencies.

Impact on City Resources

The cost of the assessment engineering services and preparation of the Engineer's Report is \$9,400. There are sufficient funds in the Landscape Assessment District budget to fund this expense.

Environmental Review

An environmental review is not required for this action.

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. Resolution

Report prepared by:

Ebby Sohrabi, Senior Civil Engineer

Report reviewed by:

Ruben Niño, Assistant Public Works Director

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RESOLUTION NO.**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK DESCRIBING IMPROVEMENTS AND DIRECTING PREPARATION OF THE ENGINEER'S REPORT FOR THE CITY OF MENLO PARK LANDSCAPE ASSESSMENT DISTRICT FOR FISCAL YEAR 2017-18**

WHEREAS, in 1982, the Menlo Park citizens voted for Measure N, an advisory measure for the City to form an assessment district to care for the City's street tree infrastructure and the Menlo Park Landscape Assessment District was subsequently formed in 1983; and

WHEREAS, prior to 1990, property owners were responsible for all sidewalk and parking strip repair damaged by City street trees; and

WHEREAS, in Fiscal Year (FY) 1990, an additional assessment was established and combined with the Landscape Assessment District to fund the repair of sidewalks and parking strips damaged by City trees; and

WHEREAS, in 1998-99, the City reauthorized the Landscape Assessment District through a mailed ballot, as required by Proposition 218.

NOW, THEREFORE, BE IT RESOLVED, as follows:

1. This Council did, pursuant to the provisions of the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the Streets and Highways Code of the State of California, conduct proceedings for the formation of the City of Menlo Park Landscaping District and for the levy and collection of assessments for FY 1983-84, and did, on May 10, 1983, pursuant to proceedings duly had, adopt its Resolution No. 3417-F, A Resolution Overruling Protests and Ordering the Formation of an Assessment District and the Improvements and Confirming the Diagram and Assessment.
2. The public interest, convenience, and necessity require, and it is the intention of said Council to undertake proceedings for, the levy and collection of assessments upon the several lots or parcels of land in said District for the construction or installation of improvements, including the maintenance or servicing, or both, thereof for the FY 2017-18.
3. The improvements to be constructed or installed include the maintenance and servicing of street trees, the cost of repair, removal, or replacement of all or any part thereof, providing for the life, growth, health and beauty of public landscaping, including cultivation, trimming, spraying, fertilizing, or treating for disease or injury, the removal of trimmings, rubbish, debris, and other solid waste, and water for the irrigation thereof, and the installation or construction, including the maintenance and servicing thereof, of curbs, gutters, sidewalks, and parking strips.

4. The costs and expenses of said improvements, including the maintenance or servicing, or both, thereof, are to be made chargeable upon said District, the exterior boundaries of which District are the composite and consolidated area as more particularly shown on a map (Exhibit A) thereof on file in the office of the Engineering Division of the City of Menlo Park to which reference is hereby made for further particulars. Said map indicates by a boundary line the extent of the territory included in said District and of any zone thereof and shall govern for all details as to the extent of the assessment district.
5. The Assessment Engineer is hereby directed to prepare and file with said Clerk a report, in writing, referring to the assessment district by its distinctive designation, specifying the fiscal year to which the report applies, and, with respect to that year, presenting the following:
 - a) Plans and specifications of the existing improvements and for proposed new improvements, if any, to be made within the assessment district or within any zone thereof;
 - b) An estimate of the costs of said proposed new improvements, if any, to be made, the costs of maintenance or servicing, or both, thereof, and of any existing improvements, together with the incidental expenses in connection therewith;
 - c) A diagram showing the exterior boundaries of the assessment district and of any zones within said district and the lines and dimensions of each lot or parcel of land within the district as such lot or parcel of land is shown on the County Assessor's map for the fiscal year to which the report applies, each of which lots or parcels of land shall be identified by a distinctive number or letter on said diagram; and
 - d) A proposed assessment of the total amount of the estimated costs and expenses of the proposed new improvements, including the maintenance or servicing, or both, thereof, and of any existing improvements upon the several lots or parcels of land in said district in proportion to the estimated benefits to be received by such lots or parcels of land respectively from said improvements, including the maintenance or servicing, or both, thereof, and of the expenses incidental thereto.
6. The Office of the Assistant Public Works Director of said City is hereby, designated as the office to answer inquiries regarding any protest proceedings to be had herein, and may be contacted during regular office hours at the Civic Center Administration Building, 701 Laurel Street, Menlo Park California 94025, or by calling (650) 330-6740.

I, Pamela Aguilar, City Clerk of Menlo Park, do hereby certify that the above and foregoing Council Resolution was duly and regularly passed and adopted at a meeting by said Council on the tenth day of January, 2017, by the following votes:

AYES:

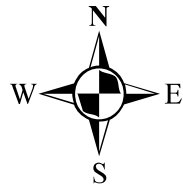
NOES:

ABSENT:

ABSTAIN:

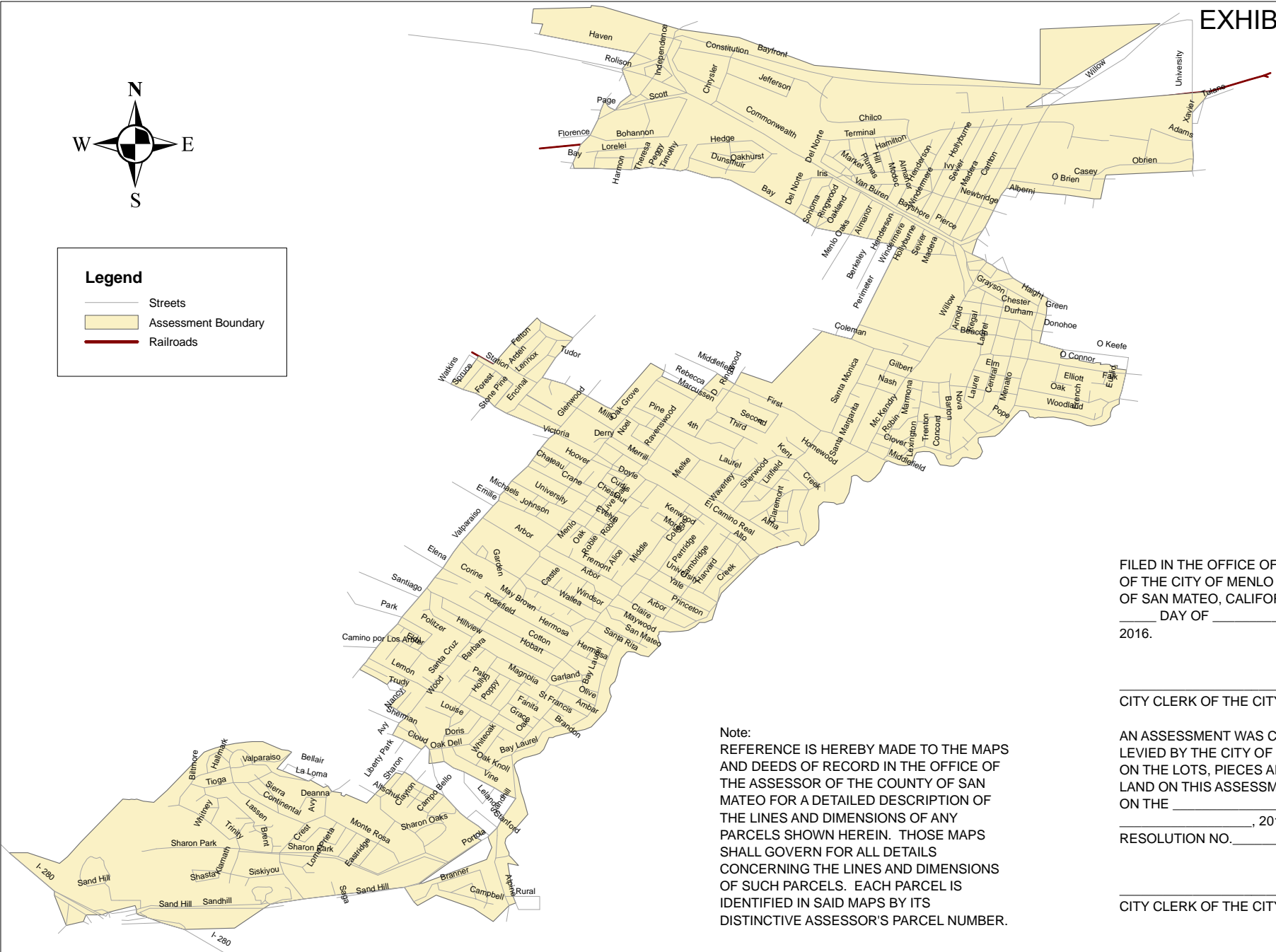
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this tenth day of January, 2017.

Pamela Aguilar
City Clerk



Legend

- Streets
- Assessment Boundary
- Railroads



FILED IN THE OFFICE OF THE CITY CLERK
 OF THE CITY OF MENLO PARK, COUNTY
 OF SAN MATEO, CALIFORNIA, THIS
 _____ DAY OF _____,
 2016.

 CITY CLERK OF THE CITY OF MENLO PARK

AN ASSESSMENT WAS CONFIRMED AND
 LEVIED BY THE CITY OF MENLO PARK
 ON THE LOTS, PIECES AND PARCELS OF
 LAND ON THIS ASSESSMENT DIAGRAM
 ON THE _____ DAY OF
 _____, 2016 BY ITS
 RESOLUTION NO. _____

 CITY CLERK OF THE CITY OF MENLO PARK

Note:
 REFERENCE IS HEREBY MADE TO THE MAPS
 AND DEEDS OF RECORD IN THE OFFICE OF
 THE ASSESSOR OF THE COUNTY OF SAN
 MATEO FOR A DETAILED DESCRIPTION OF
 THE LINES AND DIMENSIONS OF ANY
 PARCELS SHOWN HEREIN. THOSE MAPS
 SHALL GOVERN FOR ALL DETAILS
 CONCERNING THE LINES AND DIMENSIONS
 OF SUCH PARCELS. EACH PARCEL IS
 IDENTIFIED IN SAID MAPS BY ITS
 DISTINCTIVE ASSESSOR'S PARCEL NUMBER.

CITY OF MENLO PARK
LANDSCAPING ASSESSMENT DISTRICT
ASSESSMENT DIAGRAM

SCI Consulting Group
 4745 Mangels Blvd.
 Fairfield, CA 94534
 (707) 430-4300



STAFF REPORT

City Council

Meeting Date: 1/10/2017
Staff Report Number: 17-003-CC

Consent Calendar: Adopt a resolution accepting dedication of a Public Access Easement (PAE) from 1010-1026 Alma Street applicant

Recommendation

Staff recommends that the City Council adopt a resolution (Attachment A) accepting the dedication for a Public Access Easement (PAE) (Attachment B) from Janet LaRochelle and Janet Rasmussen, successor trustees of the Robert W. Armstrong Revocable Trust, and authorize the City Manager to sign the agreement for the easement required by conditions of approval of the project.

Policy Issues

In order for the access easement to become public, it must be accepted by the City Council. City Council authorization is required to allow the City Manager to enter into the agreement. The acceptance of the access easement is consistent with the approved conditions of approval for the 1010-1026 Alma Street project.

Background

The subject site was approved for a new three-story non-medical office building with two underground parking levels within the SP-ECR/D (El Camino Real/Downtown Specific Plan) zoning district. The proposed project consists of approximately 25,480-square-foot non-medical office building and approximately 324-square-foot coffee pavilion. The provision of public plazas along Alma Street to retain two heritage Oak trees and to accommodate the coffee pavilion are a result of the approved public benefit bonus proposal. The applicant was allowed to develop more office square footage by providing the public plazas. The Planning Commission unanimously approved the development on November 2, 2015.

Analysis

The SP-ECR/D designates this district as Station Area East (SAE). The SAE designation emphasizes mixed use commercial projects in order to support area businesses, transit use and overall downtown vibrancy. The SP-ECR/D identifies adequate facilities for pedestrian access as a component of improving downtown vibrancy. Therefore, for this district, building setback shall be sufficient to provide a 15-foot wide sidewalk with a minimum 10-foot wide clear walking zone and a minimum 5-foot wide furnishing zone measured from the back of curb. Currently, the sidewalk is approximately five-foot wide measured from the back of curb to the property line.

The architectural control approval required the applicant to dedicate a PAE along the property frontage on Alma Street to accommodate a 15-foot wide sidewalk and two public plaza areas. The total area of the PAE is approximately 6,026 square feet.

Impact on City Resources

The staff time associated with review and acceptance of the easement dedications and access agreement are recoverable through fees collected from the applicant.

Environmental Review

The acceptance of the dedication of the PAE is categorically exempt under Class 1 of the current State of 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. Resolution
- B. Legal Description for Public Access Easement (PAE)

Report prepared by:
Ebby Sohrabi, Senior Civil Engineer

Report reviewed by:
Ruben Niño, Assistant Public Works Director

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK
ACCEPTING A PUBLIC ACCESS EASEMENT FROM JANET LAROCHELLE
AND JANET RASMUSSEN, SUCCESSOR TRUSTEES OF THE ROBERT W.
ARMSTRONG REVOCABLE TRUST (1010 ALMA STREET)**

WHEREAS, 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 therefor,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Menlo Park that the City Council does hereby accept the public access easement from Janet LaRochelle and Janet Rasmussen, successor trustees of the Robert W. Armstrong Revocable Trust (1010 Alma Street) as shown in Exhibits A and B; and

BE IT FURTHER RESOLVED that the City Council authorizes the City Manager to sign agreements for said easement.

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 Council on this tenth day of January, 2017, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

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

Pamela Aguilar, CMC
City Clerk

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EXHIBIT "A"
LEGAL DESCRIPTION
FOR PUBLIC ACCESS EASEMENT

An easement over that certain real property in the City of Menlo Park, County of San Mateo, State of California, described as follows:

BEGINNING at the southeast corner of Lot 27 as shown on that certain Lot Merger filed for record on November 24, 2015, Document Number: 2015-124671, San Mateo County Records;

THENCE, northwesterly along the northeasterly line of Alma Street as shown on said Document, North 51°56'00" West, 250.00 feet to the most westerly corner of Lot 31, as shown on said Document;

THENCE, northeasterly along the northwesterly line of said Lot 31 North 38°04'00" East, 51.21 feet;

THENCE, southeasterly South 51°56'00" East, 53.75 feet;

THENCE, southwesterly South 38°04'00" West, 19.29 feet;

THENCE, southeasterly South 51°56'00" East, 24.61 feet;

THENCE, southwesterly South 38°04'00" West, 21.92 feet;

THENCE, southeasterly, South 51°56'00" East, 135.11 feet;

THENCE, northeasterly North 38°04'00" East, 21.11 feet;


THENCE, southeasterly South 51°56'00" East, 36.52 feet to a point on the southeasterly line of said Lot 27;

THENCE, southwesterly along last said line, South 38°04'00" West, 31.11 feet to the **POINT OF BEGINNING**.


The described area containing 6,026 square feet more or less, and being a portion of Lots 27 through 31 as shown on said Document.

The above described area is shown on the accompanying plat, labeled Exhibit "B" attached hereto and made a part hereof.

This description was prepared by me or under my direction in conformance with the requirements of the Professional Land Surveyors Act.



Andrew S. Chafer, PLS 8005



LEGEND




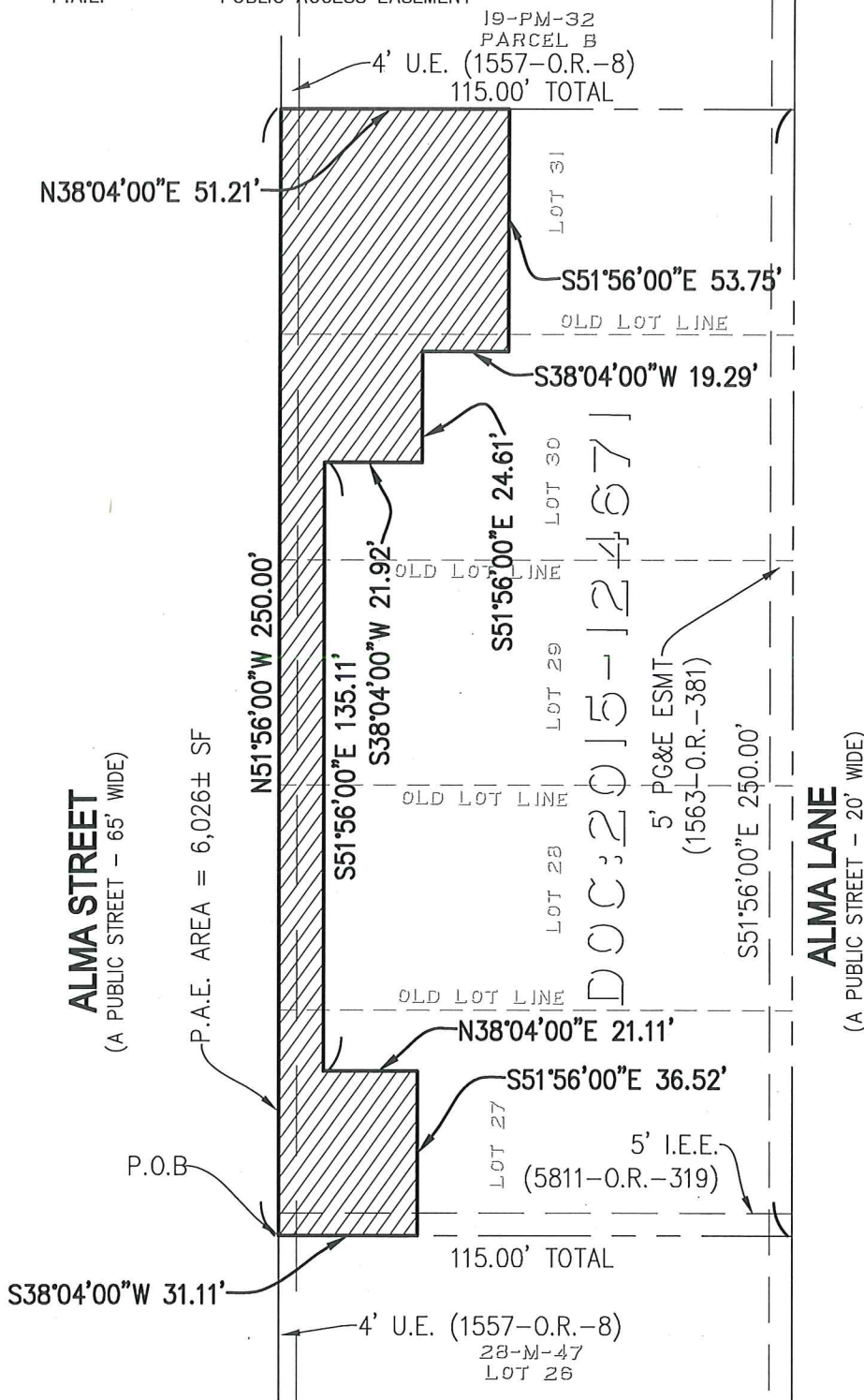
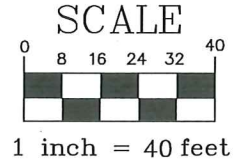
-  PROPERTY LINE
-  OLD LOT LINE
-  PROPOSED PUBLIC ACCESS EASEMENT
- P.O.B. POINT OF BEGINNING
- U.E. UTILITY EASEMENT
- I.E.E. INGRESS EGRESS EASEMENT
- P.A.E. PUBLIC ACCESS EASEMENT

EXHIBIT B



PLAT TO ACCOMPANY LEGAL DESCRIPTION

EXHIBIT B



SANDIS

CIVIL ENGINEERS
SURVEYORS
PLANNERS

1700 Winchester Boulevard, Campbell, CA 95008 | P. 408.636.0900 | F. 408.636.0999 | www.sandis.net

SILICON VALLEY TRI-VALLEY CENTRAL VALLEY SACRAMENTO EAST BAY/SF

DATE: 10/28/16
SCALE: 1"=40'
DRAWN BY: BC
APPROVED BY: AC
DRAWING NO.: 214080

PUBLIC ACCESS EASEMENT
MENLO PARK CA

SHEET

1

OF 1 SHEETS

SANDIS JOB: 214080 PAE EASEMENT

Segment #1 : Line

Course: N51°56'00"W Length: 250.00'

Segment #2 : Line

Course: N38°04'00"E Length: 51.21'

Segment #3 : Line

Course: S51°56'00"E Length: 53.75'

Segment #4 : Line

Course: S38°04'00"W Length: 19.29'

Segment #5 : Line

Course: S51°56'00"E Length: 24.61'

Segment #6 : Line

Course: S38°04'00"W Length: 21.92'

Segment #7 : Line

Course: S51°56'00"E Length: 135.11'

Segment #8 : Line

Course: N38°04'00"E Length: 21.11'

Segment #9 : Line

Course: S51°56'00"E Length: 36.52'

Segment #10 : Line

Course: S38°04'00"W Length: 31.11'

Perimeter: 644.65' Area: 6025.65 Sq. Ft.

Error Closure: 0.0100 Course: N51°56'00"W

Error North: 0.00617 East: -0.00787

Precision 1: 64463.00



SPECIAL AND REGULAR MEETING MINUTES - Draft

Date: 11/15/2016
Time: 7:00 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

6:00 p.m. CLOSED SESSION

Mayor Cline called the Closed Session to order at 6:10 p.m. There was no public comment.

CL1. Closed Session pursuant to Government Code Section §54957.6 to confer with labor negotiators regarding current labor negotiations with the unrepresented management

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

A. Call To Order

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

B. Roll Call

Present: Cline, Keith, Mueller, Ohtaki
Absent: Carlton
Staff: City Manager Alex McIntyre, City Attorney Bill McClure, City Clerk Pamela Aguilar

C. Pledge of Allegiance

Mayor Cline led the pledge of allegiance.

D. Report from Closed Session

There was no reportable action from the Closed Session.

E. Public Comment

There was no public comment.

F. Consent Calendar

F1. Waive the reading and adopt ordinances rezoning project site, located at 300-309 Constitution Drive, from M-2 and M-2(x) to M-2(x); modifying the M-2 zoning district to conditionally permit hotel uses; and approving the Development Agreement for the Facebook Campus Expansion Project ([Staff Report# 16-192-CC](#))

ACTION: Motion and second (Ohtaki/Keith) to waive the reading and adopt **Ordinance 1019** rezoning project site, located at 300-309 Constitution Drive, from M-2 and M-2(x) to M 2(x),



Ordinance 1020 modifying the M-2 zoning district to conditionally permit hotel uses and **Ordinance 1021** approving the Development Agreement for the Facebook Campus Expansion Project passes 4-0 (Councilmember Carlton is absent)

G. Public Hearing

- G1. Consider and provide guidance on the General Plan land use and circulation elements, zoning ordinance amendments, rezonings and environmental review associated with the General Plan and M-2 area zoning update in preparation for adoption at the City Council meeting on November 29, 2016 ([Staff Report# 16-193-CC](#)) ([Presentation](#))

Community Development Director Arlinda Heineck introduced the item. The Connect Menlo Team consisting of Charlie Knox, Principal Planner Deanna Chow, Sustainability Manager Heather Abrams, Senior Engineer Azalea Mitch and Transportation Manager Nikki Nagaya made a presentation.

Staff responded to Council's clarifying questions regarding the presentation.

Mayor Cline opened the Public Hearing.

Public Comment:

- Kristin Kuntz Duriseti spoke in support of adopting sustainability measures for the plan
- Maya Perkins spoke regarding the interests of the Belle Haven community and in support of mixed income housing with associated retail amenities, trees and undergrounding
- Susan Eischweiler spoke regarding reasonable average/maximum building height and open space
- John Tarlton, Tarlton Properties, spoke regarding the Life Science district and reducing the open space requirement, and green and sustainable building
- Mickie Winkler spoke regarding the need for a transportation plan, hiring a lobbyist for funding, and forming regional support
- Cindy Clark, Sustainable Silicon Valley, spoke in support of the plan update and regarding a necessary water supply and budget
- Tim Cremin, Menlo Park Fire Protection District Counsel, spoke regarding impact fees, expansion of Station 77 and financial impacts
- Eileen McLaughlin, Citizens Committee to Complete the Refuge, spoke regarding protection of marsh habitat
- Gail Raabe, Citizens Committee to Complete the Refuge, spoke regarding conservation of biological resources and mitigation measures
- Adina Levin spoke regarding a master transportation plan and impact analysis
- Pamela Jones expressed concerns regarding traffic, education and housing displacement in Belle Haven
- Keith Ogden, Community Legal Services, spoke regarding a phasing mechanism for development and housing
- Allan Bedwell spoke regarding greenhouse gas emissions and water standards and in support of the plan
- Diane Bailey, Menlo Spark, spoke regarding sustainability measures, mixed-income housing and transportation
- Leora Tanjuatco, Housing Leadership Council, spoke in support of the plan update and regarding building housing in the early phases of the plan

- Fergus O'Shea, Facebook Inc., spoke regarding FAR aggregation and in support of staff recommendations
- John Onken, Planning Commissioner, spoke in support of the plan and regarding direct financial benefit to the community
- Lily Gray, Mid Pen Housing, spoke in support of the plan and flexible approaches to housing
- Henry Riggs spoke regarding traffic, funding and transportation milestones
- Patti Fry spoke asked Council to temper back on office space development to allow for more amenities so that office, jobs, housing and retail are balanced
- Fran Dehn, Chamber of Commerce, spoke regarding flexibility, achievable standards, and applicable goals
- Jacqui Cebrian spoke regarding the need for a library in Belle Haven as a service rather than an amenity and about housing and increased transportation.

Council discussion ensued. Council identified a number of items and directed the staff/consultant team to clarify or conduct additional research and provide additional information on the following items at the November 29 City Council meeting: Land Use Policies, Development Standards, Phasing, Street Classification, Fiscal Impact, Community Amenities, Wildlife and Habitat Protection

Mayor Cline continued the Public Hearing to November 29.

H. Regular Business

- H1. Appoint two council members to a Dumbarton Corridor Transportation subcommittee

ACTION: Motion and second (Ohtaki/Cline) to appoint Councilmembers Mueller and Keith to a City Council subcommittee to focus on the potential freeway connection from Dumbarton Bridge to US 101 at Marsh Road along Bayfront Expressway passes 4-0 (Councilmember Carlton was absent)

I. Adjournment

Mayor Cline adjourned the meeting at 9:10 p.m.

Pamela Aguilar, CMC
City Clerk

These minutes were approved at the City Council meeting of

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REGULAR MEETING MINUTES - Draft

Date: 12/6/2016
Time: 7:00 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

A. Call To Order

Mayor Pro Tem Keith called the meeting to order at 7:06 p.m. assisted by Mayor for the Day Alessandra Molnar

B. Roll Call

Present: Carlton, Keith, Ohtaki
Absent: Cline, Mueller
Staff: City Manager Alex McIntyre, City Attorney Bill McClure, City Clerk Pamela Aguilar, Executive Assistant Nicole Casados

C. Pledge of Allegiance

Mayor for the Day Alessandra Molnar led the pledge of allegiance.

D. Presentations and Proclamations

D1. Mayor for a Day commendation to Alessandra Molnar

Mayor Pro Tem Keith presentation the certificate to Alessandra.

D2. Update on the Feasibility Report for the Strategy to Advance Flood Protection, Ecosystems and Recreation along the San Francisco Bay (SAFER Bay) Project ([Presentation](#))

Public Comment:

- Ann Draper, League of Women Voters of San Mateo County, spoke regarding SAFER Bay and the General Plan ([Handout](#))

E. Public Comment

- Ernst Meissner spoke regarding festive lighting and thanked staff for a great job

F. Consent Calendar

Items F1, F4, and F7 were pulled from the Consent Calendar for further discussion.

F1. Waive the reading and adopt the zoning ordinance amendments and rezonings associated with the General Plan and M-2 Area Zoning Update ([Staff Report # 16-215-CC](#)) ([Errata](#))

- F2. Waive the reading and adopt an ordinance to: adopt the 2016 California Building Standards Code and Local Amendments; amend Municipal Code Chapter 12.42, Flood Damage Prevention; amend Municipal Code Chapter 12.48, Recycling and Salvaging of Construction and Demolition Debris; and adopt a new Municipal Chapter 12.56, Streamline Permitting Process for Small Residential Rooftop Solar Systems ([Staff Report # 16-210-CC](#))
- F3. Waive the second reading and approve an ordinance that will establish the requirement for landlords to offer 12-month leases to renters ([Staff Report # 16-213-CC](#))
- F4. Approve and authorize the City Manager to execute a contract with Buxton Co. for retail recruitment services and appropriate \$60,000 from reserves ([Staff Report # 16-209-CC](#))
- F5. Adopt **Resolution 6353** accepting FY2016-2017 State Supplemental Local Law Enforcement Grant (SLESF COPS Frontline) in the amount of \$100,000; and approve a spending plan ([Staff Report # 16-202-CC](#))
- F6. Authorize the City Manager to enter into a license agreement with the San Mateo County Transit District for the installation of bus shelters ([Staff Report # 16-211-CC](#))

Mayor Pro Tem Keith stated that the Market Place construction is scheduled to begin on December 12 to prepare the site for bus shelters.

- F7. Award a contract to Sabre Communications Corporation for the Police/Public Works Antenna Replacement Project ([Staff Report # 16-200-CC](#))

Public Comment:

- Jim Lewis spoke in support of the project

City Council approved this item by acclamation (Mayor Cline and Councilmember Mueller were absent)

- F8. Authorize the Public Works Director to accept the work performed by Sierra Traffic Markings, Inc. for the Citywide Bicycle / Pedestrian Visibility Improvements Project ([Staff Report # 16-206-CC](#))
- F9. Authorize the Public Works Director to accept the work performed by JJR Construction, Inc. for the Menalto and O'Connor Sidewalk Project ([Staff Report # 16-205-CC](#))
- F10. Adopt **Resolution 6354** approving the City Council Subcommittee recommendations regarding the 2016-17 Community Funding allocation ([Staff Report # 16-202-CC](#))
- F11. Consider approval of an employer 1:1 match up to 4% of base salary to the City's existing voluntary 457(b) retirement savings plan for unrepresented management employees receiving the Tier 2 or Tier 3 pension benefit, and approve **Resolution 6355** to amend the citywide salary schedule effective December 11, 2016 ([Staff Report # 16-212-CC](#))
- F12. Authorize the City Manager to execute agreement with Renne Sloan Holtzman Sakai LLP for Labor and employee relations consulting services in an amount not to exceed \$120,000 ([Staff Report # 16-208-CC](#))
- F13. Approve City Council minutes for the meetings of November 15 and 29, 2016 ([Attachment](#))

ACTION: Motion and second (Ohtaki/Carlton) to approve all items on consent calendar except F1, F4, F7, and the November 15, 2016 minutes passes 3-0 (Mayor Cline and Councilmember Mueller were absent)

Regarding Item F1, Principal Planner Deanna Chow presented an Errata outlining clarifications to the proposed ordinances.

ACTION: Motion and second (Ohtaki/Carlton) to waive the reading and adopt the zoning ordinance amendments and rezonings associated with the General Plan and M-2 Area Zoning Update with the modifications referenced in the Errata passes 3-0 (Mayor Cline and Councilmember Mueller were absent)

Regarding Item F4, Lisa McKay of Buxton and Jim Cogan responded to City Council questions.

ACTION: Motion and second (Ohtaki/Carlton) to approve and authorize the City Manager to execute a contract with Buxton Co. for retail recruitment services and appropriate \$60,000 from reserves passes 3-0 (Mayor Cline and Councilmember Mueller were absent)

In addition, the consultant was directed to present a progress report to Council within 60 days and an update 90 days prior to contract renewal.

G. Regular Business

- G1. Adopt a resolution to maintain the current Downtown Parking Pilot Program with extended free parking time limits ([Staff Report # 16-207-CC](#)) ([Presentation](#))

City Bill City Attorney Bill McClure recused himself from Item G1 due to a conflict of interest that his business office is located within proximity of the subject of this item and exited the council chambers at 9:12 p.m.

Assistant Engineer Kevin Chen made a presentation.

Public Comment:

- John Marshall spoke in general of the Downtown Parking Pilot program and having parking placards rather than stickers
- Fran Dehn, Chamber of Commerce, spoke in support of the Downtown Parking Pilot program

ACTION: Motion and second (Ohtaki/Carlton) to adopt **Resolution 6357** to maintain the current Downtown Parking Pilot Program with extended free parking time limits passes 3-0 (Mayor Cline and Councilmember Mueller were absent)

- G2. Approve the Oak Grove University Crane Bicycle Improvement Concept Plan, authorize the City Manager to extend the consultant contract with Alta Planning & Design for final design, appropriate \$236,200 to implement a one year trial of the final design, and award construction contracts ([Staff Report # 16-214-CC](#)) ([Presentation](#))

Assistant Engineer Michael Tsai and Jonathan Schuppert from Alta Planning & Design gave a presentation.

Public Comment:

- John Marshall spoke in opposition to the pilot plan and stated that it is premature
- Katie Behroozi recommended a trial period for the plan and supports biking downtown
- Bill Kirsch spoke in support of the pilot concept plan and encourages alternate means of transportation
- Yolanda Duran-Schoof, Oak Grove Condominium board member, spoke in opposition of the concept plan
- Cindy Welton spoke in support of the pilot plan
- Simone Kennel, Menlo-Atherton High School Principal, spoke regarding available parking on campus and bicycle safety
- Diane Bailey, Director of Menlo Spark, spoke in support of the pilot plan and the benefits it will bring to quality of life
- Peter Lenhardt spoke partially against the pilot in particular bike lanes in front of residential homes with driveways. Recommends similar to west oak grove and broken speed bumps
- Fran Dehn, Chamber of Commerce, spoke in support of bicycle safety and routes but in opposition of removal of parking spaces
- Robert Brooks spoke regarding notice sent out and spoke in opposition of removal of parking spaces and the pilot concept plan
- Betty Bohler spoke in opposition of the pilot concept plan
- Marie Moran, Oak Grove Condominium Association, spoke in opposition to removal of the concept plan
- Jon Weiner spoke to clarify that 19 parking spaces are proposed to be removed and in support in the pilot concept plan
- Adina Levin spoke in support of the pilot concept plan

ACTION: Motion and second (Ohtaki/Carlton) to approve the Oak Grove University Crane Bicycle Improvement Concept Plan with the addition to retain parking along Oak Grove on one side of the street between Laurel and Merrill with bike buffer safety measures, authorize the City Manager to extend the consultant contract with Alta Planning & Design for final design, appropriate \$236,200 to implement a one year trial of the final design, and award construction contracts passes 3-0 (Mayor Cline and Councilmember Mueller were absent)

Staff stated that when the final design is brought back to the City Council, it will include additional costs and success/failure criteria.

G3. Approve 2017 City Council meeting calendar ([Staff Report # 16-204-CC](#))

ACTION: Motion and second (Carlton/Ohtaki) to approve the 2017 City Council meeting calendar with one exception to move the City Council goal setting meeting to January 27, 2107 passes 3-0 (Mayor Cline and Councilmember Mueller were absent).

H. Informational Items

H1. Update on 2016 City Council Work Plan ([Staff Report # 16-203-CC](#))

- H2. Update on the annual report of the Below Market Rate (BMR) Housing Program, including the status of the BMR in-lieu fees collected as of June 30, 2016, in accordance with Government Code Section 66000 et.seq. and annual report on the status of the Transportation Impact, Storm Drainage, Recreation In-Lieu and Building Construction Road Impact Fees collected as of June 30, 2016, and make findings regarding funds collected but not expended ([Staff Report # 16-216-CC](#))

I. City Manager's Report

There was no report.

J. Councilmember Reports

- J1. Provide direction to voting delegate for City Selection Committee ([Attachment](#))

Mayor Pro Tem Keith confirmed that she will attend the City Selection Committee meeting on December 16th in Colma. The Council recommended the City vote for the following candidates:

- Association of Bay Area Government (ABAG) – Councilmember Wayne Lee of Millbrae
- Bay Area Air Quality Management District (BAAQMD) – Councilmember Doug Kim of Belmont
- San Mateo County Transportation Authority (SMCTA) – Councilmember Maureen Freschet of San Mateo

K. Adjournment

Mayor Pro Tem Keith adjourned the meeting at 11:28 p.m.

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REGULAR MEETING MINUTES - Draft

Date: 12/13/2016
Time: 7:00 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

A. Call To Order

Mayor Cline 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 Bill McClure, City Clerk Pamela Aguilar

C. Pledge of Allegiance

Mayor Cline led the pledge of allegiance.

D. Presentations and Proclamations

D1. Employee Recognition Award presentation

City Manager Alex McIntyre presented a video of the City's recent Employee Recognition and Awards luncheon.

E. Public Comment

- Jen Mazzon spoke in support of a Sanctuary City resolution
- Nina Wouk spoke in support of a Sanctuary City resolution
- Kate Comfort-Harr presented the Council with the 2017 HIP Housing calendar
- Jehan Laner spoke in support of a Sanctuary City resolution

F. Regular Business

F1. Adopt a resolution declaring the canvass of votes cast and results of the General Municipal Election held in the City of Menlo Park on November 8, 2016 ([Staff Report# 16-217-CC](#))

City Clerk Pamela Aguilar reported the election results.

ACTION: Motion and second (Ohtaki/Carlton) to adopt **Resolution 6358** declaring the canvass of votes cast and results of the General Municipal Election held in the City of Menlo Park on November 8, 2016 passes unanimously.

F2. Swearing-in of Councilmembers

City Clerk Pamela Aguilar administered the oath of office to Councilmembers Mueller and Carlton for full four-year terms on the City Council expiring in November 2020.

Councilmembers Mueller and Carlton thanked their families and those who supported their re-election.

F3. Selection of Mayor and Mayor Pro Tem for 2017 ([Staff Report# 16-218-CC](#))

Mayor Cline turned the meeting over to the City Clerk who opened the floor for nominations for Mayor.

Councilmember Carlton nominated Mayor Pro Tem Keith. There being no other nominations, Kirsten Keith was declared Mayor by acclamation.

Mayor Keith assumed the chair and opened the floor for nominations for Mayor Pro Tem. Councilmember Mueller nominated Councilmember Ohtaki who, with no other nominations, was declared Mayor Pro Tem by acclamation.

Mayor Keith made brief remarks and stated she looks forward to working with her Council colleagues, the Menlo Park community and staff to accomplish many goals in the coming year.

F4. Recognize outgoing Mayor

Mayor Keith presented outgoing mayor Cline with a proclamation and gift.

Outgoing mayor Cline made brief remarks. Each Councilmember acknowledged outgoing mayor Cline and thanked him for his work as mayor during his term.

G. Adjournment

Mayor Keith adjourned the meeting at 7:48 p.m. and invited the public to a reception at the Gatehouse.

Pamela Aguilar, CMC
City Clerk



STAFF REPORT

City Council

Meeting Date: 1/10/2017
Staff Report Number: 17-004-CC

Regular Business: **Appoint City Council representatives and alternates to various regional agencies to City Council subcommittees and as liaisons to City Council advisory bodies**

Recommendation

Staff recommends that the City Council appoint representatives and alternates to various regional agencies, liaisons to each of the City's commissions and advisory bodies and members to each City Council subcommittee.

Policy Issues

The proposed action conforms to the current practice of annually updating the City Council's appointments to various local and regional agencies, boards, Council-appointed commissions, and City Council subcommittees. Attachment A is a full roster of all current City Council assignments for 2016.

Background

Regional Assignments

Each year, after the reorganization of the City Council, the City Council appoints its members to represent the City on the boards or committees of outside regional agencies. A list of those agencies, including a brief description of each agency's purpose and respective meeting schedule, is provided as Attachment B.

Mayor Assignments

Certain agencies and regional or local (sub)committees require the Mayor of each member city to serve as its respective representative and/or voting delegate, and the Mayor Pro Tem may serve as the alternate.

Those agencies are the following:

- Association of Bay Area Governments (ABAG) - Mayor serves as representative
- League of California Cities (LCC) – Mayor serves as voting delegate at the Annual Conference and for the Peninsula Division
- Council of Cities City Selection Committee – Mayor serves as representative and voting delegate
- Menlo Park School District Subcommittee – Mayor and Mayor Pro Tem have historically been assigned to this committee
- Menlo Park Chamber of Commerce – Mayor typically serves as representative

Commission Liaisons

Members of the Council are assigned to serve in a liaison capacity with one or more city commissions. The purpose of the liaison assignment is to facilitate communication between the City Council and the advisory body. The liaison also helps to increase the Council's familiarity with the membership, programs and issues of the advisory body. In fulfilling their liaison assignment, members may elect to attend commission meetings periodically to observe the activities of the advisory body or simply maintain communication with the commission chair on a regular basis. The list of city commissions and their meeting schedules are provided as Attachment C.

City Council Subcommittees

The City Council has established subcommittees which assist in researching and preparing policy alternatives and implications for the City Council's deliberation.

These subcommittees are as follows:

- Community Grant Funding
- Emergency Operations (Disaster Preparedness)
- Menlo Park Fire District
- Economic Development
- Stanford Parcel Negotiation
- Facebook Community Fund
- Rail Committee
- Willow/101 (liaise with Caltrans; formed February 2016)
- Ravenswood Educational Equity (formed August 2016)
- Bayfront Express Extension (formed November 2016)

The City Council may wish to add to or delete from the existing list of subcommittees, depending on workload and relevancy.

Ad Hoc Committees/Groups

Ad hoc bodies are created by Council for a specific purpose. The Council currently has one Ad Hoc body, the SRI Development Agreement Committee.

Impact on City Resources

There is no impact on City resources associated with this action outside of any associated membership dues, meeting related expenses, and/or staff assistance required and budgeted.

Environmental Review

The proposed action does not require environmental review.

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. Complete list of 2016/current City Council assignments
- B. Roster of regional agencies with information and meeting schedules
- C. Roster of City Commissions/Committees and meeting schedules

Report prepared by:
Pamela Aguilar, City Clerk

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2016 CITY COUNCIL ASSIGNMENTS

MAYOR ASSIGNMENTS	Primary	Alternate	Notes
Association of Bay Area Governments (ABAG) League of California Cities (LCC) League of California Cities (Peninsula Division) Council of Cities City Selection Committee Menlo Park School District Subcommittee Menlo Park Chamber of Commerce / City Liaison Position Facebook Development Agreement Negotiation	Rich Cline Rich Cline Rich Cline Rich Cline Rich Cline Rich Cline Rich Cline	Kirsten Keith Kirsten Keith Kirsten Keith Kirsten Keith Kirsten Keith Kirsten Keith Kirsten Keith	Spring Assembly is 4/21/16 - RC cannot go so KK will go in his place https://www.cacities.org/Top/About/Board-of-Directors.aspx as needed (typically in December)
REGIONAL ASSIGNMENTS	Primary	Alternate	Notes
Airport Community Roundtable Caltrain Modernization Local Policy Maker Group (LPMG) - same as rail City/County Association of Governments of San Mateo County (C/CAG) County of Santa Clara Community Resources Group (CRG) for Stanford Emergency Services Council (San Mateo County JPA) Facebook Community Fund Grand Boulevard Task Force 2020 Peninsula Gateway Corridor Study Policy Committee San Francisquito Creek Joint Powers Authority South Bayside Waste Management Authority (SBWMA) Joint Powers Authority Peninsula Clean Energy (PCE) Community Choice Energy in San Mateo	Peter Ohtaki Rich Cline Catherine Carlton Peter Ohtaki Catherine Carlton Ray Mueller Kirsten Keith Catherine Carlton Kirsten Keith Ray Mueller Catherine Carlton	Ray Mueller Kirsten Keith Ray Mueller Kirsten Keith Peter Ohtaki N/A Peter Ohtaki Ray Mueller Catherine Carlton Catherine Carlton Rich Cline	2/3/16, 4/6/16, 5/1/16, 8/3/16 2/25/16, 4/28/16, 6/23/16, 8/25/16, 10/27/16, 11/17/16, 12/15/16 CCAG Legislative Committee Calendar: 1/14/16, 2/11/16, 3/10/16, 4/14/16, 5/11/16, 6/8/16, 7/6/16, 8/3/16, 8/25/16, 9/22/16, 10/19/16, 11/17/16, 12/15/16 Meets annually in April/May - next meeting is 3/10/16, confirmed 4/7, 6/9 or 9/11/16 Meets quarterly Meet in June. 2 year terms. Ray Mueller's term is Apr-2015 ends Apr-2017 Quarterly 3/30, 6/29, 9/28, 12/14 1/28, 2/25, 3/24, 4/28, 5/26, 6/23, 7/28, 8/25, 9/22, 10/27, 11/17, 12/15 1/28, 2/25, 3/24, 4/28, 5/26, 6/23, 7/28, No August, 9/22, 10/27, 11/17*, No Dec 1st mtg 3/24/16, 3/31/16,
COMMISSION LIAISONS	Member 1	Member 2 (when applicable)	Notes
Bicycle Commission Environmental Quality Commission Finance and Audit Committee (2 members) General Plan Advisory Committee (2 members) Housing Commission Library Commission Parks and Recreation Commission Planning Commission Transportation Commission Sister City and Friendship Committee	Kirsten Keith Ray Mueller Rich Cline Peter Ohtaki Peter Ohtaki Ray Mueller Catherine Carlton Catherine Carlton Ray Mueller Catherine Carlton	 Peter Ohtaki Ray Mueller Peter Ohtaki	 Rich's term expires 2016 Subcommittee was formed 2014; Committee was approved in November 2015 and members were appointed in April 2016
CITY COUNCIL SUBCOMMITTEES	Member 1	Member 2	Notes
Community Grant Funding Emergency Operations (Disaster Preparedness) Menlo Park Fire District Rail Committee Economic Development Stanford Parcel Negotiation Willow/101 (liaise with Caltrans) Ravenswood Educational Equity Station 1300 Bayfront Express Extension	Catherine Carlton Catherine Carlton Catherine Carlton Rich Cline Kirsten Keith Rich Cline Rich Cline Ray Mueller Catherine Carlton Ray Mueller	Ray Mueller Peter Ohtaki Peter Ohtaki Kirsten Keith Ray Mueller Kirsten Keith Kirsten Keith Catherine Carlton Peter Ohtaki Kirsten Keith	 Formed February 2016 Formed August 2016 Formed Formed November 2016
AD HOC COMMITTEES	Member 1	Member 2	Notes
SRI Development Agreement	Catherine Carlton	Kirsten Keith	
OTHERS	Notes		
League of CA Cities Policy Committee Environmental Quality - Peninsula Division appointment Housing, Community & Economic Development - Peninsula Division appointment Public Safety - Caucus appointment Revenue & Taxation - Peninsula Division appointment	Catherine Carlton Peter Ohtaki Catherine Carlton Kirsten Keith		2016 Schedule (1/21&22, 4/7&8, 6/2&3)

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2016 CITY COUNCIL APPOINTMENTS TO OUTSIDE AGENCIES
(Approved on December 15, 2015)

Name: Airport Community Roundtable

Description: Eighteen cities, the operator of San Francisco International Airport (SFO) the City and County of San Francisco and the County of San Mateo comprise the Roundtable, a voluntary public forum established in 1981 for the discussion and implementation of noise mitigation strategies at SFO.

Current Representative and Alternate

Peter Ohtaki, Representative
Ray Mueller, Alternate

Frequency of meetings

First Wednesday of February, May, September and November at 7:00 p.m.

Membership Cost: \$1,500

Website: www.sforoundtable.org

Name: Association of Bay Area Governments (ABAG)

Description: The Association of Bay Area Governments is comprised of the 100 cities in the nine counties and is one of the more than 560 regional planning agencies across the nation working in areas such as land use, housing, environmental quality and economic development.

Current Representative and Alternate (Usually the Mayor)

Rich Cline, Representative

Frequency of meetings

Generally, the General Assembly meets twice a year, usually in April and October.

Membership Cost: \$5,014

Website: www.abag.ca.gov

Name: City/County Association of Governments

Description: C/CAG works on issues that affect the quality of life in general; transportation, air quality, storm water runoff, airport/land use compatibility planning, hazardous waste, solid waste and recycling. C/CAG operates as a Joint Powers Authority and has membership that includes each of the 20 cities and the County in San Mateo County.

Current Representative and Alternate

Catherine Carlton, Representative
Ray Mueller, Alternate

Frequency of meetings

Monthly

Membership Cost: \$0

Website: <http://ccag.ca.gov/>

Name: Caltrain Modernization Local Policy Group

Description: The Caltrain Modernization Program will electrify and upgrade the performance, operating efficiency, capacity, safety and reliability of Caltrain's commuter rail service. The Caltrain Modernization Program is scheduled to be operational by 2019.

Current Representative and Alternate

Rich Cline, Representative
Kirsten Keith, Alternate

Frequency of meetings

Monthly

Membership Cost: \$0

Website: <http://www.caltrain.com/projectsplans/CaltrainModernization.html>

Name: County of Santa Clara Community Resources Group for Stanford University

Description: The Stanford University Community Resource Group (CRG) is composed of 8-12 members. This group serves as a mechanism for information exchange and perspectives on Stanford development issues. Members are appointed by the County Planning Director in consultation with the District 5 Supervisor.

Current Representative and Alternate

Peter Ohtaki, Representative
Kirsten Keith, Alternate

Frequency of meetings

March, June, September and December

Membership Cost: \$0

Name: Emergency Services Council (San Mateo County Joint Powers Authority)

Description: Oversees the emergency planning, training and exercises in the various cities and reviews and recommends policies, programs and plans for adoption.

Current Representative and Alternate

Catherine Carlton, Representative
Peter Ohtaki, Alternate

Frequency of meetings

Meets on a quarterly basis on Thursdays from 5:00 – 7:00 p.m.

Membership Cost: \$0

Name: Facebook Community Fund

Description: Philanthropic Ventures Foundation, a 501(c)(3) public charity, was founded in 1991 to try new approaches to creative grant making and to maximize the impact of the philanthropic dollar. We are proud of our 23 years of responsiveness to the community and our contributions to the philanthropic sector.

Current Representative and Alternate

Ray Mueller (term ends April 2017)

Frequency of meetings: As scheduled

Website: <http://www.venturesfoundation.org/programs/community-initiatives/facebook>

Name: Grand Boulevard Task Force

Description: The Grand Boulevard is a collaboration of 29 cities, counties, local and regional agencies united to improve the performance, safety and aesthetics of El Camino Real. Starting at the northern Daly City city limit (Where it is named Mission Street) and ending near the Diridon Caltrain Station in central San Jose (Where it is named The Alameda), the initiative brings together for the first time all of the agencies having responsibility for the condition, use and performance of the street.

Current Representative and Alternate

Kirsten Keith, Representative

Peter Ohtaki, Alternate

Frequency of meetings

Quarterly

Membership Cost: \$0

Website: <http://grandboulevard.net/>

Name: League of California Cities (Peninsula Division)

Description: Comprised of the 36 San Francisco to Gilroy, division members work together through the League to identify priorities on issues that impact on the quality of life in our communities, our region and our state.

Current Representative and Alternate (Usually the Mayor)

Rich Cline, Representative

Kirsten Keith, Alternate

Frequency of meetings

The Peninsula Division holds four (4) meetings a year, with an occasional special meeting as warranted. Division dinners are open to all division members.

Membership Cost: \$100

Website: <http://www.cacities.org/index.jsp>

Name: Menlo Park Chamber of Commerce / City Liaison Position

Description: The purpose of the Menlo Park Chamber of Commerce is to create an atmosphere in which business prospers and the community thrives.

Current Representative and Alternate
 Rich Cline, Representative
 Kirsten Keith, Alternate

Frequency of meetings
 Third Thursday of the month from 7:30 – 9:30 a.m. The exceptions are the July and November meetings – July is the last Thursday and November is a planning session meeting on a Friday from 8:00 a.m. – 5:00 p.m.

Membership Cost: \$1,843
Website: menloparkchamber.com

Name: Peninsula Clean Energy (PCE)

Description: Peninsula Clean Energy, or PCE, is San Mateo County’s official electricity provider. Peninsula Clean Energy offers lower rates and the added benefit of two electricity options, each with a different percentage of sustainable energy. Our ECOplus rates are 5% below PG&E’s, so with PCE, you’re getting cleaner energy at lower rates.

Current Representatives
 Catherine Carlton, Representative
 Rich Cline, Alternate

Frequency of meetings
 Fourth Thursday of the month at 6:30 p.m. at the County Office of Education building in Redwood City

Membership Cost: \$0
Website: <http://www.peninsulacleanenergy.com/>

Name: 2020 Peninsula Gateway Corridor Study Policy Committee

Description: The City/County Association of Governments (C/CAG), together with the Santa Clara Valley Transportation Authority (VTA), and the San Mateo County Transportation Authority (SMCTA), are sponsoring a study to identify potential roadway-related solutions that can reduce traffic congestion in the study area.

Current Representative and Alternate
 Catherine Carlton, Representative
 Ray Mueller, Alternate

Frequency of meetings
 TBD

Membership Cost: \$0

Name: San Francisquito Creek Joint Powers Authority (JPA)

Description: The San Francisquito Creek JPA is an agency empowered to protect and maintain the 14-mile San Francisquito Creek and its 45 square-mile watershed and address concerns regarding flooding and environmental preservation.

Current Representative and Alternate
 Kirsten Keith, Representative
 Catherine Carlton, Alternate

Frequency of meetings
 Fourth Thursday of each month at 6:00 p.m. in the Menlo Park Council Chambers.

Membership Cost: \$98,664
Website: <http://sfcjpa.org/>

Name: San Mateo Council of Cities

Description: The San Mateo County elected officials meet once a month to discuss issues of interest and usually a speaker is part of the program.

Current Representative and Alternate (Bylaws require the Mayor to be the voting member however, all Councilmembers are welcome to attend)
 Rich Cline, Representative

Frequency of meetings
 Last Friday of the month at various cities determined at the beginning of each year

Membership Cost: \$0

Name: South Bayside Waste Management Authority Joint Powers Authority

Description: RethinkWaste is a joint powers authority of twelve public agencies in San Mateo County, California and is a leader in the delivery of innovative waste reduction and recycling programs. Together we can rethink waste in ways that are simple, smart and green!

Current Representative and Alternate
 Ray Mueller, Representative
 Catherine Carlton, Alternate

Frequency of meetings
 Fourth Thursday of every month at the San Carlos Library conference room

Membership Cost:

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2016 City Council Liaisons to the City's Advisory Bodies

(Approved at the 12/15/2015 Council Meeting)

Bicycle Commission – Kirsten Keith

Meeting schedule: Meetings are the 2nd Monday of every month at 7:00 p.m. in the City Council Conference Room (Fish Bowl)

Environmental Quality Commission – Ray Mueller

Meeting schedule: Meetings are the 4th Wednesdays of every month at 6:30 p.m. in City Council Conference Room (Fish Bowl)

Finance and Audit Committee – Rich Cline and Peter Ohtaki

The Council Members are considered members of the Committee and not liaisons.

Meeting schedule: Quarterly and as needed

Housing Commission – Peter Ohtaki

Meeting schedule: Quarterly at 5:30 p.m. in the City Council Conference Room and as needed

Library Commission – Ray Mueller

Meeting schedule: Meets the 2nd Monday of every month at 6:30 p.m. in the Menlo Park Library, lower level conference room, 800 Alma Street (on the corner of Alma and Ravenswood)

Parks and Recreation Commission – Rich Cline

Meeting schedule: Meetings are held the 4th Wednesday of every month at 6:30 p.m. at the Arrillaga Family Recreation Center. Note: This meeting is held quarterly at the Onetta Harris Community Center.

Planning Commission – Catherine Carlton

Meeting schedule: The Planning Commission's regular meetings are scheduled twice a month on Mondays at 7:00 p.m. in the Council Chambers. The Planning Commission Study Meetings are scheduled as needed and can be added to a regular meeting date or on an additional Monday.

Sister City and Friendship Committee – Catherine Carlton and Peter Ohtaki

The Council Members are considered members of the Committee and not liaisons.

Meeting schedule: Quarterly at 3:30 p.m. in the City Council Conference Room

Transportation Commission – Ray Mueller

Meeting schedule: Meetings are held the 2nd Wednesday of every month at 7:00 p.m. in the Council Chambers

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STAFF REPORT

City Council Meeting Date: 1/10/2017
Staff Report Number: 17-005-CC

Informational Item: Review of the City’s Investment Portfolio as of September 30, 2016

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 September 30, 2016

The historical (book) value of the City’s total portfolio at the end of September was \$103.9 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)	\$42,544,461	\$42,544,461	40.9%
Corporate Bonds	\$21,912,012	\$21,768,138	20.9%
Government Agencies	\$27,997,806	\$28,058,906	27.0%
Government Bonds	\$11,492,891	\$11,520,338	11.1%
Government Mortgage Backed	\$45,017	\$42,578	0.0%
Total	\$103,992,186	\$103,934,421	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 \$195,433 less than the historical cost at the end of June. 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 September 30, 2016

The third and final revision for the second quarter Gross Domestic Product (GDP) showed an economy that was stronger than previously reported. The most recent numbers showed the economy expanded at a 1.4% rate in the second quarter up from the 1.1% rate that was previously reported. This revision beats analysts’ expectations. Consumer spending, the most important component of economic growth, remained nearly unchanged. However, exports and non-residential construction were both revised upward for a positive contribution to the overall improvement.

Durable goods orders for the month of August were flat after a 4.4% jump in July. Analysts had expected a drop of 1.5% so the flat number was better than the surveys had predicted. There was also good news from the pick-up in durable goods capital equipment orders for the last three months, which may foreshadow a positive economic contribution from this sector in the latter half of this year.

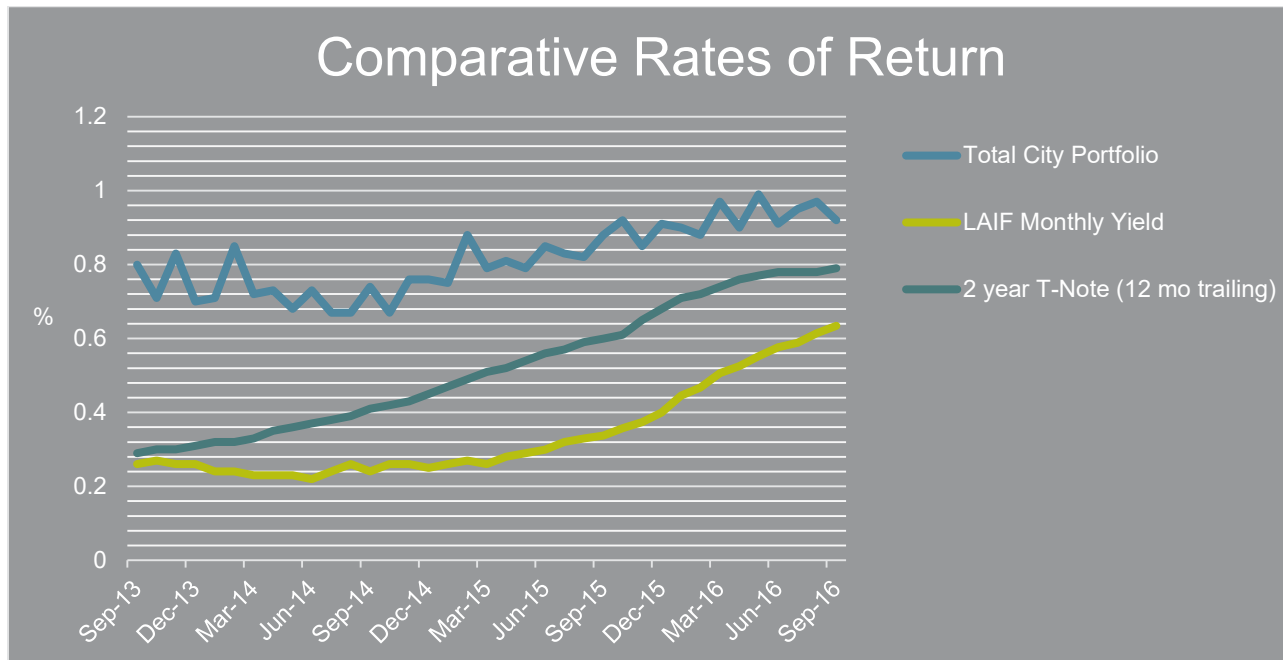
Personal Consumption Expenditures (PCE) the Federal Reserve’s preferred measure of inflation was up 0.1% for September. The small increase shows that inflation remains very modest. Analysts had expected the September number to increase 0.2% as the August number had remained unchanged.

Investment Yield

The annualized return on the City’s portfolio as of September 30, 2016, was 0.92% net of fees. This quarter’s return is up from the previous quarter which had a net return of 0.91%. The current quarter’s return is higher than both the 2-year Treasury note paying 0.76% and the rate of return earned through LAIF over the past quarter which was 0.60%.

Table 2: Investment Yield		
Term	June 30, 2016	September 30, 2016
3-month	0.26	0.28
6-month	0.35	0.43
2-year	0.58	0.76
5-year	0.99	1.15
10-year	1.44	1.6

As previously stated, approximately 40 percent of the portfolio resides in the City’s LAIF account, yielding 0.60 percent for the quarter ended September 30, 2016. 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 \$12,295 for the quarter ended September 30, 2016) 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 Third Quarter

During the third quarter of 2016, 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. The Finance and Audit Committee was provided with the September 30, 2016 quarterly report of the City’s investment portfolio at its December 7, 2016 meeting.

Table 3 on the following page, includes all of the investment transactions that occurred during the third quarter of 2016.

Table 3: Investment Transactions						
Date	Transaction	Description	Term	% Yield	Principal	
7/1/2016	Call	FREDDIE MAC		4.20	6.00	\$ 13,909
7/21/2016	Purchase	FANNIE MAE		2.97	1.08	1,995,000
7/22/2016	Maturity	IBM COPR		3.70	1.95	2,000,000
7/27/2016	Purchase	FREDDIE MAC		2.72	1.13	1,005,195
7/27/2016	Maturity	FREDDIE MAC		2.75	1.13	1,000,000
8/1/2016	Purchase	FEDERAL HOME LOAN BANK		2.37	1.75	1,021,250
8/1/2016	Call	FREDDIE MAC		4.20	6.00	14,460
8/1/2016	Maturity	USA TREASURY		4.00	1.50	1,000,000
8/2/2016	Call	USA TREASURY		2.26	0.63	1,000,898
8/2/2016	Call	FEDERAL FARM CREDIT BANK		2.62	4.88	1,020,074
8/3/2016	Purchase	USA TREASURY		2.12	1.00	1,006,133
8/3/2016	Purchase	FANNIE MAE		3.00	0.88	997,960
9/1/2016	Call	FREDDIE MAC		4.20	6.00	12,405

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 September 30, 2016.
- B. Insight Investments report for the quarter ended September 30, 2016.
- C. LAIF Quarterly report for the period ended September 30, 2016.

Report prepared by:
Rosendo Rodriguez, Finance and Budget Manger

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ANY FORM WITHOUT PRIOR WRITTEN APPROVAL



CITY OF MENLO PARK

September 2016

► A BNY MELLON COMPANYSM



ACTIVITY AND PERFORMANCE SUMMARY

For the period July 1, 2016 - September 30, 2016

<u>Amortized Cost Basis Activity Summary</u>		
Opening balance		61,374,331.89
Income received	213,017.84	
Total receipts		213,017.84
Participant withdrawals	(0.01)	
Total disbursements		(0.01)
Interportfolio transfers	(249,226.29)	
Total Interportfolio transfers		(249,226.29)
Realized gain (loss)		1,503.43
Total amortization expense		(32,049.06)
Total OID/MKT accretion income		5,925.15
Return of capital		0.00
Closing balance		61,313,502.95
Ending fair value		61,389,960.38
Unrealized gain (loss)		76,457.43

<u>Detail of Amortized Cost Basis Return</u>				
	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Corporate Bonds	79,822.08	(17,402.24)	0.00	62,419.84
Government Agencies	77,635.42	(8,909.60)	1,056.62	69,782.44
Government Bonds	24,717.58	398.64	858.72	25,974.94
Government Mortgage Backed Securities	838.12	(210.71)	(411.91)	215.50
Total	183,013.20	(26,123.91)	1,503.43	158,392.72

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	0.32	0.19	0.10
Overnight Repo	0.40	0.23	0.12
Merrill Lynch 3m US Treas Bill	0.22	0.13	0.07
Merrill Lynch 6m US Treas Bill	0.34	0.18	0.10
ML 1 Year US Treasury Note	0.54	0.28	0.14
ML 2 Year US Treasury Note	0.79	0.37	0.18
ML 5 Year US Treasury Note	1.33	0.59	0.28

* rates reflected are cumulative

<u>Summary of Amortized Cost Basis Return for the Period</u>	
	Total portfolio
Interest earned	183,013.20
Accretion (amortization)	(26,123.91)
Realized gain (loss) on sales	1,503.43
Total income on portfolio	158,392.72
Average daily amortized cost	61,298,610.29
Period return (%)	0.26
YTD return (%)	0.76
Weighted average final maturity in days	470

ACTIVITY AND PERFORMANCE SUMMARY

For the period July 1, 2016 - September 30, 2016

<u>Fair Value Basis Activity Summary</u>		
Opening balance		61,585,393.07
Income received	213,017.84	
Total receipts		213,017.84
Participant withdrawals	(0.01)	
Total disbursements		(0.01)
Interportfolio transfers	(249,226.29)	
Total Interportfolio transfers		(249,226.29)
Unrealized gain (loss) on security movements		0.00
Return of capital		0.00
Change in fair value for the period		(159,224.23)
Ending fair value		61,389,960.38

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Corporate Bonds	79,822.08	(54,983.32)	24,838.76
Government Agencies	77,635.42	(82,812.99)	(5,177.57)
Government Bonds	24,717.58	(20,918.87)	3,798.71
Government Mortgage Backed Securities	838.12	(509.05)	329.07
Total	183,013.20	(159,224.23)	23,788.97

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	0.32	0.19	0.10
Overnight Repo	0.40	0.23	0.12
Merrill Lynch 3m US Treas Bill	0.27	0.17	0.10
Merrill Lynch 6m US Treas Bill	0.54	0.33	0.13
ML 1 Year US Treasury Note	0.54	0.35	0.06
ML US Treasury 1-3	0.88	0.42	(0.11)
ML US Treasury 1-5	1.52	0.62	(0.19)

* rates reflected are cumulative

<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	183,013.20
Change in fair value	(159,224.23)
Total income on portfolio	23,788.97
Average daily total value *	61,597,750.44
Period return (%)	0.04
YTD return (%)	1.20
Weighted average final maturity in days	470

* Total value equals market value and accrued interest

ADDITIONAL INFORMATION

As of September 30, 2016

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.

Investment advisory services in North America are provided through four different SEC-registered investment advisers using the brand Insight Investment: Cutwater Asset Management Corp. (CAMC), Cutwater Investor Services Corp. (CISC), Insight North America LLC (INA) and Pareto Investment Management Limited (PIML). The North American investment advisers are associated with a broader group of global investment managers that also (individually and collectively) use the corporate brand Insight Investment and may be referred to as Insight, Insight Group or Insight Investment.

Both CISC and CAMC are investment advisers registered with the Securities and Exchange Commission (SEC), under the Investment Advisers Act of 1940, as amended. Registration with the SEC does not imply a certain level of skill or training. You may request, without charge, additional information about Insight. Moreover, specific information relating to Insights strategies, including investment advisory fees, may be obtained from CAMCs and CISCs Forms ADV Part 2A, which are available without charge upon request.

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.

Unless otherwise stated, the source of information is Insight. Any forecasts or opinions are Insights own at the date of this document (or as otherwise specified) and may change. Material in this publication is for general information only and is not advice, investment advice, or the recommendation of any purchase or sale of any security. Insight makes no implied or expressed recommendations concerning the manner in which an account should or would be handled, as appropriate investment strategies depend upon specific investment guidelines and objectives and should not be construed to be an assurance that any particular security in a strategy will remain in any fund, account, or strategy, or that a previously held security will not be repurchased. It should not be assumed that any of the security transactions or holdings referenced herein have been or will prove to be profitable or that future investment decisions will be profitable or will equal or exceed the past investment performance of the securities listed.

For trading activity the Clearing broker will be reflected. In certain cases the Clearing broker will differ from the Executing broker.

In calculating ratings distributions and weighted average portfolio quality, Insight assigns U.S Treasury and U.S agency securities a quality rating based on the methodology used within the respective benchmark index. When Moodys, S&P and Fitch rate a security, Bank of America and Merrill Lynch indexes assign a simple weighted average statistic while Barclays indexes assign the median statistic. Insight assigns all other securities the lower of Moodys and S&P ratings.

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.

Insight does not provide tax or legal advice to its clients and all investors are strongly urged to consult their tax and legal advisors regarding any potential strategy or investment.

ADDITIONAL INFORMATION

As of September 30, 2016

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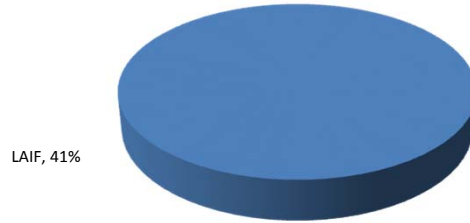
City of Menlo Park Quarterly Consolidated Portfolio Report September 30, 2016

City Managed Assets % Return

LAIF	\$	42,544,461	41%	0.60%
Total Internally Managed	\$	42,544,461	41%	

Weighted Average Yield **0.60%**

	Days
Effective Average Duration - Internal	1
Weighted Average Maturity - Internal	1

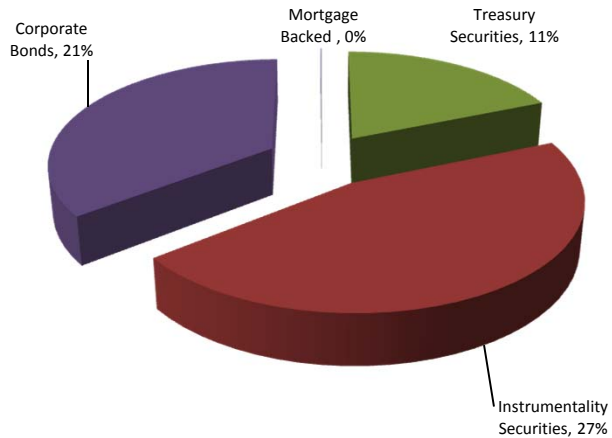


Advisor Managed Assets % Return

Treasury Securities	\$	11,520,338	11%	0.85%
Instrumentality Securities	\$	28,058,906	27%	1.01%
Corporate Bonds	\$	21,768,138	21%	1.12%
Mortgage Backed	\$	42,578	0%	2.31%
Total Externally Managed	\$	61,389,960	59%	

Weighted Average Yield **1.02%**

	Years
Effective Average Duration - External	1.20
Weighted Average Maturity - External	1.29

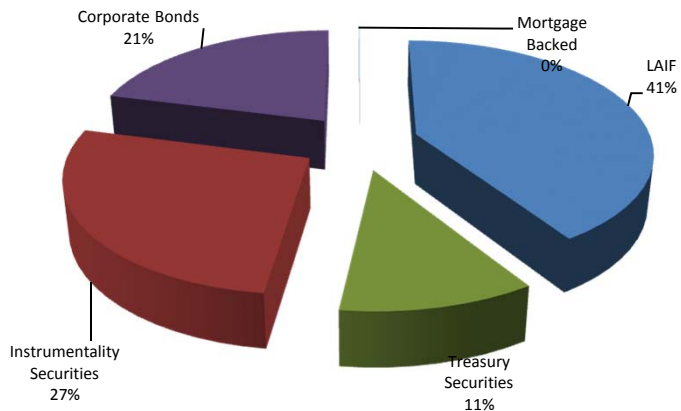


Total Portfolio Assets % Return

LAIF	\$	42,544,461	41%	0.60%
Treasury Securities	\$	11,520,338	11%	0.85%
Instrumentality Securities	\$	28,058,906	27%	1.01%
Corporate Bonds	\$	21,768,138	21%	1.12%
Mortgage Backed	\$	42,578	0%	2.31%
Total Portfolio Assets	\$	103,934,420		

Weighted Average Yield **0.85%**

	Years
Effective Average Duration - Total	1.12
Weighted Average Maturity - Total	1.17



Portfolio Change

Beginning Balance	\$	112,629,854
Ending Balance	\$	103,934,420

* 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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BETTY T. YEE

California State Controller

LOCAL AGENCY INVESTMENT FUND
REMITTANCE ADVICE

Agency Name

MENLO PARK

As of 10/14/2016, your Local Agency Investment Fund account has been directly credited with the interest earned on your deposits for the quarter ending 09/30/2016.

Earnings Ratio		.00001651908048883
Interest Rate		0.60%
Dollar Day Total	\$	4,540,717,681.02
Quarter End Principal Balance	\$	42,544,460.55
Quarterly Interest Earned	\$	75,008.48

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STAFF REPORT

City Council
Meeting Date: 1/10/2017
Staff Report Number: 17-006-CC

Informational Item: Quarterly Financial Review of General Fund Operations as of December 31, 2016

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.

This quarterly report is being transmitted earlier than ever before, to the best of staff's knowledge, and reflects the Department's efforts to streamline internal processing to deliver more timely financial information to the City Council and city management. The data contained herein reflects a soft close of the quarter-end and captures the overwhelming majority of revenue and expenditure transactions, in the aggregate, that occurred in the first six months of the fiscal year. For the purposes of this report, month-end transactions that traditionally require three to four weeks of processing time to allocate expenditures at the most granular level of the City's financial records have been included in the aggregate at the department level. It is the Department's opinion that the benefits of providing the Council and management with timely data outweigh the incremental gains resulting from four to six week accounting close.

This report does not replace the mid-year review which will be presented as regular business item to the City Council at their meeting on February 7, 2017.

Analysis

The report, as provided below, was developed to apprise Council of the year-to-date status of the General Fund. It provides year-to-date second 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 8 percent higher when compared to the same period in 2015-16. Year-to-date expenditures are also on track at 46 percent of the budget expended.

Table 1: YTD General Fund Budget to Actuals						
	2015-16			2016-17		
	Adopted Budget	Actual 12/31/2015	% of Budget	Adopted Budget	Actual 12/31/2016	% of Budget
Revenues						
Property Tax	15,951,813	8,356,696	52.39%	17,393,400	9,414,730	54.13%
Charges For Services	8,185,335	3,910,392	47.77%	7,992,815	4,374,249	54.73%
Sales Tax	5,243,064	1,930,105	36.81%	5,502,000	2,235,645	40.63%
Licenses & Permits	5,890,363	1,546,259	26.25%	6,141,860	1,160,555	18.90%
Transient Occupancy Tax	4,972,835	1,585,255	31.88%	6,430,000	1,815,624	28.24%
Franchise Fees	1,940,013	411,876	21.23%	1,978,000	344,615	17.42%
Fines	1,067,643	576,366	53.98%	1,067,643	525,240	49.20%
Utility Users' Tax	1,183,347	429,055	36.26%	1,215,000	435,682	35.86%
Inter-Governmental Revenue	864,541	582,711	67.40%	990,052	358,011	36.16%
Interest and Rental Income	1,128,598	231,015	20.47%	1,101,199	308,418	28.01%
Transfers and Other	478,849	232,300	48.51%	484,919	328,157	67.67%
Use of Assigned Fund Balance	1,261,644	-	0.00%	1,300,000	-	0.00%
Total Revenues:	48,168,045	19,792,030	41.09%	51,596,888	21,300,926	41.28%
Expenditures						
Police	16,400,105	8,086,043	49.30%	16,604,266	8,278,996	49.86%
Public Works	8,527,949	3,508,074	41.14%	9,251,508	4,061,015	43.90%
Community Services	7,860,090	3,411,588	43.40%	8,068,979	4,000,259	49.58%
Community Development	5,140,492	1,418,265	27.59%	5,863,186	1,917,577	32.71%
Administrative Services	2,952,966	1,113,655	37.71%	2,901,582	1,296,642	44.69%
Library	2,544,568	1,054,342	41.43%	2,661,581	1,167,267	43.86%
City Managers Office	2,175,093	984,653	45.27%	2,381,469	898,875	37.74%
City Council	424,666	94,140	22.17%	457,341	115,801	25.32%
City Attorney	371,572	149,331	40.19%	385,525	308,241	79.95%
Total Operating Expenditures	46,397,501	19,820,091	42.72%	48,575,437	22,044,673	45.38%
Transfers Out	1,770,544	854,022	48.24%	2,842,125	1,421,063	50.00%

Revenue

Table 2 below shows a summary of second quarter budget-to-actual revenues for fiscal years 2015-16 and 2016-17.

Table 2: Revenues						
Revenues	2015-16			2016-17		
	Adopted Budget	Actual 12/31/2015	% of Budget	Adopted Budget	Actual 12/31/2016	% of Budget
Property Tax	\$ 15,951,813	\$ 8,356,696	52.39%	\$ 17,393,400	\$ 9,414,730	54.13%
Charges For Services	8,185,335	3,910,392	47.77%	7,992,815	4,374,249	54.73%
Sales Tax	5,243,064	1,930,105	36.81%	5,502,000	2,235,645	40.63%
Licenses & Permits	5,890,363	1,546,259	26.25%	6,141,860	1,160,555	18.90%
Transient Occupancy Tax	4,972,835	1,585,255	31.88%	6,430,000	1,815,624	28.24%
Franchise Fees	1,940,013	411,876	21.23%	1,978,000	344,615	17.42%
Fines	1,067,643	576,366	53.98%	1,067,643	525,240	49.20%
Utility Users' Tax	1,183,347	429,055	36.26%	1,215,000	435,682	35.86%
Inter-Governmental Revenue	864,541	582,711	67.40%	990,052	358,011	36.16%
Interest and Rental Income	1,128,598	231,015	20.47%	1,101,199	308,418	28.01%
Transfers and Other	478,849	232,300	48.51%	484,919	328,157	67.67%
Use of Assigned Fund Balance	1,261,644	0	0.00%	1,300,000	0	0.00%
Total Revenues:	\$ 48,168,045	\$ 19,792,030	41.09%	\$ 51,596,888	\$ 21,300,926	41.28%

Through the second quarter of fiscal year 2016-17, year-to-date General Fund revenues are slightly above \$21.3 million, which is an 8 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 13 percent over the last year. When compared to the budget, property tax revenues are trending 4 percent favorable to the budget. This category consists of all property tax revenues, including the secured tax, unsecured tax, property transfer tax, and supplemental tax.

Charges for services are up 12 percent, or \$463,857, over the second quarter of fiscal year 2015-16. When compared to the budget, charges for services are trending 5 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 16 percent when compared to the same period in fiscal year 2015-16. Revenues in this category are based on estimates made by the Board of Equalization (BOE). It should be noted that there is a lag of approximately six months upon which the BOE can adjust the City's sales tax disbursements which are estimates and then reconciled once a quarter.

Transient occupancy tax (TOT) revenues are up 15 percent over the same period from last fiscal year. Overall, most hotels in Menlo Park are reporting increases in TOT revenues 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 December 31st reflect only 25% of the year.

License and permit revenues are down 25 percent over the second quarter results from last fiscal year. This decrease is primarily due to lower building permit revenue in 2016-17. These revenues are down due to a one-time permit that was issued last year as a prepayment for a multi-year project. License and permit revenue is also down due to the timing of receipts for business license renewals which are mailed in December but not considered delinquent until February 1st of each year.

Expenditures

Consistent with the City Council adopted budget, through the second quarter, General Fund operating expenditures are up \$2.79 million or 14 percent, over the previous year which is primarily due to the timing of payroll processing. Overall, expenditures in the General Fund are trending as expected at 46 percent of the budget through the second quarter.

The majority of the City’s departments are trending below the 50 percent second quarter target with the exception of the City Attorney department. Expenditures in that department are trending higher than expected due to the timing of reimbursements for legal fees from private development. When adjusted for reimbursable legal fees, the City Attorney department’s budget is slightly above the 50% target as of the end of the second quarter.

It is important to remember that personnel expenditures were adjusted downward as result of the City’s vacancy factor which assumes savings personnel cost savings as a result of vacant positions. The fact that expenditures are at or below 50% reflects that the City is meeting its vacancy factor assumption as of the end of the second quarter.

Other expenditures of note is the significant increase in transfers out. As the Council may recall, a decision to “pre-fund” the 2015-16 capital improvement program resulted in an artificially low transfer from the General Fund to the General Capital Improvement Projects Fund last fiscal year. For that reason, the year-over-year comparisons show a significant dollar increase.

Table 3: Expenditures						
Departments	2015-16			2016-17		
	Adopted Budget	Actual 12/31/2015	% of Budget	Adopted Budget	Actual 12/31/2016	% of Budget
Police	\$ 16,400,105	\$ 8,086,043	49.30%	\$ 16,604,266	\$ 8,278,996	49.86%
Public Works	8,527,949	3,508,074	41.14%	9,251,508	4,061,015	43.90%
Community Services	7,860,090	3,411,588	43.40%	8,068,979	4,000,259	49.58%
Community Development	5,140,492	1,418,265	27.59%	5,863,186	1,917,577	32.71%
Administrative Services	2,952,966	1,113,655	37.71%	2,901,582	1,296,642	44.69%
Library	2,544,568	1,054,342	41.43%	2,661,581	1,167,267	43.86%
City Managers Office	2,175,093	984,653	45.27%	2,381,469	898,875	37.74%
City Council	424,666	94,140	22.17%	457,341	115,801	25.32%
City Attorney	371,572	149,331	40.19%	385,525	308,241	79.95%
Transfers Out	1,770,544	854,022	48.24%	2,842,125	1,421,063	50.00%
Total Expenditures:	\$ 48,168,045	\$ 20,674,113	42.92%	\$ 51,417,562	\$ 23,465,736	45.64%

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

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STAFF REPORT

City Council

Meeting Date: 1/10/2017
Staff Report Number: 17-007-CC

Informational Item: Information Technology Master Plan

Recommendation

This is an information item and does not require City Council action. A formal presentation as well as request for direction will be presented to the City Council at their meeting on February 7, 2017.

Policy Issues

The Information Technology Master Plan (ITMP) fulfills a portion of City Council Work Plan item number 44.

Background

Faced with the daunting task of replacing several mission critical technology systems that are either at the end of their useful lives or cannot provide user-friendly interfaces, the City Council's 2015 and 2016 Work Plan identified an extremely important need to develop a comprehensive Information Technology Master Plan (ITMP). The purpose of an ITMP is to serve as a multi-year road map for development, implementation and utilization of technology in a coordinated effort organization-wide. The City contracted with ClientFirst Consulting Group, LLC in August 2015 and staff has worked with the consultant over the past 18-months to develop the attached ITMP. Completion of the ITMP marks a significant milestone for the City since it has not had this type of structured plan in the past for what are arguably the most critical tools necessary to deliver modern and efficient public services.

Analysis

The following discussion is intended identify three critical considerations as one reviews the ITMP. A more detailed analysis of the plan's content as well as a recommendation on next steps will be provided to the City Council at their meeting on February 7th. When reviewing the plan, the reader is encouraged to consider the following:

1. **The City's current technology systems are in critical condition and action over the next five years is required to deliver modern and efficient public services.** As contained in the attachments to this cover memo, the ITMP identifies 110 strategic initiatives that address the dire condition of the City's current technology systems. Of the 110 initiatives, ClientFirst recommends twelve initiatives as top priority. Top priority initiatives include technology backbone 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. Additional applications recommended for replacement are the City's electronic content (city records) management system and the parks and recreation registration system.

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 the City prioritizes technology investment and staff training.

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 multiple 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 certain 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.

2. **Effective implementation of new technologies requires a substantial commitment of time and both financial and human resources.** The ITMP documents many opportunities for the City to modernize its operations. Technologies, however, are only as good as the implementation effort and the organization's commitment to continuous training and process improvement. A case in point is the annual production of the City's budget and financial statements. As annual processes, many aspects of the budget and financial statement preparation are prime for automation. In fact, the City's current systems have significant capacity to accommodate automation that streamline production of these documents. Unfortunately, the City's past implementation and ongoing maintenance of the financial management systems did not make use of built-in efficiencies. In place of automation, cumbersome manual processes concentrated in two key employees prevailed for over a decade. When those two key employees left the City in 2015-16, the Administrative Services Department's ability to produce the budget and the financial statements was significantly impaired. With proper resources dedicated to the financial management systems' implementation, ongoing upkeep and staff training, the loss of key employees would not have encumbered the city's financial operations. As the organization moves forward with the ITMP, it is critical that all departments have the resources necessary to focus on high quality technology implementations, ongoing training, and regular process improvement. In addition to resources, departments must make a commitment to develop and own their core business systems and not rely on the IT support staff to build or maintain department specific technologies. Without such ownership and a sustained multi-year commitment, the initiatives outlined in the ITMP may not be a good use of public resources.
3. **Implementation of the certain aspects of the ITMP is already underway due to business necessity.** In 2015, the City Council acknowledged the significant need for technology investments and transferred \$3 million from the General Fund to the General Capital Improvement Projects Fund. This transfer has allowed staff to move forward with smaller initiatives that are necessary to maintain business operations. The Administrative Services Department has begun work on top priorities such as the network redesign and improvements to the IT server room. Additionally, the department is in the process of implementing an online timecard and human resource management system to streamline payroll processing. Finally, the department has undertaken a significant upgrade to the

City's financial reporting system that will provide unprecedented access to the City's financial records for both internal users and the public at large.

As an information item, the City Council is not being asked to make any decisions at its January 10th meeting. Rather, given the size of the report, the information is being transmitted in advance of the staff's presentation on February 7th so that the Council has the opportunity to review the document and make any requests for clarification from staff over the next three weeks. At the Council's February 7th meeting, staff will be accompanied by ClientFirst and will present a proposed roadmap for the next five years and discussion of the required funding to move forward. The action item on February 7th will be a request for Council direction about whether to include major ITMP initiatives in the upcoming and subsequent Capital Improvement Program budgets.

Impact on City Resources

The ITMP is an informational item. As a multi-year planning document, it should be noted that the total price tag of all General Fund initiatives is approximately \$7.25 million, \$3.0 million of which the City Council has already earmarked for technology improvements. According to ClientFirst, the City of Menlo Park's ITMP budgetary requirement, \$7.25 million, is in the middle of comparably sized municipalities taking into account that Menlo Park is not the only municipality to have deferred investments in IT staff, equipment, and application software.

The funds are not required all in the first year but will be necessary as individual components of the ITMP come before the City Council for award of contract on items that exceed the City Manager's signing authority. Given the time required to complete the requisite needs assessment and subsequent Request for Proposals process, it is unlikely that an award of contract will be presented to the City Council in the next six to nine months.

Environmental Review

Environmental review is not required.

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. Report of Information Technology Master Planning
- B. Information Technology Master Plan Appendix: IT Initiatives
- C. IT Master Plan Report: Implementation Resource Requirements Matrix

Report prepared by:
Nick Pegueros, Administrative Services Director

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Report for

Information Technology Master Planning

January 3, 2017



Client Locations
Coast-to-Coast

Practice Locations
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800.806.3080
www.clientfirstcg.com

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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+
PC's	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:

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

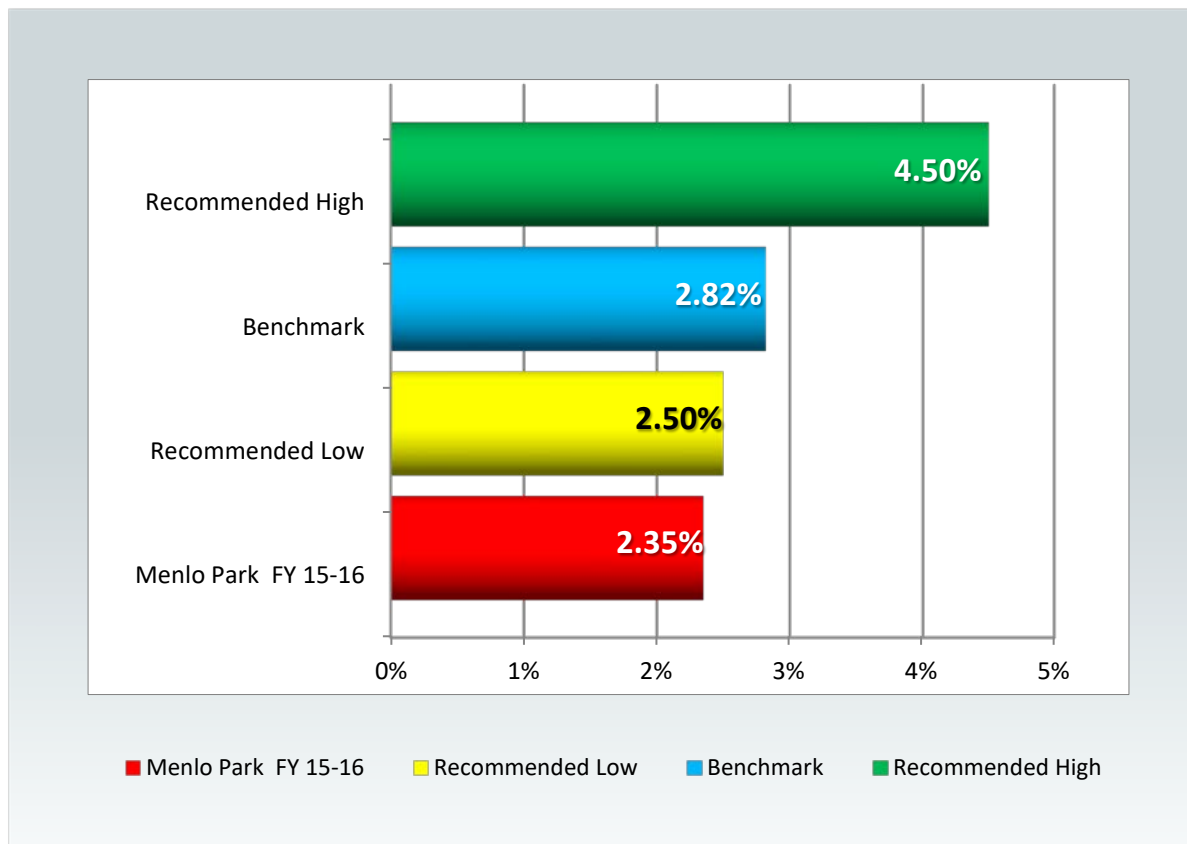
IT Staffing Levels Versus Key Equipment Counts (e.g., servers, PCs, and total number of logins) are often a reflection of IT staff productivity. With current up-to-date technology and the proper productivity tools, an individual IT staff member can support more users, reducing overall costs.

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.

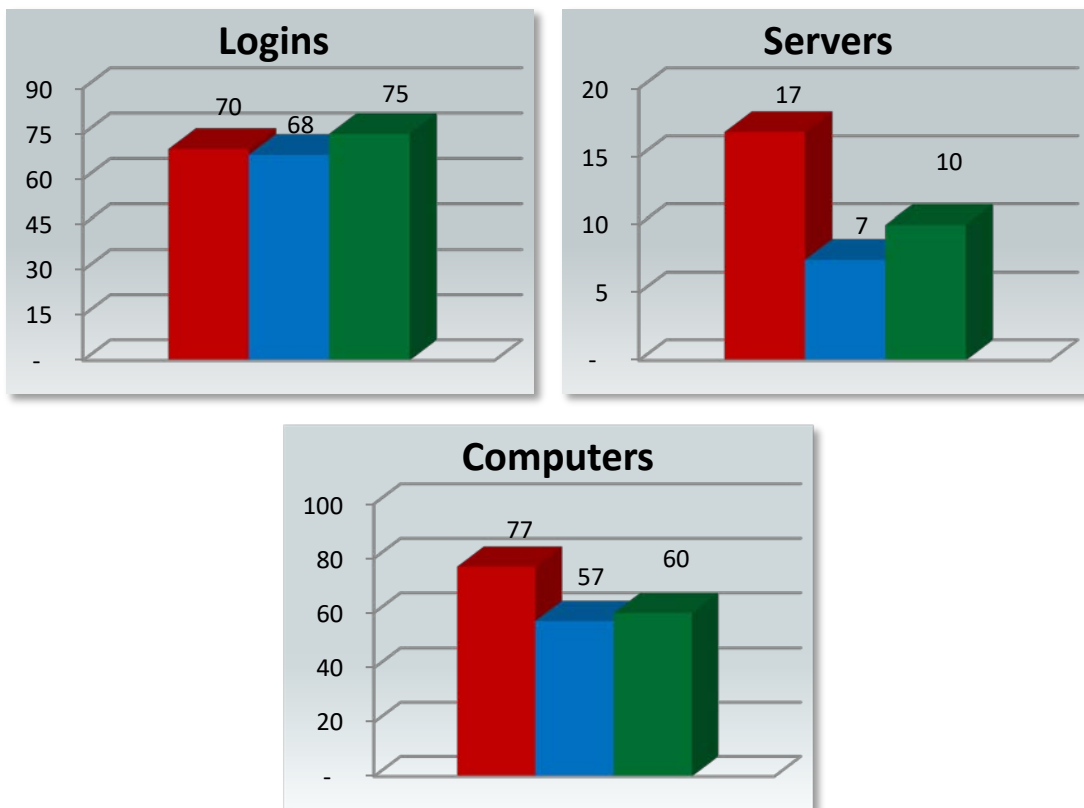
Overall, it represents recognizable underspending versus industry standards for IT infrastructure and overall information technology solutions and support. The result of this underspend has been an IT infrastructure that is obsolete in places, and a portfolio of application systems that include many 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

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 senior network engineer level third party Subject Matter Expert (SME) to reduce burden on IT Manager and provide specific expertise on a project by project basis.
- Add Business Systems Analyst 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
- 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 further and improved GIS/Mapping services 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.
- Online Planning Application and Electronic Plan submittals.
- Implement the following:
 - ◆ Online Permits.
 - ◆ Online Permit Inspection Requests and Scheduling.
 - ◆ Online Code Enforcement Complaints.
 - ◆ Online Licensing Renewals.
 - ◆ 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.

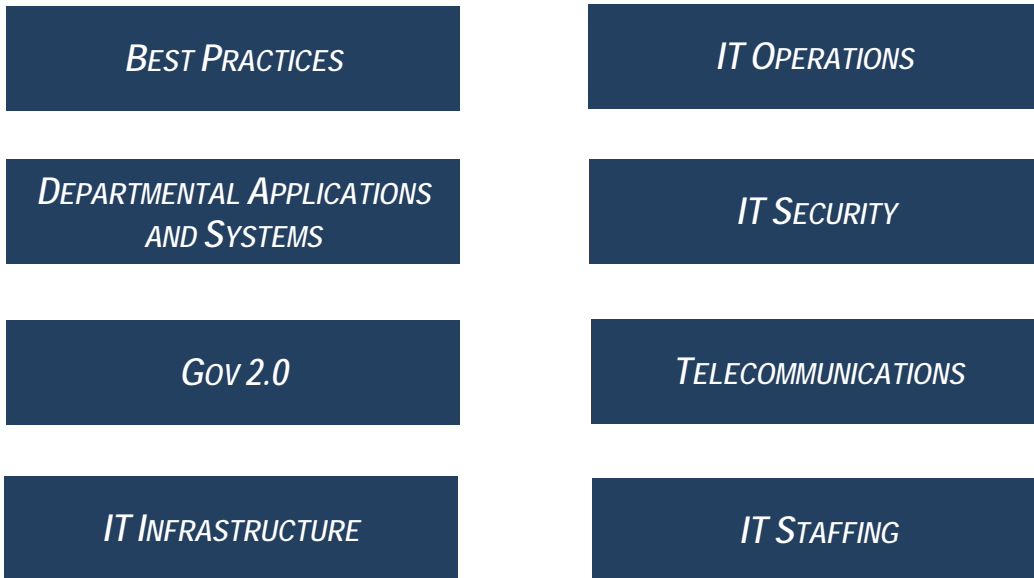
Productivity Improvement – Many of the following initiatives will have a direct impact on overall productivity within the organization. Some of these initiatives will significantly impact specific processes, reducing staff time required to complete a certain process, while others will ease or speed delivery 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"> • Financial Management • People Management (e.g., HR, Payroll, Time Keeping) • Land Management/Community Development • Work Order/Maintenance Management • Citizen Request Management
Project and Grant Accounting	Utilize Project and Grant Accounting modules
Contract Management	Utilize 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"> • Project Planning / Zoning • Permits • Inspections • Code Enforcement • Business Licensing • Parcel / Address Management
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:

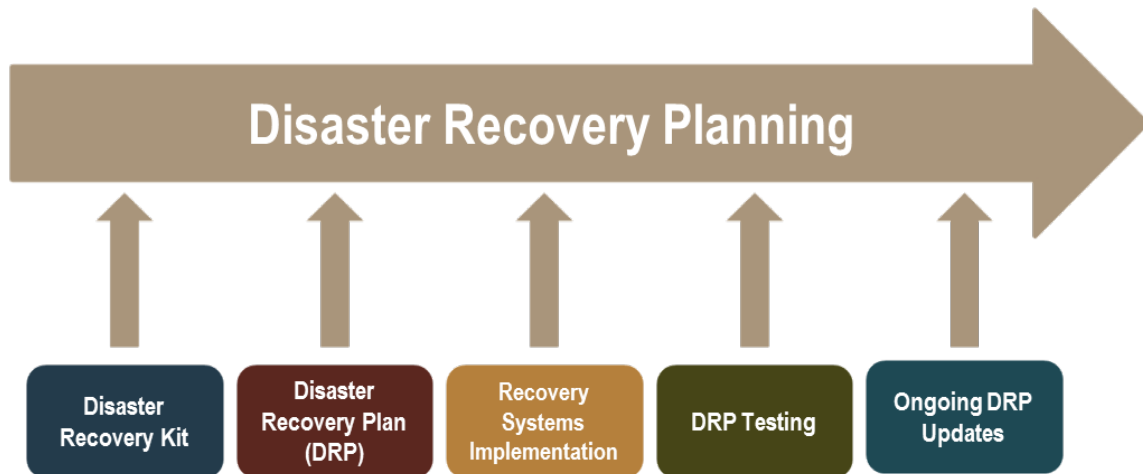
IT Initiative	Description
Help Desk Ticketing System	Implementation of a citywide Help Desk ticketing system and to establish IT response time metrics
Mobile Device Management	Implementation of a Mobile Device Management software to track, control, and manage all mobile devices
Network Management Tools (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 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 the 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.

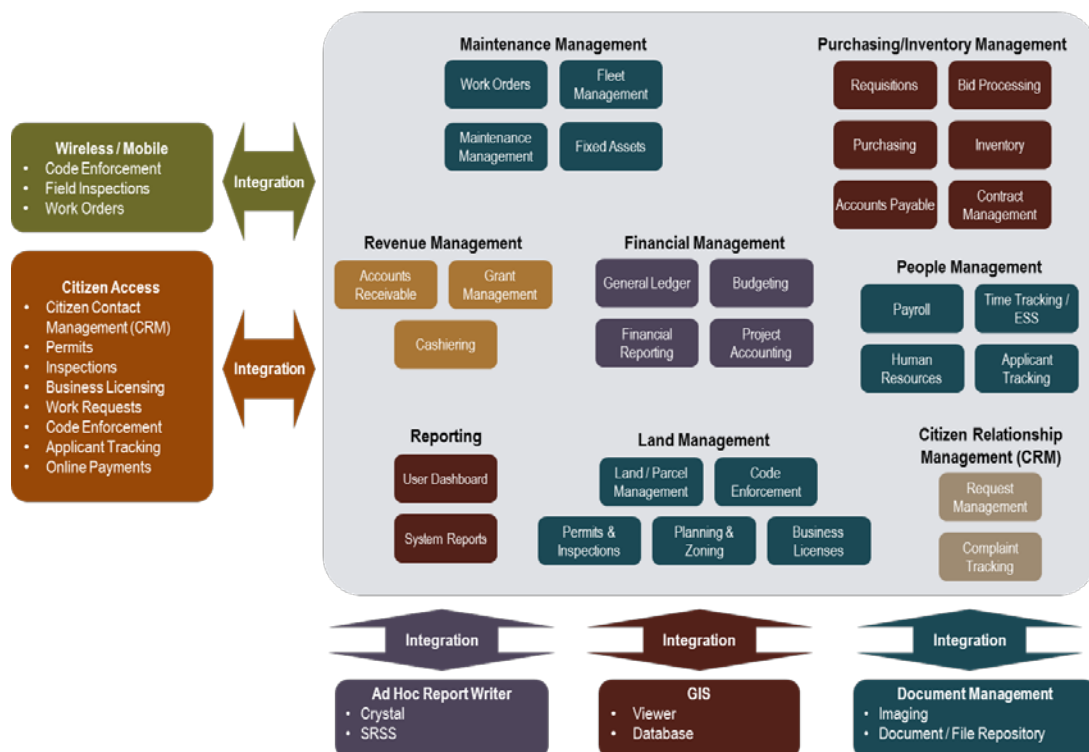
IT Initiative	Initiative Number	Why on the Top Priority List?
IT Computer Room and Teledata Closet Improvements	76	<p>As part of the City’s existing space planning efforts plans have been made to move the existing IT computer room and Teledata equipment. It was determined that the existing plan for movement lacks the proper requirements, including:</p> <ul style="list-style-type: none"> • Improper clearance behind the computer racks (requirement is for 36 inches and City plan is for 24 inches) • Server racks located directly beneath sprinkler systems, placing them at risk for water damage • Some equipment not connected to properly grounded lines, and some not connected to generator • Lack of locally controlled HVAC service • No environmental monitors in computer room <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:

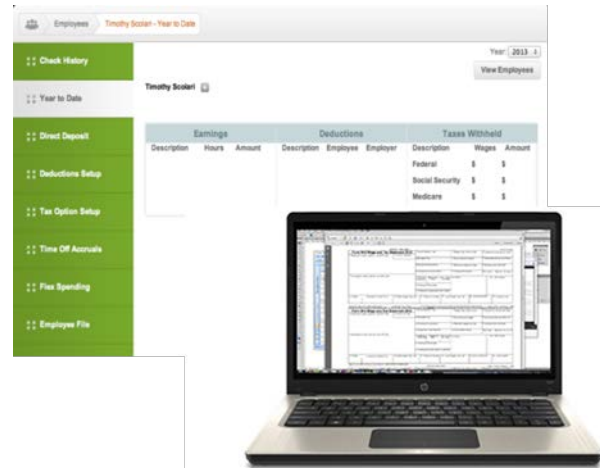
- Paperless personnel forms
- One-time data entry
- Tracking or misplacement of employee paper files
- Incorporation of employee self-service (ESS)
- Integration between time keeping, payroll, HR and financial management
- Quick and reliable reporting to federal and state agencies
- Improved employee 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:

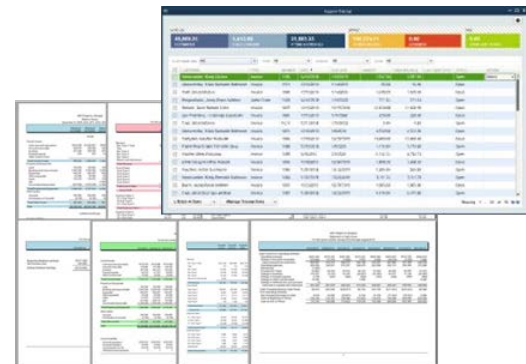
- Address changes
- Tax allowances changes
- Open enrollment benefits
- Dependent changes
- Leave/vacation accrual balances
- Electronic paystub copies
- Year-end W-2s
- Populating and retrieving time sheets
- Time requests
- Tax forms
- Many other forms and applications



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:

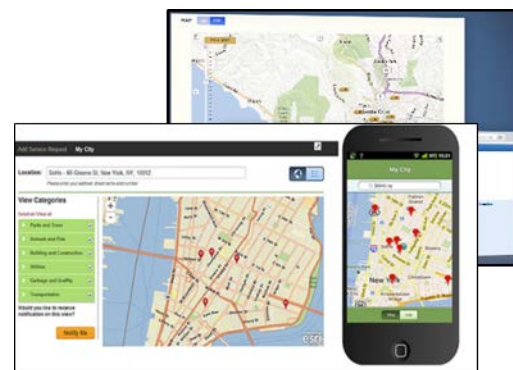
- Online permit applications
- Submit and access plan review comments
- Online payments
- Submit complaints
- Submit citizen requests
- Submit inspection requests
- Access to inspection results
- GIS maps (zoning, voting cities, etc.)



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:

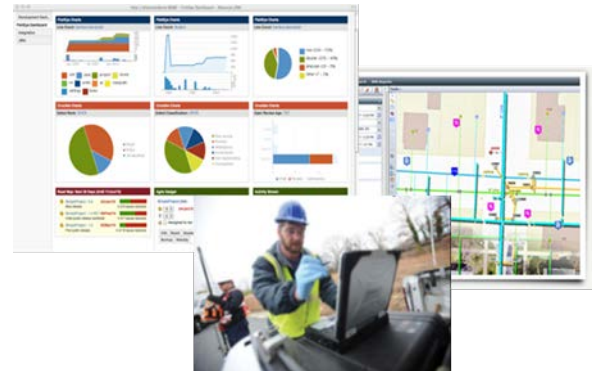
- Viewing system activity on a map (e.g., active projects, permits, cases, etc.)
- Map routing of work orders, service request, and daily inspections
- Displaying locations of infrastructure assets
- Generating asset condition analysis
- Ability to overlay multiple map layers
- Integration to website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

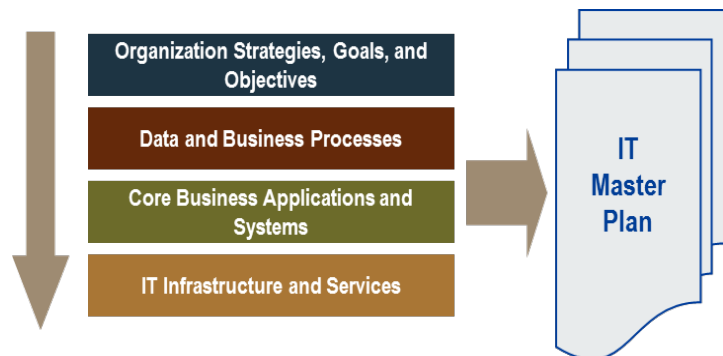


Conclusion

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 Business Applications Analyst will allow the IT leadership to redirect network engineering skills to redesigning and supporting the City’s network. The addition of this Business Applications Analyst will provide long-term benefits and increase application utilization and organizational productivity.

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.

Appendix 1 – IT Master Plan Initiatives

The following section contains the *IT Master Plan Initiatives* documentation in their entirety. The initiatives documentation reflect the results from the needs assessment workshops conducted with the City's departments.

Appendix 2 – Implementation Resource Requirements

The following contains the *Implementation Resource Requirements*. This is presented in a Matrix format which includes a list of all the initiatives with notations on which initiatives will or may require additional resources from outside the City.

Information Technology Master Plan

Appendix: IT Initiatives

January 3, 2017



Client Locations
Coast-to-Coast

Practice Locations
California
Illinois
Minnesota
North Carolina

800.806.3080
www.clientfirstcg.com

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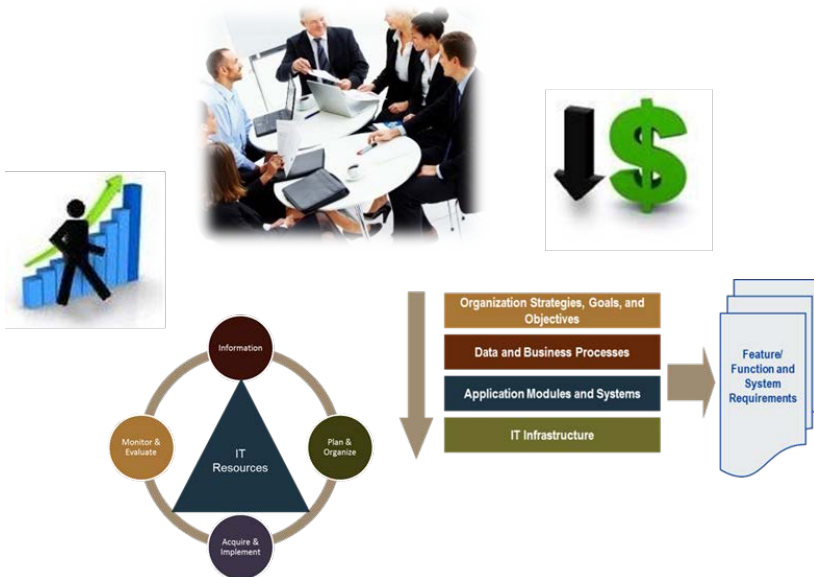
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Best Practices are methods that consistently provide results greater than those achieved with other methods. We believe that the following best practices will enhance the City’s ability to select, procure, and maintain solutions that are more effective 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 University¹ 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%.

¹ 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

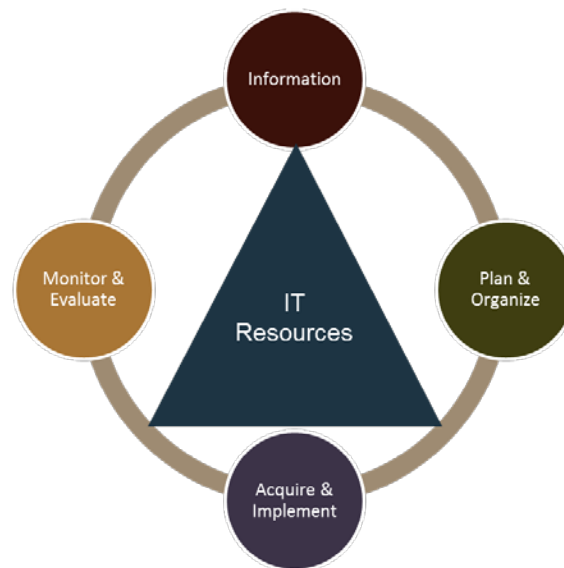
Next Steps

- 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 implementation². *CLIENTFIRST* utilizes the concepts from COBIT throughout its IT Planning process.

² www.isaca.org – COBIT, 2009.

Staff Feedback

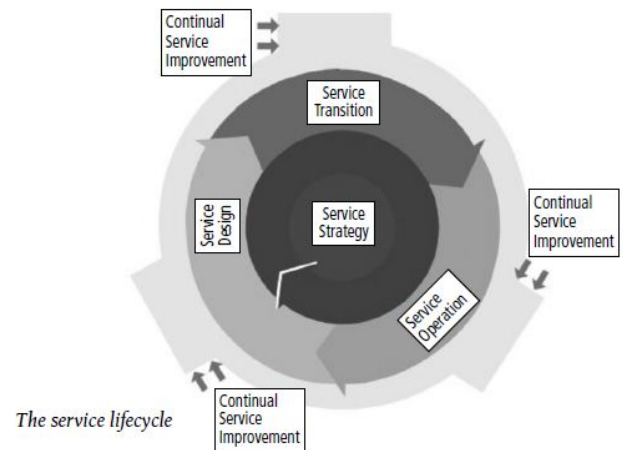
- IT – IT has had challenges with COBIT especially when it comes to citywide planning of best practices framework. Organizational requirements often are not defined or audited.

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 initiatives³. 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

³ 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

		IT - IT Responsibilities(Explanation)					
		Financial Management					
	General Ledger	Budgeting	Bank Reconciliation	Project Accounting	Purchasing and Requisitions	Accounts Payable	Accounts Receivable
PO	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
SU	John	Robbie	Denise	Thomas	Sherry	Pat	John
AA	John	Robbie	Denise	Thomas	William	Robert	Robert
NP	Jody	Robbie	Thomas	Lorrie	Debbie	Pat	Jerry
AW	Rich	Rich	Rich	Rich	Rich	Pat	Rich
FL	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
FI	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
FI	Jody	Rich	Denise	Thomas	Sherry	Pat	Robert
FI	Rich	Rich	Rich	Rich	William	Robert	Jerry
NP	John	Robbie	Thomas	Lorrie	Debbie	Robert	Evan
NP	Jody	Rich	Denise	Thomas	Sherry	Pat	Robert
NP	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.

Full Name	Financial Management						Information & Finance				Public Works				
	General Ledger	Budgeting	Financial Reporting	Accounts Payable	Accounts Receivable	Financial Reporting	Accounts Payable	Accounts Receivable	Financial Reporting	Accounts Payable	Accounts Receivable	Financial Reporting	Accounts Payable	Accounts Receivable	Financial Reporting
# Full User (Head/Inquiry/Report)	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2
# Inquiry & Report Use Only	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Thomas															
John															
Greg															
Debra															
John															
Colleen															
Jessica															
Andreas															
Public Works															
Chris															
Mark															
Steve															
David															

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 in particular)
- 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 trainings⁴.

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.



⁴ 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

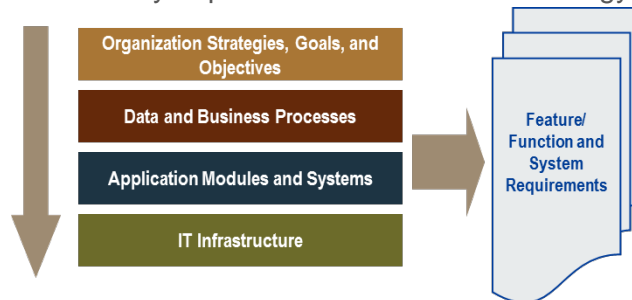
Recommendations

- 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
Requisitions / Purchasing									
4.000 VENDOR MAINTENANCE GENERAL FEATURES									
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							
4.041 ENCUMBRANCE ACCOUNTING									
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							
4.046 PURCHASE REQUISITIONS									
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
4.107 PURCHASE ORDER PROCESSING									
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							
4.198 INTEGRATION									
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 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.
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 ensure it complies with the organization's purchasing guidelines and is distributed per policy (assumes development of a single RFP document). 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
Phase 3 – Vendor Evaluation and Demonstration Management	
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.
Phase 4 – Contract Review and Negotiation Assistance	
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.

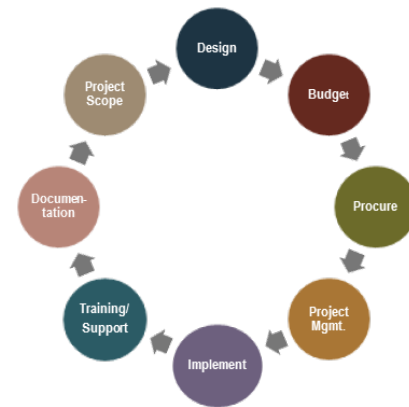
Document Other Plans – Other plans may include training, testing, contingency, and back-out. These plans are developed on an as-needed basis.

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

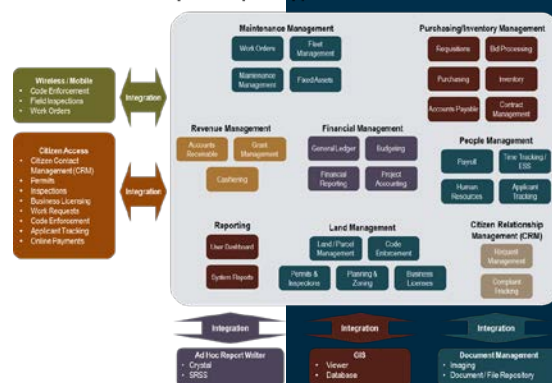
- Improved data integrity (i.e., consistent organization-wide parcel and address data)
- Connectivity with City/County parcel systems
- Improved review and planning
- Better GIS layer reporting
- Increased staff efficiency by reducing data entry into multiple land-based systems
- Ability to allow access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

Departmental Applications and Systems

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

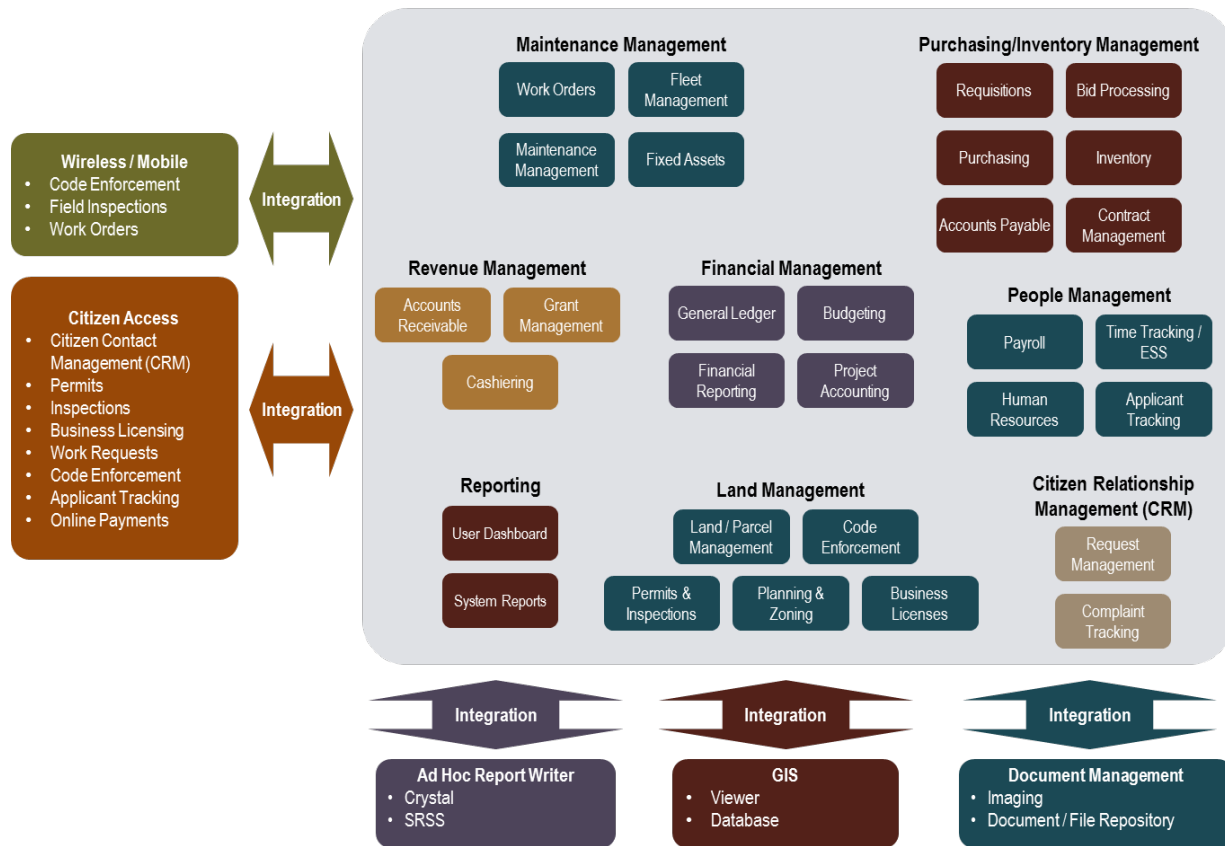
Example Enterprise Applications Overview



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	??	??	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 into 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 a 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 years 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 include 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

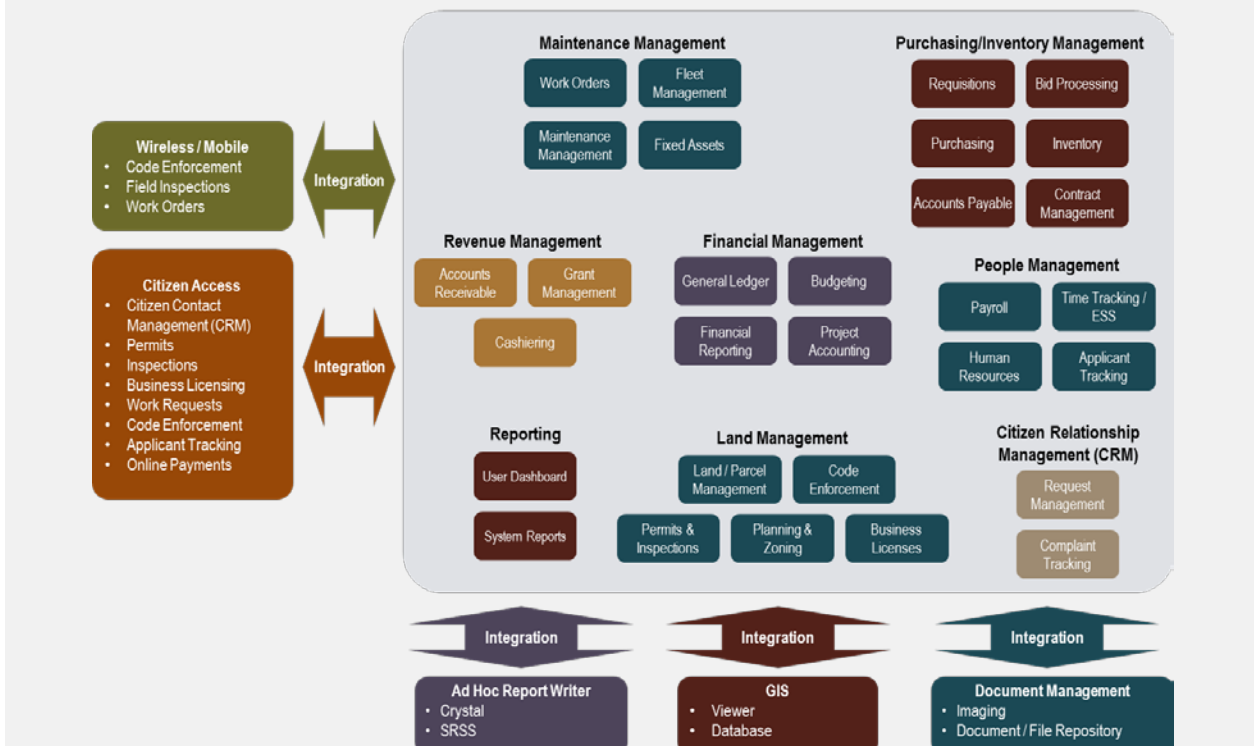
- Free up thousands of labor hours per year
- Faster invoicing and purchasing
- Identification of integration requirements
- Centralized access to information
- Elimination of information silos
- Improved streamlined processes
- Improved operational consistency, efficiency, and accuracy
- Improved online 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:

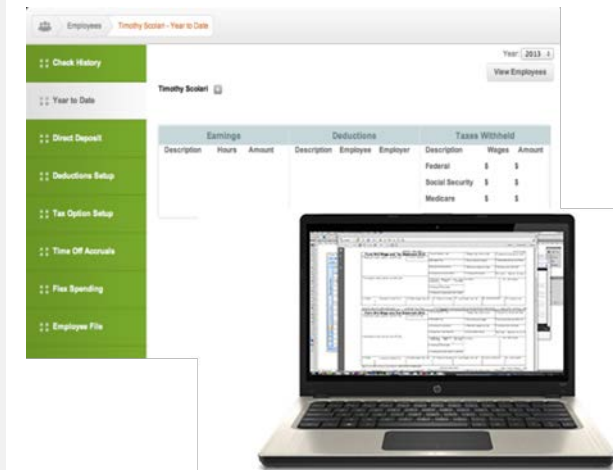
- Paperless personnel forms
- One-time data entry
- Tracking or misplacement of employee paper files
- Incorporation of Employee Self-Service (ESS)
- Integration between time keeping, payroll, HR and financial management
- Quick and reliable reporting to federal and state agencies
- Improved employee 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:

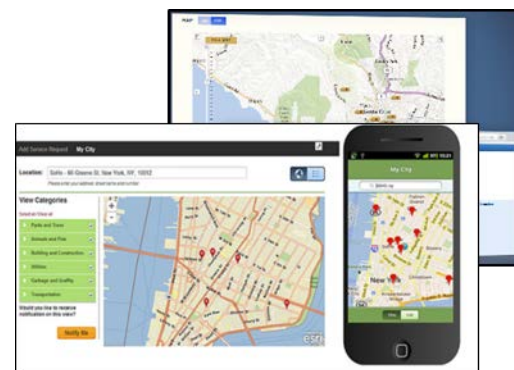
- Online permit applications
- Submit and access plan review comments
- Online payments
- Submit complaints
- Submit citizen requests
- Submit inspection requests
- Access to inspections results
- GIS maps (zoning, voting cities, etc.)



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:

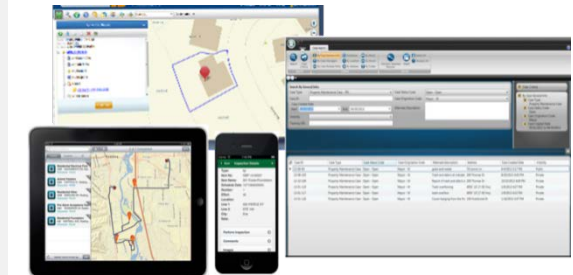
- Ability for citizens to submit requests 24/7 through a phone application or the website
- Automatic assignment and routing of requests, by type, to appropriate department(s) or staff
- Ability for citizens to view current request status
- Conversion of requests to work orders
- Ability to include photos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

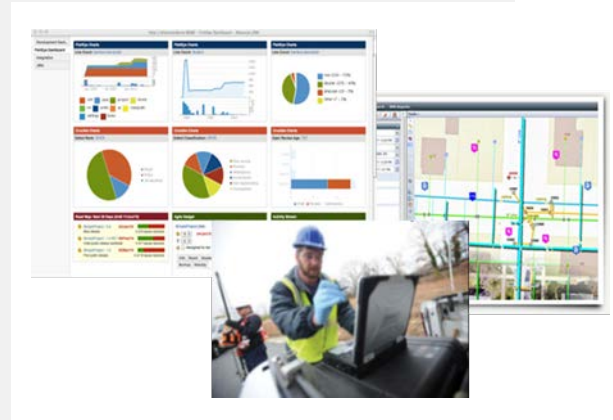
- Viewing system activity on a map (e.g., active projects, permits, cases, etc.)
- Map routing of work orders, service request, and daily inspections
- Displaying locations of infrastructure assets
- Generating asset condition analysis
- Ability to overlay multiple map layers
- Integration to website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

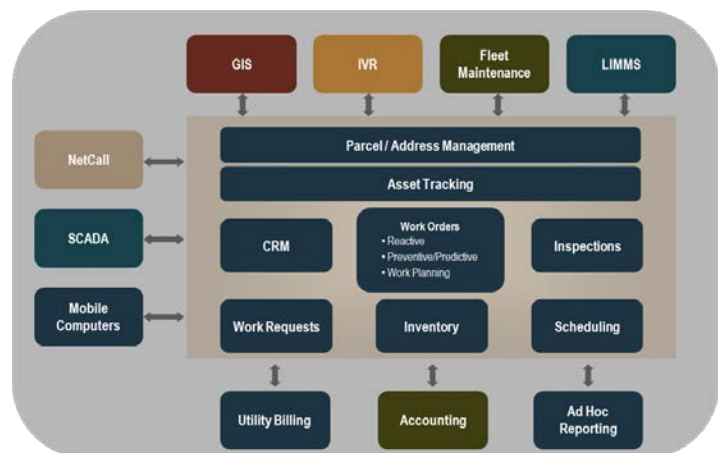
Maintenance and management of the City structures, streets, sidewalks, parks, trails, bridges, drainage and culverts, etc., are managed mostly via manual processes on paper and MS Excel spreadsheets. The City does not currently have a comprehensive *work order/maintenance management system* for their 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:

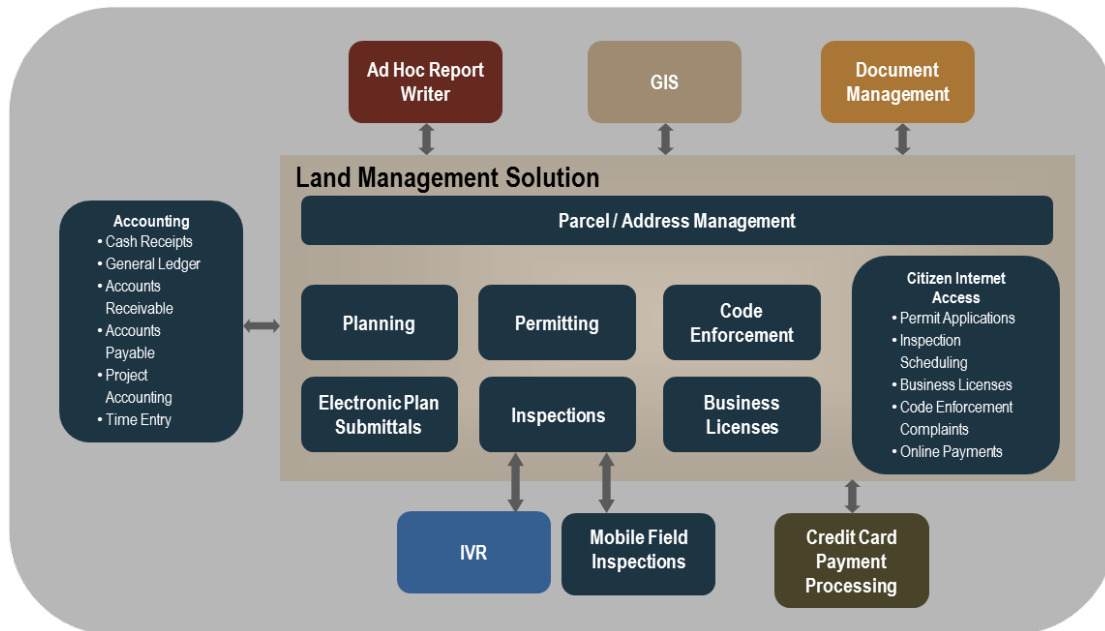
- Development Planning and Zoning
- Permitting
- Inspections
- Code Enforcement
- Recurring Revenue and Business Tax (Licensing)
- Parcel/Address Management

License #	Type	Year	Classification	Status
0000000001	Commercial Business License	2014	General	Active
0000000002	Commercial Business License	2013	General	Active
0000000003	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 a 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

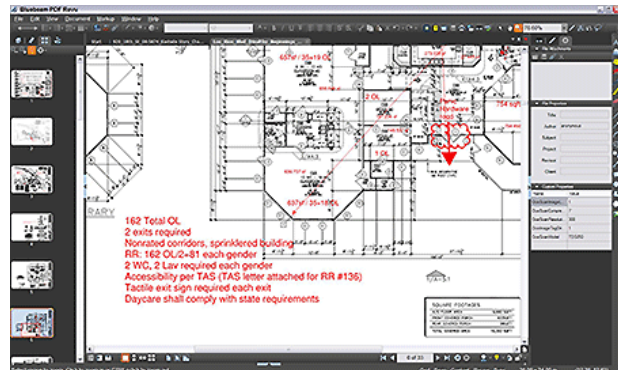
- Significantly greater workflow efficiencies
- Reduced stressors and workload due to improved automation and reduction in manual processes
- Reduced risk of institutional knowledge, leaving the City due to staff turnover or retirement
- Improved project and permit tracking and reporting
- Ability to 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 an 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.⁵

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

⁵ "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.

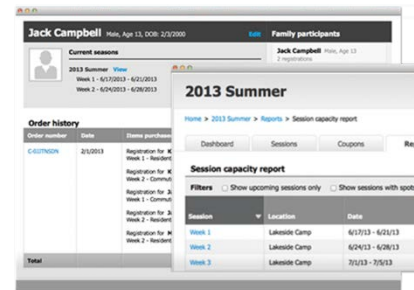
Benefits

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

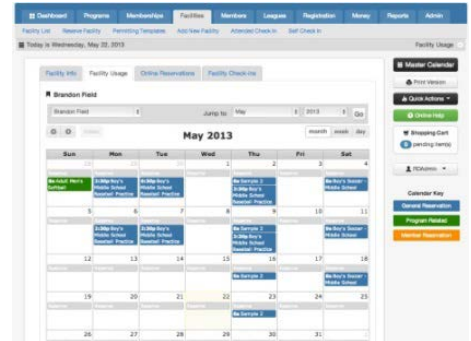
Benefits

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

33. Citywide Facilities Scheduling/Events Calendar

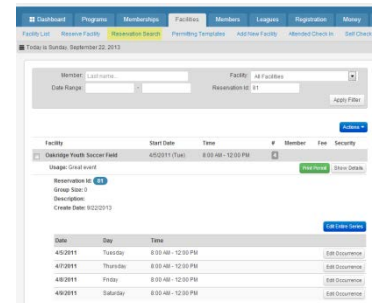
Reservation software improves the process of making reservations for facilities and activities, while providing customers with exceptional service, and staff with fewer tasks to manually perform. The following are capabilities can be found in facility and activity reservation solutions:

- 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.

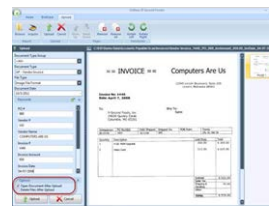
Additional uses include:

- 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 Managers 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 policies 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

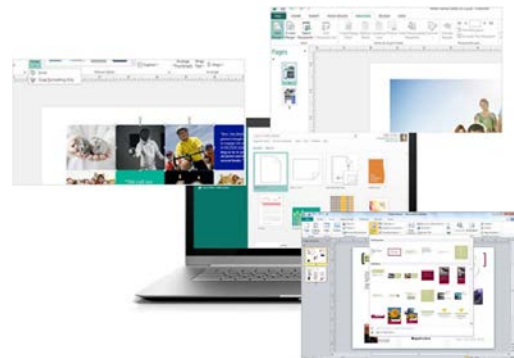
The City uses a myriad of different tools to meet their desktop publishing needs. The following table lists the software being used by each department to create published materials and make content changes:

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 following⁶:

- 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

⁶ 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 cities 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 a 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 backlog 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%⁷.
- 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.

⁷ 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 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"> • Police – Need the ability to convert audiovisual data received from third-party surveillance systems to a common format • Police – Use Honestech to convert audio cassettes to digital files 	<ul style="list-style-type: none"> • There are a number of conversion tools available. • 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. • 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.
56. Panic Button	<ul style="list-style-type: none"> • Comm. Serv. – Could use a panic button for all facilities 	<ul style="list-style-type: none"> • This capability is available. • 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.
57. Penal Code/Vehicle Code Reference Software	<ul style="list-style-type: none"> • Police – Would be great if there was a digital penal code/vehicle code software on computer desktops and MDTs 	<ul style="list-style-type: none"> • This software is readily available. • 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.

Initiative	Staff Feedback	Recommendation
58. Portable Wireless Camera for Surveillance	<ul style="list-style-type: none"> Police – Are only using body cameras (no squad cams) Police – Could use portable wireless camera for surveillance (e.g., investigations) 	<ul style="list-style-type: none"> 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.
59. Wireless PA Radio PA/Sound System	<ul style="list-style-type: none"> Comm. Serv. – Could use a high-quality wireless radio system for events 	<ul style="list-style-type: none"> This is an option for a radio PA system at events. This would allow the broadcast of speakers, music etc. to the event attendees. The specific needs for this system should be discussed so that a viable configuration can be determined This should be configured in a portable fashion so it is mobile enough to take to different City venues and setup quickly.
60. Instant Messaging	<ul style="list-style-type: none"> Comm. Serv. – Instant messaging between employees/computers would be nice Comm. Serv. – Instant messaging and text messaging with our customers would be beneficial HR – Using Skype for instant messaging 	<ul style="list-style-type: none"> There are numerous options available for this. Options for instant messaging can be configured with Exchange Server/Outlook. Skype for Business is also available with instant messaging capabilities under Office 365. Cost and options should be investigated and a standard chosen and installed.
61. PA Announcements	<ul style="list-style-type: none"> Library – Need automatic PA announcements inside of library when near closing 	<ul style="list-style-type: none"> Various options exist for this capability. Phone system PA functionality is also an option.
62. Parking Sensors and Management	<ul style="list-style-type: none"> Comm. Serv. – Parking space sensors and electronic signage would help to reduce traffic congestion and citizen frustration 	<ul style="list-style-type: none"> This is a variation of traffic control and traffic communications systems. If the City has a traffic management system, they should investigate if that system can accommodate parking sensors to communicate parking availability etc.

Initiative	Staff Feedback	Recommendation
63. Constituent Satisfaction Surveys	<ul style="list-style-type: none"> • CMO – Would like for the public to complete satisfaction surveys • CMO – Are considering Civic Plus for potential survey capabilities • Comm. Dev. – Would be helpful to have a program to solicit feedback from groups that don't typically come to Commission/Council meetings • Comm. Serv. – Using Survey Monkey class evaluations and needs assessments • Comm. Serv. – Would like the option for the public to complete on-site surveys with iPads 	<ul style="list-style-type: none"> • Some Customer Relationship Management systems have this capability. • The City should also investigate if their citizen request management system would have this capability. • The key to results for this is a very affective survey gathering and reporting capability to capture the necessary date and perform the necessary analysis.
64. Laptop Borrowing Program	<ul style="list-style-type: none"> • Library – Need a system to manage borrowing of laptops by the public 	<ul style="list-style-type: none"> • Laptop configurations should be assembled with a laptop bag. • These laptop configurations should be compatible with the environment described in the <i>Conference Room Audiovisual</i> initiative.
65. Library Subscription Provider Statistics	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • There are a number of analytics programs available. • The Library should identify their needs and investigate tools that could meet these needs. • Quotes should be received and the City should determine if similar needs exist in other departments, so others may share in license costs.
66. HVAC Zonal Climate Control System	<ul style="list-style-type: none"> • Library – Library staff needs control of HVAC temperature; regular hours for public works employees often does not overlap with Library open hours 	<ul style="list-style-type: none"> • Research vendors and request a cost-benefit analysis. • Follow best practices according to the <i>Software Selection Best Practices</i> initiative, to select the appropriate system.

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."⁸
- **Wikis** – A *wiki* is a website that allows collaborative creation and editing of Web pages to produce a simplified exchange of information.



⁸ 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

GoToMeeting



WebEx

- Presentation upload
- Screen sharing
- Application sharing
- Remote control
- Annotations
- Teleconferencing
- Web chat
- Recording

Webex



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 century 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 ITsupport, 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%.⁹
- A study conducted by the University of Utah found that dual monitors helped users complete tasks as much as 52% faster.¹⁰

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

⁹ "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/> >.

¹⁰ 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

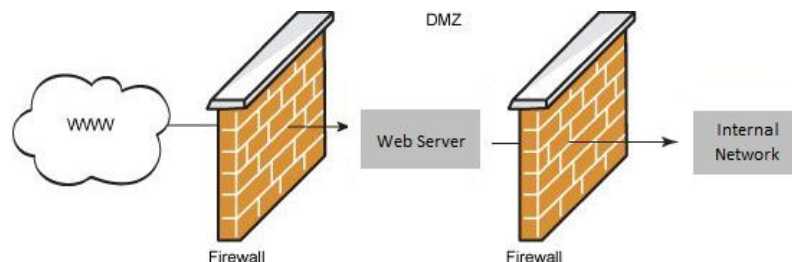
- Upgrade to Exchange 2013. and move to redundant database groups (DAG) as a part of the upgrade process.
- Investigate and select an email archiving solution.
- Develop an Email Records Retention Policy, and implement automatic retention guidelines in support of the policy.

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.

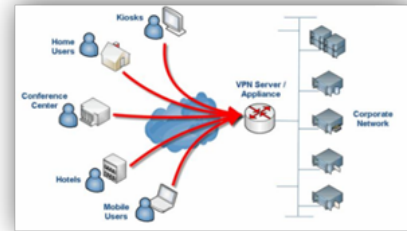
Benefits

- Improved security and management.
- Proper segmentation of publically 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.

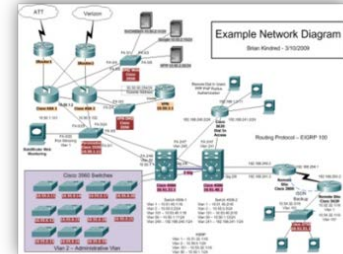
Benefits

- 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

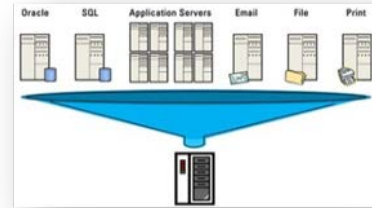
- Improved support for electronic devices
- Improved management and monitoring capabilities
- Longer-lasting equipment
- Reduce cost in replacement of failed hardware

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

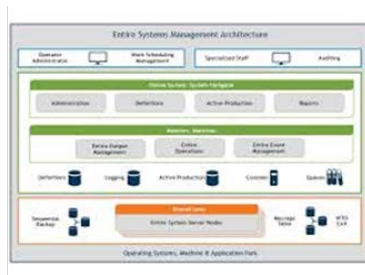
- Complete a review and a needs assessment of City's facility access and control requirements and document the results. This should be a single, citywide system that all departments and divisions within the City are covered under in a cooperative fashion.
- Access should also allow extending to constituents 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



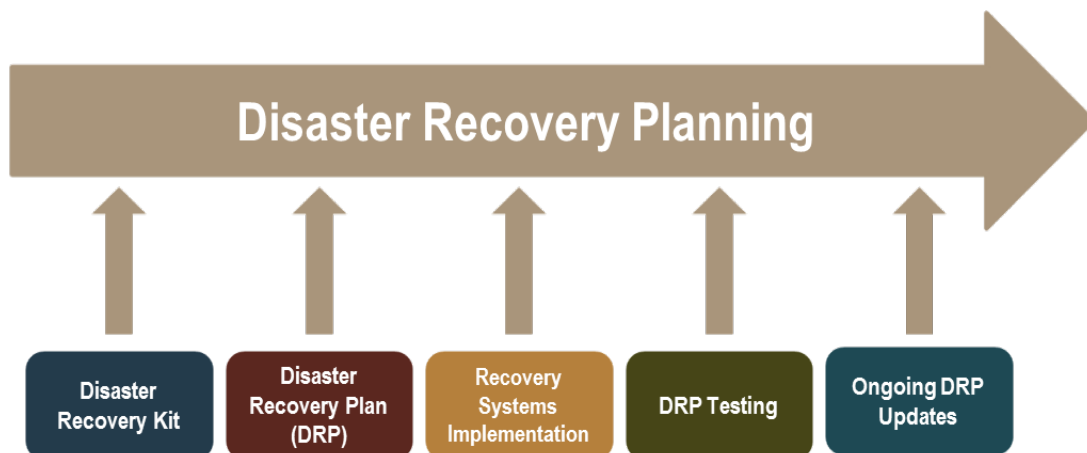
101. Disaster Recovery Planning

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 temporary Help Desk assistance.
- 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 offsite 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:
 - ◆ An Enterprise Applications Support Specialist position for end-user support of the City's software applications
 - ◆ A Help Desk specialist to handle service requests and Help Desk issues
 - The Help Desk position is funded, but not filled
- We recommend that the City develop a relationship with a third party who has strong expertise in infrastructure related projects.
 - ◆ An RFP would be developed, including definition of a scope of work for ongoing network engineering needs.
 - Project-related improvements would be defined through a scope of work for each project.
 - As a part of the Plan, budget for new technology implementations includes necessary consulting, or contractor design and implementation services.

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.



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
Best Practices														
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		
Applications & Departmental Systems														
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
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)
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)

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)
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	Communications 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 WDC's with RMS' monitoring System		X											
53	Tow Company Billing System	2020-21	X								\$2,500	\$15,000		
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	Penar 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			

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)
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 Operations														
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		
100	IT Cost Recovery (IT Budget Allocations)							n/a	n/a	n/a	n/a	n/a		
IT Security														

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)		
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							
Telecommunications															
108	Phone System Redundancy	2018-21	X						\$35,000	\$2,000	\$2,000	\$2,000			
IT Staffing															
109	IT Staffing	2017-21						\$115,000	\$118,450	\$122,004	\$125,664	\$129,434			
110	Enterprise Applications Support Specialist	2017-21						\$100,000	\$103,000	\$106,090	\$109,273	\$112,551			
							\$1,292,300	\$1,932,140	\$2,149,950	\$1,537,494	\$995,036	\$512,484	\$4,000,000		
Other															
	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