

**CITY OF BELMONT
CITY COUNCIL AND BELMONT FIRE
PROTECTION DISTRICT BOARD OF
DIRECTORS**



CITY COUNCIL REGULAR MEETING AGENDA

Tuesday, June 28, 2022

7:00 PM

City Council Chambers

City Hall, One Twin Pines Lane, Belmont, California

****AMENDED AGENDA****

TELECONFERENCE PARTICIPANTS

Some Members may Participate Virtually
Being held under Gov. Code 54953(e) and
Belmont City Council Resolution 2022-052

The meeting will be broadcast live to Belmont residents on Comcast Cable Channel 27, streamed live via the City's website at www.Belmont.gov. The public may also attend the meeting in the City Council Chambers and address the council from the chambers. Social distancing must be practiced, and seating will be limited.

PUBLIC COMMENT:

To maximize time for live public comment, we encourage members of the public to provide comments by joining the City Council meeting via Zoom : For web, visit <https://belmont-gov.zoom.us/> select "Join" and enter Meeting ID: 95745673035. Use the Raise Hand feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial- in comments, call *67 1-(669) 900-6833 (your phone number will appear on the live broadcast if *67 is not dialed prior to the phone number), enter Meeting ID: 95745673035, and press *9 to request to speak. All public comments are subject to a 3-minute time limit unless otherwise determined by the Mayor.

If you wish to submit written public comment, you may send an email to cclerk@belmont.gov before the council considers the item. Please indicate the agenda item topic or agenda item number you wish to comment on in your email's subject line. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record, but will not be read during the Council meeting.

1. ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. REPORT FROM CLOSED SESSION

4. SPECIAL PRESENTATIONS

A. ReThinkWaste Trash to Art Contest Winner

5. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

This portion of the meeting is reserved for persons wishing to address the Body on any City matter not on the agenda. The period for public comment at this point in the agenda is limited to 15 minutes, with a maximum of 3 minutes per speaker. Speakers who requested but did not receive an opportunity to speak during this comment period will be given an opportunity to address the Body later in the meeting. State law prohibits the Body from acting on non-agenda items.

6. COUNCILMEMBER ANNOUNCEMENTS

7. CONSENT BUSINESS

Consent business items are considered to be routine in nature and will be enacted by one motion. There will be no separate discussion on these items unless a member or staff request specific items to be removed for separate action. The City Attorney will read the title of ordinances to be adopted.

A. Monthly Financial Reports

Recommendation: Motion to Approve May 2022 Monthly Financial Reports

Attachment(s):

[May Monthly Financial Reports](#)

B. Military Equipment Policy Ordinance

Recommendation: Motion to adopt ordinance as presented

Attachment(s):

[Ordinance
Policy](#)

C. Municipal Election November 8, 2022

Recommendation: Adopt resolutions associated with the November 8, 2022, General Municipal Election: 1) Resolution calling for the election for three Council seats, as well as any potential ballot measures; 2) Resolution approving a contract with the County of San Mateo to render services associated with said election

Attachment(s):

[Staff Report
Calling and Giving Notice of General Election - Resolution
Request to SMC Board of Supervisors To Render Services Related to Municipal
Election November 8, 2022 - Resolution](#)

D. 1001 Shoreway Road Permanent Encroachment Agreement with San Mateo County Express Lanes Joint Powers Authority (APN: 040-371-080)

Recommendation: Adopt a resolution approving a Permanent Encroachment Agreement with San Mateo County Express Lanes Joint Powers Authority (APN 040-371-080).

Attachment(s):

[Staff Report
Resolution
PEA Exhibit](#)

[PEA](#)

E. 3301 Haskins Drive Easement Vacation & Right of Way Dedication

Recommendation: Adopt a resolution to 1) approve a summary vacation of a 5-foot wire clearance easement, and 2) accept a 5-foot right of way dedication along the frontage of the property at 3301 Haskins Drive (APN 043-221-330)

Attachment(s):

[Staff Report](#)

[Resolution](#)

[Exhibit B - Easement Vacation Plat & Legal](#)

[Exhibit C - 1958 Parcel Map](#)

[Exhibit D - RW Dedication Plat & Legal](#)

[Exhibit E - Project Plan Sheet](#)

[Exhibit F - Certificate of Acceptance.pdf](#)

F. Three-Year Microsoft Enterprise Agreement with SoftwareONE, Inc Resolution Authorizing a Three-Year Microsoft Enterprise Agreement with SoftwareONE, Inc

Recommendation: Adopt a resolution authorizing the City Manager to execute a three-year Microsoft Enterprise Agreement with SoftwareONE, Inc. at a total cost of \$293,831.82, with an annual amount of \$97,943.94 each year for the next three years

Attachment(s):

[Staff Report](#)

[Resolution](#)

[Microsoft 2022 Quote](#)

G. Mid-Management Confidential Employees Association (MMCEA)

Recommendation: Adopt a resolution approving a Memorandum of Understanding between the City of Belmont and the Mid-Management Confidential Employees Association

Attachment(s):

[Staff Report.pdf](#)

[Resolution](#)

[MMCEA MOU 2022-2025](#)

8. PUBLIC HEARINGS (none)

9. GENERAL BUSINESS

General Business items are considered separately, typically in the order listed. The chair will call for public comment on each item when the body considers the item.

A. Information Technology Strategic Plan Update

Recommendation: Receive the Information Technology (IT) Strategic Plan and recommendations for the plan implementation

Attachment(s):

[Staff Report](#)

[IT Strategic Plan](#)

[Overview Presentation](#)

10. BRIEF VERBAL REPORTS FROM MEMBERS AND STAFF

Verbal report from Councilmembers on Intergovernmental (IGR) and Subcommittee Assignments

Verbal report from City Manager

11. MATTERS OF INTEREST/CLARIFICATION

Items in this category are for discussion and direction to staff only. However, Council/Board may take final action on an item if there is no need for additional staff analysis.

A. Mickelson Therapy Pool

Recommendation: Discuss and consider staff to bring draft resolution to Council regarding Sutter Health to reopen the Mack E. Mickelson Arthritis and Rehabilitation Center Therapy Pool for community use at the Mills Health Center in San Mateo

Attachment(s):

[Council Memo](#)

[San Mateo Co. Board of Supervisors Resolution](#)

B. A Resolution of the City Council of the City of Belmont in Solidarity With All Individuals Affected By Roe v. Wade, Denouncing its Overturn

Recommendation: Discuss and consider adopting a resolution in solidarity with all individuals affected by Roe v. Wade and denouncing its overturn

Attachment(s):

[Council Memo](#)

[Draft Resolution](#)

12. ADJOURNMENT

If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413. The speech and hearing-impaired may call (650) 637-2999 for TDD services. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Meeting information can also be accessed via the internet at: www.belmont.gov. All staff reports will be posted to the web in advance of the meeting, and any writings or documents provided to a majority of the City Council/District Board or Commission regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, One Twin Pines Lane, during normal business hours and at the Council Chambers at City Hall, Second Floor, during the meeting.



HIGHLIGHTS

PERFORMANCE AT A GLANCE REPORT

- General Fund balance increased compared to prior YTD
- COVID-19 has negatively impacted revenue stream related to taxes (Budget Variance on pg. 4).

FUND RECAP AT A GLANCE REPORT

- Increasing Fund Balance to PY:**
 - General Fund
- Fleet & Equipment Management
 - Sewer Collection System
 - Sewer Treatment
- Decreasing Fund Balance to PY:**
 - RMRA Street Project
 - Planned Park
 - Storm Drainage
 - Infrastructure

BUDGET VARIANCE REPORT

- Management Discussion & Analysis
- Tax Trends

CASH DISBURSEMENTS & PURCHASE ORDER ACTIVITY REPORT

- Amounts equal to and above \$50,000

This report contains financial information which has not been reviewed or audited by an independent auditor, does not reflect the application of generally accepted accounting principles in all instances and is subject to future revision. This report has not been prepared with a view to informing an investment decision in any of the City's bonds, notes or other obligations. Any projections, plans or other forward-looking statements included in this report are subject to a variety of uncertainties that could cause any actual plans or results to differ materially from any such statement. The information herein is not intended to be used by investors or potential investors in considering the purchase or sale of the City's bonds, notes or other obligations and investors and potential investors should rely only on information filed by the City on the Municipal Securities Rulemaking Board's Electronic Municipal Market Access System for municipal securities disclosures and website, maintained on the World Wide Web at <https://emma.msrb.org/>

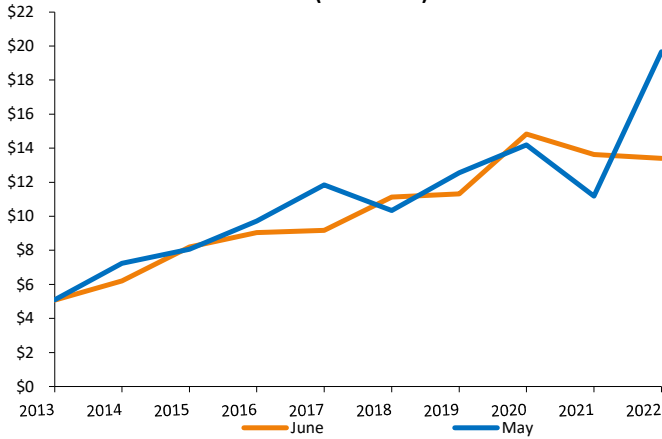
These financial reports are designed to provide a general overview of the City of Belmont's interim finances. Questions concerning any information provided in these reports should be addressed to financedept@belmont.gov or for additional information regarding the City's financial activities, including past award winning audited financial statements, transparency efforts and best practices please visit the City at www.belmont.gov.



**City of Belmont
Performance at a Glance
Results for the Period Ended May 31, 2022
(000's)**



**General Fund Balance Trend
(in millions)**

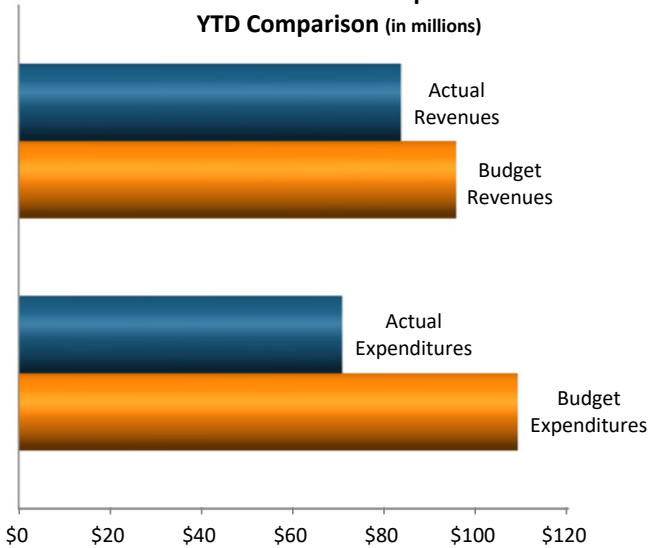


General Fund Balance Trends*

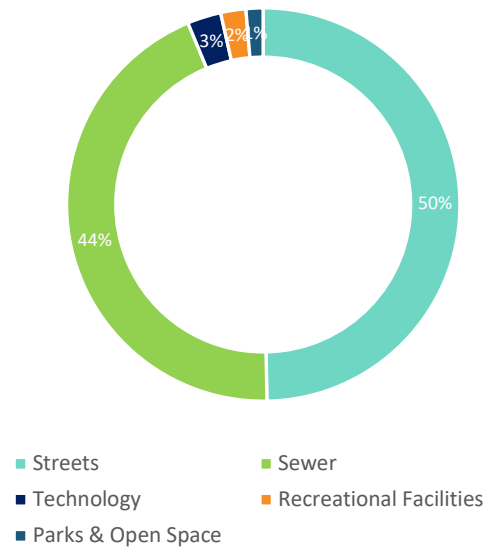
6/30/2012	\$5,085	Audited
6/30/2013	\$6,200	Audited
6/30/2014	\$8,204	Audited
6/30/2015	\$9,049	Audited
6/30/2016	\$9,177	Audited
6/30/2017	\$11,128	Audited
6/30/2018	\$11,325	Audited
6/30/2019	\$14,846	Audited
6/30/2020	\$13,637	Audited
6/30/2021	\$13,398	Audited
5/31/2022	\$19,673	Unaudited

* excludes Measure I

**All Funds Revenues & Expenditures
YTD Comparison (in millions)**



Capital Improvement Plan



General Fund

The General Fund balance is \$19.7 million, a \$6.3 million increase compared to amount at the prior fiscal year end. The increase compared to the 6/30/21 balance was primarily due to the receipt of \$3.2 million in ARPA Federal Coronavirus State and Local Fiscal Recovery Funds and interfund transfers out that will be recorded at the end of the fiscal year.

Fund Balance - YTD Fund Deficits

As shown on the Fund Recap at a Glance (page 3), the Recreation Fund, Supplemental Law Enforcement, Street Maintenance, Planned Park, Facilities Management Fund, and Successor Agency Trust Fund have deficits that are expected to be eliminated in a future period.

City of Belmont
Fund Recap at a Glance
Results for the Period Ended May 31, 2022
(000's)



Fund	Fund Name	Audited Fund Bal. 06/30/21 (1)	Revenues				Expenditures				Unaudited Fund Bal. 05/31/22 (1)+(2)-(3)	PY YTD Fund Bal. 05/31/21		
			YTD Budget	YTD Actual (2)	Variance (Under) Over	%	PY YTD Actual	YTD Budget	YTD Actual (3)	Variance (Under) Over			%	PY YTD Actual
GENERAL FUND														
101	General	\$13,398	\$25,274	\$24,974	(\$300)	99%	\$21,931	\$24,033	\$18,699	\$5,334	78%	\$24,432	\$ 19,673	11,183
102	Measure I	3,751	2,037	1,740	(298)	85%	1,480	4,124	2,451	1,673	59%	447	3,039	3,223
SPECIAL REVENUE FUNDS														
205	Recreation	21	2,664	1,847	(817)	69%	1,742	2,597	2,469	128	95%	2,221	(602)	(479)
206	Library Maintenance & Operation	962	282	273	(9)	97%	304	410	367	43	90%	322	868	1,016
207	Athletic Field Maintenance	377	75	87	12	116%	79	96	86	10	89%	43	378	360
208	City Tree	326	6	8	2	140%	11	68	35	33	51%	44	300	330
209	Senior Services Donation	86	5	3	(2)	65%	0	0	0	(0)	N/A	0	89	86
210	Development Services	417	5,013	4,588	(426)	92%	5,310	4,968	4,125	843	83%	3,679	879	1,632
212	General Plan Maintenance	738	460	519	59	113%	409	289	8	281	3%	80	1,249	737
223	Belmont Fire Protection District	15,403	11,649	10,764	(884)	92%	11,952	10,719	11,374	(655)	106%	10,475	14,794	14,845
225	Police Grants and Donations	35	0	0	(0)	17%	(0)	5	2	3	42%	0	33	35
227	Supplemental Law Enforcement	0	252	160	(92)	63%	160	193	213	(20)	110%	199	(54)	(37)
231	Street Maintenance	711	2,146	919	(1,227)	43%	1,195	2,161	1,746	415	81%	2,080	(116)	(193)
232	RMRA Street Project	323	489	437	(52)	89%	408	1,627	629	998	39%	108	131	960
233	Measure W	250	335	720	385	215%	558	550	0	550	0%	367	970	192
234	Street Improvements	2,161	3,962	2,110	(1,852)	53%	2,597	4,787	2,686	2,101	56%	724	1,585	2,649
237	Traffic Impact	-	264	200	(64)	76%	0	0	0	0	N/A	0	200	0
239	Public Art	-	509	395	(114)	78%	0	0	0	0	N/A	0	395	0
275	Affordable Housing Successor	3,688	3,796	82	(3,713)	2%	276	593	402	191	68%	183	3,368	3,712
277	Inclusionary Housing	2,385	258	0	(258)	0%	46	0	0	0	N/A	1,000	2,385	2,313
	Total Special Revenue	27,885	32,164	23,111	(9,053)	72%	25,048	29,063	24,142	4,921	83%	21,525	26,854	28,156
CAPITAL PROJECT FUNDS														
308	General Facilities	827	3	0	(3)	13%	9	379	104	275	27%	201	724	827
310	Infrastructure	2,302	494	1,462	968	296%	309	11,256	254	11,002	2%	2	3,510	3,123
312	Comcast PEG Program	363	1	33	32	2598%	1	110	0	110	0%	11	395	362
341	Planned Park	357	2,760	0	(2,760)	0%	40	920	826	94	90%	4,283	(469)	417
342	Park Impact	1,397	1,816	1,549	(267)	85%	1,029	3,031	0	3,031	0%	0	2,946	1,391
343	Open Space	206	1	0	(1)	14%	7	65	51	14	78%	32	156	209
704	Special Assessment Districts	308	1	0	(1)	17%	1	0	0	0	N/A	0	308	307
	Total Capital Projects	5,760	5,076	3,044	(2,031)	60%	1,394	15,761	1,235	14,526	8%	4,530	7,570	6,637
DEBT SERVICE & OTHER FUNDS														
406	Library Bond Debt Service	267	620	607	(14)	98%	670	627	670	(43)	107%	671	203	262
501-505	Sewer Collection System	20,034	15,206	14,942	(264)	98%	16,181	16,406	8,679	7,727	53%	13,195	26,298	18,280
507	Sewer Treatment	24,301	2,963	2,824	(140)	95%	3,151	5,809	4,489	1,320	77%	5,311	22,636	19,455
525	Storm Drainage Enterprise	3,585	1,873	928	(945)	50%	1,814	2,508	1,727	781	69%	1,987	2,785	4,393
530	Solid Waste Management	1,582	471	453	(18)	96%	412	453	387	66	85%	370	1,648	1,581
570	Worker's Compensation	1,337	711	666	(45)	94%	650	603	558	45	93%	567	1,445	885
571	Liability Insurance	3,375	444	(1,218)	(1,662)	-274%	(691)	1,460	579	881	40%	516	1,578	1,534
572	Self Funded Vision	-	11	10	(1)	90%	14	12	(3)	15	-22%	(2)	13	11
573	Fleet & Equipment Management	5,831	4,680	4,675	(5)	100%	4,825	4,724	3,096	1,628	66%	3,395	7,410	5,575
574	Facilities Management	41	2,459	1,567	(892)	64%	1,670	1,920	1,861	59	97%	1,605	(252)	271
575	Benefit Prefunding	1,396	1,336	1,215	(121)	91%	1,335	1,505	1,491	13	99%	1,515	1,120	1,385
775	Successor Agency Trust Fund ¹	(3,430)	217	3,924	3,707	1812%	89	0	568	(568)	N/A	859	(74)	(4,975)
	Total Debt & Other	58,319	30,992	30,593	(398)	99%	30,121	36,026	24,102	11,924	67%	29,990	64,811	48,657
	Total All Funds	\$109,114	\$95,543	\$83,463	(\$12,080)	87%	\$79,975	\$109,007	\$70,629	\$38,378	65%	\$80,924	\$121,948	\$97,856

Fund Types:

General Fund - Used to account for and report all financial resources not accounted for and reported in another fund.

Special Revenue Funds - Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

Capital Projects Funds - Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Debt Service & Other Funds - Includes funds used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest; funds used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis; and funds to account for operations financed and operated in a manner similar to a private business enterprise with the intent that the cost of providing goods and services is primarily financed through user charges; and funds used to account for assets held by the City as an agent.

¹ The Successor Agency Trust Fund is a Fiduciary Fund and is only displayed here for informational and reporting purposes.

City of Belmont
Budget Variance Report
General Fund / All Other Funds
Results for the Period Ended May 31, 2022
(000's)



	General Fund					All Other Funds						
	Budget	Year to Date (YTD)		Annual Budget	PY YTD Actual	Budget	Year to Date (YTD)		Annual Budget	PY YTD Actual		
		Actual	Variance	%			Actual	Variance	%			
REVENUES												
Taxes	\$16,041	\$15,956	(\$86)	99%	\$17,499	\$14,186	\$15,563	\$18,180	\$2,617	117%	\$16,978	\$15,251
<i>Property Taxes</i>	5,416	5,129	(286)	95% *	5,908	5,523	11,506	14,597	3,090	91%	12,552	11,976
<i>Sales Taxes</i>	3,693	3,361	(331)	91% a	4,028	3,294	3,159	2,672	(487)	71% a	3,446	2,304
<i>Other Taxes</i>	6,933	7,465	532	108% *	7,563	5,370	898	912	14	99%	980	972
Licenses and permits	983	757	(226)	77% b	1,073	1,012	1,690	2,035	344	120%	1,844	1,967
Intergovernmental	3,168	3,473	306	110%	3,456	587	5,245	3,105	(2,141)	59% e	5,722	1,551
Charge for services	3,830	3,652	(178)	95% c	4,179	5,529	35,420	34,855	(565)	98% f	38,640	34,448
Fines and forfeits	150	131	(20)	87%	164	144	-	-	-	N/A	-	-
Use of money and property	806	912	106	113%	880	333	616	337	(279)	55% g	672	454
Miscellaneous	295	93	(202)	32% d	322	141	140	(1,426)	(1,566)	-102% h	152	(348)
Other financing sources	-	-	-	N/A	-	-	3,453	17	(3,436)	1% i	3,767	6
Operating transfers in	-	-	-	N/A	-	-	8,141	1,386	(6,755)	17% j	8,881	4,714
Total Revenues	25,274	24,974	(300)	99%	27,572	21,931	70,269	58,489	(11,780)	83%	76,657	58,044
EXPENDITURES												
General government	6,107	4,915	(1,191)	80%	6,662	6,171	7,547	5,762	(1,785)	76%	8,233	6,044
Public safety	13,228	12,097	(1,131)	91%	14,431	12,659	10,917	11,589	673	106% k	11,909	10,674
Streets and utilities	-	-	-	N/A	-	-	45,700	19,467	(26,233)	43%	49,854	21,291
Culture and recreation	1,858	1,687	(172)	91%	2,027	2,052	6,308	5,270	(1,038)	84%	6,882	8,191
Urban redevelopment	-	-	-	N/A	-	-	3,996	3,913	(83)	98%	4,359	3,965
Debt service	-	-	-	N/A	-	-	5,206	4,543	(662)	87%	5,679	5,163
Operating transfer out	2,840	-	(2,840)		3,098	3,550	5,301	1,386	(3,915)	26%	5,783	1,163
Total Expenditures	24,033	18,699	(5,334)	78%	26,218	24,432	84,974	51,930	(33,044)	61%	92,699	56,491
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$1,241	\$6,275			\$1,354	(\$2,501)	(\$14,705)	\$6,559	(\$44,824)		(\$16,042)	\$1,552

Management Discussion and Analysis
(Items with unfavorable budget variance more than \$0.1 million)

General Fund:

Revenues

*) Beginning with the December 2020 monthly financial report, Property Tax in lieu of VLF and excess ERAF are reported under Property Taxes, not Other Taxes.

- a) **Taxes** – The majority of Sales Tax and Transient Occupancy Taxes (TOT) received in July are related to June activities, which are subject to an accounting adjustment. COVID-19 impacts are occurring.
- b) **Licenses and Permits** – Business License revenue will be received in a future reporting period and includes activities related to the prior fiscal year, which are subject to accounting adjustment.
- c) **Charges for Services** – The 4th quarter Public Safety and Wildland Prevention revenues will occur in a future period.
- d) **Miscellaneous** – The budget variance is primarily due to the timing of the annual CSUS Public Service Fee, which will be received in a future reporting period.

Other Funds

Revenues

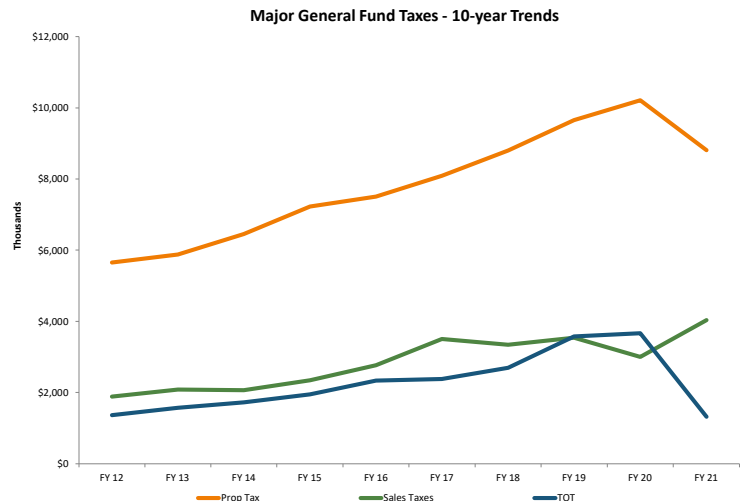
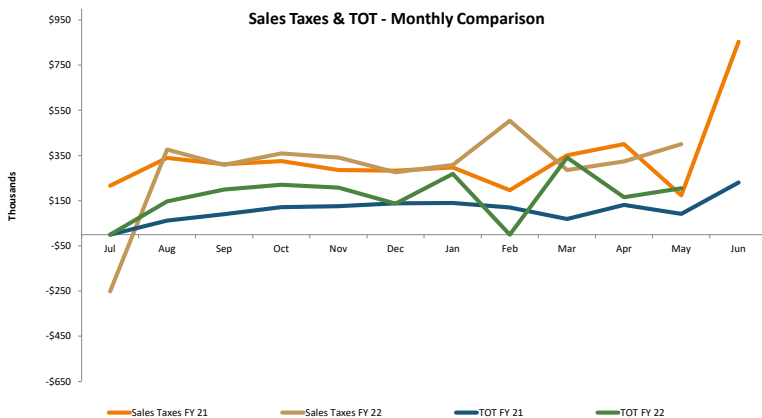
- e) **Intergovernmental** - The revenue will be received in a future reporting period and includes activities related to the prior fiscal year, which are subject to accounting adjustment.
- f) **Charges for Services** – The Sewer Use Fee (Collection & Treatment), budgeted for \$17M, is included as part of the City's Property Tax bill to be received semi-annually, typically in April and December.
- g) **Use of Money and Property** – The LAIF interest rate continues to decline resulting in lower investment returns.
- h) **Miscellaneous** – This revenue is subject to an accounting adjustment during the fiscal year closing process related to claims liability.
- i) **Other Financing Sources** – The budget assumes a sale of \$3.8M in housing capital assets which is anticipated to occur in a subsequent period.
- j) **Operating Transfers In** – The budget assumes operating transfers, which will be recorded at the end of the fiscal year based on actual results.

Other Funds

Expenditures

- k) **Public safety** - Fourth quarter payment of \$2.1M to San Mateo Consolidated Fire Department was paid in April.

Trends



** July TOT revenues received were for June activities and accrued to the previous FY. July revenues will be received in August.

City of Belmont
 Disbursements & Purchase Order Activity Report
 Results for the Period Ended May 31, 2022



Disbursements Amounts Equal to \$50,000 and Above

Vendor	Description	Date	No.	Amount
ADP	PAYROLL 5/6/2022 TAXES	5/6/22	DAJ000007355	99,352.19
ADP	PAYROLL 5/20/22 TAXES	5/20/22	DAJ000007359	100,318.97
CALPERS	HEALTH PREMIUM-MAY	5/12/22	DAJ000007415	159,121.22
CALPERS	COB CONTRIBUTIONS PPE 4/8/22	5/11/22	DAJ000007444	110,030.56
CALPERS	COB CONTRIBUTION PPE 4/22/22	5/12/22	DAJ000007445	110,211.36
CALPERS	COB CONTRIBUTIONS PPE 5/6/22	5/31/22	DAJ000007446	111,106.39
CITY OF BELMONT EMPLOYEES	PAYROLL 5/6/2022	5/5/22	DAJ000007354	413,353.63
CITY OF BELMONT EMPLOYEES	PAYROLL 5/20/2022	5/19/22	DAJ000007357	407,777.48
ICMARC	DEF COMP ACCT# 302442	5/18/22	DAJ000007389	99,261.54
ICMARC	DEF COMP ACCT#302442	5/31/22	DAJ000007404	50,078.96
ICMARC	DEF COMP ACCT#302442	5/18/22	DAJ000007423	99,261.54
ICMARC	DEF COMP ACCT#302442	5/31/22	DAJ000007438	50,078.96
SAN MATEO, CITY OF	SEWER REIMBURSEMENT	5/13/22	1202727	195,984.74
SILICON VALLEY CLEAN WATER	JUNE CONTRIBUTION	5/13/22	EFT00028584	282,253.00
Total Disbursements in Excess of \$50,000				\$ 2,288,190.54
Total Count				14

Purchase Order Amounts Equal to \$50,000 and Above

Vendor	Description	Date	No.	Amount
PAVEMENT ENGINEERING INC	2022 PAVEMENT PRJ CON MNGMT	5/2/22	22 00077	358,125.00
RESTORATION DESIGN GROUP INC	TPP CREEK RESTORATION	5/12/22	22 00078	1,600,000.00
Total Purchase Orders Issued in Excess of \$50,000				\$ 1,958,125.00
Total Count				2

**CITY OF BELMONT
TREASURER'S REPORT
May-22**



Agency Receipts and Disbursements Summary

	Beginning Balance April 30, 2022	Receipts	Disbursements	Ending Balance May 31, 2022
City of Belmont	\$ 89,979,262.27	\$ 13,425,021.39	\$ (9,046,335.90)	\$ 94,357,947.76
Belmont Fire Protection District	14,826,189.50	30,800.79	(69,645.47)	14,787,344.82
Successor Agency of the RDA	(73,877.34)	-	-	(73,877.34)
Total	\$ 104,731,574.43	\$ 13,455,822.18	\$ (9,115,981.37)	\$ 109,071,415.24

Balance Summary

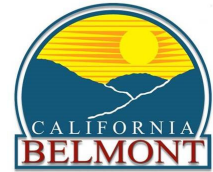
	Deposit	Investments	Pool Total
City of Belmont, Belmont Fire Protection District, & Successor Agency of RDA	\$ 474,454.40	\$ 108,596,960.84	\$ 109,071,415.24

I certify that this report accurately reflects all investments of City of Belmont, Belmont Fire Protection District, and Successor Agency, and is in conformance with the adopted Investment Policy mandated by Government Code 53646. Furthermore, I certify to the best of my knowledge, sufficient investment liquidity and anticipated revenues are available to meet the Agency's budgeted expenditure requirement for the next six months.

Respectfully Submitted,

s/b Grace Castaneda
Grace Castaneda
City Treasurer

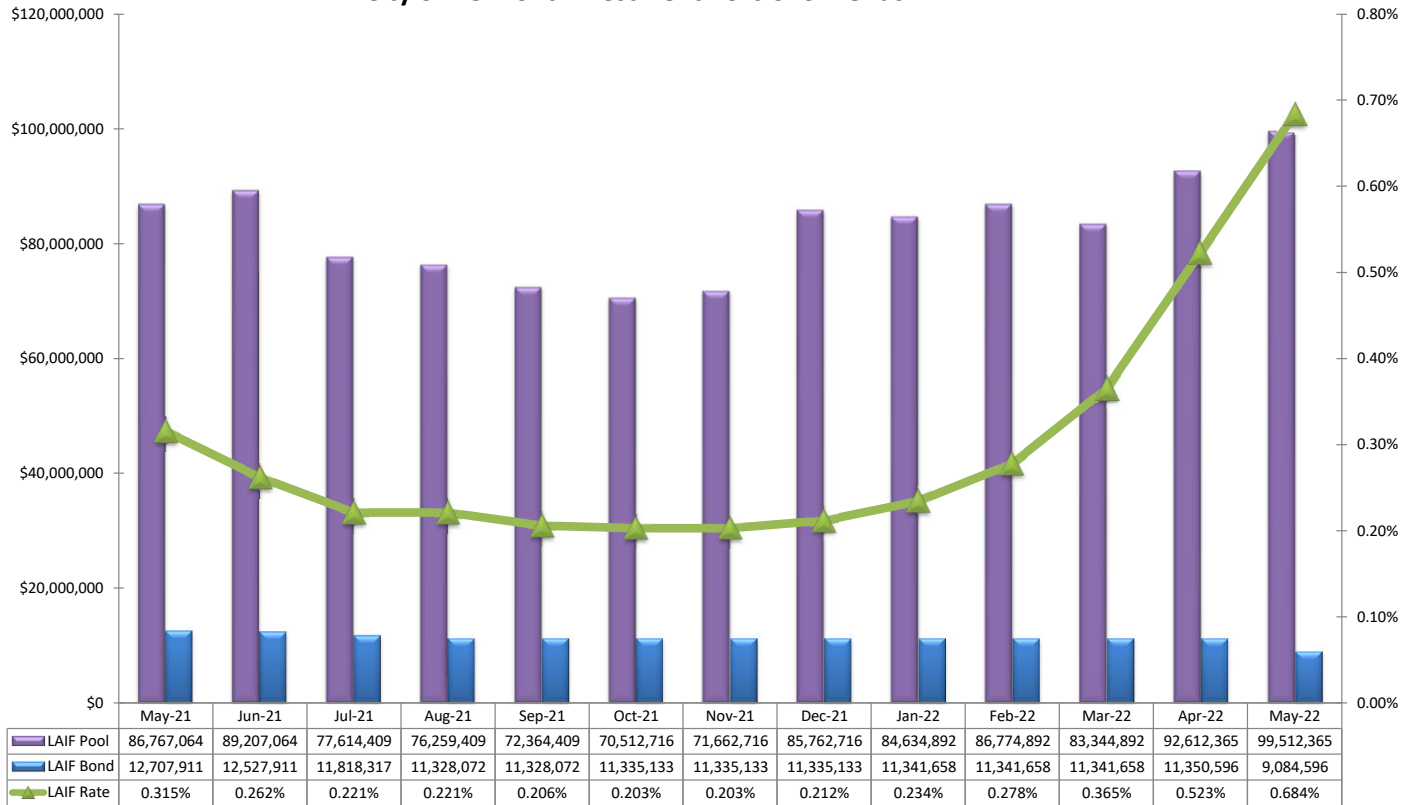
CITY OF BELMONT TREASURER'S REPORT May-22



Investment Detail

Investment Type	Issuer	Maturity Date	Par Amount	Current Market Value	Interest Total	Investment Period	Rate	Pricing Source	Manager
Deposit									
General Account	Wells Fargo		\$ 474,454.40	\$ 474,454.40				Bank	Bank
Investments:									
L.A.I.F.-POOL	State of California	Daily	99,512,364.84	98,393,202.81	56,722.05	90 days	0.684%	LAIF	LAIF
L.A.I.F.-BONDS	State of California	Daily	9,084,596.00	8,982,426.44	5,178.22	90 days	0.684%	LAIF	LAIF
Total			\$ 109,071,415.24	\$ 107,850,083.65	\$ 61,900.27				

City of Belmont Investment Portfolio Trends



ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF BELMONT ADOPTING A MILITARY EQUIPMENT POLICY FOR THE POLICE DEPARTMENT

WHEREAS, on September 30, 2021, California Assembly Bill 481 (AB481) was signed into law, regarding the funding, acquisition, and use of law enforcement equipment by law enforcement agencies; and]; and,

WHEREAS, Government Code Section 7070 adopted by AB 481 requires law enforcement agencies to obtain the City Council’s approval by an ordinance adopting a military equipment use policy before taking certain actions relating to the funding, acquisition, or use of military equipment; and,

WHEREAS, the military equipment use policy is incorporated in Belmont Police Department Policy Manual 710; and,

WHEREAS, Policy 710 is consistent with the definition of a military equipment use policy as provided in Government Code section 7070 which lists the subjects to be addressed by a military equipment use policy.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF BELMONT DOES ORDAIN AS FOLLOWS:

SECTION 1. LEGISLATIVE FINDINGS

The City Council determines that:

- (a) The military equipment identified in Policy 710 is necessary because there is no reasonable alternative that can achieve the same objective of officer and civilian safety.
- (b) Policy 710 will safeguard the public’s welfare, safety, civil rights, and civil liberties.
- (c) The military equipment identified in Policy 710 is reasonably cost effective compared to available alternatives that can achieve the same objective of officer and civilian safety.
- (d) The City did not have a military equipment use policy before the adoption of this ordinance, however, all prior military equipment use complied with polices in effect at the time.

SECTION 2. MILITARY USE POLICY ADOPTED

Belmont Police Department Policy 710, attached hereto as Attachment 1, is approved under Government Code Section 7071 as the military equipment use police for the Department.

SECTION 3. ANNUAL REPORT

The Chief of Police is to prepare and timely submit an annual military equipment report to the Council as provided in Government Code Section 7072.

SECTION 4. ANNUAL REVIEW

The City Council will review this Ordinance in conjunction with the annual military equipment report at least annually in accordance with Government Code Section 7071.

SECTION 5. EFFECTIVE DATE.

This Ordinance takes effect and will be enforced 30 days after its adoption.

* * *

The City Council of the City of Belmont, California introduced the foregoing ordinance, on June 14, 2012 and adopted the ordinance at a regular meeting held on [insert date], 2022 by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

Military Equipment

710.1 PURPOSE AND SCOPE

The purpose of this policy is to provide guidelines for the approval, acquisition, and reporting requirements of military equipment (Government Code § 7070; Government Code § 7071; Government Code § 7072).

710.1.1 DEFINITIONS

Definitions related to this policy include (Government Code § 7070):

Governing body – The elected or appointed body that oversees the Department.

Military equipment – Includes but is not limited to the following:

- Unmanned, remotely piloted, powered aerial or ground vehicles.
- Mine-resistant ambush-protected (MRAP) vehicles or armored personnel carriers.
- High mobility multipurpose wheeled vehicles (HMMWV), two-and-one-half-ton trucks, five-ton trucks, or wheeled vehicles that have a breaching or entry apparatus attached.
- Tracked armored vehicles that provide ballistic protection to their occupants.
- Command and control vehicles that are either built or modified to facilitate the operational control and direction of public safety units.
- Weaponized aircraft, vessels, or vehicles of any kind.
- Battering rams, slugs, and breaching apparatuses that are explosive in nature. This does not include a handheld, one-person ram.
- Firearms and ammunition of .50 caliber or greater, excluding standard-issue shotguns and standard-issue shotgun ammunition.
- Specialized firearms and ammunition of less than .50 caliber, including firearms and accessories identified as assault weapons in Penal Code § 30510 and Penal Code § 30515, with the exception of standard-issue firearms.
- Any firearm or firearm accessory that is designed to launch explosive projectiles.
- Noise-flash diversionary devices and explosive breaching tools.
- Munitions containing tear gas or OC, excluding standard, service-issued handheld pepper spray.
- TASER® Shockwave, microwave weapons, water cannons, and long-range acoustic devices (LRADs).
- Kinetic energy weapons and munitions.
- Any other equipment as determined by a governing body or a state agency to require additional oversight.

Belmont Police Department

Belmont PD Policy Manual

Military Equipment

710.2 POLICY

It is the policy of the Belmont Police Department that members of this department comply with the provisions of Government Code § 7071 with respect to military equipment.

710.3 PHILOSOPHY

The acquisition of military equipment and its deployment in our communities may impact the safety and welfare of our community. The community has a right to know about any funding, acquisition or use of military equipment by local government officials, as well as a right to participate in any decision of the government agency to fund, acquire or use such equipment. Decisions regarding whether and how military equipment is funded, acquired or used should give strong consideration to the welfare, safety, civil rights and civil liberties of our community and should be based on meaningful public input.

The Belmont Police Department recognizes the purpose and intent of the legislation governing the funding, acquisition and use of military equipment in our community. As an agency which frequently collaborates with surrounding jurisdictions for both routine and emergency assistance, it is in the interest of transparency and accountability to provide as much information as possible about the equipment in use by those jurisdictions. While the Belmont Police Department does not possess or train in the use of most of the specialized equipment possessed by some other agencies, resources from surrounding agencies may be called upon to assist in various critical incidents in which its use would help ensure a safe resolution.

710.4 MILITARY EQUIPMENT COORDINATOR

The Chief of Police should designate a member of this department to act as the military equipment coordinator. The responsibilities of the military equipment coordinator include but are not limited to:

- (a) Acting as liaison to the governing body for matters related to the requirements of this policy.
- (b) Identifying department equipment that qualifies as military equipment in the current possession of the Department, or the equipment the Department intends to acquire that requires approval by the governing body.
- (c) Conducting an inventory of all military equipment at least annually.
- (d) Collaborating with any allied agency that may use military equipment within the jurisdiction of Belmont Police Department (Government Code § 7071).
- (e) Preparing for, scheduling, and coordinating the annual community engagement meeting to include:
 1. Publicizing the details of the meeting.
 2. Preparing for public questions regarding the department's funding, acquisition, and use of equipment.
- (f) Preparing the annual military equipment report for submission to the Chief of Police and ensuring that the report is made available on the department website (Government Code § 7072).

Belmont Police Department

Belmont PD Policy Manual

Military Equipment

- (g) Establishing the procedure for a person to register a complaint or concern, or how that person may submit a question about the use of a type of military equipment, and how the Department will respond in a timely manner.

710.5 MILITARY EQUIPMENT INVENTORY

The following attached document constitutes a list of qualifying equipment for the Department:

[See attachment: Military Equipment List 2022 - Final.pdf](#)

710.6 APPROVAL

The Chief of Police or the authorized designee shall obtain approval from the governing body by way of an ordinance adopting the military equipment policy. As part of the approval process, the Chief of Police or the authorized designee shall ensure the proposed military equipment policy is submitted to the governing body and is available on the department website at least 30 days prior to any public hearing concerning the military equipment at issue (Government Code § 7071). The military equipment policy must be approved by the governing body prior to engaging in any of the following (Government Code § 7071):

- (a) Requesting military equipment made available pursuant to 10 USC § 2576a.
- (b) Seeking funds for military equipment, including but not limited to applying for a grant, soliciting or accepting private, local, state, or federal funds, in-kind donations, or other donations or transfers.
- (c) Acquiring military equipment either permanently or temporarily, including by borrowing or leasing.
- (d) Collaborating with another law enforcement agency in the deployment or other use of military equipment within the jurisdiction of this department.
- (e) Using any new or existing military equipment for a purpose, in a manner, or by a person not previously approved by the governing body.
- (f) Soliciting or responding to a proposal for, or entering into an agreement with, any other person or entity to seek funds for, apply to receive, acquire, use, or collaborate in the use of military equipment.
- (g) Acquiring military equipment through any means not provided above.

710.7 COORDINATION WITH OTHER JURISDICTIONS

Military equipment should not be used by any other law enforcement agency or member in this jurisdiction unless the military equipment is approved for use in accordance with this policy.

The Belmont Police Department frequently collaborates with surrounding jurisdictions for both routine and emergency assistance. In the interest of transparency and accountability the Belmont Police Department has opted to provide as much information as possible about the equipment in use by neighboring jurisdictions in the event the use of equipment which is required by this policy to be reported is necessary within this jurisdiction. While the Belmont Police Department does not possess or train in the use of most of the specialized equipment possessed by other jurisdictions,

Military Equipment

their resources may be called upon to assist in critical incidents and emergencies in which its use would help ensure a safe resolution.

710.8 ANNUAL REPORT

Upon approval of a military equipment policy, the Chief of Police or the authorized designee should submit a military equipment report to the governing body for each type of military equipment approved within one year of approval, and annually thereafter for as long as the military equipment is available for use (Government Code § 7072).

- (a) A summary of how the military equipment was used and the purpose of its use.
- (b) A summary of any complaints or concerns received concerning the military equipment.
- (c) The results of any internal audits, any information about violations of the military equipment use policy, and any actions taken in response.
- (d) The total annual cost for each type of military equipment, including acquisition, personnel, training, transportation, maintenance, storage, upgrade, and other ongoing costs, and from what source funds will be provided for the military equipment in the calendar year following submission of the annual military equipment report.
- (e) The quantity possessed for each type of military equipment.
- (f) If the Belmont Police Department intends to acquire additional military equipment in the next year, the quantity sought for each type of military equipment.
- (g) Within 30 days of submitting and publicly releasing an annual military equipment report, the Belmont Police Department shall hold at least one well-publicized and conveniently located community engagement meeting, at which the general public may discuss and ask questions regarding the annual military equipment report and the Belmont Police Department funding, acquisition, or use of military equipment.

The Chief of Police or the authorized designee should also make each annual military equipment report publicly available on the department website for as long as the military equipment is available for use. The report shall include all information required by Government Code § 7072 for the preceding calendar year for each type of military equipment in department inventory.

710.9 COMMUNITY ENGAGEMENT

Within 30 days of submitting and publicly releasing the annual report, the Department shall hold at least one well-publicized and conveniently located community engagement meeting, at which the Department should discuss the report and respond to public questions regarding the funding, acquisition, or use of military equipment.

Attachments

Military Equipment List 2022 - Final.pdf



2022 Belmont Police Department Military Equipment Use Policy

The Belmont Police Department does not possess any tactical equipment that it has obtained from the military, nor does it possess any equipment that was designed for military use.

Nonetheless, California Government Code §7071(b) requires that law enforcement agencies submit a proposed Military Equipment Use Policy to their governing body for approval.

California Government Code §7070 provides a list of equipment types that are considered to be “military equipment” for purposes of this policy requirement, and this Military Equipment Use Policy includes information for any such equipment types that are possessed by the Belmont Police Department, or reasonably likely to be deployed in Belmont by other law enforcement partners.

California Government Code §7070(d) describes a Military Equipment Use Policy as a publicly released, written document that includes, at a minimum, all of the following:

1. A description of each type of Military Equipment, the quantity sought, its capabilities, expected lifespan, and product descriptions from the manufacturer of the Military Equipment.
2. The purposes and authorized uses for which the law enforcement agency or the state agency proposes to use each type of Military Equipment.
3. The fiscal impact of each type of Military Equipment, including the initial costs of obtaining the equipment and estimated annual costs of maintaining the equipment.
4. The legal and procedural rules that govern each authorized use.
5. The training, including any course required by the Commission on Peace Officer Standards and Training, that must be completed before any officer, agent, or employee of the law enforcement agency or the state agency is allowed to use each specific type of Military Equipment to ensure the full protection of the public's welfare, safety, civil rights, and civil liberties and full adherence to the Military Equipment use policy.
6. The mechanisms to ensure compliance with the Military Equipment use policy, including which independent persons or entities have oversight authority, and, if applicable, what legally enforceable sanctions are put in place for violations of the policy.
7. For a law enforcement agency, the procedures by which members of the public may register complaints or concerns or submit questions about the use of each specific type of Military Equipment, and how the law enforcement agency will ensure that each complaint, concern, or question receives a response in a timely manner.

California Government Code § 7070(c) defines Military Equipment as any of the following:

1. Unmanned, remotely piloted, powered aerial or ground vehicles.
2. Mine-resistant ambush-protected (MRAP) vehicles or armored personnel carriers. However, police versions of standard consumer vehicles are specifically excluded from this subdivision.
3. High mobility multipurpose wheeled vehicles (HMMWV), commonly referred to as Humvees, two and one-half-ton trucks, five-ton trucks, or wheeled vehicles that have a breaching or entry apparatus attached. However, unarmored all-terrain vehicles (ATVs) and motorized dirt bikes are specifically excluded from this subdivision.
4. Tracked armored vehicles that provide ballistic protection to their occupants and utilize a tracked system instead of wheels for forward motion.

5. Command and control vehicles that are either built or modified to facilitate the operational control and direction of public safety units.
6. Weaponized aircraft, vessels, or vehicles of any kind.
7. Battering rams, slugs, and breaching apparatuses that are explosive in nature. However, items designed to remove a lock, such as bolt cutters, or a handheld ram designed to be operated by one person, are specifically excluded from this subdivision.
8. Firearms of .50 caliber or greater. However, standard issue shotguns are specifically excluded from this subdivision.
9. Ammunition of .50 caliber or greater. However, standard issue shotgun ammunition is specifically excluded from this subdivision.
10. Specialized firearms and ammunition of less than .50 caliber, including assault weapons as defined in Sections 30510 and 30515 of the Penal Code, with the exception of standard issue service weapons and ammunition of less than .50 caliber that are issued to officers, agents, or employees of a law enforcement agency or a state agency.
11. Any firearm or firearm accessory that is designed to launch explosive projectiles.
12. "Flashbang" grenades and explosive breaching tools, "tear gas," and "pepper balls," excluding standard, service-issued handheld pepper spray.
13. Taser Shockwave, microwave weapons, water cannons, and the Long Range Acoustic Device (LRAD).
14. The following projectile launch platforms and their associated munitions: 40mm projectile launchers, "bean bag," rubber bullet, and specialty impact munition (SIM) weapons.
15. Any other equipment as determined by a governing body or a state agency to require additional oversight.
16. Notwithstanding paragraphs (1) through (15), "Military Equipment" does not include general equipment not designated as prohibited or controlled by the federal Defense Logistics Agency.

Pursuant to California Government Code §7070(d)(6), and in accordance with California Government Code §7072, the Belmont Police Department will submit to the Belmont City Council an Annual Military Equipment Report and will make that report publicly available on its internet website. The Annual Military Equipment Report will include the following information for the immediately preceding calendar year for each type of military equipment:

1. A summary of how the military equipment was used and the purpose of its use.
2. A summary of any complaints or concerns received concerning the military equipment.
3. The results of any internal audits, any information about violations of the military equipment use policy, and any actions taken in response.
4. The total annual cost for each type of military equipment, including acquisition, personnel, training, transportation, maintenance, storage, upgrade, and other ongoing costs, and from what source funds will be provided for the military equipment in the calendar year following submission of the annual military equipment report.
5. The quantity possessed for each type of military equipment.
6. If the law enforcement agency intends to acquire additional military equipment in the next year, the quantity sought for each type of military equipment.

The Belmont City Council will use the Annual Military Equipment Report as a mechanism to ensure the Belmont Police Department's compliance with this Military Equipment Use Policy, and to help it

determine whether to approve, revise, or revoke components of the Military Equipment Use Policy for the subsequent year.

Pursuant to California Government Code §7070(d)(7), members of the public may register complaints or concerns or submit questions about the use of each specific type of Military Equipment in this policy by any of the following means:

1. Via email to: police@belmont.gov
2. Via phone call to: 650-595-7430
3. Via mail sent to: Belmont Police Department
Attn: Military Equipment Use Coordinator
1 Twin Pines Lane
Belmont, CA 94002

The Belmont Police Department is committed to responding to complaints, concerns and/or questions received through any of the above methods in a timely manner.

The remainder of this document is divided into two sections with an attachment. Section One lists qualifying equipment that is owned and/or utilized by the Belmont Police Department. Section Two lists qualifying equipment that is not owned or regularly utilized by the Belmont Police Department, but which is known to be owned and/or utilized by law enforcement units with which the Belmont Police Department collaborates and/or participates for law enforcement purposes. It should be noted, our neighboring jurisdiction of San Mateo is part of the North Central Regional SWAT Team which owns or utilizes much of the equipment in section two.

The attachment is the list of qualifying equipment owned and operated by the San Mateo County Sheriff's Department. The Belmont Police Department works closely with the Sheriff's Office as the contract law enforcement agency for our neighboring jurisdiction of San Carlos. The Belmont Police Department has also been a part of the Sheriff's Office SWAT team since the early 1990s to provide training and resources for addressing critical incidents and high risk operations.

Section One: Qualifying Equipment Owned/Utilized by the Belmont Police Department

Equipment Type: Command and Control Vehicles - CA Gov't Code §7070(c)(5)	
Quantity Owned/Sought: 1 – 1997 Ford E350 Mobile Command Vehicle	Lifespan: Approximately 20 years
Equipment Capabilities: Provides space for officers, dispatchers and supervisors to manage police incidents and investigations.	
Manufacturer Product Description: Unavailable. The vehicle is a 1997 motorhome/ “toy hauler” which has a converted work area in the front and rear of the vehicle. The vehicle is equipped with police and fire radios as well as communication tools to allow remote computer connection to department resources for use in the field. The vehicle is also equipped with an awning and equipment to allow for incident management outside of the vehicle.	
Purpose/Authorized Uses: To provide a location where dispatchers and/or supervisors can monitor and manage police incidents. Additionally, the vehicle provides communications capabilities, shelter and facilities for extended incidents.	
Fiscal Impacts: This vehicle was purchased used in 2001 is not budgeted for replacement therefor costs are minimal. Maintenance is included in the fleet services budget.	
Legal/Procedural Rules Governing Use: Local, state and federal law regarding use of communication equipment and access to law enforcement information.	
Training Required: Internal department training and familiarization with all equipment and setup.	
Other Notes: The vehicle is used to support field incidents both within the City of Belmont and as part of the department’s commitment to the San Mateo County Sheriff’s Office SWAT and CNU Teams.	

Equipment Type: Semiautomatic Rifles and Ammunition - CA Gov't Code §7070(c)(10)	
Quantity Owned/Sought: 29 - AR-15 rifles owned	Lifespan: Approximately 15 years
Equipment Capabilities: The Colt AR-15 platform is a semiautomatic rifle capable of firing .223 caliber ammunition.	
Manufacturer Product Description: This Semi-Automatic Colt Rifle is a throwback to the full size AR-15® which gave birth to the Modern Sporting Rifle. The AR15A4 is defined by its 20" 1:7 Twist Government Profile Chrome Lined Barrel and A2 Fixed Buttstock. The rifle is topped with a Picatinny Flat Top Upper Receiver with Detachable Carry Handle	
Purpose/Authorized Uses: Officers may deploy the patrol rifle in any circumstance where the officer can articulate a reasonable expectation that the rifle may be needed. Examples of some general guidelines for deploying the patrol rifle may include but are not limited to: <ul style="list-style-type: none"> 1. Situations where the officer reasonably anticipates an armed encounter. 2. When an officer is faced with a situation that may require accurate and effective fire at long range. 3. Situations where an officer reasonably expects the need to meet or exceed a suspect's firepower. 4. When an officer reasonably believes that there may be a need to fire on a barricaded person or a person with a hostage. 5. When an officer reasonably believes that a suspect may be wearing body armor. 6. When authorized or requested by a supervisor. 	
Fiscal Impacts: The original rifles owned by Belmont PD were purchased over 30 years ago. Recent purchases to replace 5 rifles was \$1100 per rifle in 2019. The ongoing costs for ammunition varies dependent on availability and market conditions. All maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Firearms.	
Training Required: Officers must successfully complete initial classroom, practical and range training with a certified department instructor. All officers must meet all department firearms training and qualifications as required by law and policy.	
Other Notes: Two of the rifles have been modified for training and do not fire live ammunition. Two of the rifles are short-barreled rifles (SBR) for use by motor officers. These rifles are standard issue service weapons for our officers and therefore exempted from this Military Equipment Use Policy per CA Gov't Code §7070 (c)(10). They have been included in this document in an abundance of caution and in the interest of transparency.	

Equipment Type: Rifles and Ammunition - CA Gov't Code §7070(c)(10)	
Quantity Owned/Sought: 3 - Colt M4 rifles owned	Lifespan: Approximately 15 years
Equipment Capabilities: The Colt M-4 rifle is capable of firing 5.56mm ammunition	
<p>Manufacturer Product Description: Throughout the world today, the Colt M4's reliability, performance, and accuracy provide joint coalition forces with the confidence required to accomplish any mission.</p> <p>Designed specifically for lightweight mobility, speed of target acquisition, and potent firepower capability - the M4 delivers. The M4 can be comfortably carried, yet be instantly available to provide the level of firepower, dependability and accuracy of a 5.56mm rifle. Proven in military combat operations all over the world, it is in a class by itself as a first-rate combat weapon system. The Colt M4 Carbine serves as the United States Armed Forces' weapon of choice and the weapon of the 21st century warfighter.</p> <p>The Colt M4 is the ONLY 5.56mm carbine in the world today that is manufactured to meet or exceed the stringent performance specifications (MILSPEC) required for acceptance and use by the U.S. Armed Forces.</p>	
<p>Purpose/Authorized Uses: This rifle is authorized for use by a SWAT Operator only and may be deployed in any circumstance where the officer can articulate a reasonable expectation that the rifle may be needed. While the rifle is capable of firing in three round bursts, that feature is neither trained or used. Examples of some general guidelines for deploying the rifle may include but are not limited to:</p> <ol style="list-style-type: none"> 1. Situations where the officer reasonably anticipates an armed encounter. 2. When the officer is faced with a situation that may require accurate and effective fire at long range. 3. Situations where an officer reasonably expects the need to meet or exceed a suspect's firepower. 4. When an officer reasonably believes that there may be a need to fire on a barricaded person or a person with a hostage. 5. When an officer reasonably believes that a suspect may be wearing body armor. 6. When authorized or requested by a supervisor. 	
Fiscal Impacts: These rifles were purchased by the Belmont Police Department over two decades ago. The ongoing costs for ammunition will vary dependent on availability and market conditions. All maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Firearms.	
Training Required: In addition to patrol rifle and standard SWAT Operator training, SWAT operators assigned this rifle must successfully complete SWAT training and qualification standards as required by law and policy.	
Other Notes: While the rifle is capable of firing in full auto round bursts, that feature is infrequently trained on or used.	

Equipment Type: Rifles and Ammunition - CA Gov't Code §7070(c)(10)	
Quantity Owned/Sought: 3 – Colt 9mm SMG owned	Lifespan: Approximately 15 years
Equipment Capabilities: The Colt 9mm SMG rifle is capable of firing 9mm NATO ammunition	
Manufacturer Product Description: The Colt 9mm Submachine Gun (SMG) is exceptionally well suited for military, paramilitary, and Law Enforcement organizations requiring a lightweight, compact, highly concealable, select fire weapon system for close confrontations. The Colt SMG is constructed with a modular rail system that allows the easy mounting of ancillary devices, fires from a closed bolt, is equipped with a collapsible buttstock, and is easily field stripped without the need of any special tools. The straight-line construction, coupled with the low recoil of 9mm ammunition, provides highly accurate fire with less muzzle climb, especially in full automatic fire. Less recoil also facilitates ease of training and improves accuracy. Finally, operation and training for the Colt 9mm SMG is similar to that for the Colt M16A2/A4 Rifle, Colt M4 Carbine or Colt Commando Carbine, simplifying user training substantially.	
Purpose/Authorized Uses: This rifle is authorized for use by trained personnel only and may be deployed in any circumstance where the officer can articulate a reasonable expectation that the rifle may be needed. Examples of some general guidelines for deploying the rifle may include but are not limited to: <ul style="list-style-type: none"> 1. Situations where the officer reasonably anticipates an armed encounter. 2. When the officer is faced with a situation that may require accurate and effective fire at long range. 3. Situations where an officer reasonably expects the need to meet or exceed a suspect's firepower. 4. When an officer reasonably believes that there may be a need to fire on a barricaded person or a person with a hostage. 5. When an officer reasonably believes that a suspect may be wearing body armor. 6. When authorized or requested by a supervisor. 	
Fiscal Impacts: These rifles were purchased by the Belmont Police Department over two decades ago. The ongoing costs for ammunition will vary dependent on availability and market conditions. All maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Firearms.	
Training Required: Officers must successfully complete initial classroom, practical and range training with a certified department instructor. All officers must meet all department firearms training and qualifications as required by law and policy.	
Other Notes: These rifles are not currently issued to staff and are primarily used for training purposes.	

Equipment Type: Specialized Rifle and Ammunition - CA Gov't Code §7070(c)(10)	
Quantity Owned/Sought: 1 – Remington 700 Bolt Action Rifle	Lifespan: Approximately 20 years
Equipment Capabilities: The Remington Model 700 Bold Action Rifle is capable of firing .308 caliber ammunition	
Manufacturer Product Description: The Remington Model 700 BDL might be the single most recognized configuration we have ever made. It is a rifle with no equal, and a superior performer in every way. Its accuracy and dependability have become the standard by which all other centerfire rifles are measured and continually fall short. Its strong, smooth action, consistent accuracy, classic beauty and unequalled value have made The Model 700 BDL the hunter's favorite for 40 years. The high-gloss American walnut stock is enhanced by a distinctive black fore-end cap, Monte Carlo comb with raised cheekpiece, and generous cut checkering. Metalwork has our rich, deep bluing for beauty and protection. Features include a hinged magazine floorplate, sling swivel studs, hooded ramp front sight and adjustable rear sight.	
Purpose/Authorized Uses: This rifle is authorized for use by trained personnel only and may be deployed in any circumstance where the officer can articulate a reasonable expectation that the rifle may be needed. Examples of some general guidelines for deploying the rifle may include but are not limited to: <ul style="list-style-type: none"> 1. Situations where the officer reasonably anticipates an armed encounter. 2. When the officer is faced with a situation that may require accurate and effective fire at long range. 3. Situations where an officer reasonably expects the need to meet or exceed a suspect's firepower. 4. When an officer reasonably believes that there may be a need to fire on a barricaded person or a person with a hostage. 5. When an officer reasonably believes that a suspect may be wearing body armor. 6. When authorized or requested by a supervisor. 	
Fiscal Impacts: This rifle was purchased by the Belmont Police Department over three decades ago. The ongoing costs for ammunition will vary dependent on availability and market conditions. All maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Firearms.	
Training Required: Officers must successfully complete initial classroom, practical and range training with a certified department instructor. All officers must meet all department firearms training and qualifications as required by law and policy.	
Other Notes: None.	

Equipment Type: "Flashbangs" - CA Gov't Code §7070(c)(12)	
Quantity Owned/Sought: 38 – Defense Technology 8901SC Distraction Device	Lifespan: Approximately 5 years
Equipment Capabilities: ATF controlled Class C explosive device which emits a bright light and thunderous noise to distract potentially dangerous individuals.	
Manufacturer Product Description: The Distraction Device® Reload utilizes a standard military-style M201A1 type fuze and produces 175 dB of sound output at 5 feet and 6-8 million candelas for 10 milliseconds. The reload is available with and without a safety clip.	
Purpose/Authorized Uses: The distraction device is intended for use only by tactical units during dynamic entries to enhance officer safety and reduce the risk of hostile engagement.	
Fiscal Impacts: The initial cost of this equipment was approximately \$40 per device. Ongoing costs associated with the devices during training and operations is approximately \$120 per year.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and SWAT and firearms.	
Training Required: Operators who may deploy the device must receive training from a POST certified trainer on the use, deployment and storage of diversionary devices.	
Other Notes: These devices are only approved to be used by trained SWAT personnel and must have supervisory approval prior to deployment.	

Equipment Type: "Tear Gas" Munitions - CA Gov't Code §7070(c)(12)	
Quantity Owned/Sought: 2 – Defense Technology Han-ball grenade CS	Lifespan: Approximately 5 years
Equipment Capabilities: Primarily a crowd control device dispersing CS gas.	
Manufacturer Product Description: The Han-Ball™ CS Grenade is an outdoor use grenade expelling its payload in approximately 15-20 seconds. The rubber ball round has an overall size of 4.8 in. tall, including the fuze head, and 3.1 in. diameter. This launchable grenade holds approximately 1.6 oz. of active agent which is expelled through three ports around the equator of the ball. Due the intense heat generated by this grenade, it should not be used inside a building or near flammable material.	
Purpose/Authorized Uses: The device is intended for crowd control purposes, using CS gas to disperse persons.	
Fiscal Impacts: The initial cost of this is unknown as they date back to the early to late 1990s. There is no intention of purchasing more of these devices.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and SWAT and firearms.	
Training Required: Operators who may deploy the device must receive training from a POST certified trainer on the use, deployment and storage of diversionary devices.	
Other Notes: No department personnel are trained or authorized to utilize these devices.	

Equipment Type: Less Lethal Launchers and Kinetic Energy Munitions - CA Gov't Code §7070(c)(14)	
Quantity Owned/Sought: 1 – Smith & Wesson 37mm Gas Launcher 2 – Defense Technology Stinger 37mm, .32cal rubber ball round 2 – Defense Technology Ferret Liquid Barricade round 2 – Defense Technology Bean Bag round	Lifespan: Approximately 20 years
Equipment Capabilities: The 37mm Less Lethal Launcher is capable of firing 37mm Kinetic Energy or Chemical Agent Munitions.	
<p>Manufacturer Product Description: The Smith & Wesson company began production of a new model of 37mm tear gas launcher using the N frame revolver clockwork, coupled with a simple break action barrel. The system was available as a stocked carbine (14-inch barrel). This is probably the finest quality tear gas or flare gun ever made, as the clockwork from the revolvers gives it a great single action and double action trigger pull compared to the typical utilitarian flare gun. A variety of projectiles were made. Production appears to have ceased in 1984, when the Bangor Punta conglomerate was bought out, and Smith & Wesson sold off from it shortly thereafter.</p> <p>The Stinger® 37 mm 32-Caliber Round has an 8 in. long casing and contains approximately 225 32-Caliber rubber balls. It utilizes black powder as the propellant. The round is most widely used as a crowd management tool by Law Enforcement and Corrections. It is generally deployed in low trajectories or skip fired in the general direction of the intended targets. It is suitable for administering a means of pain compliance over close to medium distances and for routing crowds that are mildly resistive.</p> <p>The 37 mm Ferret® Inert Round is a frangible projectile filled with chemical agent. Upon impacting the barrier, the nose cone ruptures and instantaneously delivers the .16 oz. agent payload inside a structure. These munitions are 4.8 in. by 1.5 in. and travels at 650fps within an effective range of 50 yards.</p> <p>The 37 mm Bean Bag Round is a 37 mm 4.8 in. casing contains of one silica sand filled bag and utilizes black powder as the propellant. It is widely used as a crowd management tool when there is a need to target individual instigators. It has also been successfully used as a dynamic, high-energy single subject round for incapacitation or distraction. It is most suitable in moderately close to medium ranges and serves well in correctional facilities where engagements distances are limited.</p>	
Purpose/Authorized Uses: The 37mm Less Lethal gas launcher and Kinetic Energy Munitions are intended for use as a less lethal use of force option.	
Fiscal Impacts: The initial cost of this equipment is unknown as its age predates our records. While the department has a very small inventory or munitions, we do not train or deploy the system and will not be seeking additional munitions.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Crowd Control.	
Training Required: Officers must complete a POST certified course as well as regular training and qualifications as required by law and policy.	
Other Notes: Only Less Lethal Munitions Instructors are authorized to use this system.	

Equipment Type: Specialty Impact Munitions - CA Gov't Code §7070(c)(14)	
Quantity Owned/Sought: 6 – Defense Technology Stinger Rubber Ball with safety clip	Lifespan: Approximately 5 years
Equipment Capabilities: Uses light, sound and kinetic energy projectiles for crowd control	
Manufacturer Product Description: The Stinger® Rubber Ball Grenade is a maximum effect device that delivers three stimuli for psychological and physiological effects: rubber pellets, light, and sound. The Stinger® Rubber Ball Grenade is most widely used as a crowd management tool by Law Enforcement and Corrections. The Stinger® Rubber Ball Grenade has an initial 1.5 second delay that initiates fuze assembly separation, followed by another .5 second delay before the blast which is sufficient to project the rubber balls in a 50-foot radius.	
Purpose/Authorized Uses: The device is intended for use as a crowd control tool.	
Fiscal Impacts: The initial cost of this is unknown as they date back to the early to late 1990s. There is no intention of purchasing more of these devices.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and SWAT and firearms.	
Training Required: Operators who may deploy the device must receive training from a POST certified trainer on the use, deployment and storage of diversionary devices.	
Other Notes: Only Less Lethal Munitions Instructors are authorized to use this system.	

Equipment Type: Less Lethal Launchers and Kinetic Energy Munitions - CA Gov't Code §7070(c)(14)	
Quantity Owned/Sought: 14 – Remington 870 Less Lethal Shotgun	Lifespan: Approximately 20 years
Equipment Capabilities: Remington Model 870 12 gauge shotgun modified with high visibility stocks and fore ends, designated to fire less lethal kinetic energy projectiles. The projectile in use by the Belmont Police Department is the Defense Technology Drag Stabilized 12 Gauge Bean Bag round.	
Manufacturer Product Description: The Remington Model 870 is a U.S. made pump-action shotgun. It is widely used by law enforcement as a defensive weapon and by the public for target shooting, hunting and self-defense.	
<p>The Model 870 features a bottom-loading, side ejecting receiver, tubular magazine under the barrel, dual action bars, internal hammer and a bolt which locks into and extension in the barrel. A pump action is a repeating firearm action that is operated manually by moving a sliding handguard on the gun's fore stock. When shooting, the siding fore end is pulled reward to eject any expended cartridge and to cock the hammer/striker and then pushed forward to load a new cartridge into the chamber. This action is required for each cartridge to be fired.</p> <p>The Model 870 is capable of firing any 12-gauge cartridge; however, the Belmont Police Department maintains 14 Model 870 Shotguns exclusively to fire a Less Lethal Drag Stabilized Bean Bag round. Each of these shotguns has been modified with a high visibility bright orange stock and fore end to signify its use as a less lethal platform.</p> <p>The Defense Technology® Drag Stabilized™ 12-Gauge Round is a translucent 12-Gauge shell loaded with a 40-Gram tear shaped bag made from a cotton and ballistic material blend and filled with #9 shot. This design utilizes four stabilizing tails and utilizes smokeless powder as the propellant. The 12-Gauge Drag Stabilized Round has secured its place as the Law Enforcement Communities' number one choice for specialty impact munitions. This round has a velocity of 270 fps with a maximum effective range of 75 feet.</p>	
Purpose/Authorized Uses: The Model 870 Less Lethal Shotgun are intended for use as a less lethal use of force option.	
Fiscal Impacts: The initial cost of this equipment was approximately \$350 per shotgun when originally purchased in the 1990's. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. Various Belmont Police Department Policies on Use of Force and Crowd Control.	
Training Required: Officers must complete a department certified course by our defensive tactics and range staff as well as regular training and qualifications as required by law and policy.	
Other Notes: Of these shotguns, one has been stripped for parts and one is broken but will be used for parts.	

Section Two: Qualifying Equipment known to be owned and/or utilized by law enforcement units with which the Belmont Police Department collaborates and/or participates for law enforcement purposes.

The following equipment is not owned or maintained by the Belmont Police Department. However, in the interest of transparency and accountability, we are providing as much information on the equipment and tools utilized by our surrounding law enforcement partners in San Mateo County. It is worth noting all of the information listed below is primarily intended for use by SWAT Teams for use during high-risk critical incidents and the most serious emergencies law enforcement may encounter, whether in the City of Belmont or not.

San Mateo County Sheriff’s Office SWAT Team and Crisis Negotiations Unit (CNU) is a regional team which includes participation by the Belmont and East Palo Alto Police Departments. The North County Regional SWAT Team (NCR SWAT) includes participation by and equipment from the San Mateo, Foster City, Burlingame, Hillsborough, San Bruno, South San Francisco and Brisbane Police Departments.

Equipment Type: Unmanned, remotely piloted, powered ground vehicles - CA Gov’t Code §7070(c)(1)	
Quantity Owned/Sought: None (outside owned)	Lifespan: Approximately 15 years
Equipment Capabilities: Vehicles are capable of being remotely navigated to provide scene information and intelligence in the form of video and still images transmitted to first responders.	
Manufacturer Product Description: Unavailable.	
Purpose/Authorized Uses: To enhance the safety of potentially dangerous situations by providing first responders with the ability to capture video and still images of hazardous areas prior to, or in lieu of, sending in personnel.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: The use of unmanned, remotely piloted, powered ground vehicles potentially involves privacy considerations. Absent a warrant or exigent circumstances, operators and observers shall adhere to all applicable privacy laws and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy (e.g., residence, yard, enclosure).	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to pilot these vehicles.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Equipment Type: Mine Resistant Ambush Protected Vehicles (MRAP) - CA Gov't Code §7070(c)(2)	
Quantity Owned/Sought: None (outside owned)	Lifespan: Unknown
Equipment Capabilities: Capable of transporting personnel and equipment while providing them with armored protection from gunfire.	
Manufacturer Product Description: Unavailable.	
Purpose/Authorized Uses: To move personnel and/or resources in support of tactical operations in which there is reason to expect potential armed resistance requiring protection.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: The MRAP can be deployed any time tactical operators determine that there is a need to move personnel and/or resources into areas in which they have reason to expect potential armed resistance requiring its protection.	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to drive MRAP vehicles.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Equipment Type: Wheeled vehicles that have a breaching apparatus attached - CA Gov't Code §7070(c)(3)	
Quantity Owned/Sought: None (outside owned)	Lifespan: Unknown.
Equipment Capabilities: Capable of breaching doors, gates, and other points of entry.	
Manufacturer Product Description: Unavailable.	
Purpose/Authorized Uses: Breaching doors, gates, and other points of entry.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: Breaching vehicles can be deployed any time tactical operators determine that it is necessary to complete a lawful breaching. For a breaching to be lawful, it will generally need to be supported by a search or arrest warrant, or exigent circumstances.	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to drive breaching vehicles.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Equipment Type: Battering rams, slugs, and breaching apparatus that are explosive in nature - CA Gov't Code §7070(c)(7)	
Quantity Owned/Sought: None (outside owned)	Lifespan: Unknown.
Equipment Capabilities: Capable of breaching doors, gates, windows, and other points of entry.	
Manufacturer Product Description: Unavailable.	
Purpose/Authorized Uses: Breaching doors, gates, windows, and other points of entry.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: Breaching apparatus that are explosive in nature can be deployed any time tactical operators determine that it is necessary to complete a lawful breaching, and non-explosive breaching methods are not tactically practicable. For a breaching to be lawful, it will generally need to be supported by a search or arrest warrant, or exigent circumstances.	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to use explosive breaching apparatus.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Equipment Type: Flashbang grenades, explosive breaching tools, tear gas and pepper balls - CA Gov't Code §7070(c)(12)	
Quantity Owned/Sought: None (outside owned)	Lifespan: Unknown.
Equipment Capabilities: Capable of breaching doors, gates, windows, and other points of entry, creating explosive distractions, and/or deploying tear gas or pepper chemical.	
Manufacturer Product Description: Unavailable.	
Purpose/Authorized Uses: breaching doors, gates, windows, and other points of entry, creating explosive distractions, and/or deploying tear gas or pepper chemicals.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: Breaching apparatus that are explosive in nature can be deployed any time tactical operators determine that it is necessary to complete a lawful breaching, and non-explosive breaching methods are not tactically practicable. For a breaching to be lawful, it will generally need to be supported by a search or arrest warrant, or exigent circumstances. Tear gas and pepper balls can only be deployed in accordance with all applicable State, Federal and Local laws governing police use of force, crowd control, etc.	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to use any of these items.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Equipment Type: Long Range Acoustic Device (LRAD) - CA Gov't Code §7070(c)(13)	
Quantity Owned/Sought: None (outside owned).	Lifespan: Unknown.
Equipment Capabilities: LRAD systems are a type of Acoustic Hailing Device (AHD) used to send messages over long distances. LRAD systems produce much higher sound levels (volume) than normal loudspeakers or megaphones. Over shorter distances, LRAD signals are loud enough to cause pain in the ears of people in their path.	
Manufacturer Product Description: LRAD systems are a type of Acoustic Hailing Device (AHD) used to send messages over long distances. LRAD systems produce much higher sound levels (volume) than normal loudspeakers or megaphones. Over shorter distances, LRAD signals are loud enough to cause pain in the ears of people in their path.	
Purpose/Authorized Uses: Can be used to disperse unlawful crowds and/or to disrupt the activities of person(s) who represent an immediate threat to others.	
Fiscal Impacts: None. Equipment owned, maintained, and operated by another agency.	
Legal/Procedural Rules Governing Use: LRADs can only be deployed in accordance with all applicable State, Federal and Local laws governing police use of force, crowd control, etc.	
Training Required: The North County Regional SWAT Team provides internal training for staff members prior to allowing them to use any of these items.	
Other Notes: This equipment is owned and operated by NCR SWAT through the San Mateo Police Department. While the Belmont Police Department does not own or operate this equipment, it could be used in Belmont by NCR SWAT if they are deployed to an incident within city limits.	

Definitive Section:	CA Gov't Code §7070(c)(1)
Equipment Type:	<i>Unmanned, remotely piloted, powered ground vehicles</i>
Common Name:	Bomb Squad Robot
Quantity Owned/Sought: 3 owned	Lifespan: 15-20 years
Equipment Capabilities: Bomb Squad Robots are capable of being remotely navigated to provide scene information and intelligence in the form of audio/video/data transmitted to operators. Robots are capable of remotely manipulating and examining items. Robots are also capable of remotely deploying disrupting tools.	
Manufacturer Product Description: Remotec Andros F5 – A robotic tracked vehicle, equipped with cameras and microphone. The robot is equipped with an arm capable of manipulating objects. The robot can be configured to carry remote disrupting tools. Qinetic Talon – A robotic tracked vehicle, equipped with chemical, biological, radiological sensors, cameras and microphones. The robot is equipped with an arm capable of manipulating objects. The robot can be configured to carry remote disrupting tools. Qinetic Bobcat – A robotic tracked vehicle, equipped with cameras and microphone. The robot can be equipped with a standard bucket, gripper claw or fork-lift attachment. The robot can be configured to carry remote disrupting tools.	
Purpose/Authorized Uses: To enhance the safety of potentially dangerous situations by providing first responders with the ability to remotely examine suspicious / dangerous items and manipulate or disrupt them prior to, or in lieu of, sending in personnel.	
Fiscal Impacts: The initial cost of the equipment, licensing, software and training was approximately \$750,000. Ongoing cost associated with operations and maintenance is estimated to be approximately \$10,000 a year.	
Legal/Procedural Rules Governing Use: The use of unmanned, remotely piloted, powered ground vehicles potentially involves privacy considerations. Absent a warrant or exigent circumstances, operators and observers shall adhere to all applicable privacy laws and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy (e.g., residence, yard, enclosure). San Mateo County Sheriff's Office Policies including: Lexipol 800 – Property and Evidence Lexipol 407 – Response to Bomb Calls	
Training Required: Operators of these robots are all currently certified Hazardous Device Technicians. As such Operators regularly train monthly in the use of the robots.	
Other Notes: None	

Definitive Section:	CA Gov't Code §7070(c)(1)
Equipment Type:	<i>Unmanned, remotely piloted, powered aerial or ground vehicles</i>
Common Name:	<i>Unmanned Aircraft Systems (UAS/Drones)</i>
Quantity Owned/Sought: 11 owned	Lifespan: Approximately 5 years
Equipment Capabilities: Remotely piloted aerial vehicles capable of providing live and recorded video images captured from aerial positions, including images enhanced by Forward Looking Infrared (FLIR) and optical zoom lenses.	
<p>Manufacturer Product Description:</p> <p>Matrice 300 RTK: The DJI Matrice 300 RTK is a powerful, industrial-grade flight platform with world-class agility and speed, two barometers, and redundant IMUs for maximum reliability, and new smart flight features that make capturing complex shots easy. The aircraft's visual sensors enable enhanced hovering precision even when flying indoors or in environments where GNSS is unavailable. The drone's new airframe design gives it an IP45 Ingress Protection Rating, in accordance with the global IEC 60529 standard. The M300 RTK's mechanical design, along with quick release landing gears and mounted folding arms, makes it easy to transport, store, and prepare for flight. 15km Max Transmission, 55 minutes of flight time, six directional sensing and positioning sensors, hot-swappable battery, -20°C to 50°C operating temperature, with a Zenmuse H20 series camera (200x zoom, 640p thermal camera).</p> <p>Mavic II Enterprise Dual/Advanced: The DJI Mavic II Enterprise series features omnidirectional Vision Systems and Infrared Sensing Systems and comes with a fully stabilized 3-axis gimbal camera with an equivalent 24-48 mm 2x optical enterprise lens capable of shooting 4k videos and 12 megapixel photos that support up to 6x FHD zoom. DJI signature technologies such as Obstacle Sensing and the Advanced Pilot Assistance System, help you capture complex shots effortlessly. Additional features like the built in AirSense make you aware of your surrounding airspace, and password protection helps you maintain secure access to your aircraft and protect your data. The Mavic II Enterprise also has attachable modular accessories like the M2E spotlight, M2E Beacon, and M2E Speaker that are purpose built for various applications. The Mavic II Enterprise boasts a maximum flight speed of 44.7 mph and a maximum flight time of 31 minutes. Both the Dual and Advanced variants are equipped with thermal cameras, which enable first responders to see thermal gradient on the screen. The Advanced version is equipped with a high-resolution thermal camera (640p), and the Dual is equipped with a low resolution thermal camera (160p).</p>	
<p>Purpose/Authorized Uses: UAS/Drones may be utilized to enhance the Department's mission of protecting lives and property when other means and resources are not available or are less effective. Uses may include but are not limited to:</p> <p style="padding-left: 40px;">Search and rescue missions, investigative scenes for video/photograph documentation, Hazardous Materials (hazmat) response, public safety and life preservation missions (i.e., barricaded suspects, hostage situations, active shooters, high-risk tactical operations), disaster response (i.e., flood, earthquake, fire), suspected explosive devices, pursuant to a warrant (search or arrest), special events, outside public agency assists and mutual aid support when the underlying mission meets the uses outlined in agency policy, training flights as required to meet FAA and Sheriff's Office certification standards, searching for wanted suspects, and demonstrations to the public (i.e. flight demonstrations to the public).</p>	

Fiscal Impacts: The initial costs of equipment, licensing, software and training was approximately \$70,000 which was funded with Equitable Sharing Asset Forfeiture Funds. Ongoing cost associated with UAS operation and maintenance is estimated to be approximately \$15,000 per year.

Legal/Procedural Rules Governing Use: Any use of a UAS will be in strict accordance with constitutional and privacy rights and Federal Aviation Administration (FAA) Part 107 regulations. All flights conducted in public (other than training and demonstrations) will be reported to the FAA monthly per the requirements of the agency COAs on file. The use of the UAS potentially involves privacy considerations. Absent a warrant or exigent circumstances, operators and observers shall adhere to FAA altitude regulations and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy (e.g., residence, yard, enclosure). Operators and observers shall take reasonable precautions to avoid inadvertently recording or transmitting images of areas where there is a reasonable expectation of privacy.

Reasonable precautions can include, for example, deactivating or turning imaging devices away from such areas or persons during UAS operations.

UAS recordings of the following should be retained for a minimum of two years (Penal Code 832.18):

- Incidents involving use of force by a deputy
- Officer-involved shootings
- Incidents that lead to the detention or arrest of an individual
- Recordings relevant to a formal or informal complaint against a deputy of the San Mateo County Sheriff's Office

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Recordings containing evidence that may be relevant to a criminal prosecution should be retained for any additional period required by law for other evidence relevant to a criminal prosecution (Penal Code § 832.18). All other recordings should be retained for a period consistent with the requirements of the agency's records retention schedule.

All recordings made by members on any office-issued device at any time, and any recording made while acting in an official capacity for this office, regardless of ownership of the device it was made on, shall remain the property of the Sheriff's Office. Members shall have no expectation of privacy or ownership interest in the content of these recordings.

San Mateo County Sheriff's Office Policies including:
Lexipol 347 – Unmanned Aerial System (UAS) Operations

Training Required: Prior to piloting any UAS/Drone staff members shall acquire an FAA Remote Pilot Certificate under the FAA's Small UAS Rule (Part 107). Before a member can be authorized to conduct flight operations as a UAS operator, they must complete at least eight hours of flight training with UAS instructors to show proficiency of the flight training exercise and the airframe. This must be accomplished to show their ability and knowledge of the UAS. To maintain a level of proficiency with the UAS, operators shall be required to attend regular training. Training will be coordinated through the Program Coordinator. All members in the assignment shall maintain proficiency in their piloting skills. Members who do not have any documented training or flight time within a span of six months will need to demonstrate proficiency before being a pilot during a deployment or exercise.

All members will have a training file on record that detail their training history. All deployments or exercises will be documented and count towards a member's training.

Other Notes: None.

Definitive Section:	CA Gov't Code §7070(c)(3)	
Equipment Type:	<i>Wheeled vehicles that have a breaching apparatus attached</i>	
Common Name:	Lenco Bearcat	
Quantity Owned/Sought:	1 owned	Lifespan: 20+ years.
Equipment Capabilities: To be used in response to critical incidents to enhance officer and community safety, improve scene containment and stabilization, and assist in resolving critical incidents.		
Manufacturer Product Description: The ARV is designed to provide ballistic protection during tactical events (designed to withstand multiple bullet strikes from small arms fire as well as low level explosions). Equipped with nuclear/radiological detection devices, self-contained breathing apparatus, explosive gas detection devices, and thermal imaging camera. Equipped with emergency lights/siren and a public address system. Common uses for the ARV include citizen and officer rescues, evacuations, and the deployment of officers and chemical agents. The ARV is currently deployed at large events in San Mateo County including parades, and festivals. The ARV is a regional mutual-aid asset that has been requested and deployed to allied agencies in San Mateo County. The ARV responded to high profile events and incidents where local officers were injured/killed in the line of duty.		
Purpose/Authorized Uses: The use of armored vehicle shall only be authorized by a watch commander or SWAT commander, based on the specific circumstances of a given critical incident. Armored vehicles shall be used only by officers trained in their deployment and in a manner consistent with Department policy and training. The driver of the vehicle shall have a valid California driver license.		
Fiscal Impacts: Initial cost: \$300,000.00 Annual maintenance cost of approximately \$2,500.		
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. San Mateo County Sheriff's Office Policies including: SMC Sheriff's Office SWAT/CNU Procedures Section : 2-08 (Armored Vehicle (Bear Cat) Operations).		
Training Required: Selected operators will attend a 24 hour POST certified course. SWAT Team members that have attended the POST certified course will instruct SWAT Team member on the operating procedures, mounting and dismounting techniques, firearms deployment procedures, vehicle road operations and ensuring the vehicle is properly serviced and maintained.		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(5)	
Equipment Type:	<i>Command and control vehicles</i>	
Common Name:	Mobile Command Vehicle (MCV)	
Quantity Owned/Sought:	1 owned	Lifespan: 20 years.
Equipment Capabilities:		
<p>The MCV serves as a field command post and communications hub during different types of incidents. These include emergencies or natural disasters, community events and trainings where operations are in the field away from the office and normal communications capabilities may be impacted.</p>		
Manufacturer Product Description:		
<p>The MCV serves as a field command post providing an incident with a dispatch center, satellite & cellular based internet, a wireless hotspot, a high-definition video downlink platform, voice over ip (VOIP) phone lines and office space. The MCV is designed to share its resources with additional vehicles and be used as a communications hub for a Mobile Emergency Operations Center.</p>		
Purpose/Authorized Uses:		
<p>The use of the Mobile Command Vehicle shall be authorized by the Emergency Services Bureau Sergeant, Emergency Services Bureau Lieutenant, or Homeland Security Captain. Due to the size and complexity of the vehicle, the vehicle is deployed with a Driver & Operator. Both personnel must be familiar with the vehicle and their training must be current.</p>		
Fiscal Impacts: Initial cost: \$875,000 Annual maintenance & service costs of approximately \$12,500.		
Legal/Procedural Rules Governing Use:		
<p>All applicable State, Federal and Local laws governing the operation of the vehicle on the roadways, drivers licensing requirements and official use guidelines must be followed.</p> <p>The vehicle must be operated in accordance with the County of San Mateo Driving Policy & Safe Driver Program.</p>		
Training Required:		
<p>The driver must have a California Commercial Class B Driver's License with Air Brake Endorsement and be familiar with the mechanical operation of the vehicle.</p> <p>The operator must complete a yearly OSHA safety training and vehicle familiarization course. Topics covered in these trainings include pneumatic mast and satellite dish safety, vehicle setup procedures, equipment setup configurations and troubleshooting common issues.</p>		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(8)
Equipment Type:	<i>Firearms of .50 caliber or greater</i>
Common Name:	.50 caliber Rifle
Quantity Owned/Sought: 4 owned	Lifespan: Indeterminate.
Equipment Capabilities: The Barrett .50 caliber semi-automatic rifle is capable of firing a .50 caliber bullet.	
Manufacturer Product Description: Barret – various models and configurations – all semi-automatic – all chambered in .50cal <ol style="list-style-type: none"> 1. Hard case storage. 2. Affixed folding sights. 3. Various type and range of magnification scopes. 4. 5 round detachable magazines. 	
Purpose/Authorized Uses: These rifles are authorized for use by Sniper-trained members of the San Mateo County Sheriff's Office SWAT Team. They are for deployment in circumstances where the personnel can articulate a reasonable expectation that the rifle may be needed. Examples for situations that may require the deployment of these rifles include but are not limited to: <ol style="list-style-type: none"> 1. Situations where the personnel reasonably anticipate an armed encounter. 2. Situations where a suspect may need to be engaged at extended distances with accurate fire. 3. Situations where a vehicle may need to be disabled, to include from an extended distance. 4. Situations where personnel reasonably expect the need to exceed a suspect's firepower. 5. Situations where the suspect is wearing body armor. 6. Situations where the suspect is in an armored vehicle. 7. Situations where the suspect has taken a hostage(s). 8. Situations where a barricade, armor or similar barrier needs to be penetrated. 9. When authorized or requested by a supervisor. 	
Fiscal Impacts: The equipment and ammunition were seized over the course of several investigations. The ongoing cost after all ammunition is expended would be the cost of ammunition. Cleaning and maintenance are conducted by the Sniper Team.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing law enforcement use of force. Various San Mateo County Sheriff's Office Policies on the Use of Force and Firearms. San Mateo County Sheriff's Office Policies including: <ul style="list-style-type: none"> Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms 	
Training Required: In addition to patrol rifle and standard SWAT Operator training, SWAT Snipers must successfully complete a CA POST certified sniper course as well as regular SWAT Sniper training and qualifications as required by law and policy. Snipers currently hold training once a month for 6 hours.	
Other Notes: None.	

Definitive Section:	CA Gov't Code §7070(c)(8)	
Equipment Type:	<i>Firearms of .50 caliber or greater</i>	
Common Name:	<i>.50 caliber Ammunition</i>	
Quantity Owned/Sought:	1450 owned	Lifespan: Indeterminate.
Equipment Capabilities: .50 caliber bullets/projective capable of being fired from associated SWAT .50 cal Barret rifles.		
Manufacturer Product Description: TTI Armory brand ammunition, full metal jacket .50 caliber.		
<p>Purpose/Authorized Uses: The ammunition is for SWAT Sniper Team Barrett .50 cal rifles that are authorized for use by Sniper-trained members of the San Mateo County Sheriff's Office SWAT Team. The rifles are for deployment in circumstances where the personnel can articulate a reasonable expectation that the rifle may be needed. The above listed TTI ammunition could be used in the associated Barret rifles for the following situations. Examples of situations that may require the deployment of these rifles and associated ammunition include but are not limited to:</p> <ol style="list-style-type: none"> 1. Situations where the personnel reasonably anticipate an armed encounter. 2. Situations where a suspect may need to be engaged at extended distances with accurate fire. 3. Situations where a vehicle may need to be disabled, to include from an extended distance. 4. Situations where personnel reasonably expect the need to exceed a suspect's firepower. 5. Situations where the suspect is wearing body armor. 6. Situations where the suspect is in an armored vehicle. 7. Situations where the suspect has taken a hostage(s). 8. Situations where a barricade, armor or similar barrier needs to be penetrated. 9. When authorized or requested by a supervisor. 		
Fiscal Impacts: The ammunition was seized over the course of several investigations. The ongoing cost after all ammunition is expended would be the cost of ammunition.		
<p>Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing law enforcement use of force. Various San Mateo County Sheriff's Office Policies on the Use of Force and Firearms.</p> <p>San Mateo County Sheriff's Office Policies including: Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms</p>		
Training Required: In addition to patrol rifle and standard SWAT Operator training, SWAT Snipers must successfully complete a CA POST certified sniper course as well as regular SWAT Sniper training and qualifications as required by law and policy. Snipers currently hold training once a month for 6 hours.		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(10)
Equipment Type:	<i>Projectile launch platforms</i>
Common Name:	Pepperball Launcher
Quantity Owned/Sought: 10 owned	Lifespan: Indeterminate.
Equipment Capabilities: .68 caliber pepper ball round, which essentially projects a plastic round containing non-lethal pepper (PAVA) in a powder form.	
Manufacturer Product Description: The Pepperball VKS Launcher a non-lethal weapon. Kinetic impact is adjustable to between 10-28 Joules, and with VXR projectiles, has effective accurate distance up to 150 feet.	
Purpose/Authorized Uses: The San Mateo County Sheriff's Office permits the use of less lethal munitions to assist with the de-escalation of potentially violent confrontations. Only personnel who have successfully completed training approved by the Range Master in the proper use and deployment of less lethal impact projectiles/Pepperball shall be authorized to use them during actual operations ¹⁰	
Fiscal Impacts: The initial cost of this equipment was approximately \$8500. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. San Mateo County Sheriff's Office Policies including: <ul style="list-style-type: none"> SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies 	
Training Required: Certified instructors shall complete a POST certified Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of Pepperball less lethal round.	
Other Notes: None.	

Definitive Section:	CA Gov't Code §7070(c)(12)	
Equipment Type:	<i>Tear Gas</i>	
Common Name:	37mm Tear Gas Munitions	
Quantity Owned/Sought:	4 owned	Lifespan: Indefinite
Equipment Capabilities: The 37mm Launcher is capable of firing 37mm Liquid Ferret CS Gas round.		
Manufacturer Product Description:		
<p>Federal M201-Z Gas Riot Gun (37x122mm): The Federal M201-Z is an upgrade to the Federal L-5 grenade launcher. It's a simple, single-shot, break-open smoothbore launcher intended to fire non-lethal tear gas grenades.</p> <p>Defense Technology 37mm Single Shot Launcher: Manufactured exclusively for Defense Technology, this is a launcher that features a fixed rear stock and an Integrated Front Grip (IFG). The ambidextrous Lateral Sling Mount (LSM) and QD mounting systems allow both a single and two point sling attachment. It will fire standard 37mm less lethal ammunition,</p>		
Purpose/Authorized Uses: The 37mm Launchers and Tear Gas Munitions are intended to deliver tear gas through windows, doors, etc. when necessary as a less lethal option to a resistive subject.		
Fiscal Impacts: The initial cost of this equipment was approximately \$3,00. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.		
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force.		
<p>San Mateo County Sheriff's Office Policies including:</p> <ul style="list-style-type: none"> SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11c (Use of Chemical Agents) and 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms 		
Training Required: Team certified instructors shall complete a POST certified Chemical Agent or Less Lethal Instructor Course.		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(12)	
Equipment Type:	<i>Flashbang and explosive breaching tools</i>	
Common Name:	Diversionsary Flashbang Devices	
Quantity Owned/Sought:	42 owned	Lifespan: Approximately 5 yrs.
Equipment Capabilities: ATF-controlled Class-C explosive device that emits a bright light and thunderous noise to distract potentially dangerous individuals.		
Manufacturer Product Description: The CTS 7290 is the standard for diversionsary flash-bang devices. The 7290 produces an 175db and 6-8 million candela of light output. The patented design of the 7290, incorporates a porting system that eliminates movement of the body at detonation even if the top or bottom of the device should be in contact with a hard surface. In addition, internal adjustments have greatly reduced smoke output.		
Purpose/Authorized Uses: Flashbangs are used by special tactical units during hostage rescue and high-risk warrants.		
Fiscal Impacts: The initial costs of equipment is approximately \$40 per device which was purchased though the SMSO SWAT Budget. Ongoing cost associated with the CTS diversionsary devices during operation and training is estimated to be approximately \$2000 per year.		
Legal/Procedural Rules Governing Use: San Mateo County Sheriff's Office Policies including: <ul style="list-style-type: none"> SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11B (Use of Diversionsary Devices) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms 		
Training Required: Team certified instructors shall complete a POST certified diversionsary device instructor course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of diversionsary devices.		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(12)
Equipment Type:	<i>Tear gas</i>
Common Name:	Tear Gas
Quantity Owned/Sought: 90 owned	Lifespan: Approximately 5 yrs.
Equipment Capabilities: All three CS gas types can be deployed by ARV gas spike, burn box/tomahawk, 37mm launcher, or hand thrown.	
<p>Manufacturer Product Description:</p> <p>CTS CS Gas - 5230B – Pyrotechnic grenade designed for indoor use delivering a maximum amount of irritant smoke throughout multiple rooms with minimal risk of fire.</p> <p>CTS CS Gas - 5230 – Large diameter burning grenade that discharges a high volume of smoke and chemical agent through multiple emission ports. Specifically for outdoor use and should not be deployed on rooftops, in crawl spaces or indoors due to potential fire hazard. Can be hand thrown or launched. Discharge duration can reach up to 40 seconds.</p> <p>CTS CS Gas - 8230 – The smallest diameter burning grenade that discharges a high volume of smoke and chemical agent through multiple emission ports. Specifically for outdoor use and it should not be deployed on rooftops, in crawl spaces or indoors due to fire producing capability. Can be hand thrown or launched.</p> <p>Defense Tech CS liquid - The Ferret® 37 mm CS Round is a frangible projectile filled with chemical agent. Upon impacting the barrier, the nose cone ruptures and instantaneously delivers the .16 oz. agent payload inside a structure. The munitions is 4.8 in. by 1.5 in. and travels at 650fps within an effective range of 50 yards.</p>	
Purpose/Authorized Uses: Chemical agents may be deployed to incapacitate dangerous or hostile subjects, unruly persons, or to overcome resistance to lawful law enforcement actions. SWAT may tactically deploy chemical agents to induce suspect(s) movement or deny or restrict movement and access to areas	
Fiscal Impacts: The initial costs of equipment is approximately \$40 per device which was purchased through the SMSO SWAT Budget. Ongoing cost associated with the CTS CS Gas devices and Def Tech CS Liquid Ferret rounds during operation and training is estimated to be approximately \$3600 per year.	
<p>Legal/Procedural Rules Governing Use:</p> <p>San Mateo County Sheriff's Office Policies including:</p> <ul style="list-style-type: none"> SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11c (Use of Chemical Agents)Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies 	
Training Required: Team certified instructors shall complete a POST certified Chemical Agent Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of the chemical agents.	
Other Notes: None.	

Definitive Section:	CA Gov't Code §7070(c)(14)
Equipment Type:	<i>Launch platforms and their associated munitions</i>
Common Name:	Bean Bag launcher
Quantity Owned/Sought: 2 owned	Lifespan: Indefinite.
Equipment Capabilities: 12 Gauge 870 Remington Less Lethal Shot Gun is capable of firing 12 Gauge Drag Stabilized Bean Bag munitions.	
<p>Manufacturer Product Description: Remington Model 870 Shot Gun: The Remington Model 870 is a U.S. made pump-action shotgun. It is widely used by law enforcement as a defensive weapon and by the public for target shooting, hunting and self-defense.</p> <p>The Model 870 features a bottom-loading, side ejecting receiver, tubular magazine under the barrel, dual action bars, internal hammer, and a bolt which locks into and extension in the barrel. A pump action is a repeating firearm action that is operated manually by moving a sliding handguard on the gun's fore stock. When shooting, the sliding forend is pulled reward to eject any expended cartridge and to cock the hammer/striker, and then pushed forward to load a new cartridge into the chamber. This action is required for each cartridge to be fired.</p> <p>The Model 870 is capable of firing any 12-gauge shotgun cartridge; however, the San Mateo County SWAT Team uses this platform exclusively to fire a Less Lethal Drag Stabilize Bean Bag rounds. The shotgun had been visibly marked with bright orange furniture to commonly signify it has been converted from a lethal platform to a Non-Lethal platform.</p>	
<p>Purpose/Authorized Uses: The Remington 870 Shot Gun and its Drag Stabilized Bean Bag Munitions are intended for use as a less lethal use of force option.</p> <p>The SWAT Team permits the use of less lethal platforms to assist with the de-escalation of potentially violent confrontations. Only personnel who have successfully completed training approved by the SWAT Commander in the proper use and deployment of less lethal impact weapons shall be authorized to use them during actual operations.</p>	
Fiscal Impacts: The initial cost of this equipment was approximately \$1000. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.	
<p>Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force.</p> <p>San Mateo County Sheriff's Office Policies including: SMC Sheriff's Office SWAT/CNU Procedures Section: 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies.</p>	
Training Required: Team certified instructors shall complete a POST certified Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of the Remington 870 Shot Gun and its munitions.	
Other Notes: None.	

Definitive Section:	CA Gov't Code §7070(c)(14)
Equipment Type:	<i>Launch platforms and associated munitions</i>
Common Name:	Bean Bag munition
Quantity Owned/Sought: 30 owned	Lifespan: One use each.
Equipment Capabilities: 12 Gauge Drag Stabilized Bean Bag Round. Velocity of 270 FPS with a maximum effective range of 75 feet.	
<p>Manufacturer Product Description: Defense Technology Model 3027: Drag Stabilized 12 Gauge Bean Bag Round is a translucent 12 Gauge shell loaded with a 40-Gram tear shaped bag made from cotton and ballistic material blend and filled with #9 shot. This design utilizes four stabilizing tails and utilizes smokeless powder as the propellant.</p>	
<p>Purpose/Authorized Uses: The SWAT Team permits the use of less lethal munitions to assist with the de-escalation of potentially violent confrontations. Only personnel who have successfully completed training approved by the SWAT Commander in the proper use and deployment of less lethal impact projectiles shall be authorized to use them during actual operations.</p>	
<p>Fiscal Impacts: The initial cost of this equipment was approximately \$5 per round totaling \$600 for the current inventory. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.</p>	
<p>Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force.</p> <p>San Mateo County Sheriff's Office Policies including: SMC Sheriff's Office SWAT/CNU Procedures Section: 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies</p>	
<p>Training Required: Team certified instructors shall complete a POST certified Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of the 12 Gauge Drag Stabilized Bean Bag round.</p>	
<p>Other Notes: None.</p>	

Definitive Section:	CA Gov't Code §7070(c)(14)
Equipment Type:	<i>Projectile launch platforms</i>
Common Name:	<i>40mm Less Lethal Launchers</i>
Quantity Owned/Sought: 114 owned	Lifespan: Indefinite
Equipment Capabilities: The 40mm Less Lethal Launcher is capable of firing 40mm Kinetic Energy Munitions, which are essentially soft rubber sponge projectiles.	
Manufacturer Product Description: <p>Penn Arms 40MM launcher are manufactured using 4140 hardened steel, 6061-T6 mil-spec anodized aluminum and DuPont super tough glass filled nylon. These launchers are light weight, versatile and used worldwide by police and corrections officers. The 40MM launcher family of products is available in single-shot, spring-advance multi, and pump-advance multi-versions.</p>	
Purpose/Authorized Uses: The 40mm Less Lethal Launchers and Kinetic Energy Munitions are intended for use as a less lethal use of force option.	
Fiscal Impacts: The initial cost of this equipment was approximately \$79,621.40. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. San Mateo County Sheriff's Office Policies including: SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11c (Use of Chemical Agents) and 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies	
Training Required: Certified instructors shall complete a POST certified Chemical Agent or Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of the 40mm launchers.	
Other Notes: None.	

Definitive Section:	CA Gov't Code §7070(c)(14)	
Equipment Type:	<i>Projectile launch platforms</i>	
Common Name:	40mm Less Lethal Munitions	
Quantity Owned/Sought:	340 owned	Lifespan: One use each.
Equipment Capabilities: 40mm Kinetic Energy Munitions, which are essentially rubber projectiles.		
Manufacturer Product Description: The CTS The Model 4557 Sponge Baton is a spin-stabilized projectile delivering blunt trauma effect. Although it is extremely accurate and consistent, accuracy is dependent on the launcher, using open sights vs. an improved sight, environmental conditions, and the operator. Effectiveness depends on many variables, such as distance, clothing, stature, and the point where the projectile impacts		
Purpose/Authorized Uses: The San Mateo County Sheriff's Office permits the use of less lethal munitions to assist with the de-escalation of potentially violent confrontations. Only personnel who have successfully completed training approved by the Range Master in the proper use and deployment of less lethal impact projectiles shall be authorized to use them during actual operations.		
Fiscal Impacts: The initial cost of this equipment was approximately \$20 per round totaling \$6,800 for the current inventory. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.		
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. San Mateo County Sheriff's Office Policies including: <ul style="list-style-type: none"> SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques Lexipol Policy 306 – Firearms Lexipol Policy 426 – First Amendment Assemblies 		
Training Required: Certified instructors shall complete a POST certified Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of the 40mm less lethal round.		
Other Notes: None.		

Definitive Section:	CA Gov't Code §7070(c)(14)
Equipment Type:	<i>Projectile launch platforms</i>
Common Name:	CTS Stingball Grenades
Quantity Owned/Sought: 41 owned	Lifespan: One use each.
Equipment Capabilities: Multi-effect grenades with a loud blast, bright flash and dispersion of stinging .31 caliber pellets. Can also be configured to dispense an instantaneous cloud of irritant powder.	
Manufacturer Product Description: CSI manufactures a variety of CTS less lethal products which are under pressure, pyrotechnic, incendiary, emit projectiles, generate smoke, or are explosive in nature. When used in accordance with CTS training guidelines and the individual agency's policy, they are intended to cause varying degrees of pain and injury, which are temporary. These products are restricted to law enforcement, corrections, and military personnel and are used to gain compliance, disperse crowds, restore order, or temporarily incapacitate dangerous persons.	
Purpose/Authorized Uses: The San Mateo County Sheriff's Office permits the use of less lethal munitions to assist with the de-escalation of potentially violent confrontations. Only personnel who have successfully completed training approved by the Range Master in the proper use and deployment of the CTS Stingball grenades shall be authorized to use them during actual operations.	
Fiscal Impacts: The initial cost of this equipment was approximately \$42.01 per round totaling \$1,722 for the current inventory. The ongoing costs for munitions will vary and maintenance is conducted by departmental staff.	
Legal/Procedural Rules Governing Use: All applicable State, Federal and Local laws governing police use of force. San Mateo County Sheriff's Office Policies including: SMC Sheriff's Office SWAT/CNU Procedures Section : 2-11d (Use of Less Lethal Munitions) Lexipol Policy 300 - Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques	
Training Required: Certified instructors shall complete a POST certified Less Lethal Instructor Course. Each team member shall be instructed by the POST certified trainers on the use, deployment, and storage of Stingball grenades.	
Other Notes: None.	



STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: Jozi Plut, City Clerk, jplut@belmont.gov, 650-595-7414
Agenda Title: Municipal Election November 8, 2022
Agenda Action: Resolution

Recommendation

Adopt resolutions (1) calling for the election for two Councilmembers, one each from Districts 1 and 3, (2) calling for the election of a Mayor at-large, (3) any ballot measures approved for placement and (4) authorizing the City Manager to negotiate and execute a contract with the County of San Mateo to render services associated with the election.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

The General Municipal Election to elect members of the City Council for Belmont is held in November of even numbered years. Election law requires a resolution be adopted calling the General Municipal Election. Three Councilmembers’ terms expire this year: Councilmembers Mates, Lieberman, and Stone.

In the Fall of 2022, Belmont City Council took action to transition from an at-large method of electing councilmembers to a by-district election. Council held numerous community meetings through the winter and spring of 2021-2022 and on April 26, 2022, adopted Ordinance 2022-1164 establishing the sequence of councilmember elections by-districts and setting the term and initial election date for the elective mayor. Districts 1 and 3 will hold elections in November 2022 and Districts 2 and 4 in November 2024. An At-Large Mayor will be elected in November 2022 for a 2-year term.

As of this writing, the City Council has not taken action to place any ballot measures before the voters but has begun discussing two potential measures. The resolution provides for future ballot measures that may be added.

Analysis

The Elections Code requires the governing body to adopt a resolution calling for the November 2022 election. Belmont's General Municipal Election is consolidated with the November School Governing Board and other consolidated elections. Because of the consolidation, a companion resolution approving the contract with the County of San Mateo to render services associated with the conduct of the election is included.

It should be noted that in keeping with the provisions of SB 450, November’s election will be an all-mail ballot election similar to the manner in which the Statewide Direct Primary Election was handled for the June 7, 2022, election.



The following are important dates for the November 8, 2022, election:

June 29 – July 13

Between these dates the City Clerk shall cause to be published a Notice of Election. Said Notice shall be translated from English to Spanish and Chinese, and said Notices published in an adjudicated newspaper for the appropriate language. Said Notice shall also be posted in three public places in the City. The three places shall be: City Hall, the Belmont Library, and the Belmont-Redwood Shores School District Office.

July 18 – August 12

Nomination papers may be obtained from the City Clerk. The signatures of not less than 20 voters in the City may be obtained beginning July 18, and the nomination papers so signed may be filed with the City Clerk beginning on July 18 until August 12, 2022 by 5:00 P.M.

August 12

If an incumbent has not filed nomination papers by 5:00 P.M. on August 12, further nomination of candidates, other than incumbents, for such elective office will be received until 5:00 P.M. on August 17, 2022.

Ballot Arguments

The following represents the deadlines for ballot arguments and public review (for or against)

Primary Arguments: August 19, 2022

Public Review of Primary Arguments: August 19 through August 29, 2022

Rebuttal Arguments August 29, 2022

Public Review of Rebuttal Arguments: August 29 through September 8, 2022

Alternatives

- 1. There are no alternates as these actions are required by the Elections Code and the County of San Mateo.

Attachments

- A. Resolution of the City Council Calling and Giving Notice of the Regular Municipal Election on November 8, 2022.
- B. Resolution Requesting the Board of Supervisors of the County of San Mateo to Render Specified Services to the City Relating to the Conduct of a Regular Municipal Election to Be Held on Tuesday, November 8, 2022.

Fiscal Impact

No Fiscal Impact

Funding Source Confirmed: The FY 2023 adopted budget has allocated funds for election services under the Elections Division in the General Fund.

Source:

Staff

Purpose:

Statutory/Contractual Requirement

Public Outreach:

Posting of Agenda



Elections Code requires that the City Council take action to call for the election.

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT CALLING AND GIVING NOTICE OF THE HOLDING OF A GENERAL MUNICIPAL ELECTION TO BE HELD ON TUESDAY, NOVEMBER 8, 2022, TO ELECT TWO MEMBERS OF THE CITY COUNCIL, ONE FROM DISTRICT 1 AND ONE FROM DISTRICT 3, A MAYOR AT-LARGE AND ANY BALLOT MEASURES APPROVED FOR PLACEMENT

The City Council of the City of Belmont resolves as follows:

SECTION 1. Under the laws of the State of California relating to general law cities, there is called and ordered to be held in the City of Belmont, California, on Tuesday, November 8, 2022, a General Municipal Election for the purpose of electing two Members of the City Council, to elect two members of the City Council, one from District 1 and one from District 3, for the full term of four years, Mayor-at-large and any ballot measures approved for placement before the voters.

SECTION 2. The ballots to be used at the election shall be in form and content as required by law.

SECTION 3. The City Clerk is authorized, instructed and directed to procure and furnish any and all official ballots, notices, printed matter and all supplies, equipment and paraphernalia that may be necessary in order to properly and lawfully conduct the election

SECTION 4. The City Manager is authorized to negotiate and execute a service agreement with the County of San Mateo to render specified services to the City of Belmont relating to the General Municipal Election.

SECTION 5. Vote centers shall be opened as prescribed in the Voters Choice Act (SB 450), except as provided in Elections Code Section 14401.

SECTION 6. In all particulars not recited in this resolution, the election shall be held and conducted as provided by law for holding municipal elections.

SECTION 7. Notice of the time and place of holding the election is to be given and the City Clerk is authorized, instructed and directed to give further or additional notice of the election, in time, form and manner as required by law.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT REQUESTING THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN MATEO TO RENDER SPECIFIED SERVICES TO THE CITY RELATING TO THE CONDUCT OF A REGULAR MUNICIPAL ELECTION TO BE HELD ON TUESDAY, NOVEMBER 8, 2022

WHEREAS, a Regular Municipal Election is to be held in the City of Belmont, California on November 8, 2022; and,

WHEREAS, in the course of conduct of the election it is necessary for the City to request services of the County; and,

WHEREAS, all necessary expenses in performing these services shall be paid by the City of Belmont.

NOW THEREFORE, the City Council of the City Of Belmont, California, resolves as follows:

SECTION 1. In accordance with Elections Code Section 10002, the City Council requests the San Mateo County Board of Supervisors to permit the County Election Department to render the services according to State law relating to the conduct of the regular election called for November 8, 2022.

SECTION 2. The City of Belmont will reimburse the County Elections office for services performed when the work is completed and upon presentation to the City of a properly approved bill.

SECTION 3. The City Clerk is directed to forward without delay to the Board of Supervisors and to the County Election Department each a certified copy of this Resolution.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney



STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: Matt Hoang, Public Works Department, (650)637-2998, mhoang@belmont.gov
Agenda Title: 1001 Shoreway Road Permanent Encroachment Agreement with San Mateo County Express Lanes Joint Powers Authority (APN: 040-371-080)
Agenda Action: Resolution

Recommendation

Adopt a resolution approving a Permanent Encroachment Agreement with San Mateo County Express Lanes Joint Powers Authority (APN 040-371-080).

Strategic Focus Area

Infrastructure and Mobility

Background

On February 28, 2020, the City issued a temporary encroachment permit to Caltrans for the installation of the express lane toll equipment cabinet and subterranean conduit accessing the cabinet within the public right-of-way fronting 1001 Shoreway Road. Part of Caltrans' San Mateo 101 Express Lanes Project, the installation of the toll equipment cabinet and subterranean conduit accessing the cabinet would allow the opening of the express lanes on US Highway 101. As the installation is now complete, Caltrans has transferred ownership of the facilities to San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) and is requesting to obtain a Permanent Encroachment Agreement (PEA) for the express lane toll equipment cabinet and subterranean conduit accessing the cabinet.

Analysis

The Major Encroachment Permit (via an Agreement) is called for in Belmont City Code (BCC) section 22-6 and defines maintenance responsibilities for the structures in the right-of-way. The Code gives the City Council the sole authority to issue permits for "major or unusual encroachments" that include above-ground structures such as retaining walls, fences, poles, and awnings. This class of encroachment is commonly known as "permanent encroachment". However, the City retains the right to revoke the permit and require removal if the structure is not being used or if it interferes with planned public improvements. Section 22-6(b) requires the Director of Public Works to review all permanent encroachment applications. If the Director finds the application is in compliance with the BCC, the Director will recommend approval with conditions necessary to protect the health and safety of the public and the City.

The SMCEL-JPA has submitted a permanent encroachment agreement application to allow encroachment into the right-of-way fronting 1001 Shoreway Road as shown in Exhibit A attached. Staff has reviewed the application and found it in compliance with the City Code. The proposed encroachment for the placement of the toll equipment cabinet and subterranean conduit accessing the cabinet has the following public benefits:



- (1) Serves as a means, or is incident to a means, for the transport of transmission of people, commodities, waste products or information, or serve public safety; and
- (2) Serves the public interest that does not interfere with the public's use rights; and
- (3) Does not unduly endanger or interfere with use of the abutting property.

In addition, SMCEL-JPA is subject to the following conditions and responsibilities for the toll equipment cabinet and subterranean conduit accessing the cabinet as part of the Permanent Encroachment Agreement.

Agreement. Subject to the terms and conditions of the Permanent Encroachment Agreement, the SMCEL-JPA is responsible to construct, install, operate, maintain, repair, replace, and remove equipment as necessary for the operation of the San Mateo County Express Lanes Project on the Premises as more particularly shown on the drawing which is attached hereto as Exhibit A.

Removal. If operation of the San Mateo County Express Lanes permanently ends or ceases for a period of time greater than 12 months, or should the Facilities be rendered unusable, infeasible or no longer necessary, SMCEL-JPA agrees, at its sole cost and expense to remove the Facilities within one year of the Facilities use ceasing.

Repair. SMCEL-JPA shall repair any damage to the Premises where such damage is caused by SMCEL-JPA, any of its agents, representatives, employees, contractors, or subcontractors, as a result of the installation, construction, operation, maintenance, and repair of the Facilities, at its sole cost, as soon as possible, but in no event more than ten (10) days from the date SMCEL-JPA first receives notice of such damage, except those repairs which require more than ten (10) working days to repair as long as SMCEL-JPA has commenced the repairs within such period and thereafter diligently pursues the repair to completion. All repairs shall be performed to the reasonable satisfaction of the City. If SMCEL-JPA fails to repair or refinish any such damage, City may, in its sole discretion, repair, or refinish such damage and SMCEL-JPA shall reimburse City for all costs and expenses incurred in such repair or refinishing.

In accordance with BCC Section 22-6(d), notices were sent to all affected properties within 300 feet of the project location.

Alternatives

1. Reject the application
2. Refer back to staff for more information

Attachments

- A. Resolution
- B. Exhibit A – Site plan showing location of the encroachment
- C. Permanent Encroachment Agreement Packet

Fiscal Impact

- No Fiscal Impact



Funding Source Confirmed:

Source:

Staff

Purpose:

Statutory/Contractual Requirement

Public Outreach:

Other*

Posting of Agenda and notices sent to all affected properties within 300 feet of the project location.

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT APPROVING A PERMANENT ENCROACHMENT AGREEMENT WITH SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY (APN: 040-371-080)

WHEREAS, the City of Belmont is authorized by Belmont City Code (BCC) Section 22-6 to issue encroachment permits for construction of structures in the public right-of-way; and,

WHEREAS, San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) has applied for a Permanent Encroachment Agreement to allow Caltrans express lane toll equipment cabinet and subterranean conduit accessing the cabinet (“Facilities”) within the public right-of-way as indicated in Exhibit A; and,

WHEREAS, installation of the express lane toll equipment cabinet and subterranean conduit accessing the cabinet will allow the opening of the express lanes along US 101; and,

WHEREAS, the Public Works Director has reviewed the application and determined that the application is in accordance with the requirements of BCC Chapter 22, Section 6(e); and,

WHEREAS, the encroached structure in connection with this agreement shall be constructed in accordance with City standards with the location as shown in Exhibit A; and,

WHEREAS, subject to the terms and conditions of the Permanent Encroachment Agreement, the SMCEL-JPA is responsible to construct, install, operate, maintain, repair, replace, and remove equipment as necessary for the operation of the San Mateo County Express Lanes Project on the Premises.; and,

WHEREAS, SMCEL-JPA agrees to indemnify the City for liabilities related to the encroachment; and,

WHEREAS, if operation of the San Mateo County Express Lanes permanently ends or ceases for a period of time greater than 12 months, or should the Facilities be rendered unusable, infeasible or no longer necessary, SMCEL-JPA agrees, at its sole cost and expense to remove the Facilities within one year of the Facilities use ceasing; and,

WHEREAS, SMCEL-JPA agrees to repair any damage caused by SMCEL-JPA as a result of the installation, construction, operation, maintenance, and repair of the Facilities.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Council finds:

- (a) There is a public benefit to the encroachments as the encroachment will allow use of the facilities to open the express lanes along US 101; and,

(b) The encroachment will not unduly restrict the public right of way or public water course for other typical uses; and,

(c) The City will be duly protected from liability for injury to persons and property; and,

(d) The required bonds will guarantee the faithful performance of all conditions and requirements specified in the encroachment agreement.

SECTION 2. The City Manager is authorized to execute the Permanent Encroachment Agreement on behalf of the City of Belmont.

SECTION 3. The City Clerk is directed to file said Agreement with the County Recorder

SECTION 4. The Permanent Encroachment Permit is approved subject to following conditions of approval which must be strictly complied with:

(a) The encroached structure shall be constructed according to the approved plans unless otherwise approved by the Director of Public Works and be included as part of the project; and,

(b) The owners of the equipment shall be responsible and bear all costs necessary to remove the encroachment in the event as determined by the Director of Public Works; and,

(c) The owners of the equipment shall be responsible for any restoration required as a consequence of work authorized by the City of Belmont within the public right-of-way; and,

(d) The applicant agrees to begin and complete said improvements to the City's satisfaction within 180 calendar days (or as extended by the Public Works Director) from and after the passage date of this Council Resolution approving this agreement.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

EXHIBIT A

SB ROUTE 101

"NE1" LINE

NB ROUTE 101

675

RALSTON Ave

**Tolling Equipment within
City of Belmont
From Station 671+50 to 672+50**

ISLAND Pkwy

ON-RAMP TO
NB ROUTE 101

RALSTON Ave

SHOREWAY Rd

TOLLING ITEM #1:
TYPE III-AF SERVICE EQUIPMENT
ENCLOSURE NO. T09511

PG&E



SCALE: 1" = 20'
Sheet 1 of 2

Tolling Equipment within City of Belmont

TOLLING ITEM #1:
TYPE III-AF SERVICE EQUIPMENT
ENCLOSURE NO. T09511

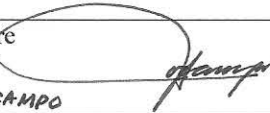




APPLICATION FORM

Permanent Encroachment Permit

A Permanent Encroachment is needed for construction of a retaining wall, stairway, fence or any similar structure within the public right-of-way, Council approval may be required.

Application	Applicant Name(s) San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA)	Property Address of Encroachment Public right-of-way fronting 1001 Shoreway Road
	Applicant Mailing Address County Office Building-Fifth Floor 555 County Center	Assessor's Parcel Number 040-371-080
	City State Zip Redwood City, CA 94063	Description of Encroachment Installation of the express lane toll equipment cabinet and subterranean conduit
	Phone No. (Day/Evening) Van Ocampo M: 650-599-1460 Joe Hurley M: 650-740-5866 O: 650-508-7942	
	Email Address vocampo@smcgov.org hurleyj@samtrans.com	
	Signature  VAN OCAMPO	Date June 23, 2022

See attached for notarization
Additional Requirements

In order to acquire a Permanent Encroachment Permit, you will also need to submit a Temporary Encroachment Permit application for work conducted in the right-of-way. Applicant must submit the fees for both the Permanent and Temporary Encroachment Permit. Fees are based on the current City's Master Fee Schedule.

Permit forms are available at the Permit Center located in City Hall, online at Public Works Permit Applications or by email Pworks@belmont.gov.

Please provide landscape/irrigation plans if requested by Engineer.

Application Instructions

Once the application has been submitted, City staff will fill in the Agreement for Permanent Encroachment Permit and return to the owner via email along with directions for executing and notarizing the agreement. To ensure timely recording of the Agreement, please follow all instructions provided. Please refer to City Code Section 22-6 through 22-12 for more information.

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of San Mateo)

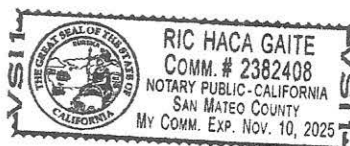
On 06 23- 2022 before me, Ric Haca Gaité, Notary Public
(insert name and title of the officer)

personally appeared Van Ocampo,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature *[Handwritten Signature]* (Seal)





STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: Elizabeth Wada, Public Works, (650) 595-7468, ewada@belmont.gov
Agenda Title: 3301 Haskins Drive Easement Vacation & Right of Way Dedication
Agenda Action: Resolution

Recommendation

Adopt a resolution to 1) approve a summary vacation of a 5-foot wire clearance easement, and 2) accept a 5-foot right of way dedication along the frontage of the property at 3301 Haskins Drive (APN 043-221-330).

Strategic Focus Area

Infrastructure and Mobility

Background

The Planning Commission approved the construction of a new single-family residence at 3301 Haskins Drive on May 5, 2020. The building permit is conditionally approved as of May 16, 2022. As a condition for this project, the homeowner is required to install a 5' sidewalk, curb and gutter, and a driveway apron along the property frontage. The property has an existing wire clearance running across the frontage of the lot which is required to be vacated before the right of way may be dedicated to the City and frontage improvements accepted.

The original easement over the property at 3301 Haskins Drive was created in 1958 by a Parcel Map recorded on October 10, 1958, in Volume 49 of Maps at Pages 48-49 in the office of the County Recorder of San Mateo County and consists of the 5-foot wire clearance easement (WCE) running across a portion of lot 21 of block 4 in Haskins Estates (APN 043-221-330). Using current terminology, the term utility easement would be used, but for the purposes of this vacation and commensurate with the original easement, WCE is used.

Analysis

The property owner of 3301 Haskins Drive filed applications with the City to vacate the existing 5-foot WCE and to accept a 5-foot right of way dedication for sidewalk, curb and gutter, and driveway apron improvements as required by the permit condition.

The requirement for dedication of right-of-way is for a perpetual easement and right-of-way, and the right to use for public purposes and those appurtenances and uses commonly associated therewith, across, on, over, under and above that certain portion of GRANTOR'S real property.

Council may summarily vacate a public service easement pursuant to and in accordance with the provisions of "Section 8333 Easements," subparagraph (a) of Chapter 4 of Part 3 of Division 9 of the Streets and Highways Code of the State of California, if the following findings are made:

1. The easement has not been used for public utility purposes for five consecutive years.



2. There are no in place public utility facilities that are in use and that would be affected by the vacation.
3. The public convenience and necessity do not require the reservation of any portion of the easement.

The existing WCE does not contain any dry utilities. AT&T, PG&E and Comcast have no objections to the vacation. Staff has no objections to the vacation, as there is no public convenience or necessity for the easement. Council may therefore summarily vacate the easement and accept the right of way dedication.

The proposed new single-family residence is categorically exempt from the provisions of the California Environmental Quality Act by provision of Section 15303, Class 3(a), which states:

Class 3 consists of construction and location of limited numbers of new, small facilities or structures. Examples of this exemption include but are not limited to:

1. One single-family residence, or a second dwelling unit in a residential zone. In urbanized areas, up to three single-family residences may be constructed or converted under this exemption.

Alternatives

1. Take no actions.
2. Refer to staff for additional information.

Attachments

- A. Resolution
- B. Easement Vacation Plat & Legal Description
- C. 1958 Parcel Map
- D. Right of Way Dedication Plat & Legal Description
- E. Project Plan Sheet
- F. Certificate of Acceptance

Fiscal Impact

- No Fiscal Impact
 Funding Source Confirmed:

Source:

Staff

Purpose:

Discretionary Action

Public Outreach:

Posting of Agenda

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT TO APPROVE A SUMMARY VACATION OF A 5-FOOT WIRE CLEARANCE EASEMENT AND ACCEPT A 5-FOOT RIGHT OF WAY DEDICATION ALONG THE FRONTAGE OF THE PROPERTY AT 3301 HASKINS DRIVE (APN 043-221-330)

WHEREAS, on May 5, 2020, the Planning Commission approved a new single-family residence at 3301 Haskins Drive; and,

WHEREAS, on May 16, 2022 the Building Permit was conditionally approved; and,

WHEREAS, as a condition for this project, the homeowner is required to install a 5' sidewalk, curb and gutter and driveway apron along the property frontage; and,

WHEREAS, the original easement over the property at 3301 Haskins Drive was created in 1958 by a Parcel Map recorded on October 10, 1958, in Volume 49 of Maps at Pages 48-49 in the office of the County Recorder of San Mateo County, and consists of the aforementioned 5-foot wire clearance easement (WCE) running across a portion of lot 21 of block 4 in Haskins Estates (APN 043-221-330); and,

WHEREAS, the proposed new single-family residence is categorically exempt from the provisions of the California Environmental Quality Act by provision of Section 15303, Class 3(a); and,

WHEREAS, the Council may summarily vacate a public service easement pursuant to and in accordance with the provisions of “Section 8333 Easements,” subparagraph (a) of Chapter 4 of Part 3 of Division 9 of the Streets and Highways Code of the State of California; and,

WHEREAS, the property owner at 3301 Haskins Drive filed applications with the City to vacate the existing 5-foot wire clearance easement and accept a 5-foot right of way dedication for sidewalk, curb and gutter, and driveway apron improvements as required by the permit condition; and,

WHEREAS, the existing WCE does not contain any dry utilities, AT&T, PG&E and Comcast have no objections to the vacation, and staff has no objections to the vacation, as there is no public convenience or necessity for the easement.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The Council vacates the 5-foot wire clearance easement (WCE) running across a portion of lot 21 of block 4 in Haskins Estates Parcel Map recorded on October 10, 1958, in Volume 49 of Maps at Pages 48-49 in the office of the County Recorder of San Mateo County, as more particularly described in Exhibit B - “Easement Vacation Plat & Legal Description”, Sheet 1, Exhibit A “Legal Description”, and after the date this resolution is recorded the easement vacated no longer constitutes a public service easement.

SECTION 2. Accepts the 5-foot right of way dedication at 3301 Haskins Drive as shown in Exhibit B - “Easement Vacation Plat & Legal” and Exhibit D - “RW Dedication Plat & Legal” attached.

SECTION 3. Authorizes the City Manager to sign the Certificate of Acceptance, Exhibit F attached, for said dedication.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

EXHIBIT B
EASEMENT VACATION PLAT & LEGAL

EXHIBIT A

LEGAL DESCRIPTION

5' W.C.E. To Be Vacated
Across Lands of Lau
3301 Haskins Drive
APN: 043-221-330

A portion of that certain "5' W.C.E." (5.00 foot wide Wire Clearance Easement) across real property situate in the City of Belmont, County of San Mateo, State of California, said W.C.E. being over a 5 foot strip of land being adjacent and contiguous to an existing road right of way known as "Haskins Drive", said 5 foot W.C.E. being within a portion of Lot 21 in Block 4, as delineated on that certain map entitled "HASKINS ESTATES" filed in the Office of the Recorder of the County of San Mateo, State of California, on October 10, 1958 in Volume 49 of Maps at Pages 48 and 49, said 5 foot W.C.E. being more particularly described as follows:

Beginning at the northerly most corner of said Lot 21;

THENCE (1) easterly along said southwesterly right of way line of Haskins Drive South 66°42'00" East 151.75 feet to the beginning of a tangent curve concave to the south having a radius of 100.00 feet;

THENCE (2) continuing along said southwesterly right of way line of Haskins Drive southeasterly 21.58 feet along said curve through a central angle of 12°22'00" to the easterly most corner of said Lot 21;

THENCE (3) departing said southwesterly right of way line of Haskins Drive, along the southeasterly line of said Lot 21 South 53°51'50" West 5.28 feet;

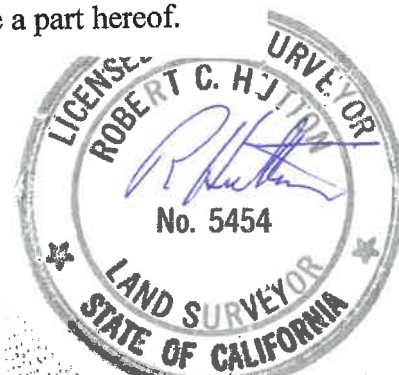
THENCE (4) leaving last said line along a line parallel with and 5.00 feet distant (right angle measure) from said southwesterly right of way line of Haskins Drive along a non-tangent curve concave to the southwest having a radius of 95.00 feet and to which beginning a radial line bears South 34°40'21" West with a curve length of 18.86 feet;

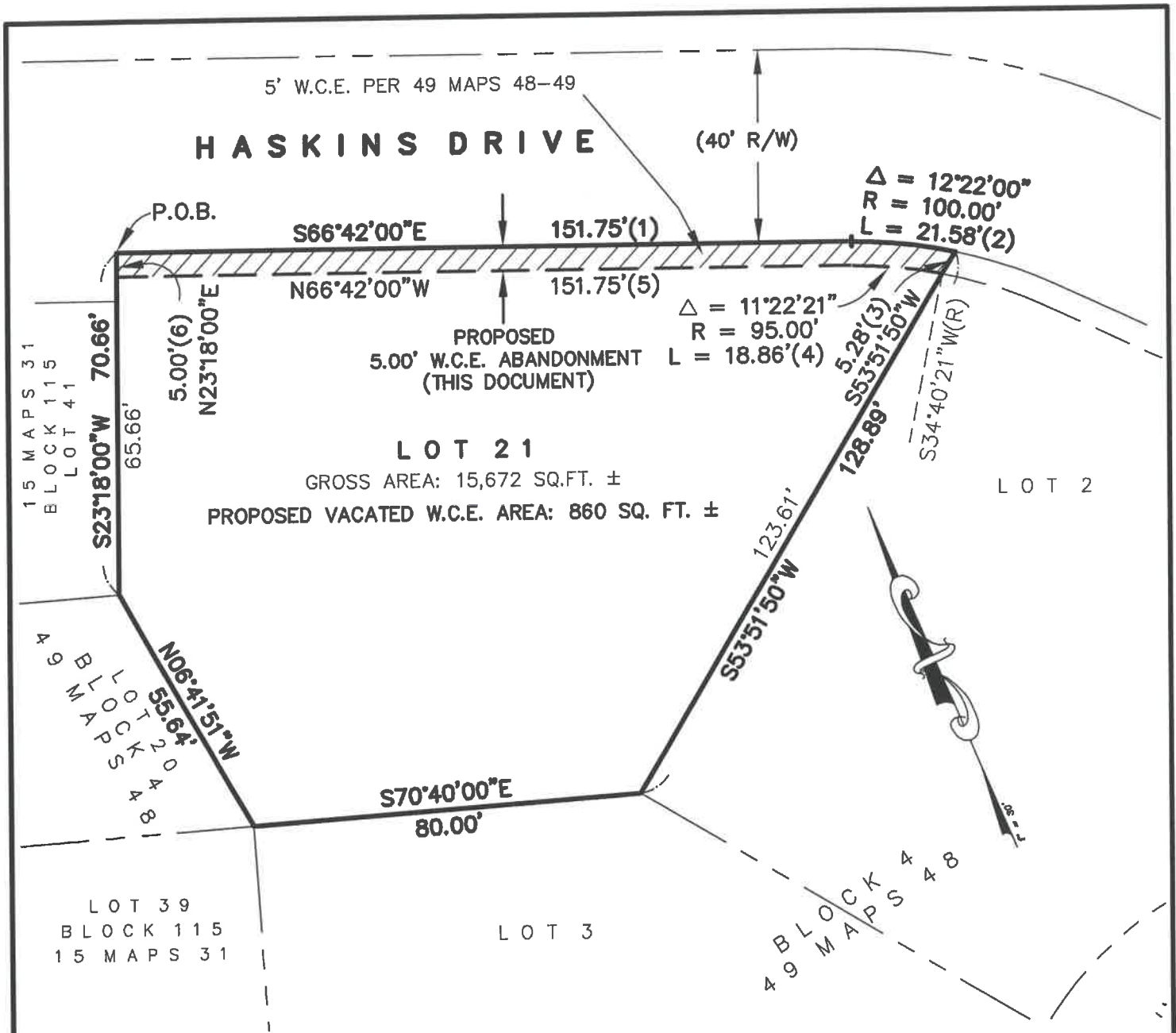
THENCE (5) North 66°42'00" West 151.75 feet to the northwesterly line of said Lot 21;

THENCE (6) along said northwesterly line of said Lot 21 North 23°18'00" East 5.00 feet to the **POINT OF BEGINNING.**

Containing 860 square feet of land, more or less.

A plat, entitled Exhibit "B" is attached hereto and by this reference made a part hereof.





LEGEND

- SQ.FT. SQUARE FEET
- (R) RADIAL
- P.O.B. POINT OF BEGINNING
- W.C.E. WIRE CLEARANCE EASEMENT

Robert C. Hutton

03/29/2022



EXHIBIT B

Page 2 of 2

ROBERT C. HUTTON, PLS 322 VERNON ST., SAN FRANCISCO, CA 94132 (970) 274-0694

TITLE: W.C.E. VACATION – ACROSS A PORTION OF LOT 21, BLOCK 4, "HASKINS ESTATES" 49 MAPS 48,49
CITY: BELMONT COUNTY: SAN MATEO COUNTY CALIFORNIA

SURV:	SCALE: 1" = 30'	FOR: 3301 HASKINS DRIVE	JOB NO. 6606-14
PLAT: R.C.H.	DATE: 03/28/22	APN: 043-221-330	DWG NO. 6606-EXHIBIT-V1

3301 HASKINS DR

Lot name: ~~R-W-TAKE~~ W.C.E. VACATION

North: 5090.8167 East: 4980.3794
Line Course: S 66-42-00 E Length: 151.75
North: 5030.7927 East: 5119.7537
Curve Length: 21.58 Radius: 100.00
Delta: 12-22-00 Tangent: 10.83
Chord: 21.54 Course: S 60-31-00 E
Course In: S 23-18-00 W Course Out: N 35-40-00 E
RP North: 4938.9480 East: 5080.1991
End North: 5020.1903 East: 5138.5060
Line Course: S 53-51-50 W Length: 5.28
North: 5017.0767 East: 5134.2418
Curve Length: 18.86 Radius: 95.00
Delta: 11-22-21 Tangent: 9.46
Chord: 18.83 Course: N 61-00-50 W
Course In: S 34-40-21 W Course Out: N 23-18-00 E
RP North: 4938.9470 East: 5080.1977
End North: 5026.1994 East: 5117.7745
Line Course: N 66-42-00 W Length: 151.75
North: 5086.2235 East: 4978.4003
Line Course: N 23-18-00 E Length: 5.00
North: 5090.8157 East: 4980.3780

Perimeter: 354.22 Area: 860 sq.ft. 0.02 acres

Mapcheck Closure - (Uses listed courses, radii, and deltas)
Error Closure: 0.0017 Course: S 55-08-44 W
Error North: -0.00099 East: -0.00142
Precision 1: 204,658.09

ENGINEER'S CERTIFICATE

I, Raymond F. Murphy, hereby certify that I am a Registered Civil Engineer of the State of California; that this map, consisting of two sheets correctly represents a survey made under my supervision during December, 1957; that the survey is true and complete as shown; that all of the monuments shown hereon actually exist or will be placed upon completion of street improvement work, and that such monuments are sufficient to enable the survey to be retraced.

Raymond F. Murphy
REGISTERED CIVIL ENGINEER - CERTIFICATE NO. 8199

CITY ENGINEER'S CERTIFICATE

I hereby certify that I have examined the within final map of HASKIN'S ESTATES; that the subdivision shown thereon is substantially the same as it appeared on the tentative map and any approved alterations thereof; that all provisions of the Subdivision Map Act and of any local ordinance applicable at the time of approval of the tentative map have been complied with and that I am satisfied that said map is technically correct.

Dated 8-19-58

Raymond F. Murphy
CITY ENGINEER OF THE CITY OF BELMONT

OWNER'S CERTIFICATE

We hereby certify that we are the owners of, or have some right, title or interest in and to the real property included within the subdivision shown upon this map, and that we are the only persons whose consent is necessary to pass a clear title to said property, and we consent to the making of said map and subdivision as shown within the colored border lines and hereby dedicate to public use all streets and portions of streets. We also hereby dedicate to public use easements under, on or over those certain strips of land designated "P.U.E.", (Public Utility Easement), "S.S.E.", (Sanitary Sewer Easement), "S.D.E.", (Storm Drain Easement) or "A.E.", (Anchor Easement), all as indicated on said map within said subdivision, such strips of land to be kept open and free from buildings and structures of any kind.

SAN MATEO COUNTY TITLE COMPANY, a corporation

By *Frank Delucchi* VICE PRESIDENT By *C.H. Woodhams Jr.* SECRETARY

CERTIFICATE OF CITY CLERK

I hereby certify that this map, designated as HASKIN'S ESTATES, was approved by the City Council of the City of Belmont at a meeting of said Council held on the 30th day of September, 1957, and that said Council did, at said meeting, accept the dedication of all streets, portions of streets and all easements offered for dedication and shown on said map within said subdivision.

Jean S. Frost
DEPUTY CITY CLERK AND EX-OFFICIO CLERK OF THE CITY COUNCIL OF THE CITY OF BELMONT.

CERTIFICATE OF COUNTY RECORDER

File No. 82883 Q Fee _____ Accepted for record and filed in Volume 49 of Maps at page 48-49 in the office of the County Recorder of San Mateo County, California, this 10 day of OCTOBER, 1958, at 2:36 P.M. SAN MATEO COUNTY TITLE CO.

RUTH KIRSTE, County Recorder.
By *Ruth Kirste* DEPUTY

STATE OF CALIFORNIA } S.S.
COUNTY OF SAN MATEO }

On this 15th day of September, 1958, before me Marshall K. White a Notary Public in and for said State and County, residing therein, duly commissioned and sworn, personally appeared Frank Delucchi and C.H. Woodhams, Jr., known to me to be the Vice President and Secretary respectively, of San Mateo County Title Company, the corporation that executed the within instrument and known to me to be the persons who executed it on behalf of the corporation therein named and they acknowledged to me that such corporation executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year in this certificate first above written.

My commission expires Dec. 6, 1958

Marshall K. White
NOTARY PUBLIC IN AND FOR THE COUNTY OF SAN MATEO, STATE OF CALIFORNIA

APPROVAL BY PLANNING COMMISSION

Approved by the City Planning Commission of the City of Belmont at its regular meeting held on the 16th day of September, 1957.

Dated 8-20-58

Jean S. Frost
DEPUTY SECRETARY, BELMONT CITY PLANNING COMMISSION.

HASKIN S ESTATES

BELMONT, CALIFORNIA.

SCALE: 1"=100'

SEPTEMBER, 1957.

MURPHY AND HASTINGS
CIVIL ENGINEERS

SHEET NO. 1 OF 2 SHEETS



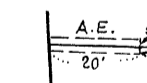
BASIS OF BEARINGS

The bearing, S.19°20'00"W, of East Laurel Creek Road as shown on that certain map entitled "Map of Subdivision No.10 Belmont Country Club Properties Belmont San Mateo County California" and recorded in Volume 15 of Maps at pages 31 to 40 inclusive, San Mateo County Records, was taken as the basis of bearings shown on this map.

NOTES

All distances and dimensions are given in feet and decimals thereof.
The blue border line indicates the boundary of land subdivided by this map.

- Indicates monument found.
- Indicate 3/4" iron pipe monument set.

 Indicates Anchor Easement

HASKINS ESTATES

BELMONT, CALIFORNIA.

SCALE: 1"=100'

SEPTEMBER, 1957.

MURPHY AND HASTINGS
CIVIL ENGINEERS

SHEET NO. 2 OF 2 SHEETS

EXHIBIT D
RW DEDICATION PLAT & LEGAL

EXHIBIT A

LEGAL DESCRIPTION

5' Right of Way Dedication

Lands of Lau

3301 Haskins Drive

APN: 043-221-330

All that certain real property situate in the City of Belmont, County of San Mateo, State of California, said real property being a 5 foot strip of land for widening of an existing road right of way known as "Haskins Drive", said 5 foot strip being a portion of Lot 21 in Block 4, as delineated on that certain map entitled "HASKINS ESTATES" filed in the Office of the Recorder of the County of San Mateo, State of California, on October 10, 1958 in Volume 49 of Maps at Pages 48 and 49, said 5 foot strip of land lying parallel with, southerly of, and coincident with the southwesterly right of way line of said Haskins Drive to create a 45 foot width right of way, said 5' strip of real property being more particularly described as follows:

Beginning at the northerly most corner of said Lot 21;

THENCE (1) easterly along said southwesterly right of way line of Haskins Drive South $66^{\circ}42'00''$ East 151.75 feet to the beginning of a tangent curve concave to the south having a radius of 100.00 feet;

THENCE (2) continuing along said southwesterly right of way line of Haskins Drive southeasterly 21.58 feet along said curve through a central angle of $12^{\circ}22'00''$ to the easterly most corner of said Lot 21;

THENCE (3) departing said southwesterly right of way line of Haskins Drive, along the southeasterly line of said Lot 21 South $53^{\circ}51'50''$ West 5.28 feet;

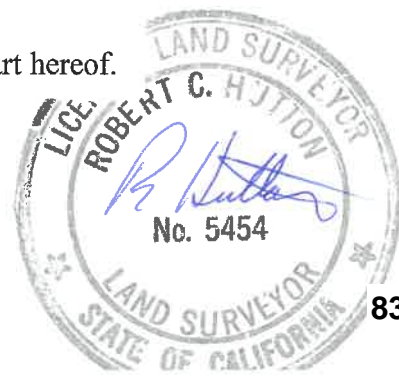
THENCE (4) leaving last said line along a line parallel with and 5.00 feet distant (right angle measure) from said southwesterly right of way line of Haskins Drive along a non-tangent curve concave to the southwest having a radius of 95.00 feet and to which beginning a radial line bears South $34^{\circ}40'21''$ West with a curve length of 18.86 feet;

THENCE (5) North $66^{\circ}42'00''$ West 151.75 feet to the northwesterly line of said Lot 21;

THENCE (6) along said northwesterly line of said Lot 21 North $23^{\circ}18'00''$ East 5.00 feet to the **POINT OF BEGINNING.**

Containing 860 square feet of land, more or less.

A plat, entitled Exhibit "B" is attached hereto and by this reference made a part hereof.



HASKINS DRIVE

(40' R/W)

P.O.B.

S66°42'00"E

151.75'(1)

$\Delta = 12^{\circ}22'00''$
 $R = 100.00'$
 $L = 21.58'(2)$

N66°42'00"W

151.75'(5)

$\Delta = 11^{\circ}22'21''$
 $R = 95.00'$
 $L = 18.86'(4)$

PROPOSED
5.00' DEDICATION

5.28'(3)
 S53°51'50"W
 128.89'

S34°40'21"W(R)

LOT 21

GROSS AREA: 15,672 SQ.FT. ±

NET AREA: 14,812 SQ.FT. ±

PROPOSED DEDICATION AREA: 860 SQ. FT. ±

LOT 2

15 MAPS 31
BLOCK 115
LOT 41

S23°18'00"W 70.66'

65.66'

5.00'(6)

N23°18'00"E

49 BLOCKS
MAPS 48, 49
LOT 20
N06°41'51"W
55.64'

S70°40'00"E
80.00'

49 BLOCKS
MAPS 48

LOT 39
BLOCK 115
15 MAPS 31

LOT 3

LEGEND

SQ.FT. SQUARE FEET
 (R) RADIAL
 P.O.B. POINT OF BEGINNING

Robert C. Hutton

Nov. 29, 2021



EXHIBIT B

Page 2 of 2

ROBERT C. HUTTON, PLS 322 VERNON ST., SAN FRANCISCO, CA 94132 (970) 274-0694

TITLE: RIGHT-OF-WAY DEDICATION - PORTION OF LOT 21, BLOCK 4, "HASKINS ESTATES" 49 MAPS 48,49

CITY: BELMONT

COUNTY: SAN MATEO COUNTY

CALIFORNIA

SURV:	SCALE: 1" = 30'	FOR: 3301 HASKINS DRIVE	JOB NO. 6606-14
PLAT: R.C.H.	DATE: 11/29/21	APN: 043-221-330	DWG NO. 6606-EXHIBIT-B-2

11/29/21

PROPOSED
DEDICATION

Lot name: R-W-TAKE

North: 5090.8167 East: 4980.3794
Line Course: S 66-42-00 E Length: 151.75
North: 5030.7927 East: 5119.7537
Curve Length: 21.58 Radius: 100.00
Delta: 12-22-00 Tangent: 10.83
Chord: 21.54 Course: S 60-31-00 E
Course In: S 23-18-00 W Course Out: N 35-40-00 E
RP North: 4938.9480 East: 5080.1991
End North: 5020.1903 East: 5138.5060
Line Course: S 53-51-50 W Length: 5.28
North: 5017.0767 East: 5134.2418
Curve Length: 18.86 Radius: 95.00
Delta: 11-22-21 Tangent: 9.46
Chord: 18.83 Course: N 61-00-50 W
Course In: S 34-40-21 W Course Out: N 23-18-00 E
RP North: 4938.9470 East: 5080.1977
End North: 5026.1994 East: 5117.7745
Line Course: N 66-42-00 W Length: 151.75
North: 5086.2235 East: 4978.4003
Line Course: N 23-18-00 E Length: 5.00
North: 5090.8157 East: 4980.3780

Perimeter: 354.22 Area: 860 sq.ft. 0.02 acres

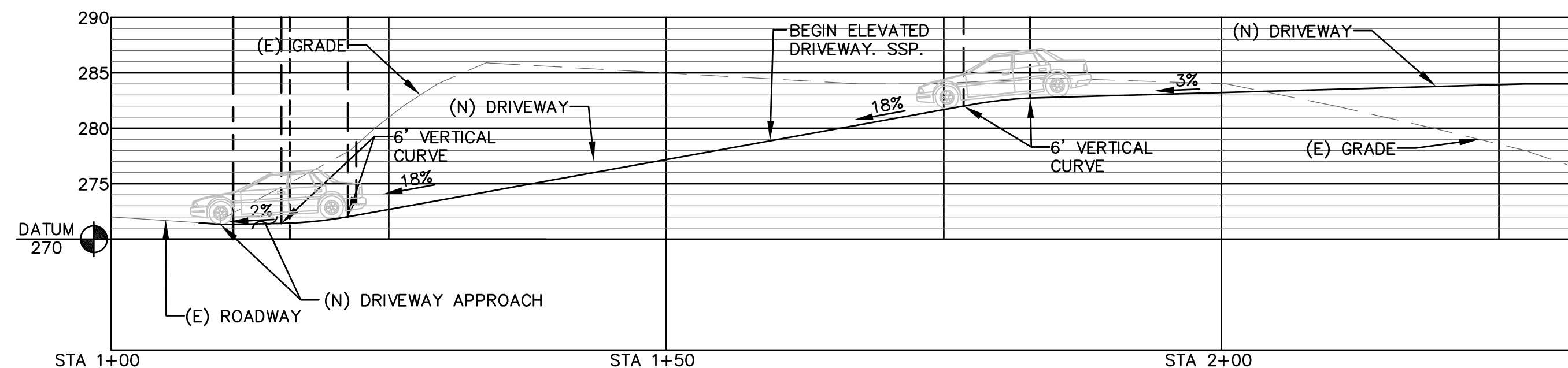
Mapcheck Closure - (Uses listed courses, radii, and deltas)
Error Closure: 0.0017 Course: S 55-08-44 W
Error North: -0.00099 East: -0.00142
Precision 1: 204,658.09

HASKINS DRIVE

49 MAPS 49

LOT 3

EXHIBIT E - PROJECT PLAN SHEET



1 DRIVEWAY PROFILE

LOT 2

LOT 20

15 MAPS 31

(N) ACCESS RISERS FOR (N) DETENTION TANKS TO BE SET AT THE FS ELEVATION OF THE DRIVEWAY

THE CONTRACTOR SHALL PROTECT THE EXISTING OAK TREE IN ACCORDANCE WITH THE RECOMMENDATIONS PROVIDED BY THE ARBORIST AND IN THE ARBORIST REPORT, AND THE PROJECT CONDITIONS OF APPROVAL 8 AND 9.

SUPPORT STRUCTURE FOR ELEVATED DRIVEWAY, SSP.

HASKINS DRIVE (40' R/W)

THE FULL WIDTH OF STREET FRONTING PROPERTY SHALL BE RESURFACED/SLURRY SEALED UPON COMPLETION OF CONSTRUCTION OF NEW HOME.

PAVEMENT LEGEND:

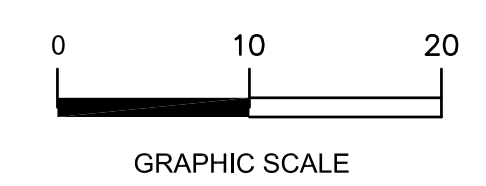
SEE GEOTECHNICAL REPORT BY BY GEOFORENSICS, INC DATED SEPTEMBER 2014 FOR EXACT PAVEMENT SECTIONS AND OVER-EXCAVATION REQUIREMENTS. SEE ARCHITECTURAL PLAN(S) FOR EXACT MATERIAL SELECTION.

CONCRETE 4" MINIMUM OF CONCRETE W/4 BARS 18" O.C. - EACH WAY OVER 6" MIN OF CLASS II AGGREGATE BASE.

PUBLIC WORKS NOTE

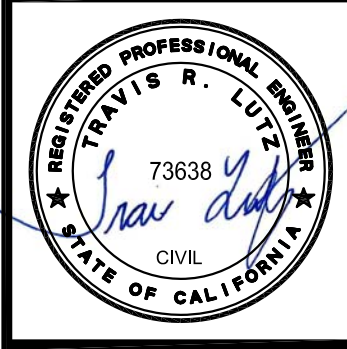
- FULL WIDTH OF STREET FRONTING PROPERTY SHALL BE RESURFACED / SLURRY SEALED UPON COMPLETION OF CONSTRUCTION OF HOME.

SEE SHEET C-0 FOR LEGEND AND SHEET C-1 FOR NOTES



PRECISION ENGINEERING AND CONSTRUCTION, INC.
901 Walformire Street
Belmont, CA 94002
T: 650.226.8640
Travis@precision-ac.com

REVISIONS:	DATE:	CITY COMMENTS
△	03/12/2019	SITE REVISIONS
△	10/15/2019	SITE REVISIONS
△	06/16/2020	CITY COMMENTS
△	08/09/2021	CITY COMMENTS
△	12/06/2021	CITY COMMENTS



GRADING PLAN
LAU RESIDENCE
3301 HASKINS DRIVE
BELMONT, CA 94002

Date: 10/20/2016
Scale: 1" = 10'
Design: AJP
Check: TRL
Drawing Number: C-2
PEC Job No.: PEC 14-116

DRAWING NAME: 3301 HASKINS DRIVE - GRADING PLAN
 PROJECT NO.: 14-116
 DATE: 10/20/2016
 DESIGNED BY: AJP
 CHECKED BY: TRL
 PLOTTED BY: TRL

CERTIFICATE OF ACCEPTANCE

THIS IS TO CERTIFY that the interest in real property conveyed by the Parcel Map of Easement dated October 10, 1958 from Haskins Estates, the CITY OF BELMONT is hereby accepted by order of the CITY COUNCIL OF THE CITY OF BELMONT, on June 28, 2022, and the Grantee consents to recordation thereof.

CITY OF BELMONT

By _____
Afshin Oskoui, City Manager

ATTEST:

CITY CLERK



STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: John Jones, Information Services Department, 637-2970, jjones@belmont.gov
Agenda Title: Resolution Authorizing a Three-Year Microsoft Enterprise Agreement with SoftwareONE, Inc
Agenda Action: Resolution

Recommendation

Adopt a resolution authorizing the City Manager to execute a three-year Microsoft Enterprise Agreement with SoftwareONE, Inc. at a total cost of \$293,831.82, with an annual amount of \$97,943.94 each year for the next three years.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

The City has standardized on Microsoft products for its desktop and server operating systems and office applications (word processing, spreadsheet, presentation, and user database) for many years, and has participated in the Microsoft Enterprise Agreement (EA) program since 1999. The EA provides the Microsoft licenses for software used by all City staff including, but not limited to Windows operating system, Windows Server operating system, Exchange e-mail system, Microsoft Office suite, and other Microsoft products.

The EA provides best overall pricing based on volume discounting and includes Software Assurance (SA) for product upgrades during the three-year period at no additional cost. SA also allows for simplified licensing management through the EA True-Up process that provides a simple, effective way to account for any change in licensed products over the course of each year, helping to ensure that licensing is current and accurate. In addition, SA includes Microsoft planning services, training vouchers, and technical support 24 hours a day, 7 days a week.

The current EA expires on June 30, 2022 and must be renewed before that date to be considered an on-time renewal, to avoid additional fees.

Analysis

Belmont currently uses the Microsoft O365, including server operating systems and database licensing as well as the end-user suite of products.

While evaluating the renewal of the EA, staff reviewed the requirements of the City with regard to savings, flexibility to respond to rapidly changing technology, and streamlined license management. The EA enables the City to maintain a common IT platform across the City and allows the mix of Microsoft cloud



services and on-premise software.

California Department of General Services, Procurement Division, has obtained group pricing for the acquisition of Microsoft software enterprise licensing and maintenance upgrades, and has an approved short list of Microsoft Account Resellers. This ensures that the pricing has been pre-negotiated and deemed fair and reasonable according to the cooperative purchasing agreement set forth by the Procurement Division. Based on the existing relationship with SoftwareONE, an approved Microsoft Account Resellers, the City requested a quote for a three-year enterprise agreement.

Staff recommends SoftwareONE as the reseller for this Enterprise Agreement due to their proven track record in handling the City’s Enterprise Agreements in the past. The total cost of the three-year enterprise agreement is \$293,831.82. The annual payment amount will be \$97,943.94 each year for the next three years and will incorporated each year as part of the annual budget approval process.

Alternatives

- 1. Deny recommended action.
- 2. Refer matter back to staff for more information, or additional options.

Attachments

- A. Resolution
- B. Vendor quote

Fiscal Impact

No Fiscal Impact

Funding Source Confirmed:

573-1-301-8359

Funding for the first year of the three-year agreement has been incorporated into the FY 2023 budget. Funding for the remaining two years of the agreement will be incorporated each year as part of the annual budget development process.

Source:

Staff

Purpose:

Statutory/Contractual Requirement

Public Outreach:

Posting of Agenda

RESOLUTION NO. 2022 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT
AUTHORIZING A THREE-YEAR MICROSOFT ENTERPRISE AGREEMENT WITH
SOFTWAREONE, INC.**

WHEREAS, the current Citywide Microsoft Enterprise Agreement is expiring; and,

WHEREAS, the City of Belmont desires the purchase of a Citywide Microsoft Enterprise Agreement, to provide all City computer users with basic software for daily use; and,

WHEREAS, SoftwareONE, Inc. is qualified to provide Microsoft Enterprise Agreement.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Manager is authorized to negotiate and execute an agreement purchasing a 3-year Microsoft Enterprise Agreement from SoftwareONE, Inc. for an amount not to exceed \$293,831.82

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

City Of Belmont
 Attn Finance Department
 One Twin Pines Ln
 BELMONT, CA 94002

Date 06/03/2022
 Customer No. US-SCU-128138
 Your Reference EA Renewal AS IS (OG)
 Account Manager Miles Allarea
 Your Contact Person statestore us
 E-Mail statestore.us@softwareone.com
 Our Tax ID 39-1501504

Quote US-QUO-1004317

Invoice Address

City Of Belmont
 Attn Finance Department
 One Twin Pines Ln
 BELMONT, CA 94002

Shipping Address

City Of Belmont
 Attn Finance Department
 One Twin Pines Ln
 BELMONT, CA 94002

License Address

City Of Belmont
 Attn Finance Department
 One Twin Pines Ln
 BELMONT, CA 94002

bmitchell@belmont.gov

Pos. No.	Description	Start Date	Version	Amount
Manufacturer	Disc-Lev.	Format	OS	(USD)
Manufacturer	LEVEL	Format	Lic. Model	Qty.
Manufacturer	LEVEL	Format	Lic. Metrics	Unit Price
Manufacturer	LEVEL	Format	Lic. Metrics	Sales Tax
EA Renewal From 83175626				
Renewal As Is				
Year 1				
10	NYH-00001	Teams AC with Dial Out US/CA GCC Sub Add-on	NON-SPEC/AL	
		Monthly Subscription	Non-Specific	
	Microsoft	LEVEL D SUB	IEA	195
				0.00
				0.00
				0.00
20	MQM-00001	Azure Active Directory Premium P1 GCC per User	NON-SPEC/AL	
		Government Monthly Subscription Add Prod	Non-Specific	
	Microsoft	LEVEL D SUB	IEA ADD G	55
				54.42
				0.00
				2,993.10
30	AAD-32906	Enterprise Mobility and Security E3 from SA GCC MVL Per User	NON-SPEC/AL	
		Government Monthly Subscription	Non-Specific	
	Microsoft	LEVEL D SUB	IEA GOV	160
				79.99
				0.00
				12,798.40
40	AAD-32907	Enterprise Mobility and Security E3 Full GCC Per User	NON-SPEC/AL	
		Monthly Subscription	Non-Specific	
	Microsoft	LEVEL D SUB	IEA	35
				102.54
				0.00
				3,588.90
50	3NS-00003	Exchange Online Plan 2 Gov ShrdSvr per User	NON-SPEC/AL	
		Government Monthly Subscription Add Prod	Non-Specific	

Software One, Inc.

20875 Crossroads Circle
 Suite 1 Waukesha,
 WI 53186

Phone: +800 444 9890
 Fax: +262 317 5554
 Email: info.us@softwareone.com
 Web: www.softwareone.com

Quote US-QUO-1004317

Pos. No.	Description	Manufacturer	Disc-Lev.	Format	Start Date End Date Lic. Model	Version OS Lic. Metrics	Qty.	Unit Price	Sales Tax	Amount (USD)
		Microsoft	LEVEL D	SUB	IEA ADD G		55	72.48	0.00	3,986.40
60	SFR-00001	Power Automate GCC Sub Per User Government Monthly Subscription Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	SUB	IEA ADD G		1	159.98	0.00	159.98
70	AAA-11924	Office 365 Gov E3 from SA ShrdSvr per User Government Monthly Subscription				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	SUB	IEA GOV		160	199.25	0.00	31,880.00
80	AAA-11894	Office 365 Gov E3 ShrdSvr per User Government Monthly Subscription				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	SUB	IEA GOV		35	234.64	0.00	8,212.40
90	076-01912	Project Standard Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		5	127.87	0.00	639.35
100	7MS-00001	Project Plan 3 GCC Shared All Lng Subs VL MVL Per User Government Monthly Subscription Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	SUB	IEA ADD G		15	271.97	0.00	4,079.55
110	359-00961	SQL User CAL only Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		185	34.06	0.00	6,301.10
120	810-04760	SQL Server Enterprise Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		1	1,401.31	0.00	1,401.31
130	7JQ-00343	SQL Server Enterprise Core 2 Lic Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		2	2,242.44	0.00	4,484.88
140	228-04433	SQL Server Standard Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		3	146.41	0.00	439.23
150	7NQ-00292	SQL Server Standard Core 2 Lic Core Lic Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL D	MNT	IEA ADD G		4	584.79	0.00	2,339.16
160	9EP-00203	System Center DataCenter Core 16Lic Core Lic Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific				
		Microsoft	LEVEL C	MNT	IEA ADD G		3	392.20	0.00	1,176.60
170	P3U-00001	Visio Online Plan 2 GCC ShrdSvr per User Government Monthly Subscription Add Prod				NON-SPEC/AL Non-Specific				

Software One, Inc.

20875 Crossroads Circle
Suite 1 Waukesha,
WI 53186

Phone: +800 444 9890
Fax: +262 317 5554
Email: info.us@softwareone.com
Web: www.softwareone.com

Quote US-QUO-1004317

Pos. No.	Description	Manufacturer	Disc-Lev.	Format	Start Date End Date	Version OS	Lic. Model	Lic. Metrics	Qty.	Unit Price	Sales Tax	Amount (USD)
		Microsoft	LEVEL D	SUB			IEA ADD G		2	135.99	0.00	271.98
180	KV3-00368	Windows Enterprise Government 1 Year SA				NON-SPEC/AL Non-Specific						
		Microsoft	LEVEL D	MNT			IEA GOV		160	48.60	0.00	7,776.00
190	6VC-01254	Windows Remote Desktop Services User CAL only Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific						
		Microsoft	LEVEL D	MNT			IEA ADD G		50	23.63	0.00	1,181.50
200	9EA-00273	Windows Server DataCenter Core 16Lic Core Lic Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific						
		Microsoft	LEVEL D	MNT			IEA ADD G		3	1,004.14	0.00	3,012.42
210	9EM-00267	Windows Server Standard Core 16Lic Core Lic Government 1 Year SA Add Prod				NON-SPEC/AL Non-Specific						
		Microsoft	LEVEL D	MNT			IEA ADD G		8	152.71	0.00	1,221.68
		Year 2 \$97,943.94 Year 3 \$97,943.94 3 Year Commitment Grand Total \$293,831.82										
											Total USD excl. Tax	97,943.94
											Tax	0.00
											Total USD incl. Tax	97,943.94

Thank you for your request for quote.

This offer is non-binding. Prices are subject to change if supplier prices or currency values fluctuate.

Unless customer & SoftwareONE have executed a reseller agreement, customer hereby agrees that by placing an order with SoftwareONE customer will be bound by SoftwareONE's terms & conditions, located at www.softwareone.com, and the placement of your order represents your agreement thereto. If Customer is required by law to withhold any tax from amount payable, the amount payable will be increased so that after making all required withholdings, SoftwareONE receives equal to the amount it would have received had no such withholdings been made.

Payment Terms: 30 Days net
 Shipping Method: Electronic Software Delivery
 Quote valid until: 06/30/2022

Prices are based on 30 Days net, FOB SoftwareONE. Shipping and Handling and applicable Sales Tax are additional. Once SoftwareONE places an order is placed with a Licensor, Customer's order will be binding and non-cancelable, except as otherwise provided by the Licensor's Return Policies.

CONFIDENTIAL INFORMATION: This Quote, and any attachment is intended only for the person or entity to which it is addressed, and contains confidential and/or privileged information. Any review, retransmission, dissemination or other use of this information to persons or entities other than the intended recipient is prohibited.

View or place within PyraCloud: <https://portal.softwareone.com/Quotes/DocumentDetail/US/US-QUO-1004317>

Software One, Inc.

20875 Crossroads Circle
 Suite 1 Waukesha,
 WI 53186

Phone: +800 444 9890
 Fax: +262 317 5554
 Email: info.us@softwareone.com
 Web: www.softwareone.com



STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: Cora Dino, Human Resources Director, (650) 637-2988, cdino@belmont.gov
Agenda Title: Labor Agreement with Mid-Management Confidential Employees Association (MMCEA)
Agenda Action: Resolution

Recommendation

Adopt a resolution approving a Memorandum of Understanding between the City of Belmont and the Mid-Management Confidential Employees Association and authorize the City Manager to execute the MOU.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

The term of the existing Memorandum of Understanding (MOU) between the City and MMCEA expired on December 31, 2021. The City and MMCEA negotiation teams have met and conferred in good faith since September 2021 in accordance with the Meyers-Milias-Brown Act (MMBA). Unfortunately, both parties were unable to reach an agreement. On April 5, 2022, MMCEA declared impasse and both parties agreed to participate in mediation later that month. While both parties intended to reach an agreement, no agreement was made. Subsequently, both parties met after the mediation and reached a tentative agreement. MMCEA membership ratified a supposal tentative agreement on June 16, 2022. The City management team then met with council on June 21, 2022, for additional authority.

Analysis

There are several key changes to the proposed MOU (Exhibit A), the most notable are highlighted below:

Wage Increases

- Effective the first full pay period that includes January 1, 2022, the rate of pay for all job classes shall be increased by three percent (3.0%)
- Effective the first full pay period in January 2023, the rate of pay for all job classes shall be increased by two percent (2.0%)
- Effective the first full pay period in January 2024, the rate of pay for all job classes shall be increased by three percent (3.0%)



Cash Bonus

Each employee in a represented classification shall be given a one-time, non-pensionable bonus of one thousand dollars (\$1000) on July 15, 2022

Reduction of Employee Cash/Difference of City Health Contribution

Applicable only to Tier 1 employees who were hired prior to August 1, 2012. For details, please refer to the draft successor Memorandum of Understanding, exhibit to the resolution.

Duration

The MOU covers the period from January 1, 2022 to December 31, 2024.

Alternatives

- 1. Take No Action
- 2. Provide Staff with Alternative Direction

Attachments

- A. Resolution
- B. Memorandum of Understanding between the City of Belmont and the Mid-Management Confidential Employees Association

Fiscal Impact

No Fiscal Impact

Funding Source Confirmed: The budget for the current fiscal year had included an overall wage increase in the MMCEA that was anticipated to account for the specific changes to the proposed MOU, so no supplemental appropriation is required. The FY 2023 has incorporated a modest increase overall; the fiscal impact for FY 2023 will be monitored, and a supplemental appropriation will be requested during the FY 2023 mid-year review if necessary.

Source:

Staff

Purpose:

Discretionary Action

Public Outreach:

Posting of Agenda

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT APPROVING A MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF BELMONT AND THE MID-MANAGEMENT CONFIDENTIAL EMPLOYEES ASSOCIATION FOR THE TERM OF JANUARY 1, 2022 THROUGH DECEMBER 31, 2024

WHEREAS, the representatives of the City of Belmont and the Mid-Management Confidential Employees Association (MMCEA) have met and negotiated in good faith in accordance with Government code 3500, et seq.; and,

WHEREAS, both parties were unable to reach an agreement; and, MMCEA declared impasse; and,

WHEREAS, the City and MMCEA agreed to participate in mediation yet no agreement was reached;

WHEREAS, both representatives met after mediation and reached a tentative agreement on the terms of a collective bargaining agreement; and

WHEREAS, the representatives of the parties jointly prepared written memorandum of understanding, entitled, “Memorandum of Understanding between the City of Belmont and the Mid-Management Confidential Employees Association” (“Memorandum of Understanding”) attached hereto as Exhibit “A”, and presented the document to the City Council for determination.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The terms of the Memorandum of Understanding presented to the City of Belmont and attached hereto as Exhibit “A” are approved.

SECTION 2. The City Manager is authorized to execute and implement the Memorandum of Understanding on behalf of the City.

SECTION 3. The City Manager is authorized, in consultation with MMCEA to make minor amendments to the Memorandum of Understanding that are consistent with the intent of this resolution and that do not materially affect the terms of the Memorandum of Understanding.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

EXHIBIT A



MEMORANDUM OF UNDERSTANDING

Between

CITY OF BELMONT

And

**MID-MANAGEMENT/CONFIDENTIAL
EMPLOYEES ASSOCIATION**

January 1, 2022 – December 31, 2024

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**MEMORANDUM OF UNDERSTANDING BETWEEN
CITY OF BELMONT AND
MID-MANAGEMENT/CONFIDENTIAL EMPLOYEES ASSOCIATION OF THE CITY OF
BELMONT**

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**MEMORANDUM OF UNDERSTANDING BETWEEN CITY OF BELMONT
AND MID-MANAGEMENT/CONFIDENTIAL EMPLOYEES ASSOCIATION
OF THE CITY OF BELMONT**

The Mid-Management/Confidential Employees Association of Belmont and representatives of the City of Belmont have met and conferred in good faith regarding wages, hours and other terms and conditions of employment of employees in the representation unit listed in Appendix A, have freely exchanged information, opinions and proposals and have endeavored to reach agreement on all matters relating to the employment conditions and employer-employee relations of such employees.

This Memorandum of Understanding is entered into pursuant to the Meyers-Milias-Brown Act (Government Code Section 3500 et seq) and has been jointly prepared by the parties.

This Memorandum of Understanding shall be presented to the Belmont City Council as the joint recommendation of the undersigned parties for salary and employee benefit adjustments effective upon Council adoption of a successor agreement unless otherwise specified herein, and all other terms and conditions for the period commencing January 1, 2022. This Agreement shall expire at midnight on December 31, 2024.

1 Recognition

1.1 City

The City Manager, or any person or organization duly authorized by the City Manager, is the representative of the City of Belmont, hereinafter referred to as the "City," in employer-employee relations.

1.2 Association

The Mid-Management/Confidential Employees Association, hereinafter referred to as the "Association," is recognized as the majority representative, as provided in the City's Employer- Employee Relations Ordinance, for all employees assigned to the classifications set forth in Appendix A, which is attached hereto and made a part hereof.

2 Association

2.1 Dues

The Association may have the regular dues of its members within the unit deducted from the employee's pay checks. The City shall rely on a written certification from a duly authorized Association official requesting a deduction or reduction from employees' salaries or wages confirming that the Association has and will maintain individual signed employee authorizations affirmatively consenting to dues deductions consistent with the law. After providing the required certification, the Association shall not be required to provide a copy of individual authorizations to the City unless a dispute arises about the existence or terms of the authorization.

Based on the certification from the Association described above, the City shall deduct, monthly, the amount of Association regular and periodic dues and fees, insurance premiums, and any special membership assessments as may be specified by the Association under the authority of an authorization card furnished by the Association. Dues deduction for any individual shall be made only upon the written request of the Association.

The deductions, together with a written statement of the names and amounts deducted, shall be forwarded promptly to the Association office, at the address specified by the Association.

The unit member's earnings must be sufficient, after all other required deductions are made, to cover the amount of the deductions authorized by this Section. When a unit member is in a non-pay status for an entire pay period, no withholdings will be made to cover that pay period from future earnings nor will the unit member deposit the amount with the City which would have been withheld if the unit member had been in pay status during that period. If a unit member is in a non-pay status during a part of the pay period, and that unit member's salary is not sufficient to cover the full withholding, the City shall not deduct Association dues. All other required deductions have priority over the Association dues and unit member organization deduction.

Dues deductions may be revoked only pursuant to the terms of the employee's written authorization. The City shall direct employee requests to cancel or change deductions, and any other inquiries regarding dues, to the Association. As required by state law, the City shall rely on a written certified list provided by a duly authorized Association official regarding whether deductions for the Association were properly canceled or changed.

2.3 Indemnification

The Association shall indemnify and hold harmless the City, its officers and employees, from and against any and all loss, damages, costs, expenses, claims, attorney fees, demands, actions, suits, judgments, and other proceedings arising out of any action relating to this Section. The Association shall refund to the City any amounts paid to it in error upon presentation of supporting evidence.

2.4 Development of Law

In the event any portion of the California Government Code is amended to address the transfer of monies between the Association and the City, the parties will reopen this section of the MOU to meet and confer regarding the change in law upon written request of either party.

2.5 Government Code Provisions Incorporated by Reference

The parties incorporate by reference the provisions of Government Code sections 1150-1157.12.

2.6 Bargaining Unit Member Contact Information

The City shall provide the Association with a list of names and contact information (listed below) for any newly hired unit member within 30 days of the date of hire or by the first pay period of the month following hire. The City shall also provide the Association a list of all unit member names and contact information on the last working day of September, January, and May. The information shall include the following information except for any information subject to exclusion pursuant to Government Code Section 6254.3(c):

Employee name,

Job title,

Department,

Work location,

Home address, and

Work, home and personal telephone numbers and personal email addresses on file with the City.

2.7 Association Access to New Employee Orientation

The City will provide the Association President not less than ten (10) days' notice of the hiring of new employees into the bargaining unit. If a bargaining unit member's first day or work begins less than ten (10) days after the date the employee is hired, the 10-day notice requirement may be reduced, and the City will instead provide as much advance notice as reasonably possible of the orientation meeting.

The City will allow an Association member representative and/or an outside Association labor representative to meet for up to thirty (30) minutes with the new unit member not less than 10 days after the first date of employment in order to provide information and materials about the MOU and related matters. No representative of City management shall be present during the Association's presentation. A

bargaining unit member attending the onboarding orientation meeting as the Association representative shall be given paid release time sufficient to cover the Association's thirty (30) minute presentation and related travel time. The Association will provide the Human Resources Department with the name of any bargaining unit member who they request to be released for this purpose as soon as reasonably possible, and at least 48 hours before the meeting.

2.8 Advance Notice

Except in cases of emergency, reasonable advance written notice shall be given to the Association if it is affected by any ordinance, rule, resolution or regulation directly relating to matters within the scope of representation proposed to be adopted by the City Council, by any board or commission of the City, or by any department, as the Association shall be given the opportunity to meet with such body prior to adoption. In cases of emergency when the City management determines that an ordinance, rule resolution or regulation must be adopted immediately without prior notice or meeting with the Association, City management shall provide such notice and opportunity to meet at the earliest practicable time following the adoption of such ordinance, rule, resolution or regulation.

3 No Discrimination

The Association and City agree not to engage in discrimination and unlawful employment practices under the California Fair Employment and Housing Act (FEHA) and City of Belmont Personnel Rules and Regulations.

4 Representative Rights

4.1 Employee Representatives for Grievances

Reference is made to "Rule 16, Grievance Procedure," to be found in the City of Belmont's Personnel Rules & Regulations," which Rule is herein embodied by reference.

4.2 Association Activities

Solicitation of membership and activities concerned with the internal management of the Association, such as collecting dues, holding membership meetings, campaigning for office, conducting elections and distributing literature, shall not be conducted during working hours unless approved in advance by the City Manager or his designated representative.

5 Salary Plan

5.1 Paychecks and Pay Period

All paychecks will be delivered on payday through direct deposit or paper check. Errors resulting in a paycheck that is less than the employee regularly receives shall be corrected as soon as possible and the employee made whole. If immediate resolution is not possible, the Association shall be notified. In cases involving confidential medical information or garnishments the Association shall be notified at the request of the employee.

5.2 Salaries

The salary ranges for represented classifications shall be as set forth in Appendix A, which is attached hereto and made a part thereof.

- Effective the first full pay period that includes January 1, 2022, the rate of pay for all job classes shall be increased by three percent (3.0%).
- Effective the first full pay period in January 2023, the rate of pay for all job classes shall

be increased by two percent (2.0%).

- Effective the first full pay period in January 2024, the rate of pay for all job classes shall be increased by three percent (3.0%).

Cash Bonus

Each employee in a represented classification shall be given a one-time, non-pensionable bonus of one thousand dollars (\$1,000) on July 15, 2022.

5.3 Step Increases

The City and the Association recognize that represented employees should have the opportunity to move through their salary ranges based on performance and length of service. Toward this end, employees who maintain acceptable performance levels shall be eligible for annual step increases as follows.

Each classification shall have six steps with 5% between each step.

Annual step increases will become effective on the employee's anniversary date and will be based upon an overall evaluation of "Meets Standards" or better. Every effort shall be made to complete an employee's evaluation on or before his/her anniversary date. In the event the evaluation is completed after the employee's anniversary date, the employee will receive his/her step increase retroactive to his/her anniversary date.

When warranted, the City Manager may deem a salary step adjustment in advance of an employee's anniversary date.

Employees may be eligible to receive two step increases at one time based upon an overall performance rating of "Outstanding" and City Manager approval. (See performance evaluation for the requirements for an "Outstanding" performance rating.)

5.4 Performance Report Appeal

Within five (5) days after a performance report meeting between the employee and supervisor or department head, an employee may request, in writing, a review of the report by a reviewer. The City and the Association will mutually agree on a reviewer. Within five (5) days after said review, the reviewer shall either accept the original report, a modified report, or cause a new report to be prepared which shall be entered into the personnel file as the official report. The official report shall bear the reviewer's signature. The decision of the reviewer shall be final and binding, and not subject to further appeal.

5.5 Surveys

The parties agree to use the survey cities Burlingame, Foster City, Los Altos, Los Gatos, Menlo Park, Millbrae and San Carlos for the purpose of negotiating the successor MOU.

Effective no less than 120 days prior to the expiration of this MOU, the City will provide the union with survey data using the cities above.

6 Probationary Period

An employee's probationary period may be extended for a period of up to six (6) additional months. Written notification of such extension will be provided to the employee and the Association.

6.1 Nature, Purpose and Duration

The probationary period shall be an essential part of the examination process, and shall be utilized for the most effective adjustment of a new employee and for the elimination of any probationary employee whose performance is not satisfactory.

For employees in the group hired after October 1, 2021, and for the duration of the MOU, there shall be a minimum of two performance reviews prior to the 11th month of the probationary period for both new and promotive employees.

The City Manager may terminate a probationary employee at any time during the probationary period without right of appeal, except as provided by applicable laws, in any manner and without recourse to the procedures provided in Section 4 hereof, except when the employee alleges and substantiates in writing that the termination was due to discrimination prohibited by city, state or federal statutes or regulations. If discrimination is alleged, the appeal or grievance shall be decided solely on the basis of whether or not the termination was due to discrimination; and unless it is determined that there was discrimination, the person or persons hearing the appeal or grievance shall not substitute their judgment for that of the appointing authority. In the case of rejections during the probationary periods, employees shall be given written notice, with reasons therefore, at once.

The probationary period for all new employees shall be twelve (12) months from the date of appointment.

6.2 Promotional Probation

An employee who has previously completed the requisite probationary period and who is rejected during a subsequent probationary period for a promotional appointment shall be reinstated to the former position from which the employee was appointed. If the employee is discharged during the promotional probationary period, the employee shall not be entitled to such reinstatement rights.

7 Transfer, Promotion, Employment Lists

7.1 Transfer

No employee shall be transferred to a position for which he/she does not possess the minimum qualifications. Upon approval by the City Manager, an employee may be transferred by the Department Head at any time from one position to another position in a comparable class. For transfer purposes, a comparable class is one with the same maximum salary, involves the performance of similar duties and requires substantially the same basic qualifications. If the transfer involves a change from one department to another, both Department Heads must consent thereto, unless the City Manager orders the transfer for purposes of economy or efficiency. Transfer shall not be used to effectuate a promotion, demotion, advancement or reduction, each of which may be accomplished only as provided in the City's rules and regulations. Each transfer shall not result in the loss to the employee of any accumulated leave, such as vacation and sick leave, nor shall it affect the employee's length of service with the City.

7.2 Promotion

Insofar as is consistent with the best interests of the City, all vacancies in the competitive services shall be filled by promotion from within the competitive service, after a promotional examination has been given and a promotional list established.

7.3 Time Off for Examination

Promotional examinations scheduled by the City during an employee's regular working hours may be taken without any loss in compensation.

8 Layoff and Reemployment

8.1 Layoff

Whenever in the judgment of the City Council it becomes necessary in the interest of the economy or because the necessity for a position no longer exists, the City Council may abolish any position of employment in the city service, or reduce the number of hours for any position in the city service, and the employee holding such position of employment may be laid off, either partially or completely, without taking disciplinary action.

8.2 Notice of Layoff

Except in cases of emergency, the City Manager shall notify, in writing, the employee and the Association of the proposed action and reasons therefore at least twenty-eight (28) calendar days in advance of such action. A copy of this Section 8, Layoff and Reemployment, shall be attached to the written notice. The City will offer to meet and confer with the Association regarding the impacts of specific layoffs.

8.3 Grievance of Layoff

An employee who receives notice of a specific action under the layoff procedure and believes that the layoff procedure has not been correctly applied in the employee's case, may appeal as provided in the grievance procedure. The decision itself to lay off shall be specifically excluded from the grievance or any other appeal procedure.

8.4 Order of Layoff

Employees shall be laid off in inverse order of their length of service in a classification. Length of service is the amount of combined regular or probationary service in the classification affected and any former classification that the employee may have held with the City. If two or more employees have the same length of service, the order of layoff will be determined by the City Manager.

8.5 Displacement Rights

(A) An employee who has received a notice of layoff may elect, in lieu of layoff, to be reassigned to a position in a lateral or lower related classification within his/her department, provided that in order to displace the employee with less service the laid off employee must, in the opinion of the Human Resources Director, meet the minimum qualifications of the classification into which he/she is displacing. The laid off employee may also displace a less senior employee in another department, provided that the laid off employee has held regular status in that classification and performed in a satisfactory manner.

(B) If the employee is unable to displace an employee with less seniority as described in (A) he/she may accept a voluntary transfer or demotion to a vacant position in a lateral or lower related classification in which no previous service has been rendered provided that, in the opinion of the Human Resources Director, the employee meets the minimum qualifications of the classification. If two (2) or more employees request to transfer or demote into the same vacant position as described herein, the employee with the highest seniority, as defined in this Section 8, will have his/her request granted.

(C) Employees requesting to exercise their right to displace into a classification as provided in (A) or (B) above must make such request to the Human Resources Director in writing within five (5) calendar days of their receipt of written notice of layoff. Failure to comply with the deadline provided herein shall be deemed a waiver of the displacement rights provided in this Section 8. Should the Human Resources Director determine that the laid off employee does not meet the minimum qualifications for the classification into which the employee requests to be reassigned, such decision may be appealed to the City Manager. The decision of the City Manager may be appealed to an Adjustment Board comprised of one person designated by the Association, one person designated by management, and a third person who shall be selected by the first two Adjustment Board members. The decision of the Adjustment Board shall be final and not subject to further appeal through the grievance process.

(D) Employees laid off as a result of another employee's exercise of displacement rights shall be entitled to a minimum notice period of fourteen (14) calendar days.

(E) When an employee chooses to displace into a position in a lateral or lower related classification, said employee must accept the salary, hours and working conditions of the position. If the employee's salary prior to displacement is within the salary range of the lateral or lower related classification into which the employee is displacing, the employee will retain the salary held prior to displacing, even if that places the employee's salary between steps in the new salary range. If the employee's salary prior to displacing is above the top of the range of the lateral or lower related classification, the employee's salary will be placed at the top of the salary range of the lateral or lower related classification. Employees who

accept a voluntary transfer or demotion as described in (B) shall serve a probationary period of twelve (12) months.

(F) If an employee chooses to displace into a position in a lateral or lower classification within the same department, he/she shall have the right to displace first into the highest lateral or lower classification. If an employee chooses to displace into a position in another department, if such employee held regular status in more than one classification, he/she shall have the right to displace first into the highest classification in which regular status was previously held. Highest classification shall be defined as the classification with the highest top step in the salary plan in effect at the time of layoff.

(G) Seniority for the purpose of exercising the displacement rights provided in this Section is defined as the total cumulative number of years of probationary and regular service with the City of Belmont beginning with the worker's first date of employment with the City.

(H) Employees may elect to be laid off in lieu of displacement. Accepting such a layoff does not affect the employee's reemployment rights under this Agreement.

(I) At the time of a layoff, employees who were previously members of the Bargaining Unit (e.g., who subsequently promoted out of the unit) shall have all the rights described in Section 8.

(J) A part-time regular employee may only displace into a part-time position in a lateral or lower related classification in accordance with the provisions of this Section.

(K) A full-time regular employee may displace into a full-time or part-time position in a lateral or lower related classification in accordance with the provisions of this Article.

8.6 Re-employment

(A) The names of employees laid off shall be placed on a reemployment list from most senior to least senior. The employee with the greatest seniority on the reemployment list, including those who exercised their displacement rights or who took a voluntary demotion, shall be offered reinstatement in a vacant classification for which said employee meets the minimum qualifications. In the event the employee refuses two (2) offers of reemployment, said employee's name shall be removed from the reemployment list. The employee's name shall not be removed from the reemployment list if said employee refuses reemployment into a classification that is lower than the highest classification held by the employee. In hiring for a vacant position in a classification, such reemployment list shall take precedence over all other employment lists.

(B) Any employee who accepts an offer of reemployment to the highest classification he/she would have been entitled to at the time of layoff shall have his/her name removed from the reemployment list.

(C) Any employee who is laid off and is subsequently eligible for reemployment shall be notified by the City by certified mail to the last address given the City by the employee, of any vacancies for which he/she is eligible. Employees so notified shall respond within seven (7) working days of the date notice is sent. Copies of all such reemployment notices together with a listing of employees to whom they were sent shall be sent to the Association.

(D) The names of employees who exercise their right to displace into a classification as provided in Section 8.5(A) or (B), and the names of employees whose layoff results in unemployment from the City shall remain on a reemployment list for a period of one (1) year. This one (1) year period shall commence upon the date the employee begins his/her service in the lower/lateral classification into which he/she displaced as defined in Section 8.5(A) or (B), or upon the date unemployment from the City begins.

(E) Any employee rehired as defined in Section 8.6 shall serve a probationary period of no more than twelve (12) months, unless the reemployed employee has prior service in the classification into which he/she is being rehired.

9 Resignation and Reinstatement

9.1 Resignation

An employee wishing to resign from employment in good standing shall file with the Department Head at least two (2) weeks' notice of an intention to leave City service unless a shorter period of time is agreed upon between the employee and the Department Head. The written resignation shall state the effective date and the reasons for leaving.

9.2 Reinstatement

A regular or probationary employee who has resigned in good standing may be reinstated by the City Manager, upon recommendation of the Department Head to a vacant position of the same class as the previous position held within a period of one (1) year from the effective date of such resignation. A new probationary period may be required.

10 Reallocation of Position

An employee in a position reallocated to a lower classification shall have the right of either (1) transferring to a vacant position in the employee's present classification in the same or another department, provided both the City Manager and the Department Head of the department into which the transfer is proposed agree, or (2) continuing in the same position in the lower classification at a Y rate of pay when the incumbent's pay is higher than the maximum step of the schedule for the lower classification. Such Y rate of pay shall be discontinued when the incumbent ceases to occupy the position or whenever the maximum pay of the salary assigned to the lower classification equals or exceeds such Y rate. The Y rate provisions of this Section shall not apply to layoffs, demotions, or other personnel actions resulting in an incumbent moving from one position to another.

11 Hours of Work, Administrative Leave, Compensation Time

11.1 Hours of Work

The standard work week for employees occupying full-time positions consists of forty (40) hours per week unless otherwise specified by the City. An alternate work schedule (9/80 or 4/10) may be approved by the City Manager. An employee requesting such an alternate schedule must submit a plan to the department head describing in detail the specific schedule and the anticipated impact on the City's operations. An employee requesting such an alternate schedule must submit a plan to the department head describing in detail the specific schedule and the anticipated impact on the City's operations. The employee's request will be responded to in writing within thirty (30) days of the date of submittal. The City will remain open for business Monday through Friday from 8:00 AM until 5:00 PM and will continue to provide a high level of service to the citizens of Belmont. The decision of the City Manager shall be final and not subject to the Grievance Procedure.

11.2 Administrative Leave

In recognition of the demands placed upon members of this unit who are identified as FLSA exempt or Management personnel and are required to work outside of the normal work week, eighty (80) hours of administrative leave shall be granted to all such employees on January 1 of each calendar year. Administrative leave must be used in the calendar year in which it was granted and may not be carried over into a subsequent calendar year or paid out upon termination.

Up to twenty-four (24) hours of unused administrative leave may be converted to vacation hours annually at the end of each calendar year.

In recognition of the amount of time Police Captains and Police Lieutenants are required to be on call, one hundred and four (104) hours of administrative leave shall be granted to such employees on January 1 of each calendar year. Administrative leave must be used in the calendar year in which it was granted

and may not be carried over into a subsequent calendar year or paid out upon termination.

All employees, in the bargaining unit who receive administrative leave, may cash out up to twenty-four (24) hours of unused administrative leave at the conclusion of the calendar year at the employee's option.

11.3 Overtime

Authorized work performed by member of this unit who are identified as FLSA non-exempt employees in excess of forty (40) hours in one (1) week shall constitute overtime. All compensable overtime must be authorized by the department head or the department head's designated representative in advance of being worked. If prior authorization is not feasible because of emergency condition, a confirming authorization must be made on the next regular working day following the date on which the overtime was worked. An employee required to work in excess of the regularly scheduled hours of work shall be compensated for each overtime hour worked at the rate of one and one-half (1-1/2) times the employee's base rate of pay. If FLSA overtime amount is higher, the employee shall receive the FLSA overtime.

Payment for overtime worked will be either cash or compensatory time off upon mutual agreement of the department head and the employee, subject to the availability of funds and with consideration of the employee's current accumulation of compensatory time off. Compensatory time-off will be taken at a time agreeable to the employee and his/her supervisor. Employees may accumulate a maximum of 80 hours of compensatory time off; overtime hours accumulated in excess of 80 hours of compensatory time off will be paid as overtime pay at the rate of one and one-half times the employees' base rate of pay.

The above provision for overtime shall be granted in accordance with the state and federal law.

12 Holidays

12.1 Authorized Holidays

The holidays to be observed by this Association are as follows:

New Year's Day	January 1
Martin Luther King Jr.'s Birthday	Third Monday in January
Washington's Birthday	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans Day	November 11
Thanksgiving	Fourth Thursday in November
Friday after Thanksgiving	
Christmas Day	December 25

In addition to the above-listed holidays, employees shall receive two (2) Floating Holidays to be taken after one (1) year of service, at any time mutually convenient to the Department Head and the employee, and every day proclaimed by the President of the United States, Governor of California, or Mayor of this City as a public holiday. Floating holidays will only be usable as time off and may not be paid out upon separation from City service. Floating Holidays must be used in the calendar year in which they are accrued and may not be carried over into a subsequent calendar year.

When a holiday falls on Sunday, the following Monday shall be observed. When a holiday falls on Saturday, the previous Friday shall be observed. If the holiday falls on an employee's regular scheduled time off, compensatory time shall be granted.

Either the day before Christmas or the day before New Year's Day shall be a holiday, the specific day to be

determined by mutual agreement between the employee and the Department Head, and the employee shall not be required to be on duty unless the Department Head has so indicated.

12.2 Holiday During Vacation

In the event any of the holidays specified in Section 12.1 above occurs while an employee is on vacation, the holiday shall not be charged to vacation.

13 Vacation Leave

13.1 Vacation Allowance

Regular full-time employees shall be entitled to vacation leave as follows:

Hours Accrued

Length of Service	Days of Vacation	Per Month of Service
From hire to 4 years	10 days	6-2/3 hours
4 or more years	15 days	10 hours
5 or more years	16 days	10-2/3 hours
6 or more years	17 days	11-1/3 hours
7 or more years	18 days	12 hours
8 or more years	19 days	12-2/3 hours
9 or more years	20 days	13-1/3 hours
14 or more years	22 days	14-2/3 hours

New Lateral Appointments

With City Manager approval, the City can offer new lateral hires vacation allowance and/ or accrual at a rate higher than that specified above. The vacation allowance/ accrual cannot be higher than that provided for 15 years of service in the current MOU.

13.2 Vacation Accumulation

In the event an employee is unable to take all of the vacation leave to which the employee is entitled in a calendar year, the employee shall be permitted to accumulate the unused portion, provided that the accumulated time does not exceed two times the employee's annual allowance unless an extension is granted by the City Manager due to exceptional circumstances. Employees who have reached their accrual limit will not accrue any additional vacation unless and until their accrued vacation is below their accrual limit.

In calendar year 2022 only, an employee who has accrued vacation as of the date of ratification for this successor MOU to at or above 80% of the vacation accrual limit set by Section 13.2 may elect to convert up to 32 hours accrued in calendar year 2023 to cash at the employee's base rate of pay at the time of conversion. The election must be made no later than December 20, 2022 on a form provided by Human Resources. The City will perform the elected conversion at the same time as other elected annual conversions in 2023.

13.3 Pay Upon Termination

Employees who leave City service shall be paid straight-time salary for all accrued vacation leave earned on or before the effective date of termination.

13.4 Vacation Scheduling

The time during a calendar year at which an employee may take vacation shall be at the discretion of the Department Head. Length of service shall be given consideration when giving preference as to vacation.

14 Sick Leave

14.1 Accrual and Usage

Sick leave, with pay, shall be granted to all full-time regular and probationary employees. Sick leave shall not be considered as a right which an employee may use at his/her discretion, but shall be allowed only in case of necessity and actual personal or family sickness or disability. An employee taking sick leave may be required to file a physician's certificate or personal affidavit with the Department Head stating the cause of the absence.

For purposes of computing sick leave, one (1) day shall be considered as eight (8) working hours. In the event that one or more City holidays falls within a period of an employee's illness on sick leave, such holiday shall not be charged against the employee's sick leave balance. Sick leave shall be earned at the rate of one (1) day of each calendar month of service.

Up to 80 hours of the unit member's current year's accrual of sick leave may be used in the case of illness or injury to a member of the unit member's immediate family member, as defined in the California Family Rights Act ("CFRA"). Such usage shall be subject to verification at the City's request.

14.2 Accumulation

Unused sick leave shall be accumulated to a total of not more than 200 days (1,600 hours). An employee who is off on sick leave will continue to accumulate authorized benefits. An employee who is on leave without pay shall not accumulate sick leave credits.

14.3 Workers' Compensation -- Integration with Sick Leave

In the event that an employee chooses to integrate accumulated unused sick leave with Workers' Compensation and Workers' Compensation payments cover all or part of the period during which sick leave benefit was payable for said period, the unused portion of accumulated sick leave will continue to be credited to the employee.

14.4 Pay for Unused Sick Leave Upon Separation from City Service

Retirement

Upon retirement from the City of Belmont, employees with an unused sick leave balance may exercise one or both of the following options. Once hours are applied to one option they may not be applied to the other.

- Convert all or a portion of their unused accrued sick leave days at the time of retirement to additional PERS service credit in compliance with PERS regulations.
- Receive compensation for unused accrued sick leave days, up to a maximum of two hundred (200) days, based on years of service as follows:

Years of Service	Percentage of Sick Leave Days
5 to 9 years	25%
10 or more years	50%

For the purposes of this section, retirement will be defined as receiving a PERS retirement benefit.

Death

Upon the death of an employee actively employed by the City, the City shall compensate the employee's PERS designated beneficiary(ies) with a percentage of the deceased employee's accrued unused sick leave based on years of service as follows:

Years of Service	Percentage of Sick Leave Days
5 to 9 years	25%
10 or more years	50%

15 Other Leaves

15.1 Bereavement Leave

The City will provide up to a maximum of three (3) days of paid bereavement leave in case an employee's presence is required elsewhere because of death affecting the employee's immediate family. The immediate family shall consist of family members who qualify for family care and medical leave under the California Family Rights Act, codified in Government Code section 12945.2. Employees can take additional bereavement leave by using other accrued paid time including sick leave, vacation and compensatory time.

15.2 Industrial Disability Leave of Absence

(A) Sworn Management Personnel:

Leave with pay shall be granted for a disability caused by illness or injury arising out of and in the course of his/her employment, in accordance with Section 4850 of the Labor Code of the State of California.

(B) Civilian Personnel:

Leave with pay shall be granted for a disability caused by illness or injury arising out of and in the course of his/her employment, as defined by the Workers' Compensation laws of the State of California, for the period of such disability to a maximum of eighty (80) hours.

During the period the employee is paid by the City, the employee shall endorse to the City any benefit payments received as a result of Workers' Compensation Insurance Coverage. The City reserves the right to withhold payment of any disability benefits until such time as it is determined whether or not the illness or injury is covered by Workers' Compensation.

The benefits of Sick Leave and Disability Leave shall be mutually exclusive and no sick leave benefits may be used for the purposes specified under this Section.

If the employee's disability caused by illness or injury arising out of and in the course of the employee's employment extends beyond the eighty (80) hours described above, the employee may integrate his/her unused sick leave, vacation leave, and compensatory time-off accruals with the Workers' Compensation payments provided that the sum of the Workers' Compensation payments and paid leave does not exceed the employee's regular rate of pay for said period.

Industrial disability leave may not exceed twelve (12) months and ten (10) days unless extended by the City Manager whose decision shall be final.

The City shall continue to pay the insurance premiums for the employee when an employee is on an industrial disability leave of absence without pay in accordance with this Section.

15.3 Non-Industrial Disability Leave Without Pay

An employee who is disabled by reason of illness or injury which is not job-incurred may be granted a leave of absence without pay so long as such disability continues and is substantiated by a physician's statement. Such leave may be granted only after the employee has used all the employee's accrued sick leave. At the employee's option, accrued vacation and compensatory time off may be used during the period of such leave.

When such disability is by reason of pregnancy, childbirth or related medical conditions, leave shall be granted in accordance with the Pregnancy Disability Act. The total leave granted shall not exceed twelve (12) months (inclusive of all paid time off).

Family and medical leave, including disability leave for pregnancy, childbirth or related medical condition shall be granted in accordance with applicable state and federal law.

The total leave granted shall not exceed twelve (12) months (inclusive of all paid time off).

The City shall, for a maximum of 6 months, continue to pay the insurance premiums for the employee when an employee is on a leave of absence without pay as a result of a non-industrial disability in accordance with this Section.

15.4 Personal Leave of Absence

The City Manager may grant a permanent employee a leave of absence without pay or benefits for a period not to exceed ninety (90) days. Requests for such leave shall be in writing and shall be approved in advance by the City Manager in writing.

15.5 Jury Duty

An employee summoned to jury duty shall inform his/her supervisor and, if required to serve, may be absent from duty with full pay, provided, however, the employee must remit to the City all fees received except those specifically allowed for mileage and expenses.

15.6 Military Leave

Military leave shall be granted in accordance with the provisions of state and federal law. All employees entitled to military leave shall give the appointing authority an opportunity within the limits of military regulations to determine when such leave shall be taken.

15.7 Seniority Rights and Salary Adjustments While on LOA

Authorized leave of absence without pay which exceeds two (2) weeks for (1) leave of absence for personal reasons; (2) leave of absence for non-industrial illness or injury; or (3) leave of absence for industrial illness or injury shall not be included in determining step increases.

Authorized leave of absence without pay which exceeds thirty (30) calendar days for (1) leave of absence for personal reasons; (2) leave of absence for non-industrial illness or injury; or (3) leave of absence for industrial illness or injury shall not be included in determining seniority rights.

16 Health and Welfare Plans; Retirement Plan

16.1 Hospital/Medical Plans

The City will participate in the Public Employees' Medical and Hospital Care Act (PEMHCA) medical plans, as administered by PERS.

The City will provide each eligible employee who participates in a City sponsored medical insurance plan with the minimum employer contribution towards the purchase of medical insurance benefits required under the Public Employees' Hospital and Medical Care Act (PEMHCA).

16.2 Flexible Benefits Plan

16.2.1 Plan Design

The City will offer an Internal Revenue Code Section 125 Plan which contains the components of premium conversion, health care reimbursement account, dependent care reimbursement account, and cash option.

An employee may use Flexible Benefit Plan funds toward the cost of employer-provided health insurance for the employee and eligible dependents.

An employee may use Flexible Benefit Plan funds that may be taken as cash in lieu of medical plan premium contributions for health care reimbursement account, dependent care reimbursement account, or cash option in accordance with Plan procedures.

An employee eligible for alternative group medical insurance may waive the City's medical insurance coverage and select such alternate plan upon proof of such alternate coverage.

16.2.2 City Contribution

City will contribute an amount up to the current CalPERS Region 1 Health Premium for Kaiser Permanente Subscriber & 2+ Dependents ("City Contribution") which may be used as provided in

Section 16.2.1.

16.2.3 Cash Option

Employees may elect to receive cash as an option as follows.

- (1) Employees hired before October 1, 2012 (“Tier 1 Employee”).
 - (A) Tier 1 Employees may elect to receive in cash the difference of the City Contribution minus the premium amount of any health insurance plan elected, if the difference is greater than zero, up to a maximum monthly amount of \$1,287.07.
 - (B) Once the reduction in maximum monthly cash amount in 16.2.3(1)(A) is effective as provided in 16.2.3(2), for any Tier 1 Employee who has waived the City’s medical insurance as of the effective date of this MOU for plan year 2022, the employee will receive \$150.07 per month in deferred compensation (“Additional Deferred Compensation Contribution”). Such compensation shall not be a vested benefit. In the event such an employee later elects to be covered by the City’s medical insurance, the employee will no longer receive the Additional Deferred Compensation Contribution.
 - (C) Effective the first payroll of January 2023, Tier 1 Employees may elect to receive in cash the difference of the City Contribution minus the premium amount of any health insurance plan elected, if the difference is greater than zero, up to a maximum monthly amount of \$1,137.00
 - (D) For any Tier 1 Employee who continues to waive coverage as of January 1, 2023 for plan year 2023, the employee will receive an additional \$150.07 per month in deferred compensation (for a total of \$300.14). Such compensation shall not be a vested benefit. In the event such an employee later elects to be covered by the City’s medical insurance, the employee will no longer receive Additional Deferred Compensation Contributions.
 - (E) After the effective date of this MOU, any Tier 1 Employee who changes coverage status (i.e. from waiver to coverage, coverage to waiver, or increase/decrease in level of coverage) may elect to receive in cash the difference of the City Contribution minus the premium amount of any health insurance plan elected, if the difference is greater than zero, up to a maximum monthly amount of \$600.00.
- (2) To the extent the maximum monthly cash amounts for Tier 1 Employees set forth in 16.2.3(1) represent a reduction from the maximums set forth in the prior MOU, such reductions in the maximums shall only occur when the same or lower maximums are established for unrepresented employees.
- (3) Employees hired on or after October 1, 2012 (“Tier 2 Employee”) who waive medical insurance coverage as provided in Section 16.2.1 may elect to receive in cash \$389.94 per month.

16.3 Commuter and Transit Benefit

The City will continue to provide an Internal Revenue Service 132 pre-tax commuter and transit benefit.

16.4 Dental Plan

The City will provide dental coverage to all employees and their eligible dependents. Employees will be responsible for Five Dollars (\$5.00) of the monthly premium if covering their spouse and Ten Dollars \$10.00 of the monthly premium if covering their family. These amounts will be deducted from the employee’s paycheck.

The annual dental coverage amount is two-thousand dollars (\$2,000) for each participant, and the lifetime

orthodontia coverage amount is two-thousand dollars (\$2,000) for each participant.

16.5 Vision Plan

The City will contribute a maximum of \$30 per month per employee to VSP vision plan.

16.6 Life and Accidental Death & Dismemberment Insurance

The City shall provide life and accidental death and dismemberment insurance in the amount of \$75,000 for all employees in the bargaining unit.

16.7 Disability Insurance

(A) Long Term Disability

The City shall provide Long Term Disability Insurance Coverage at no cost to the employee. The amount of insurance shall be based on sixty-six and two-thirds percent (66-2/3%) of the employee's basic monthly earnings, reduced by any deductible benefits.

The City will reclassify the cost of the long term disability insurance to the employee's salary. The employee shall pay the actual monthly cost of the premium on an after-tax basis.

(B) State Disability Insurance (SDI)

The City will participate in the California State Disability Insurance Program (SDI). The cost to participate in the program will be paid by employees. Any benefits received under this program will be automatically integrated with any available sick leave and/or Workers' Compensation benefits. Once sick leave is exhausted, employees may integrate SDI benefits with unused vacation leave or compensatory time. Integrated payments shall at no time exceed the employee's regular rate of pay.

(C) Paid Family Leave

Employees receiving Paid Family Leave benefits shall be required to take up to two (2) weeks of earned but unused vacation leave or compensatory time as permitted by state law.

16.8 Retirement

Classic/Legacy employees, hired before December 28, 2012, shall receive a PERS retirement plan, which includes the 2% at 55 formula for miscellaneous employees. The Miscellaneous plan will include the following optional benefits: Credit for Unused Sick Leave; Industrial Disability Retirement for Local Miscellaneous Members; and Fourth Level of 1959 Survivor Benefits.

Classic/Legacy employees hired on or after December 28, 2012, shall have the PERS plan 2%@55 formula with three year average of salary for determination of benefits.

Effective January 1, 2013, employees who qualify as "New members" as that term is defined by the California Public Employees' Pension Reform Act of 2013 (PEPRA) shall have the benefits that are required by PEPRA, which include, but are not limited to:

- 2.0% @ 62 formula
- Three Year Average Final Compensation,
- Employee contribution to be determined by Government Code Section 7522.30
- Stricter limits on reportable compensation (referred to as "pensionable compensation" under PEPRA).

Safety employees covered by this Memorandum of Understanding (MOU) shall have the same retirement plan as provided for in the MOU between the City and the Belmont Police Officers Association.

Employees will pay the full amount of the employee-share of the PERS retirement contribution (7% for miscellaneous employees and 9% for sworn employees) on a before-tax basis in accordance with the IRS Section 414(h2).

16.9 Retiree Health Benefits

(A) Retirees with Five (5) Years of Service

An employee who retires in accordance with PERS regulations after five (5) years of continuous employment with the City of Belmont shall be eligible to participate in the PERS health care program. The City will contribute to PERS the mandated minimum employer contribution for such health plan participation.

(B) Retirees with Twelve (12) Years of Service

An employee who retires in accordance with PERS regulations after twelve (12) years of continuous employment with the City of Belmont shall be entitled to monthly reimbursement of the expenses he or she incurs for hospital and medical care premiums for his or her individual coverage only.

(C) Retirees after July 1, 2001

An employee who retires after July 1, 2001 and who retires in accordance with (B) above shall be entitled to monthly reimbursement of hospital and medical care premiums up to a maximum of the amount paid by the City of Belmont for single employee coverage under the Kaiser Health Care Plan.

(D) Employees Hired after October 1, 2012

1. Notwithstanding (B) and (C) above, employees hired after October 1, 2012 shall be entitled to the following benefits. The City shall participate in the CalPERS Health Plan as governed by the Public Employees' Medical and Hospital Care Act (PEMHCA), and provide the minimum PEMHCA contribution for retirees as required by law.

2. Additionally, the City shall contribute the following to a Retirement Health Savings account based on the years of service with the City.

Years of Service	Monthly Contribution
Years 1-5	\$150.00
Years 6-10	\$200.00
Years 11-15	\$250.00
Years 16 and thereafter	\$300.00

3. Employees shall be vested in the Retiree Health Savings Plan after ten (10) years of continuous service with the City.

(E) A retiree shall be entitled to participate in the City's dental plan at his or her own cost.

16.10 Deferred Compensation

The City shall contribute monthly sums to each employee's account pursuant to the existing City of Belmont's Deferred Compensation Plan as set forth in Appendix B, which is attached hereto and made a part thereof.

16.11 Catastrophic Leave Program

A permanent employee may be eligible to receive donations of paid leave other than sick leave, to be included in the recipient employee's sick leave balance if she/he has suffered a catastrophic illness or injury which prevents the employee from being able to work. Catastrophic illness or injury is defined as a critical medical condition considered to be terminal, a long-term major physical impairment or disability. The recipient employee, recipient employee's family, or other person designated in writing by the recipient employee must submit a request to the City Manager. The recipient employee is not eligible so long as she/he has paid leaves available; however, the request may be initiated prior to the anticipated date leave balances will be exhausted.

(A) A medical verification of eligibility for FMLA (Section 16.10) must be provided by the recipient employee.

(B) A recipient employee is eligible to receive ninety (90) working days of donated time per employment. Requests for exception to this limit may be submitted to the City Manager whose decision shall be final.

(C) Donations shall be made in four (4) hour increments and are irrevocable. The donor employee may donate vacation up to any amount so long as the donor employee retains at least eighty (80) hours of vacation. Compensatory time may also be donated without limit on the amount. Sick leave may not be donated.

(D) Time donated will be converted from the type of time donated to sick leave and credited to the recipient employee's sick leave balance on an hour-for-hour basis and shall be paid at the rate of pay of the recipient employee. All sick leave provisions will apply.

(E) Time donated in any pay period may be used in the following pay periods. No retroactive donations will be permitted.

(F) The determination of the employee's eligibility for Catastrophic Sick Leave donation shall be at the City Manager's sole discretion and shall be final and non-grievable.

16.12 Domestic Partner Coverage

The City will provide medical coverage for Domestic Partners in accordance with PERS definitions and regulations. The City will provide domestic partner dental, and vision care coverage to the extent and in the manner in which the health plan carriers allow for the domestic partner's enrollment. For the purposes of providing dental and vision coverage, the domestic partner of the employee shall be defined as an unmarried person, regardless of gender, who resides with the employee and shares the common necessities of life. In a domestic partnership neither partner is married to another; both are at least 18 years of age; are not related by blood so close as to bar marriage; are mentally competent; and are each other's sole domestic partner, intend to remain so indefinitely, and are responsible for their common welfare. Domestic partners will be required to complete, sign, and file with the City an "Affidavit of Domestic Partnership."

No person who has filed an Affidavit of Domestic Partnership may file another such affidavit until six months after a statement of termination of the previous partnership has been filed with the City.

17 Safety

17.1 Observance of Safety Rules and Regulations

Both the City and the Association shall expend every effort to ensure that work is performed with a maximum degree of safety, consistent with the requirement to conduct efficient operations. Each employee covered by this Memorandum agrees to comply with all safety rules and regulations in effect and any subsequent rules and regulations that may be adopted. Employees further agree that they will report all accidents and safety hazards to the appropriate management official immediately. Any employee having knowledge of or who is a witness to an accident shall, if requested, give full and truthful testimony to the same.

17.2 Safety Equipment

The City shall continue to supply employees with safety equipment required by the City and/or CAL OSHA. All employees shall use City-supplied safety equipment only for the purposes and uses specified under applicable safety rules and regulations.

18 Disciplinary Actions

The City Manager or Department Head may discipline, which may include but not be limited to suspension, discharge, or demotion of employees for cause. The action imposed upon an employee may be processed as a grievance pursuant to Rule 16, Personnel Rules and Regulations, per City Council Resolution 9486.

19 Special Provisions

19.1 Uniform Allowance

Any member of the Mid-Management/Confidential Employees Association who is a sworn police officer with the Belmont Police Department shall receive an annual uniform allowance equivalent to that received by a sworn police officer as specified in the Belmont Police Officers Association M.O.U., and as adjusted each year.

Effective each fiscal year, Public Works Field Supervisors will receive reimbursement up to two hundred and fifty dollars (\$250) for the purchase of City approved uniforms and/or cold weather gear.

19.2 Safety Shoes

Employees required by their Department Head, to wear safety shoes will be reimbursed for the cost of such safety shoes. The City will pay up to two hundred fifty dollars (\$250.00) annually for such safety shoes. Employees will be responsible for any cost in excess of two hundred fifty dollars (\$250.00) for the safety shoes chosen.

19.3 Tuition Reimbursement

The City's administrative policy, as confirmed in Section 20.3 of the Personnel rules and Regulations, regarding tuition reimbursement shall continue for the term of this Memorandum of Understanding and not exceed \$1,000 per annum, per employee.

19.4 Car Allowance

All employees required to use personally owned vehicles for City business shall be reimbursed at the rate set for automobile use by the Internal Revenue Service.

19.5 Acting Pay

An employee may be assigned by the City Manager or his/her designee, to perform the duties of a higher classification on an acting basis by written notice. Such assignments may be made to cover for an extended absence, a position vacancy, or other extenuating circumstances. An employee assigned to perform the duties of a higher level position on an "acting" basis for a period of ten (10) workdays or more, shall receive "acting" pay retroactive to the first day of such assignment. Such payment shall be at the rate for the first step of the higher classification or at the step which is not less than five percent (5%) more than his/her current pay, not to exceed the top salary step of the higher classification. In the event an employee performing such "acting" assignment is absent from work because of illness or injury for more than five (5) workdays, the City in its sole discretion may terminate the employee's acting assignment designation and the additional compensation provided therefor.

19.6 Maintaining Required Licenses and Certifications

Employees who are required to hold and/or obtain a required certification and/or license to perform in a job classification must maintain their license and/or certification at all times during employment in that job classification. Employees are required to notify their supervisor immediately when any required license or certification has expired.

19.7 Economic Hardship

In the event that the City suffers substantial economic hardship during the term of this Agreement, the parties agree to engage in a cooperative dialogue about ways to assist the City in addressing such hardship. "Substantial economic hardship," as used herein, shall include, but not be limited to, a decline in overall General Fund revenues, or an increase in General Fund expenses, of five percent (5%) or more.

Nothing in this paragraph shall preclude or impede the City Council from exercising such additional authority as may be conferred by other provisions of this agreement or by State or Federal law.

This provision is not subject to the grievance procedure.

19.8 Employee Initiated Reclassification Requests

An employee may request in writing a reclassification of his or her position during the month of November of each year. Requests shall be processed through the employee's Department Head and submitted to Human Resources.

Requests must include:

- Detailed justification for the request
- Supervisor's and Department Head's review and comment

Human Resources will respond to this request within ninety (90) calendar days of the request by notice to the employee; however this timeline may be extended by mutual agreement. If meetings with the employee are required, the employee may request representation.

If the City determines a reclassification of the position is warranted the reclassification shall be handled through the regular budgetary process and shall be effective the beginning of the next fiscal year.

If the City denies the reclassification request, the City will provide the employee reasons for the denial in writing.

This provision is not subject to the grievance procedure.

19.9 Salary Upon Reclassification

A regular employee who is reclassified will receive the salary set forth below.

- (A) If reclassified to a classification with the same salary range, the salary will not change.
- (B) If reclassified to a classification with a higher salary range, the employee will be placed at the lowest step of the new range that results in not less than a five percent increase above the employee's current regular salary.

Upon recommendation of the department head and approval of the City Manager, the employee may be placed at the next higher step.

- (C) If reclassified to a classification with a lower salary range, the employee will be placed within the salary range of the classification to which reclassified, at the step which is lower and closest to the salary the employee was receiving before the reclassification, unless the City Manager approves a y-rate.

19.10 Certification Pay

The City shall provide the Field Services Supervisor with the following certification pay:

- Collections System Maintenance Grade I - \$50 per month
- Collections System Maintenance Grade II - \$100 per month
- Collections System Maintenance Grade III - \$200 per month
- Collections System Maintenance Grade IV - \$225 per month
- Collections System Maintenance Grade V – \$250 per month
- Maintenance (PM) Electrical/Instrumentation Technologist Grade III - \$200 per month

Employees are eligible to receive one certification pay at a time regardless of how many certifications the employee possess. CWEA certification is capped at \$250.00 per month.

Certificate pay shall be paid monthly providing there is no lapse in certification.

19.11 Cellular Phones

The City will provide any employee in the bargaining unit required, in writing by their Department Head, a cellular phone to be used for city business.

19.12 Joint Labor Management Committee

The City and the Association agree that regular communication between the parties leads to more harmonious labor management relations and to the establishment of a trusting relationship. Toward that end, the parties agree to the formation of a Joint Labor Management Committee.

The Joint Labor Management Committee shall be comprised of:

For the Association

Up to three (3) member participants, including two (2) individuals designated by the bargaining unit and, if the Association so chooses, a non-City paid Association Representative.

For the City

Up to three (3) member participants designated by the City.

The Joint Labor Management Committee will meet at the request of either party at a mutually agreeable date and time. Said request to be in writing to the other party and shall provide the topic or topics to be discussed at the time the written request is made.

19.13 Bilingual Pay

When a department head, with the approval of the Human Resources Director, designates an assignment as requiring substantial bilingual skills, an employee in the designated assignment, who has first demonstrated proficiency in the required language that is acceptable to the department head and Human Resources Director, shall be eligible to receive a pay premium of \$100 a month. The department head and Human Resources Director retain full discretion to designate or conclude bilingual assignments. The City retains its management right to assign designees to perform bilingual services for other City departments.

20 Past Practices

This Memorandum of Understanding shall supersede all existing memoranda of understanding between the City and the Association.

21 Separability of Provisions

In the event that any provision of this Memorandum of Understanding is declared by a court of competent jurisdiction to be illegal or unenforceable, that provision of the Memorandum of Understanding shall be null and void, but such nullification shall not affect any other provisions of this Memorandum of Understanding, all of which other provisions shall remain in full force and effect.

22 Duration

This Memorandum of Understanding shall be effective as of January 1, 2022, except for those provisions of the M.O.U. which have been assigned other effective dates as hereinabove set forth and shall remain in full force and effect to and including December 31, 2024, and shall continue thereafter from year to year unless at least sixty (60) days prior to January 1, 2025, or to the first day of January of any subsequent year either party shall file written notice with the other of its desire to amend, modify, or terminate this Memorandum of Understanding.

In witness whereof, the parties hereto have executed this Memorandum of Understanding this

_____ day of _____, 2022.

MMCEA
NEGOTIATION COMMITTEE

Mark Leach, Business Representative
Teamsters Local No. 856

Vilma Mixco, MMCEA President

Peter Lotti, MMCEA

Jennifer Rose, MMCEA

RATIFIED MMCEA:

By: Vilma Mixco, MMCEA President

CITY OF BELMONT
NEGOTIATION COMMITTEE

Jonathan V. Holtzman, Chief Negotiator

Cora Dino, HR Director

APPROVED:
CITY COUNCIL
CITY OF BELMONT

By: Afshin Oskoui, City Manager

ATTEST: Clerk of the City of Belmont

APPENDIX A –Salary Tables

Monthly Pay Schedule Effective January 1, 2022

3.0% Increase

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Accountant I	\$ 6,783.60	\$ 7,122.84	\$ 7,478.95	\$ 7,852.91	\$ 8,245.54	\$ 8,657.83
Accountant II	\$ 7,483.59	\$ 7,857.77	\$ 8,250.67	\$ 8,663.21	\$ 9,096.36	\$ 9,551.17
Accountant III	\$ 8,659.93	\$ 9,092.92	\$ 9,547.59	\$ 10,024.95	\$ 10,526.19	\$ 11,052.52
Accounting Manager (Controller)	\$ 10,180.48	\$ 10,689.50	\$ 11,223.97	\$ 11,785.18	\$ 12,374.44	\$ 12,993.16
Accounting Services Supervisor	\$ 7,992.06	\$ 8,391.68	\$ 8,811.26	\$ 9,251.79	\$ 9,714.38	\$ 10,200.15
Administrative Assistant	\$ 5,782.61	\$ 6,071.75	\$ 6,375.33	\$ 6,694.09	\$ 7,028.80	\$ 7,380.24
Assistant Civil Engineer	\$ 7,995.56	\$ 8,395.30	\$ 8,815.09	\$ 9,255.85	\$ 9,718.63	\$ 10,204.56
Assistant Planner	\$ 7,110.13	\$ 7,465.63	\$ 7,838.90	\$ 8,230.87	\$ 8,642.38	\$ 9,074.51
Assistant PW Director/City Engineer	\$ 13,580.84	\$ 14,259.88	\$ 14,972.86	\$ 15,721.51	\$ 16,507.58	\$ 17,332.96
Associate Civil Engineer	\$ 9,081.70	\$ 9,535.78	\$ 10,012.59	\$ 10,513.21	\$ 11,038.86	\$ 11,590.80
Associate Planner	\$ 8,010.78	\$ 8,411.35	\$ 8,831.90	\$ 9,273.48	\$ 9,737.17	\$ 10,224.05
Chief Building Official	\$ 11,102.80	\$ 11,657.95	\$ 12,240.85	\$ 12,852.90	\$ 13,495.53	\$ 14,170.31
Deputy City Clerk	\$ 6,109.09	\$ 6,414.53	\$ 6,735.25	\$ 7,072.04	\$ 7,425.64	\$ 7,796.94
Deputy Finance Director	\$ 11,985.16	\$ 12,584.40	\$ 13,213.62	\$ 13,874.33	\$ 14,568.03	\$ 15,296.43
Economic Development and Housing Manager	\$ 10,180.48	\$ 10,689.50	\$ 11,223.97	\$ 11,785.18	\$ 12,374.44	\$ 12,993.16
Executive Assistant To City Manager	\$ 6,728.99	\$ 7,065.47	\$ 7,418.74	\$ 7,789.68	\$ 8,179.15	\$ 8,588.12
GIS Coordinator I	\$ 7,329.89	\$ 7,696.39	\$ 8,081.24	\$ 8,485.24	\$ 8,909.52	\$ 9,355.02
GIS Coordinator II	\$ 8,414.77	\$ 8,835.50	\$ 9,277.27	\$ 9,741.14	\$ 10,228.21	\$ 10,739.58
GIS Coordinator III	\$ 9,874.94	\$ 10,368.68	\$ 10,887.12	\$ 11,431.50	\$ 12,003.06	\$ 12,603.24
Housing Specialist	\$ 8,010.78	\$ 8,411.35	\$ 8,831.90	\$ 9,273.48	\$ 9,737.17	\$ 10,224.03
Management Analyst I (y-rate)**	\$ 7,759.28	\$ 8,147.26	\$ 8,554.62	\$ 8,982.32	\$ 9,431.44	\$ 9,903.06
Management Analyst II	\$ 8,316.94	\$ 8,732.79	\$ 9,169.45	\$ 9,627.93	\$ 10,109.29	\$ 10,614.75
Management Analyst I	\$ 7,636.03	\$ 8,017.85	\$ 8,418.71	\$ 8,839.65	\$ 9,281.66	\$ 9,745.74
Parks Manager	\$ 9,968.38	\$ 10,466.82	\$ 10,990.18	\$ 11,539.67	\$ 12,116.65	\$ 12,722.50
Police Captain	\$ 13,855.66	\$ 14,548.44	\$ 15,275.83	\$ 16,039.61	\$ 16,841.63	\$ 17,683.72
Police Lieutenant	\$ 12,496.37	\$ 13,121.21	\$ 13,777.28	\$ 14,466.12	\$ 15,189.41	\$ 15,948.89
Principal Planner	\$ 11,320.03	\$ 11,886.06	\$ 12,480.37	\$ 13,104.34	\$ 13,759.58	\$ 14,447.54
Public Works Field Supervisor	\$ 8,020.94	\$ 8,422.02	\$ 8,843.09	\$ 9,285.29	\$ 9,749.53	\$ 10,236.98
Public Works Services Manager	\$ 11,072.34	\$ 11,625.94	\$ 12,207.25	\$ 12,817.59	\$ 13,458.50	\$ 14,131.39
Recreation Manager	\$ 9,155.36	\$ 9,613.11	\$ 10,093.79	\$ 10,598.47	\$ 11,128.41	\$ 11,684.84
Recreation Program Coordinator	\$ 5,782.63	\$ 6,071.75	\$ 6,375.33	\$ 6,694.09	\$ 7,028.78	\$ 7,380.24
Recreation Supervisor	\$ 7,648.72	\$ 8,031.18	\$ 8,432.75	\$ 8,854.37	\$ 9,297.07	\$ 9,761.93
Senior Civil Engineer	\$ 11,168.91	\$ 11,727.33	\$ 12,313.67	\$ 12,929.36	\$ 13,575.81	\$ 14,254.62
Senior Planner	\$ 9,124.87	\$ 9,581.14	\$ 10,060.22	\$ 10,563.17	\$ 11,091.37	\$ 11,645.92
Technology Specialist I	\$ 7,220.65	\$ 7,581.67	\$ 7,960.79	\$ 8,358.76	\$ 8,776.71	\$ 9,215.55
Technology Specialist II	\$ 8,953.83	\$ 9,401.55	\$ 9,871.58	\$ 10,365.18	\$ 10,883.45	\$ 11,427.60
Technology Specialist III	\$ 9,875.76	\$ 10,369.57	\$ 10,888.05	\$ 11,432.44	\$ 12,004.05	\$ 12,604.25

Monthly Pay Schedule Effective January 8, 2023

2.0% Increase

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Accountant I	\$ 6,919.27	\$ 7,265.30	\$ 7,628.53	\$ 8,009.96	\$ 8,410.45	\$ 8,830.99
Accountant II	\$ 7,633.26	\$ 8,014.92	\$ 8,415.68	\$ 8,836.47	\$ 9,278.29	\$ 9,742.19
Accountant III	\$ 8,833.13	\$ 9,274.78	\$ 9,738.54	\$ 10,225.45	\$ 10,736.71	\$ 11,273.57
Accounting Manager (Controller)	\$ 10,384.09	\$ 10,903.29	\$ 11,448.45	\$ 12,020.88	\$ 12,621.93	\$ 13,253.02
Accounting Services Supervisor	\$ 8,151.90	\$ 8,559.51	\$ 8,987.48	\$ 9,436.83	\$ 9,908.67	\$ 10,404.15
Administrative Assistant	\$ 5,898.26	\$ 6,193.18	\$ 6,502.84	\$ 6,827.98	\$ 7,169.38	\$ 7,527.84
Assistant Civil Engineer	\$ 8,155.47	\$ 8,563.21	\$ 8,991.39	\$ 9,440.96	\$ 9,913.00	\$ 10,408.65
Assistant Planner	\$ 7,252.33	\$ 7,614.94	\$ 7,995.68	\$ 8,395.49	\$ 8,815.23	\$ 9,256.00
Assistant PW Director/City Engineer	\$ 13,852.46	\$ 14,545.07	\$ 15,272.32	\$ 16,035.94	\$ 16,837.74	\$ 17,679.62
Associate Civil Engineer	\$ 9,263.33	\$ 9,726.50	\$ 10,212.84	\$ 10,723.47	\$ 11,259.64	\$ 11,822.61
Associate Planner	\$ 8,171.00	\$ 8,579.58	\$ 9,008.54	\$ 9,458.95	\$ 9,931.91	\$ 10,428.53
Chief Building Official	\$ 11,324.86	\$ 11,891.11	\$ 12,485.67	\$ 13,109.95	\$ 13,765.44	\$ 14,453.71
Deputy City Clerk	\$ 6,231.28	\$ 6,542.82	\$ 6,869.96	\$ 7,213.48	\$ 7,574.15	\$ 7,952.87
Deputy Finance Director	\$ 12,224.87	\$ 12,836.08	\$ 13,477.90	\$ 14,151.81	\$ 14,859.39	\$ 15,602.36
Economic Development and Housing Manager	\$ 10,384.09	\$ 10,903.29	\$ 11,448.45	\$ 12,020.88	\$ 12,621.93	\$ 13,253.02
Executive Assistant To City Manager	\$ 6,863.57	\$ 7,206.78	\$ 7,567.11	\$ 7,945.48	\$ 8,342.73	\$ 8,759.88
GIS Coordinator I	\$ 7,476.49	\$ 7,850.31	\$ 8,242.86	\$ 8,654.95	\$ 9,087.71	\$ 9,542.12
GIS Coordinator II	\$ 8,583.07	\$ 9,012.21	\$ 9,462.82	\$ 9,935.97	\$ 10,432.77	\$ 10,954.38
GIS Coordinator III	\$ 10,072.44	\$ 10,576.05	\$ 11,104.86	\$ 11,660.13	\$ 12,243.13	\$ 12,855.31
Housing Specialist	\$ 8,171.00	\$ 8,579.58	\$ 9,008.54	\$ 9,458.95	\$ 9,931.91	\$ 10,428.51
Management Analyst I (y-rate)**	\$ 7,914.46	\$ 8,310.20	\$ 8,725.72	\$ 9,161.97	\$ 9,620.07	\$ 10,101.12
Management Analyst II	\$ 8,483.28	\$ 8,907.45	\$ 9,352.84	\$ 9,820.48	\$ 10,311.47	\$ 10,827.04
Management Analyst I	\$ 7,788.75	\$ 8,178.21	\$ 8,587.08	\$ 9,016.44	\$ 9,467.29	\$ 9,940.65
Parks Manager	\$ 10,167.75	\$ 10,676.16	\$ 11,209.99	\$ 11,770.46	\$ 12,358.99	\$ 12,976.95
Police Captain	\$ 14,132.78	\$ 14,839.41	\$ 15,581.34	\$ 16,360.41	\$ 17,178.47	\$ 18,037.39
Police Lieutenant	\$ 12,746.30	\$ 13,383.64	\$ 14,052.83	\$ 14,755.45	\$ 15,493.20	\$ 16,267.87
Principal Planner	\$ 11,546.43	\$ 12,123.78	\$ 12,729.97	\$ 13,366.43	\$ 14,034.78	\$ 14,736.49
Public Works Field Supervisor	\$ 8,181.36	\$ 8,590.46	\$ 9,019.95	\$ 9,470.99	\$ 9,944.52	\$ 10,441.72
Public Works Services Manager	\$ 11,293.78	\$ 11,858.46	\$ 12,451.40	\$ 13,073.94	\$ 13,727.66	\$ 14,414.02
Recreation Manager	\$ 9,338.47	\$ 9,805.38	\$ 10,295.67	\$ 10,810.44	\$ 11,350.98	\$ 11,918.53
Recreation Program Coordinator	\$ 5,898.28	\$ 6,193.18	\$ 6,502.84	\$ 6,827.98	\$ 7,169.36	\$ 7,527.84
Recreation Supervisor	\$ 7,801.69	\$ 8,191.80	\$ 8,601.41	\$ 9,031.46	\$ 9,483.01	\$ 9,957.17
Senior Civil Engineer	\$ 11,392.29	\$ 11,961.88	\$ 12,559.94	\$ 13,187.95	\$ 13,847.33	\$ 14,539.72
Senior Planner	\$ 9,307.37	\$ 9,772.77	\$ 10,261.42	\$ 10,774.43	\$ 11,313.20	\$ 11,878.84
Technology Specialist I	\$ 7,365.06	\$ 7,733.30	\$ 8,120.00	\$ 8,525.93	\$ 8,952.25	\$ 9,399.87
Technology Specialist II	\$ 9,132.91	\$ 9,589.58	\$ 10,069.01	\$ 10,572.48	\$ 11,101.12	\$ 11,656.15
Technology Specialist III	\$ 10,073.28	\$ 10,576.96	\$ 11,105.81	\$ 11,661.09	\$ 12,244.13	\$ 12,856.34

Monthly Pay Schedule Effective January 7, 2024

3.0% Increase

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Accountant I	7,126.85	7,483.26	7,857.39	8,250.26	8,662.77	9,095.92
Accountant II	7,862.26	8,255.37	8,668.15	9,101.56	9,556.64	10,034.46
Accountant III	9,098.12	9,553.02	10,030.69	10,532.21	11,058.81	11,611.78
Accounting Manager (Controller)	10,695.61	11,230.39	11,791.90	12,381.51	13,000.59	13,650.62
Accounting Services Supervisor	8,396.46	8,816.30	9,257.11	9,719.93	10,205.93	10,716.28
Administrative Assistant	6,075.21	6,378.98	6,697.92	7,032.81	7,384.46	7,753.68
Assistant Civil Engineer	8,400.14	8,820.11	9,261.13	9,724.19	10,210.39	10,720.91
Assistant Planner	7,469.90	7,843.39	8,235.55	8,647.36	9,079.68	9,533.68
Assistant PW Director/City Engineer	14,268.03	14,981.43	15,730.49	16,517.02	17,342.87	18,210.01
Associate Civil Engineer	9,541.23	10,018.29	10,519.23	11,045.18	11,597.43	12,177.29
Associate Planner	8,416.13	8,836.97	9,278.79	9,742.72	10,229.87	10,741.38
Chief Building Official	11,664.60	12,247.84	12,860.24	13,503.25	14,178.41	14,887.32
Deputy City Clerk	6,418.21	6,739.11	7,076.06	7,429.89	7,801.38	8,191.46
Deputy Finance Director	12,591.61	13,221.17	13,882.23	14,576.37	15,305.17	16,070.43
Economic Development and Housing Manager	10,695.61	11,230.39	11,791.90	12,381.51	13,000.59	13,650.62
Executive Assistant To City Manager	7,069.48	7,422.98	7,794.13	8,183.84	8,593.01	9,022.68
GIS Coordinator I	7,700.78	8,085.82	8,490.15	8,914.60	9,360.34	9,828.38
GIS Coordinator II	8,840.56	9,282.58	9,746.70	10,234.04	10,745.76	11,283.01
GIS Coordinator III	10,374.61	10,893.34	11,438.01	12,009.93	12,610.42	13,240.97
Housing Specialist	8,416.13	8,836.97	9,278.79	9,742.72	10,229.87	10,741.36
Management Analyst I (y-rate)**	8,151.90	8,559.51	8,987.49	9,436.83	9,908.67	10,404.15
Management Analyst II	8,737.78	9,174.67	9,633.43	10,115.10	10,620.82	11,151.85
Management Analyst I	8,022.41	8,423.55	8,844.69	9,286.93	9,751.31	10,238.87
Parks Manager	10,472.78	10,996.44	11,546.29	12,123.57	12,729.75	13,366.26
Police Captain	14,556.76	15,284.59	16,048.78	16,851.22	17,693.82	18,578.52
Police Lieutenant	13,128.69	13,785.14	14,474.41	15,198.11	15,957.99	16,755.90
Principal Planner	11,892.82	12,487.49	13,111.87	13,767.42	14,455.82	15,178.59
Public Works Field Supervisor	8,426.80	8,848.18	9,290.55	9,755.12	10,242.85	10,754.98
Public Works Services Manager	11,632.60	12,214.21	12,824.94	13,466.16	14,139.49	14,846.44
Recreation Manager	9,618.62	10,099.54	10,604.54	11,134.76	11,691.51	12,276.09
Recreation Program Coordinator	6,075.23	6,378.98	6,697.92	7,032.81	7,384.44	7,753.68
Recreation Supervisor	8,035.74	8,437.56	8,859.45	9,302.41	9,767.50	10,255.88
Senior Civil Engineer	11,734.05	12,320.74	12,936.74	13,583.59	14,262.75	14,975.91
Senior Planner	9,586.59	10,065.95	10,569.26	11,097.66	11,652.59	12,235.21
Technology Specialist I	7,586.02	7,965.30	8,363.60	8,781.71	9,220.81	9,681.86
Technology Specialist II	9,406.90	9,877.27	10,371.08	10,889.66	11,434.16	12,005.84
Technology Specialist III	10,375.48	10,894.27	11,438.98	12,010.93	12,611.46	13,242.03

APPENDIX B – Deferred Compensation Plan

The City will continue to contribute to the Deferred Compensation Plan on behalf of the classifications listed below in the monthly amount specified.

CLASS TITLE	DEFERRED COMPENSATION CONTRIBUTION
Accountant I/II/III	\$335.00
Accounting Manager (Controller)	\$335.00
Accounting Services Supervisor	\$335.00
Administrative Assistant	\$335.00
Deputy City Clerk	\$335.00
Deputy Finance Director/Controller	\$335.00
Assistant Civil Engineer	\$335.00
Associate Civil Engineer	\$335.00
Assistant Planner	\$335.00
Associate Planner	\$335.00
Chief Building Official	\$335.00
Assistant Public Works Director/City Engineer	\$335.00
Executive Assistant to the City Manager	\$335.00
GIS Coordinator I/II/III	\$335.00
Housing Specialist	\$335.00
Human Resources Technician	\$335.00
Management Analyst I/II	\$335.00
Parks Manager	\$335.00
Police Captain	\$335.00
Police Lieutenant	\$335.00
Principal Planner	\$335.00
Public Works Field Supervisor	\$335.00
Public Works Services Manager	\$335.00
Recreation Program Coordinator	\$335.00
Recreation Manager	\$335.00
Recreation Supervisor	\$335.00
Senior Civil Engineer	\$335.00
Senior Planner	\$335.00
Technology Specialist I	\$335.00
Technology Specialist II	\$335.00
Technology Specialist III	\$335.00

**CITY OF BELMONT
and
Mid-Management/Confidential Employees' Association**

**SIDE LETTER OF AGREEMENT
REGARDING
ADMINISTRATION OF
RETIREE HEALTH
BENEFITS**

In addition to the agreement set forth in this MOU, the City agrees to provide within 90 days of ratification of this MOU an information sheet explaining the administration of retirement health benefits. This sheet shall be made available at the time of hire or promotion into the unit to ensure that employees have a full and accurate understanding of the retirement health benefit.

For MMCEA

For City

Date: _____

Date: _____



STAFF REPORT

Meeting Date: June 28, 2022
Agency: City of Belmont
Staff Contact: John Jones, Information Services Department, 637-2970, jjones@belmont.gov
Agenda Title: Information Technology Strategic Plan Update
Agenda Action: For Information Only

Recommendation

Receive the Information Technology (IT) Strategic Plan and recommendations for the plan implementation.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

IT Strategic Plan (Plan) is a comprehensive planning and strategy formulation process supporting the business objectives and operations with optimal technology solutions building on a vision and strategy for the future with input from City stakeholders and constituents and resulting in the creating of a target plan with investment commitments. The latest strategic plan for information technology in Belmont was completed in approximately 2010. Given the rate at which technology advances, staff found it imperative to secure industry-leading subject matter experts, Berry Dunn, to collaborate in the development of such a plan to ensure the best possible solutions are employed in the execution of technology to support Belmont's constituency.

Analysis

The City's technology goal is to support the City Council's goals of a thriving community. The Plan serves as a foundation for the City's information and communications technology investments and services. The effort undertaken supports the City's needs with structured technology planning, provide direction for the improved effectiveness of business processes performed across City departments, utilize a collaborative process to help ensure a variety of stakeholders are involved and a structured approach to manage resource availability, and measure project success.

In collaboration with the City's consultant, Berry Dunn, City stakeholders at all levels were engaged with a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), Fact-Finding interviews, Strategic Issues and Opportunities Work Sessions and Prioritization which led to drafting the Plan.

On March 8, 2022, IT staff presented an overview of this initiative to Council who provided feedback in anticipation of the final 5-year plan. This resulting Plan presents several key projects, outlined in Exhibit A, which informs all stakeholders of a variety of initiatives that could be undertaken to improve, enhance or replace current business processes and/or solutions for more industry-standard/acceptable and updated technology solutions.



It should be noted that future success of the plan will require a commitment to ongoing governance, executive support, and appropriate allocation of resources for successful implementation. See Exhibit B for the overview presentation.

Alternatives

1. Deny recommended action.
2. Refer matter back to staff for more information, or additional options.

Attachments

- A. Exhibit A – IT Strategic Plan
- B. Exhibit B – Overview Presentation

Fiscal Impact

- No Fiscal Impact
- Funding Source Confirmed:

Source:

Staff

Purpose:

Council Vision/Priority

Public Outreach:

Posting of Agenda



City of Belmont

Information Technology (IT) Strategic Plan

Draft v2

Submitted by:

BerryDunn
2211 Congress Street
Portland, ME 04102-1955
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Submitted on:

15 April 2022

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Acknowledgments

Berry Dunn McNeil & Parker, LLC (BerryDunn) would like to thank the employees of the City of Belmont (City) for collaboratively working with the firm to develop this IT Strategic Plan (Plan). Special thanks to the members listed below, whose time and commitment were essential to the development of the Plan as they served on the project team.

Afshin Oskoui
Bridget Schearer
Carlos De Melo
Cora Dino
Grace Castaneda
Jared Barrilleaux
John Jones
Ken Stenquist
Peter Brown
Scott Rennie

BerryDunn would also like to thank the City staff who participated in the development of this Plan. BerryDunn truly appreciates the level of cooperation, support, and feedback received from all City employees.

Executive Summary

This section of the Plan contains an executive-level summary of the Plan.

In August 2021, the City retained BerryDunn to assist in the creation of a comprehensive plan that guides how to most effectively allocate the City's IT resources to a prioritized set of technology initiatives over the next five years. This project consisted of four phases.



The first phase focused on initial project planning activities, including development of the Project Work Plan and Schedule.

The second phase consisted of reviewing and understanding the current technology environment at the City. BerryDunn began by requesting background documentation in order to gain a better understanding of the

current technology environment. In addition, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) web survey was administered to City employees to receive their feedback on the effectiveness of current technology systems and support.

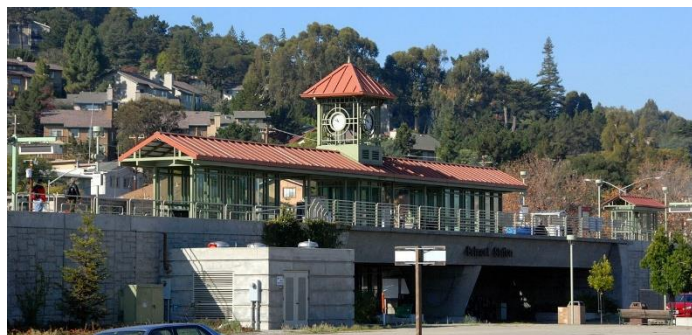
In November 2020, BerryDunn facilitated a project kickoff meeting for City participants, then conducted interviews with representatives from all City departments and with each IT staff member. The focus of stakeholder interviews was to understand the technology tools, resources, and support structure currently in place and related strengths, weaknesses, and opportunities to leverage existing technology to invest in new technology. The discussions also included potential technologies City staff were interested in to improve business processes. Technology staff interviews focused on identifying day-to-day responsibilities, resources, and constraints.

BerryDunn analyzed the information collected through the fact-finding efforts and developed the Preliminary List of IT Issues and Opportunities. Each IT issue and opportunity identified was categorized in one of three areas: management and operations, applications, and technical, further defined below:

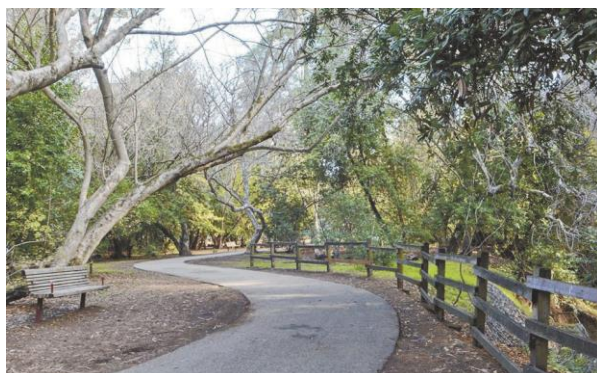
- **Management and Operations (M):** Management and operations issues and opportunities are related to how the City manages and supports the technology tools and infrastructure in place, how technology is planned and acquired, and how resources are positioned to support technology at the City.

- Applications Issues (A): Applications issues and opportunities are related to the applications that are used to support City users in core business processes, including providing services to citizens.
- Technical Issues (T): Technical issues and opportunities are related to the City's core technologies and how they are developed and maintained.

The Preliminary List of IT Issues and Opportunities was discussed, confirmed, and prioritized by the City during a work session facilitated by BerryDunn in December 2021. This work session included a large group of stakeholders representing City departments and business units in a collaborative discussion designed to build consensus



in the resulting priorities assigned to each IT issue and opportunity that had been identified as part of fact-finding. The Prioritized List of IT Issues and Opportunities is contained in Section 4.1, with additional details on each issue and opportunity listed in Appendix A of this Plan.



In Phase 3, City stakeholders were asked to review the Prioritized List of IT Issues and Opportunities and complete initiative planning worksheets to document technology projects that would address the IT issues and opportunities. City stakeholders submitted projects and initiatives to contribute to the list that would eventually form this Plan. BerryDunn also completed initiative planning worksheets to document technology projects that would

address the IT issues and opportunities, then submitted the combined list in the form of the Preliminary List of IT Projects and Initiatives.

BerryDunn facilitated a projects and initiatives work session in February 2022 and allowed City stakeholders to discuss, confirm, and prioritize each initiative. The Prioritized List of IT Projects and Initiatives is contained in Section 4.2, with additional details on each issue and opportunity listed in Appendix B of this Plan.

In Phase 4, BerryDunn used five weighted prioritization categories to develop the budget and timeline matrix for inclusion in this IT Strategic Plan. BerryDunn facilitated a work session with the City's senior management team in March 2022 to discuss, confirm, and make any appropriate changes to the prioritization of initiatives. Changes were made during the course of this work session based primarily on potential efficiencies that could be derived from the sequence of initiatives, projected funding impacts, and an understanding of City resource capacity.

The table below summarizes the prioritized projects and initiatives developed collaboratively by City stakeholders and BerryDunn; a detailed description of each initiative is provided in Section 5.0.

Project and Initiative Budget and Timeline Matrix							
ID	Strategic Initiative	2023	2024	2025	2026	2027	5-Year Total
Initiatives Starting in Year One							
F	IT project management	\$23,000	\$0	\$0	\$0	\$0	\$23,000
A	OCM practices	\$63,000	\$0	\$0	\$0	\$0	\$63,000
O	Essential software requested by City departments	\$165,000	\$25,000	\$25,000	\$25,000	\$25,000	\$265,000
V	Needs assessment for enterprise application functionality	\$0	\$0	\$0	\$0	\$0	\$0
N	Assessment and reconfiguration of the payroll	\$180,000	\$20,000	\$20,000	\$20,000	\$20,000	\$260,000
H	Assessment of the City's Wi-Fi capability	\$144,000	\$0	\$0	\$0	\$0	\$144,000
K	Voiceprint software in PD	\$60,000	\$20,000	\$20,000	\$20,000	\$20,000	\$140,000
Initiatives Starting in Year Two							
C	DMS implementation	-	\$244,000	\$45,000	\$45,000	\$45,000	\$379,000
J	Project timekeeping	-	\$130,000	\$0	\$0	\$0	\$130,000
M	New ERP system	-	\$100,000	\$1,635,000	\$1,635,000	\$500,000	\$3,870,000
D	ITSM practices	-	\$0	\$0	\$0	\$0	\$0
U	PD communications encryption technology	-	\$400,000	\$150,000	\$150,000	\$150,000	\$850,000

Project and Initiative Budget and Timeline Matrix							
ID	Strategic Initiative	2023	2024	2025	2026	2027	5-Year Total
Initiatives Starting in Year Three							
G	MDM solution	-	-	\$25,300	\$7,500	\$7,500	\$40,300
R	CD software functionality	-	-	\$125,000	\$0	\$0	\$125,000
I	Acquire laptops and tablets for PD	-	-	\$56,000	\$0	\$0	\$56,000
B	Technology-training program	-	-	\$115,000	\$80,000	\$80,000	\$275,000
Initiatives Starting in Year Four							
Q	Redundant internet connection	-	-	-	\$250,000	\$100,000	\$350,000
L	IT DR and IT BC plans	-	-	-	\$0	\$0	\$0
E	AV support strategy	-	-	-	\$0	\$0	\$0
S	Assess 311-system software functionality	-	-	-	\$20,000	\$0	\$20,000
Initiatives Starting in Year Five							
P	Needs assessment of datacenter and IDF closets	-	-	-	-	\$88,000	\$88,000
T	Assess current GIS resources	-	-	-	-	\$232,600	\$232,600
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Plan Initiatives Budget		\$635,000	\$939,000	\$2,216,300	\$2,252,500	\$1,268,100	\$7,460,900

1.0 Introduction

This section of the Plan describes the background of the project leading up to the Plan, the format of the Plan, and work performed in its development.

1.1 Project Background

The City retained BerryDunn to assist in the development of the Plan. The Plan will provide a coordinated approach to identifying and implementing strategic technology initiatives. The project has four phases:

- **Phase 1:** Project Planning
- **Phase 2:** Fact-Finding
- **Phase 3:** Data Analysis
- **Phase 4:** Strategy Formation

During Phase 1, BerryDunn conducted initial project planning activities, including development of the Project Work Plan and Schedule.

During Phase 2, BerryDunn conducted fact-finding activities, including reviewing documentation, issuing a strengths, weaknesses, opportunities, and threats (SWOT) survey, and conducting stakeholder interviews. BerryDunn then identified a Preliminary List of IT Issues and Opportunities.

During Phase 3, BerryDunn facilitated a prioritization workshop to prioritize the IT issues and opportunities. After identifying current and planned IT projects, BerryDunn and City staff identified projects and initiatives to address the prioritized IT issues and opportunities.

In Phase 4, BerryDunn met with the City to discuss both the short- and long-term technology initiatives and citywide strategies to include in the Plan, and prioritize the Preliminary List of Projects and Initiatives based on voting from City project team members and BerryDunn's recommendations. After prioritizing the identified technology projects and initiatives, BerryDunn developed a budget and timeline matrix. This document served to outline a framework for budgeting project costs and planning implementation time frames. This document was expanded to create the final Plan, which will serve as a roadmap toward achieving the City's overall technology goals.

1.2 Report Format

This report consists of an executive summary, six sections, and two appendices, as described below:

Executive Summary. This section of the Plan contains an executive-level summary of the Plan.

- 1. Introduction.** This section of the Plan describes the background of the project leading up to the Plan, the format of the Plan, and work performed in its development.
- 2. Current Technology Environment.** This section of the Plan references the City's current technology environment presented in a prior document.
- 3. Project Goals.** This section of the Plan describes the City's technology planning goals.
- 4. Planning Framework.** This section of the Plan includes the City's Prioritized List of IT Issues and Opportunities, the prioritized strategic IT projects and initiatives, the weighting of each prioritized project and initiative, and the format of the project and initiative summaries used in Section 5.0.
- 5. IT Projects and Initiatives.** This section of the Plan includes the detailed descriptions of each IT project and initiative. Key details include the budget and hours, action items, and anticipated benefits of each project and initiative.
- 6. Implementing the Plan.** This section of the Plan contains the budget and timeline for the Weighted Prioritization Plan initiatives, identifies funding considerations for the Plan, and describes the approach to ongoing governance of the Plan.

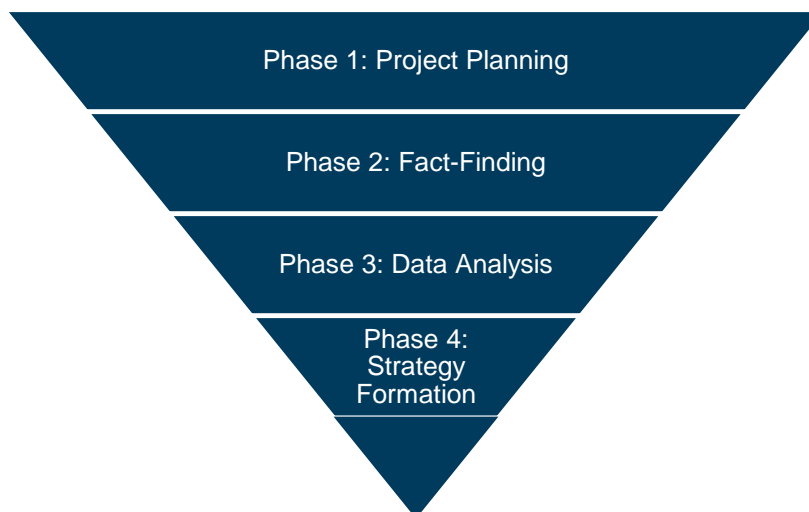
Appendix A: Prioritized List of IT Issues and Opportunities. This appendix contains the List of IT Issues and Opportunities confirmed as a result of the IT Issues and Opportunities Prioritization Work Session.

Appendix B: Prioritized List of IT Projects and Initiatives. This appendix contains the List of IT Projects and Initiatives confirmed as a result of the IT Projects and Initiatives Prioritization Work Session.

1.3 Work Performed

BerryDunn, in collaboration with City stakeholders, conducted an iterative process to develop the Plan, starting with initial project planning. Figure 1.1 provides a visual representation of the Plan framework.

Figure 1.1: Planning Framework



During Phase 1, BerryDunn conducted an initial project planning meeting with the City project sponsor and project manager to review and clarify project goals, objectives, and schedule; identify known project constraints and stakeholders; refine dates and/or tasks as appropriate; discuss planning documents; and confirm next steps.

During Phase 2, BerryDunn requested information from the City to become familiar with the current environment. BerryDunn also administered a SWOT survey to collect feedback from City staff on the issues and challenges with the current technology environment. The firm then facilitated a project kickoff meeting in December 2021 to introduce its project team and City project stakeholders and review the approach and timeline for the project. City staff had the opportunity to ask questions and discuss the project’s goals and objectives at the conclusion of the kickoff meeting. BerryDunn facilitated fact-finding meetings over a period of the next two days with department stakeholders to discuss their current use of technology and future technology needs. Based on information gathered through the information request, SWOT survey, and fact-finding meetings, BerryDunn developed the Preliminary List of IT Issues and Opportunities Report. BerryDunn delivered this report in December 2021.

During Phase 3, BerryDunn met with the City to review, confirm, and prioritize the results of the identified technology issues and opportunities. BerryDunn facilitated a workshop to determine the issues most critical for the City to address, then developed the Prioritized List of IT Issues and Opportunities. This report was delivered to the City in January 2022, along with a project planning template for City stakeholders to identify projects or initiatives for inclusion in the Plan. BerryDunn developed the Preliminary List of Strategic IT Projects and Initiatives based on projects and initiatives identified by BerryDunn and City stakeholders. BerryDunn delivered the Preliminary List of Strategic IT Projects and Initiatives to the City in January 2022.

In Phase 4, BerryDunn facilitated a workshop to prioritize the projects and initiatives and developed the Prioritized List of IT Projects and Initiatives. This report was delivered to the City in February 2022. BerryDunn developed a budget and timeline matrix based on the Prioritized List of Strategic IT Projects and Initiatives. The matrix estimated costs and timelines for each

project over a five-year planning horizon. BerryDunn facilitated a work session with the City in March 2022 to incorporate feedback and assess the weighted prioritization of the matrix.

1.4 Common Terms and Abbreviations

The following table contains the common terms and abbreviations used throughout this Plan, along with their definitions and explanations.

Table 1.1: Common Terms and Abbreviations

Term	Definition
AV	Audio Visual
BC	Business Continuity
BerryDunn	Berry Dunn McNeil & Parker, LLC
BIA	Business Impact Assessment
CD	Community Development
City	City of Belmont
COBIT	Control Objective for Information and Related Technologies
DMS	Document Management System
DR	Disaster Recovery
ERP	Enterprise Resource Planning
FOIA	Freedom of Information Act
GIS	Geographic Information System
HR	Human Resources
HRM	Human Resources Management
HVAC	Heating, Ventilation, and Air Conditioning
IDF	Intermediate Distribution Frame
ISACA	Information Systems Audit and Control Association
ISO	International Organization for Standardization
ISP	Internet Service Provider
IT	Information Technology, technology to store, retrieve, transmit, and manipulate data or information. IT also refers to the division under the direction of the City Manager.
ITIL	IT Infrastructure Library
ITSM	IT Service Management
Mbps	Megabits per second
MDM	Mobile Device Management

Term	Definition
MS	Microsoft
NASCIO	National Association of State Chief Information Officers
NIST	National Institute of Standards and Technology
OCM	Organizational Change Management
PERT	Program Evaluation and Review Technique
PD	Police Department
PDF	Portable Document Format file type
Plan	IT Strategic Plan
PMT	Project Management Team
PMI®	Project Management Institute®
PMP®	Project Management Professional®
POE	Power Over Ethernet
PTI	Public Technology Institute
RFP	Request for Proposal
ROI	Return on Investment
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SaaS	Software-as-a-Service
SLA	Service-Level Agreement
SSID	Service Set Identifier
SWOT	Strengths, Weaknesses, Opportunities, and Threats
VPN	Virtual Private Network

2.0 Current Technology Environment

This section of the Plan references the City's current technology environment presented in a prior document.

Staff representatives from all City departments participated in BerryDunn's fact-finding interviews to report on their experiences with City technology. IT staff also participated in fact-finding meetings to report on the current management and operations of the IT Department, technology infrastructure, and City application management. BerryDunn identified the City's current technology environment and delivered the final version of the Preliminary List of IT Issues and Opportunities Memo to the City on November 30, 2021.

The content of that memo established the baseline for the strategic planning framework described in Section 4.0 of this Plan.

2.1 Management and Operations

The IT Director reports to the City Manager for the overall strategic planning, fiscal management, and ongoing operations of the IT Department. The IT Department consists of four full-time employees, including the IT Director, Applications Specialist, Geographic Information System (GIS) Manager, and Network Engineer. One part-time employee manages SharePoint and the City website. While each employee generally supports a different facet of the City's technology environment, increasing demands have caused each staff member to become more responsible for supporting all City technology.

The help desk software system in use is Spiceworks. Support prioritization for tickets is determined by IT staff at the time of request intake. Reported issues are triaged by the IT Department staff and resolved, if possible. Otherwise, issues are escalated to vendors for system support. The City does not currently have any formal Service-Level Agreements (SLAs) in place.

Across the numerous work sessions with individual City departments, staff were highly appreciative of IT staff and commended their work efforts and deep understanding of the City's technology environment. Staff reported that the IT Department makes efforts to provide high-quality support, particularly in scenarios where the IT Department is requested to provide service on short notice or in exigent circumstances. Staff also acknowledged that while the IT Department operates under certain constraints that might impact flexibility and service delivery, IT staff still consistently provide high-quality support and are responsive to department needs. Some departmental staff criticism was expressed regarding a perceived pattern by the IT Department to assign support tickets to vendors without first attempting to analyze issues in-house more closely.

Staff reported the City lacks a formal IT governance process. There was no evidence of formal metrics in place to objectively measure performance. However, policies are in place that govern

IT usage. No formal Information Security Framework is used by the IT Department; however, users receive monthly cybersecurity training and videos.

Both IT Department staff and departmental staff throughout the City reported an absence of either a formal staff training plan or regular, vendor-led instruction. Training on individual software applications is left to the departments that use them to construct and execute, which most often does not occur. IT staff reported that technical conference attendance and formal technical training opportunities have not been available in recent years due to the COVID-19 outbreak and other factors.

Staff reported that no formal Disaster Recovery (DR) or Business Continuity (BC) plans exist within the City. These plans might prove crucial in the event of a crisis-event, as they provide the framework for incident management, resource assignments, and prioritization of service recovery in advance of an event. These plans also simplify the response effort by having established in advance potential solutions to many different scenarios, ranging from a simple system shutdown to a full-scale community DR incident. Formal DR/BC plans, appropriate selection of physical assets, and regular testing of systems are gaps the City should address as resources become available.

2.2 Applications

Many applications support processes in the current environment. Table 2.1, below, summarizes these applications and notes any upcoming changes to the applications or functions they support by one or more asterisks in the use/summary column.

Table 2.1: Current Software Applications

Refer to this list of applications when the analysis mentions them.

Application	Use/Summary
ACTIVE Net	Parks and recreation reservation and registration system
Acuity	Appointment scheduling
ADP	Payroll system
Adobe Creative Cloud	Digital art and creativity suite
Adobe Pro	Portable document format (PDF) editor/creator
APBNet	Critical reach communications
ArcGIS	Geospatial information system
Artic Wolf	Event and system management contractor
Avigilon	Access control and monitoring
Axom	Evidence management
Calendy	Calendars and scheduling
CalOpps	Job application portal

Application	Use/Summary
CardKnox	Secure credit card processing
Constant Contact	Message distribution tool
DocuSign	Digital signature
GasBoy	Fuel management
GovAccess	Web platform (Granicus)
GovDelivery	Message distribution tool
GovService	Digital forms (Granicus)
Great Plains	Enterprise Resource Planning (ERP) software
IT Pipes	Gas pipe inspections
KATS	Canine tracking
Lucity	Asset management
MS 365	Office productivity (Word, Excel, PowerPoint, Outlook, Teams, etc.)
OnX Hunt	GIS tool
Peak	Agenda management
PublicStuff	Mobile service requests (Accela)
Questys	ERP integration tool
SharePoint	Content management system
Solver BI 360	Business intelligence tool
Spiceworks	IT Help Desk
Square	Secure credit card processing
Sun Ridge RIMS	Computer-aided dispatch
SurveyMonkey	Online survey tool
TrackIt, iTrack, eTrakiT	Community development (CD) tools (CentralSquare)
Unitrends	Backup solution
Vigilon	Camera and key card control system
Vision	Agenda management (Granicus)
VMWare	Platform for virtual servers
WhenToWork	Employee scheduling
311	Community reporting tool

2.3 Technical

A fiber-optic circuit provided by Comcast connects the City to external internet resources, with 300 megabits per second (Mbps) upload and download speeds. Currently, only one internet connection is in place for City services. City facilities are connected to seven locations via fiber-optic cable, also operated by Comcast. Internet connectivity is provided from City Hall via these fiber-optic links.

Network switch management is accomplished manually, installing Enterasys configuration files and device firmware to each switch independently. Custom configuration required to meet operational needs and individual site function(s) are accomplished manually by IT staff, as appropriate. Periodic operating system and firmware updates are also performed manually.

Wi-Fi services are provided in most City facilities utilizing commercial-grade Wi-Fi access points with both internal and guest access network available. City users connect to the Wi-Fi network using a pre-shared key, while guest access is available via a captive browser portal. Users can range across the network without interruption within individual sites, with limited Wi-Fi services also available in public areas such as City parks and school care centers.

Internal event management is accomplished using components of the SolarWinds and Sophos suites, while global security event and incident management is accomplished using external resources. Artic Wolf is used for 24x7 monitoring, detection, and response for system and event management. This is a contracted cybersecurity service engaged to detect and respond to cyber threats, which effectively extends the capacity of the City IT Department in this critical area.

Artic Wolf also provides network perimeter management for external access control, intrusion detection, and security. IT staff reported there are two devices (one primary, one backup) at all times for redundancy in the event of catastrophic perimeter system failure.

An independent virtual private network (VPN) software package is utilized to provide secure, multi-factor authentication for specific City end users when not working on-site. External vendors are provided access credentials when needed and are often monitored by IT staff as their work is performed. IT staff may revoke vendor credentials when their work is complete, closing the network entry point from the third party, if work performed is one-time in nature. IT staff change default passwords to electronic devices prior to deployment.

A single datacenter facility is located within City Hall that employs a hybrid server environment. Server resources consist of both physical and virtual resources. IT staff reported that approximately 40% of servers were physical appliances, with the remaining 60% consisting of virtual server instances. The server environment has been built using a Dell VxRail Hyperconverged Infrastructure.

Automated backups are achieved using Unitrends, with backups performed on a routine basis and stored in multiple locations, including off-site and in the cloud. This strategy is intended to enhance security and DR capabilities in the event of file loss, system failure, or natural disaster.

In addition, DR capacity using Unitrends has been established, with prioritization of systems and services determined by the City's senior management team.

IT staff configure all devices and software manually. IT uses the basic image of a computer to build new or replacement devices and then manually installs any additional software needed for the end user receiving the device and their operational needs. IT also performs periodic operating systems and software application updates manually. This method of manually provisioning and managing devices extends to all types of technology, including computers, network equipment, servers, wireless access points, and more.

Database management is limited to installation and manual backup files only. Staff reported that generic Microsoft (MS) SQL server instances are installed for specific database use, with little to no database management provided by IT staff unless necessary. Most major database operations are contained within software-as-a-service (SaaS) applications or the vendor fully supports and maintains them.

The vendor manages SaaS-based databases. The City is reliant on vendor intervention for more detailed database management services, application updates, and database administration, as well as advanced troubleshooting and repair of those systems maintained on-site.

The IT Department does not currently use formal change control or change management processes. Communications about changes to systems or services are often distributed to users by email or in person. Configuration management files are stored electronically in various locations, including OneNote, OneDrive, individual system storage locations, and others.

The datacenter and some intermediate distribution frame (IDF) closets are dependent upon electronic access controls consisting of magnetic swipe cards and electronic reader units located at identified door locations to limit access to technology systems. IDF closets in some older City buildings do not have access controls installed due to the older architecture of the building. Some City buildings have networking equipment located in publicly accessible areas. BerryDunn recommends that all IT-related systems be provided controlled access to help ensure the safety and security of City data, services, and equipment.

The datacenter is environmentally controlled by an independent Heating, Ventilation, and Air Conditioning (HVAC) unit; however the temperature within the datacenter is not able to be monitored remotely. Staff acknowledged there are known performance issues with the existing HVAC system that will require remediation to help prevent a potential service degradation or complete loss of services. A standard water sprinkler system is installed in the datacenter, which is also a staff concern due to safety and potential loss considerations. The installation of a modern gas-based system should be considered. Finally, a backup generator exists for the datacenter; however, only specific outlets are connected. Staff reported that current generator capacity is insufficient to meet the current and future operational needs of the datacenter.

The IT division or other departments within the City track application licenses. As there is no central license management, licenses are being tracked in text files, MS Excel sheets, or on vendor-provided websites that track license counts.

3.0 Project Goals

This section of the Plan describes the City's technology planning goals.

The goal of this project is to develop a citywide Plan that:

- Provides a coordinated approach to the City's planning, deployment, and use of technology
- Supports the City's needs with structured technology planning
- Provides direction for the improved effectiveness of business processes performed across the City
- Utilizes a collaborative process to help ensure a variety of stakeholders are involved
- Utilizes a structured approach to manage resource availability and measure project success

4.0 Planning Framework

This section of the Plan includes the City's Prioritized List of IT Issues and Opportunities, the prioritized strategic IT projects and initiatives, the weighting of each prioritized project and initiative, and the format of the project and initiative summaries used in Section 5.0.

4.1 Best Practices

The development of the lists of IT issues and opportunities and the strategic IT projects and initiatives is done by leveraging BerryDunn's understanding of governmental best practices based on the firm's experience working with over 300 state, local, and quasi-governmental clients across the United States and Canada. In addition to bringing BerryDunn's experience with other clients, as well as the information collected during the fact-finding process, the team uses best practice information from several sources. Organizations and frameworks BerryDunn references during this process include, but are not limited to:

- **Control Objective for Information and Related Technologies (COBIT) Framework:** The framework created by the Information Systems Audit and Control Association (ISACA) for IT management and IT governance. ISACA's COBIT 2019 provides an overarching view of enterprise IT governance, reflecting the importance of information and technology in establishing a core direction for enterprises.
- **Computer Economics:** Computer Economics provides metrics for IT management, focusing on research and advisory information regarding the "strategic and financial management of information technology."¹ The study "IT Spending and Staffing Benchmarks" is a document from Computer Economics that BerryDunn leverages.
- **International Organization for Standardization:** The world's largest developer and publisher of international standards, with over 18,500 published standards.² Several standards are directly applicable to government organizations in a variety of topics, such as security, risk management, and DR.
- **IT Infrastructure Library (ITIL®):** ITIL® has prescribed a service value system with a value chain made up of six key activities, which gives organizations the flexibility to "effectively and efficiently react to changing demands from stakeholders."³ These processes are documented in Version 4 of the library, published in 2019.

¹ Computer Economics; About Computer Economics; www.computereconomics.com

² International Organization for Standardization (ISO); About ISO; www.iso.org

³ AXELOS, "This is the new ITIL;" axelos.com

- **National Institute of Standards and Technology (NIST):** NIST is an agency of the U.S. Department of Commerce. The NIST 800 Series is a set of documents that describe U.S. federal government computer security policies, procedures, and guidelines, such as DR planning, continuity of operations planning, and other contingency planning.
- **Project Management Institute® (PMI®):** PMI® is a “leading not-for-profit membership association for the project management profession.”⁴ PMI® provides concepts and a framework for best practices in project management and recognizes practitioners in project management with its certification programs, including the Project Management Professional® (PMP®) designation.
- **Gartner:** Gartner is a private research and advisory service with a focus on the IT sector and best practices.
- **National Association of State Chief Information Officers (NASCIO):** NASCIO is a nonprofit association representing state chief information officers and IT executives and managers from the states, territories, and the District of Columbia.
- **Public Technology Institute (PTI):** PTI is focused on supporting local government executives and elected officials through research and education, with a primary focus on IT.
- **Deloitte:** Deloitte is a global corporation offering a variety of consulting services, including IT. Deloitte is also active in the research and publication of trends and best practices in the IT sector.

4.2 City IT Issues and Opportunities

During Phase 1, BerryDunn conducted initial project planning activities and developed a Project Work Plan and Schedule. BerryDunn also administered a SWOT web survey to City stakeholders and reviewed documentation requested from the City.

In November 2021, BerryDunn interviewed City stakeholders. The focus of the interviews was to understand the technology tools currently in use and their related strengths and weaknesses. The discussions also included potential technologies to improve business processes.

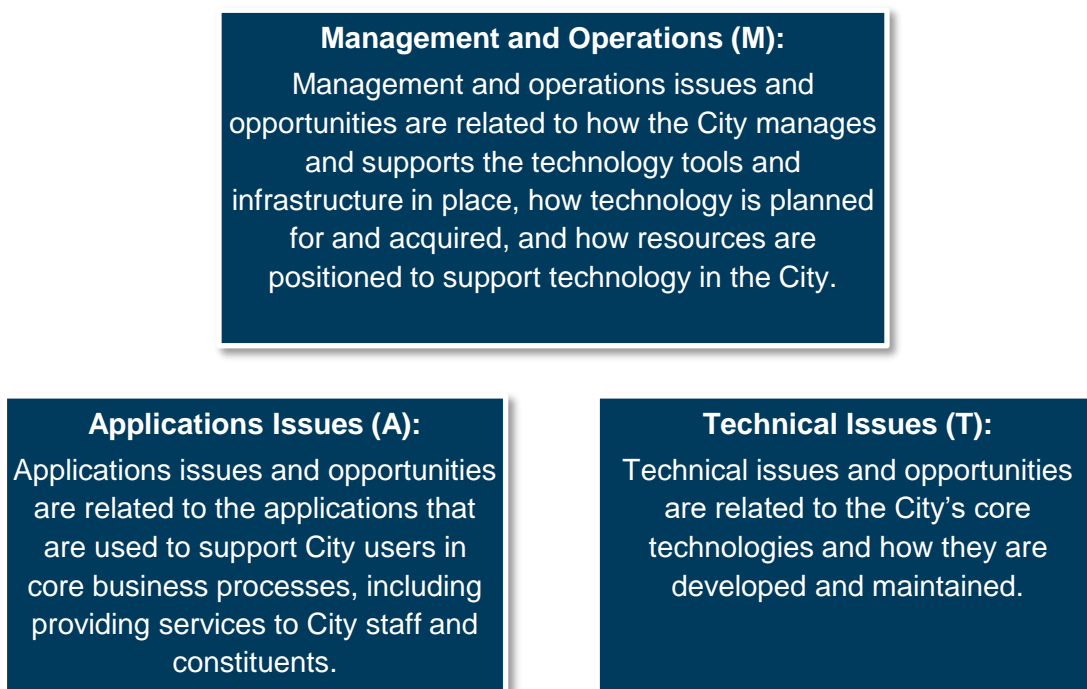
BerryDunn reviewed the information collected through fact-finding meetings and developed a Preliminary List of IT Issues and Opportunities identified by both BerryDunn and City stakeholders. An IT issue is a challenge or problem the City faces related to the use and/or management of technology. BerryDunn delivered this Preliminary List of IT Issues and Opportunities to the City in November 2021. The list was discussed, confirmed, and prioritized as part of the IT Issues and Opportunities Prioritization Work Session BerryDunn facilitated in

⁴ PMI®, About Us; www.pmi.org

December 2021. This work session included City stakeholders in a collaborative discussion designed to build consensus on the resulting priorities assigned to each IT issue and opportunity identified as part of the analysis. Table 4.1 contains the Prioritized List of IT Issues and Opportunities delivered to the City in January 2022, and Appendix A details each issue and opportunity.

Immediately following the IT Issues and Opportunities Prioritization Work Session, BerryDunn asked City stakeholders to review the Prioritized List of IT Issues and Opportunities and complete project planning worksheets to document technology projects that would address the identified IT issues and opportunities. City stakeholders submitted projects, which allowed a variety of perspectives to contribute to the combined list that would eventually form this Plan.

Figure 4.1: Functional Area



The priorities assigned provide high-level guidance for the City to determine when each issue should be resolved during the five-year planning horizon in the Plan. Each participant prioritized the issues using the following three categories:

Figure 4.2: Priority Key

Critical	• Should be addressed during Year 1 of the Plan
High	• Should be addressed during Years 2 and 3 of the Plan
Medium	• Should be addressed during Years 4 and 5 of the Plan

Participants in the work session scored each issue based on the priority descriptions above. Critical issues were given a score of 3, High issues a score of 2, and Medium issues a score of 1. City stakeholders who participated in the work session were each given one vote. Among the final scores, higher numbers represent higher-priority issues.

Table 4.1 shows the resulting priorities. The complete and descriptive list of IT issues and opportunities, with each issue’s summary statement, is included in Appendix A.

Table 4.1: Prioritized List of IT Issues and Opportunities

Prioritized List of IT Issues and Opportunities – Summary		
No.	Issues and Opportunities Description	Score
M5	The City lacks formal IT project management policies, procedures, processes, and roles.	21
A9	The ADP payroll system is not functioning as intended.	20
M13	Formal organizational change management (OCM) processes are lacking as a component of citywide technology initiatives.	20
A1	The CardKnox payment gateway for eTRAKiT does not function properly.	20
T1	The citywide Wi-Fi service lacks sufficient bandwidth and coverage capacity to meet staff and community needs.	20
T4	The City lacks a redundant internet connection for critical data systems.	20
M4	IT Department staff demonstrate limited involvement in IT application issues.	19
M8	The City lacks an enterprise approach to document management.	19
M9	The environmental, electrical, security, and fire safety systems within the primary datacenter and associated data closets are inadequate.	18
A12	Limitations with the current Human Resources Management (HRM) system are impacting Human Resources (HR) staff performance and results.	17
M12	Multiple weaknesses exist in the IT relationship with City departments and staff.	17
M14	The City’s lack of OCM strategies has impacted acceptance and adoption of technology system implementations, changes, or upgrades.	17
M1	Department staff lack any programmed technology-training options.	16
A10	The Finance Department lacks the ability to electronically track certificates of insurance.	16
A11	The HR Department no longer has access to software capable of completing periodic salary comparison studies.	16
A14	The Police Department (PD) scheduling software does not integrate with the City payroll system.	16
A16	There is no centralized Mobile Device Management (MDM) system to configure, maintain, and secure all City-owned mobile devices.	16

Prioritized List of IT Issues and Opportunities – Summary		
No.	Issues and Opportunities Description	Score
A2	The current Great Plains ERP system does not meet the enterprise-wide needs of City staff.	16
M10	IT Department staff lack the knowledge or experience to manage the audio visual (AV) system for large internal meetings, conferences, and public meetings.	15
M11	IT Department staff lack the knowledge or experience to manage the public access channel.	15
A17	The City Attorney lacks access to the electronic tools required to efficiently manage the City's legal matters.	15
T3	The PD reports that limited laptop availability for essential staff is impacting their performance and efficiency.	15
A5	The citywide civic engagement and communications efforts are impacted by difficulties in using the selection of available tools.	15
T2	The PD reports that limited tablet availability for field officers is impacting their performance and efficiency.	15
A6	CentralSquare CD software issues hinder CD Department staff productivity.	15
A7	Time tracking is a manual process for City employees and consultants within the CD Department.	15
M2	The current IT service management (ITSM) processes do not produce effective results for end users.	14
M6	The City does not have a formal IT DR Plan or IT BC Plan.	14
M7	The IT Department lacks a formal organizational plan.	14
A13	The Voiceprint software utilized by the PD is not currently working.	14
A4	Inconsistent access to and use of GIS tools by City departments impacts the accuracy, validity, and confidence in published geospatial information.	14
M3	There is a lack of a formal training program for all IT Department employees.	13
A3	The lack of a dynamic electronic data interface between the WhenToWork scheduling system and the ADP payroll system results in multiple human data entry points.	13
A15	The PD lacks the ability to securely share law enforcement and general operational reports with other agencies.	13
A8	The City manager does not have access to data or tools for monitoring, reporting, or sharing operational performance information.	11

4.3 IT Projects and Initiatives Development

Table 4.2 lists all projects and initiatives BerryDunn and the City developed collaboratively or independently as a result of reviewing the Prioritized List of IT Issues and Opportunities.

Definition of a project: According to the PMI® *A Guide to the Project Management Body of Knowledge® (PMBOK® Guide)*, a project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project’s objectives have been achieved, when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists.

Initiative: Some projects identified have components that are not temporary in nature. Instead, a project could become an ongoing operation once specific tasks have been completed. In order to include the ongoing operations components of projects developed, BerryDunn often refers to projects as initiatives. The term *project* and the term *initiative* are used interchangeably throughout this document.

BerryDunn facilitated a work session to collaboratively review the Preliminary List of IT Projects and Initiatives. The City participated in the work session, during which each project or initiative was discussed.

Figure 4.3: Priority Key

Critical	• Should be addressed during Year 1 of the Plan
High	• Should be addressed during Years 2 and 3 of the Plan
Medium	• Should be addressed during Years 4 and 5 of the Plan

During the work session, City stakeholders were allowed one vote in the prioritization scoring. Among the final scores, higher numbers represent higher-priority projects and initiatives. Table 4.2 contains a summary list of the prioritized projects and initiatives. Appendix B contains the complete and descriptive list of Prioritized List of IT Projects and Initiatives.

Table 4.2: Summary of Prioritized List of IT Projects and Initiatives

Prioritized List of IT Projects and Initiatives – Summary		
ID	Project/Initiative Name	Score
C	Conduct an objective, requirements-based system selection process to identify, select, and implement a document management system (DMS).	17
N	Conduct an objective, requirements-based system selection process to identify and select a payroll system.	17
M	Conduct an objective, requirements-based system selection process to identify and select a new ERP system.	14
R	Assess current CD software functionality and identify the possibility to reconfigure or replace.	14
J	Implement CentralSquare Project Timekeeping module for CD Department.	13
O	Assess, procure, and implement essential software requested by City departments.	13
Q	Acquire and implement a redundant internet connection for the City.	13
F	Formalize IT project management.	12
A	Establish OCM practices for City IT projects.	11
D	Evaluate and review the ITSM practices with IT staff.	11
G	Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution.	11
I	Acquire laptops and tablets for PD field officers and essential staff.	11
L	City will develop formal IT DR and IT BC plans.	11
B	Establish a technology-training program for all City end users and technology staff.	10
E	Create and introduce an AV support strategy.	9
H	Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs.	9
K	Implement new Voiceprint software in PD.	9
P	Conduct a needs assessment of the City datacenter and IDF closets.	9
S	Assess current 311-system software functionality and identify possibility to reconfigure or need to replace.	9
T	Assess current GIS resources available across City departments and identify opportunities to consolidate.	9

In March 2022, BerryDunn developed a budget and timeline matrix based on the Prioritized List of Strategic IT Projects and Initiatives. The matrix estimated costs and timelines for each of the 20 projects over a five-year planning horizon. This document was delivered to the City project team for review in March 2022.

BerryDunn facilitated a work session with the City later in March 2022 to incorporate feedback and assess the weighted prioritization of the matrix. During this discussion, the City team identified two areas that required modification. As a result of advanced planning and budget projections for FY2023, the City team requested an initial expansion of the matrix to include Initiative U: Implement PD communications encryption technology per strategic plans in place. The City team then requested a second expansion of the matrix to include Initiative V: Conduct an objective needs assessment and requirements definition process for enterprise application functionality. The total number of projects and initiatives increased to 22 as a result of these modifications.

BerryDunn then completed the effort to estimate costs and timelines for each new initiative, incorporated City feedback and assessed the weighted prioritization of the matrix, and developed the full initiative descriptions. Because the two new initiatives were added after the conclusion of the prioritization workshop and were not ranked by the full project team, a City ranking score of N/A is listed for Initiative U and Initiative V in the Section 5 tables.

4.4 Weighted Prioritization of Strategic IT Projects and Initiatives

Following the IT Projects and Initiatives Prioritization Work Session, in which each of the preliminary projects and initiatives were discussed, confirmed, and ranked, BerryDunn used the five weighted categories below to develop the prioritized list to include in this Plan. BerryDunn used these weighted categories as guidelines in creating the sequence of initiatives throughout the Plan years, recognizing that some highly weighted initiatives might not be appropriate in the early years due to other projects needing to be completed first, costs, and expected length of implementation.





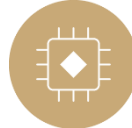










BerryDunn used the following five primary categories to develop the Weighted Prioritized List of IT Projects and Initiatives:

- **Project and Initiative Rank:** The overall rank of the initiative based on BerryDunn's criticality ranking recommendations. Figure 4.2 depicts the ranking categories used.
- **Related Issues Priority:** The City's rank of the IT issues and opportunities that are addressed by the particular IT project or initiative.
- **Relative Benefit:** The anticipated overall benefit to the City upon completion of the particular project or initiative.
- **Ease of Implementation:** The anticipated ease of implementing the particular project or initiative. Considerations for this category include anticipated resources needed for the project or initiative and the scope of the project or initiative.

- **Maturity of Technology:** The overall maturity of the technology associated with the strategic project or initiative. In some cases, projects or initiatives involving more mature technology can require higher levels of resources or might face greater implementation challenges.

Table 4.3 depicts these five weighted prioritization categories.

Table 4.3: Weighted Prioritization Categories

Weighted Prioritization Categories				
City		BerryDunn		
Strategic Project and Initiative Rank	Related Issues Priority	Relative Benefit	Ease of Implementation	Maturity of Technology
 Critical	 Critical	 High	 Easy	 Established
 High	 High	 Medium	 Medium	 Leading Edge
 Medium	 Medium	 Low	 Difficult	 Bleeding Edge

Based upon the application of the five weighted prioritization categories and consultation with the City’s project manager and project sponsor, BerryDunn developed the Weighted Prioritized List of IT Projects and Initiatives. Section 6 outlines the recommended governance for this Plan and how it should be managed and updated to reflect the changing priorities and completion of initiatives. Table 4.4 contains the Weighted Prioritized List of IT Projects and Initiatives, along with an indicator of the Plan years that activities related to each initiative will begin.

Table 4.4: Weighted Prioritized List of IT Projects and Initiatives


Weighted Prioritized List of IT Projects and Initiatives – Summary		
ID	Project/Initiative Name	Fiscal Year Start
F	Formalize IT project management.	FY2023
A	Establish OCM practices for City IT projects.	FY2023
O	Assess, procure, and implement essential software requested by City departments.	FY2023
V	Conduct an objective needs assessment and requirements definition process for enterprise application functionality.	FY2023
N	Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs.	FY2023
H	Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs.	FY2023
K	Implement new Voiceprint software in PD.	FY2023
C	Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS.	FY2024
J	Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements.	FY2024
M	Conduct an objective, requirements-based system selection process to identify and select a new ERP system.	FY2024- FY2026
D	Evaluate and review the ITSM practices with IT staff.	FY2024
U	Implement PD communications encryption technology per strategic plans in place.	FY2024
G	Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution.	FY2025
R	Assess current CD software functionality and identify the possibility to reconfigure or replace.	FY2025
I	Acquire laptops and tablets for PD field officers and essential staff.	FY2025
B	Establish a technology-training program for all City end users and technology staff.	FY2025
Q	Acquire and implement a redundant internet connection for the City.	FY2026
L	City will develop formal IT DR and IT BC plans.	FY2026

Weighted Prioritized List of IT Projects and Initiatives – Summary		
ID	Project/Initiative Name	Fiscal Year Start
E	Create and introduce an AV support strategy.	FY2026
S	Assess current 311-system software functionality and identify possibility to reconfigure or need to replace.	FY2026
P	Conduct a needs assessment of the City datacenter and IDF closets.	FY2027
T	Assess current GIS resources available across City departments and identify opportunities to consolidate.	FY2027

4.5 Strategic Project and Initiative Format

Each project or initiative in Section 4.4 has been presented using a standard template. Table 4.5 provides a sample template that includes a description of each field on the form.

Table 4.5: Sample Initiative Template

Initiative X – Title		
Initiative Description:		
Task 1:		
Task 2:		
Task 3:		
Initiative Source Information		
Functional Area:	Management and Operations Applications Technical	
Weighted Priority Ranking:	XX of XX is this initiative’s ranking as determined by BerryDunn.	
Priority Ranking:	XX of XX is this initiative’s ranking as voted on by City staff.	
Related IT Issues and Opportunities		
		 Critical

Initiative X – Title								
							 High	
							 Medium	
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor								
Professional Services Labor								
Hardware								
Software								
Total Budget								
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			

Initiative X – Title					
Budget Description:	<p><i>This section will contain a high-level description of the budget estimate, including the methodology used to determine the budget, as well as the estimated budget over all Plan years.</i></p>				
Action Items to Implement Project or Initiative					
<p><i>This section of the template will contain a list of the action items that are needed to implement the project or initiative.</i></p>					
Anticipated Benefits					
<p><i>This section of the template will contain a list of the anticipated benefits of the project or initiative.</i></p>					
Potential Risks					
<p><i>This section of the template will contain a list of the common risks the City could encounter as it implements (or does not implement) the initiative. The risks identified in this section are not meant to serve as an all-inclusive list.</i></p>					

5.0 IT Projects and Initiatives

This section of the Plan includes the detailed descriptions of each IT project and initiative. Key details include the budget and hours, action items, and anticipated benefits of each project and initiative.

F: Formalize IT project management

Initiative F – Formalize IT project management

Initiative Description: City IT should work with City leadership to establish a documented, common framework for technology project management, from initiation through closeout. This plan should incorporate early involvement of IT staff, along with thorough stakeholder identification and involvement throughout the project.

Task 1: Conduct a current assessment of project management policies, processes, and artifacts used to complete technology projects. In conducting this initial assessment, the City should develop an understanding of the project management framework already in place, as well as identify opportunities to improve project management practices for technology projects. In addition to reviewing existing documentation, staff should review completed technology projects to gain insight regarding how past projects were managed to identify lessons learned during the planning and execution.

Task 2: Develop new policies, processes, and artifacts for sustainable technology project management practices. In the development of a new technology project management framework, BerryDunn recommends that the City base a new framework on the PMI® *PMBOK® Guide*. The *PMBOK® Guide* establishes standards and best practices for project management and provides a foundation upon which successful project management is built. In addition, project management policies and procedures should align with the specific needs of the City. Some key objectives or considerations include, but are not limited to:

- Scope management
- Schedule management
- Risk management
- Communication management
- Stakeholder engagement
- Resource management

In addition to policies and procedures, the City should develop project artifacts and templates that staff can use to manage technology projects. Examples include templates for project charters, project management plans, and risk registers.

Task 3: Provide training for staff on the new technology project management framework and develop a roadmap for implementation and scaling of the project management methodology. Staff training is an important opportunity to educate staff on changes to technology project management and acclimating staff to the changes. As part of this task, the City should also develop a roadmap for implementing the new technology project management methodology and a plan to scale the methodology as the City matures. BerryDunn recommends implementing a baseline level of project

Initiative F – Formalize IT project management

management practices and incrementally maturing the overall methodology over time. This will provide time and opportunities for staff growth without introducing overly complex policies and procedures.

Task 4: Conduct regular quality reviews of technology projects to help ensure adherence and effectiveness of project management methodologies. The City should review technology projects on an ongoing basis to help ensure that project management policies and procedures are not only adhered to but also effective in managing projects. The outcomes of reviews may drive additional actions, such as trainings or plans to scale up the maturity of the framework.

Initiative Source Information

Functional Area:	Management and Operations
Weighted Priority Ranking:	1 of 22 is this initiative’s ranking as determined by BerryDunn.
Priority Ranking:	8 of 20 is this initiative’s ranking as voted on by City staff.

Related IT Issues and Opportunities

M5	The City lacks formal IT project management policies, procedures, processes, and roles.	<p>Critical</p>
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Prioritization Category Rankings

City Rankings	BerryDunn Rankings		
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
<p>Critical</p>	<p>High</p>	<p>Medium</p>	<p>Established</p>

Estimated Budget

Total Budget Breakdown

Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	125	313	\$0	\$0	25	60	\$0	\$0
Professional Services Labor	0	0	\$17,000	\$23,000	0	0	\$0	\$0

Initiative F – Formalize IT project management								
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	125	313	\$17,000	\$23,000	25	60	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$23,000	\$0	\$0	\$0	\$0	\$23,000			
Budget Description:	<p>The budgeted internal labor hours account for the development of technology project management policies, procedures, and artifacts. The recurring hours account for the continuous review and updating of the project management framework.</p>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct a current assessment of ongoing project management strategies. <input checked="" type="checkbox"/> Develop new policies, procedures, and artifacts for a sustainable technology project management framework. <input checked="" type="checkbox"/> Provide training and develop a roadmap to implement the technology project management framework. <input checked="" type="checkbox"/> Conduct regular reviews to validate adherence and effectiveness. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Effective technology project management will help the City complete technology projects on time and within scope and budget. <input checked="" type="checkbox"/> A framework based on best practices will increase the likelihood of a successful framework and successful projects. <input checked="" type="checkbox"/> A technology project management framework will help contribute to the efficient use of staff time, particularly during projects. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Current technology project management practices are inconsistent and will continue to present risks to successful projects. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A new technology project management framework could be less effective if not based on best practices. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Failure to review ongoing technology project management practices will allow the framework to become outdated and revert the City to its original environment. 								

A: Establish OCM practices for City IT projects

Initiative A – Establish OCM practices for City IT projects

Initiative Description: Staff reported a lack of OCM practices during several recent technology projects. OCM is a critical component to any project and results in a higher likelihood of stakeholder buy-in and, ultimately, a successful project. The City should identify OCM practices and develop an OCM strategy that can be leveraged during technology projects. BerryDunn recommends developing this OCM strategy based on the Prosci® methodology.

Task 1: Assess the City’s current environment and ongoing OCM strategies. In order to develop an effective OCM strategy, the City must first assess current OCM practices and overall environment. Using the Prosci® ADKAR® Model (Awareness, Desire, Knowledge, Ability, and Reinforcement), the City can gain important insight about some key influencers of change, including:

- Is there a consistent vision for the City among individuals and across the organization?
- How have past changes been managed or perceived to have been managed?
- Is change saturation and fatigue managed within the City?
- Are people and business units impacted differently by change?

By developing an understanding of the organizational culture and response to change, the City can develop an informed strategy tailored to meet the needs of those who will be impacted by change. Conducting this assessment will improve the likelihood of successful change management.

Task 2: Develop a sustainable and repeatable OCM strategy that can be tailored and scaled on a case-by-case basis. In alignment with the Prosci® methodology, BerryDunn recommends developing an OCM strategy that accounts for several key components:

- **Change management personnel:** Change management personnel can be comprised in a number of ways, depending on the scope of the project. In some cases, a change management team might be the most effective, while in other cases there might be a change management lead embedded within a project team. An OCM strategy should provide guidance on selecting the best approach and responsibilities.
- **Sponsorship:** A sponsor is the leader who is actively advocating for the project or change. An OCM strategy should include a plan for the sponsor to be actively engaged and visible during the project.
- **Risk Assessment:** Organizational change can quickly become a project or operational risk, particularly when it is not effectively managed. Staff should assess risk through the context of the particular change occurring, in addition to the City’s overall appetite for change. For example, changes that are more dramatic and enterprise-wide present higher and different risks. Likewise, organizations or groups that have shown to be historically resistant to change also present higher risks.
- **Change Resistance:** In many cases, resistance to change can be anticipated and mitigated. The OCM strategy should implement opportunities for staff to assess potential change resistance and implement mitigation strategies before resistance becomes a barrier to a successful project or change implementation.

A citywide OCM strategy should be specific enough to provide clear guidance on managing risk, but broad enough that strategies can be tailored to meet the needs of the target audience and the project. BerryDunn recommends the engagement of qualified professional services to assist in developing the OCM strategy to enable the optimal synergy of best practices, knowledge, and experience in the

Initiative A – Establish OCM practices for City IT projects									
development of each component, and to assist the City in addressing any emergent issues with objective, structured processes.									
<p>Task 3: Continuously revisit the OCM strategy to assess ongoing effectiveness or to implement changes as necessary. As the City implements an OCM strategy and applies it to specific projects, staff should continuously monitor and assess change management efforts for effectiveness. Changes to the specific plan or strategy might be required in response to strategic opportunities or as the City’s culture and change management needs evolve.</p>									
Initiative Source Information									
Functional Area:		Management and Operations							
Weighted Priority Ranking:		2 of 22 is this initiative’s ranking as determined by BerryDunn.							
Priority Ranking:		9 of 20 is this initiative’s ranking as voted on by City staff.							
Related IT Issues and Opportunities									
M13		Formal OCM processes are lacking as a component of citywide technology initiatives.					 Critical		
M14		The City’s lack of OCM strategies has impacted acceptance and adoption of technology system implementations, changes, or upgrades.					 High		
Prioritization Category Rankings									
City Rankings				BerryDunn Rankings					
Strategic Project and Initiative Rank				Relative Benefit		Ease of Implementation		Maturity of Technology	
 High				 High		 Medium		 Established	
Estimated Budget									
Total Budget Breakdown									
		One-Time				Recurring			
		Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High	

Initiative A – Establish OCM practices for City IT projects								
Internal Labor	160	400	\$0	\$0	25	63	\$0	\$0
Professional Services Labor	0	0	\$25,000	\$63,000	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	160	400	\$25,000	\$63,000	25	63	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$63,000	\$0	\$0	\$0	\$0	\$63,000			
Budget Description:		<p><i>The budgeted internal labor hours account for staff time to assess current OCM practices and develop strategies to implement new approaches to change management. Professional services costs are reflected for assistance in developing the OCM strategy. Recurring time has also been anticipated for staff to assess the effectiveness of OCM strategies.</i></p>						
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assess the City’s current environment and OCM practices. <input checked="" type="checkbox"/> Develop an OCM strategy that can be tailored to meet specific project needs. <input checked="" type="checkbox"/> Engage a qualified professional services team to assist in developing an OCM strategy. <input checked="" type="checkbox"/> Continuously revisit the OCM strategies and update as needed. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Effective OCM will improve stakeholder buy-in and limit certain risks to a project. <input checked="" type="checkbox"/> The City could gain greater end-user adoption of technology changes and greater, increasing return on technology investments. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City could experience low return from technology investments if high change resistance or poor technology adoption continue. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lack of a thorough organizational assessment might result in OCM strategies that are not tailored to meet the City’s needs. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The OCM strategies the City employs might become outdated if periodic assessment and continual improvement are not practiced. 								



O: Assess, procure, and implement essential software requested by City departments

Initiative O – Assess, procure, and implement essential software requested by City departments		
<p>Initiative Description: Staff reported gaps in functionality with existing City software. Multiple departments—including, but not limited to, the City Attorney, Finance Department, PD, City Manager, and HR—had specific software requests. BerryDunn recommends contacting stakeholders in each City department to ascertain specific software needs and develop a plan for acquisition based on need, cost, and operational impacts.</p> <p>Task 1: Conduct a full inventory of software City staff currently utilize. Meet with stakeholders to determine what functionality is missing from current software inventory. Having an understanding of the software staff utilize, along with the missing or requested functionality, will allow the City to determine what technology procurements should be made.</p> <p>Task 2: Identify opportunities to either expand on existing software or acquire new software that will be beneficial to City departments, focusing on standardization where applicable, with a focus on economies of scale. After reviewing the technology currently in use, the City should seek opportunities to standardize software. The City should identify opportunities through the lens of potential economies of scale. For example, software might be purchased in a quantity that meets the City’s needs for a lower price, such as bulk pricing.</p> <p>Task 3: Develop a plan to budget for and acquire requested software for City departments, based on need, cost, and operational impact. Staff should develop a plan to budget for the procurement of the software. The budgeting should be completed with consideration to the most needed technology acquisitions as well as budgetary restrictions of the City. Focus on solutions that improve results, consolidate applications, demonstrate flexibility and agility, and can be integrated with existing systems.</p> <p>Task 4: Implement expansion of existing software functionality or capacity, or implement new software applications, as determined in Tasks 1 to 3. Based on the priorities established in previous tasks, the City should implement the acquired software using professional services to the extent possible to relieve workload pressure on the IT Department as multiple software implementations may take place in parallel and therefore require the same or similar IT resources concurrently.</p>		
Initiative Source Information		
Functional Area:	Applications	
Weighted Priority Ranking:	3 of 22 is this initiative’s ranking as determined by BerryDunn.	
Priority Ranking:	6 of 20 is this initiative’s ranking as voted on by City staff.	
Related IT Issues and Opportunities		
A10	The Finance Department lacks the ability to electronically track certificates of insurance.	<p>High</p>

Initiative O – Assess, procure, and implement essential software requested by City departments								
A11	The HR Department no longer has access to software capable of completing periodic salary comparison studies.						 High	
A8	The City manager does not have access to data or tools for monitoring, reporting, or sharing operational performance information.						 Medium	
A15	The PD lacks the ability to securely share law enforcement and general operational reports with other agencies.						 Medium	
A17	The City Attorney lacks access to the electronic tools required to efficiently manage City legal matters.						 Medium	
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	145	343	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$16,000	\$40,000	0	0	\$0	\$0

Initiative O – Assess, procure, and implement essential software requested by City departments								
Hardware	0	0	\$10,000	\$25,000	0	0	\$0	\$0
Software	0	0	\$20,000	\$100,000	0	0	\$10,000	\$25,000
Total Budget	145	343	\$46,000	\$165,000	0	0	\$10,000	\$25,000
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$165,000	\$25,000	\$25,000	\$25,000	\$25,000	\$265,000			
Budget Description:		<p><i>The estimated internal hours account for staff time to review current software in use and to identify missing functionality. The hardware and software budget accounts for costs estimated for procurement of the hardware and software needed, and recurring costs. Professional services labor represents the estimated cost for installation and implementation by a third-party consultant.</i></p>						
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct a full inventory of software City staff currently utilize. Meet with stakeholders to determine what functionality is missing from current software inventory. <input checked="" type="checkbox"/> Identify opportunities to either expand on existing software or acquire new software that will be beneficial to City departments, focusing on standardization where applicable, with a focus on economies of scale. <input checked="" type="checkbox"/> Develop a plan to budget for and acquire requested software for City departments, based on need, cost, and operational impact. <input checked="" type="checkbox"/> Implement expansion of existing software functionality or capacity, or implement new software applications, as determined in Tasks 1 to 3. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City might gain cost and productivity efficiency from standardizing software. <input checked="" type="checkbox"/> The City might gain additional functionality within existing software. <input checked="" type="checkbox"/> The City might realize additional productivity with the functionality of new software systems. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City will continue to have gaps in functionality in its provided software. <input checked="" type="checkbox"/> Staff might not always have the technology they need to effectively perform their responsibilities. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The plan does not consider economies of scale, which might lead to the City spending above regular value for standardized software. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Professional services are not used for implementation, placing undue burden on IT personnel. 								

V: Conduct an objective needs assessment and requirements definition process for enterprise application functionality

Initiative V – Conduct an objective needs assessment and requirements definition process for enterprise application functionality		
<p>Initiative Description: Staff reported the use of a wide variety of point solution software that is not optimized for integrated use among departments. Conducting an objective needs assessment and requirements definition process to analyze and document functionality, features, capacity, and performance will enable the IT Department to identify optimal enterprise applications to meet the needs of all departments. Eliminating redundant applications through consolidation can reduce costs and effort, improve results, and provide more consistent services for the community.</p> <p>Task 1: Create an enterprise application review working group. Considering the number of enterprise applications that might be reviewed, the City should identify working groups to review them in-depth in collaboration with the IT Department. Working group members should include technical and functional area resources. Perform a thorough needs assessment and definition of requirements for each enterprise application, including functionality, features (used and unused), capacity, and performance.</p> <p>Task 2: Perform an in-depth review of enterprise applications to identify redundant services and opportunities for increased services. The enterprise working group should review each application in depth, identifying redundant services that can be consolidated to a single vendor as well as unused services that might benefit the City.</p> <p>Task 3: Create an action plan based on findings from Task 2. Based on findings in Task 2, the City should then develop an action plan to address redundant services and potential consolidation of services, as well as plans to engage vendors for unused services that were identified.</p>		
Initiative Source Information		
Functional Area:	Applications	
Weighted Priority Ranking:	4 of 22 is this initiative’s ranking as determined by BerryDunn.	
Priority Ranking:	N/A	
Related IT Issues and Opportunities		
A10	The Finance Department lacks the ability to electronically track certificates of insurance.	 High
A11	The HR Department no longer has access to software capable of completing periodic salary comparison studies.	 High

Initiative V – Conduct an objective needs assessment and requirements definition process for enterprise application functionality								
A8	The City manager does not have access to data or tools for monitoring, reporting, or sharing operational performance information.				Medium			
A15	The PD lacks the ability to securely share law enforcement and general operational reports with other agencies.				Medium			
A17	The City Attorney lacks access to the electronic tools required to efficiently manage the City’s legal matters.				Medium			
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
Critical			High		Medium		Established	
Estimated Budget								
Total Budget Breakdown								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	570	1425	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	570	1425	\$0	\$0	0	0	\$0	\$0

Initiative V – Conduct an objective needs assessment and requirements definition process for enterprise application functionality					
Total Budget by Year					
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost
\$0	\$0	\$0	\$0	\$0	\$0
Budget Description:	<p><i>The labor hours depicted will enable staff to conduct an objective needs assessment and requirements definition process to analyze and document functionality, features, capacity, and performance of existing departmental applications. This will enable the IT Department to identify optimal enterprise applications to meet the needs of all departments.</i></p>				
Action Items to Implement Project or Initiative					
<ul style="list-style-type: none"> ☑ Create an enterprise application review working group. Given the number of enterprise applications that might be reviewed, the City should identify multiple working groups to review them in-depth in collaboration with the IT Department. Working group members should include technical and functional area resources. ☑ Perform a thorough needs assessment and definition of requirements for each enterprise application, including functionality, features (used and unused), capacity, and performance. ☑ Perform an in-depth review of enterprise applications to identify redundant services and opportunities for increased services. ☑ Review each application in-depth, identifying redundant services that can be consolidated to a single vendor as well as unused services that might benefit the City. ☑ Create a unified action plan to address redundant services and potential consolidation of services, as well as plans to contact vendors for unused services that were identified. 					
Anticipated Benefits					
<ul style="list-style-type: none"> ☑ Consolidation of applications into a functional enterprise environment will reduce overall costs and effort. ☑ Expansion of existing application functionality to fill noted gaps in service and results can also reduce costs and effort. ☑ Development and execution of a unified, enterprise-wide action plan can improve results and increase community satisfaction with City services. ☑ Service reliability and consistency can serve as the basis of future improvements. 					
Potential Risks					
<p>No Action:</p> <ul style="list-style-type: none"> ☑ Departments will continue to use application solutions that are minimally integrated, or not integrated at all, across the City enterprise. ☑ The City will continue to experience unused software capacity and functionality, redundant features or applications, and elevated overall staff effort and operating costs. ☑ Opportunities to improve staff and community services, results, and satisfaction will be limited. <p>During Implementation:</p>					

Initiative V – Conduct an objective needs assessment and requirements definition process for enterprise application functionality

- ☑ OCM practices are not utilized in the scope and scale of change necessary to successfully complete this initiative.
- ☑ Project management practices are not utilized to help ensure optimal communication, organization of project tasks, management of risk and issues, stakeholder inclusion and voice, and development of the unified action plan.

Post-Implementation:

- ☑ Ongoing monitoring of the action plan implementation, resultant impacts and results, and emergent requirements for change do not occur, risking long-term success of the initiative.

N: Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs

Initiative N – Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs

Initiative Description: City staff reported that the City payroll system is not meeting the needs of departments. The City implemented ADP to automate payroll processes; however, the implementation is not complete, and staff reported numerous performance issues. One notable result is that multiple state tax tables (SDI and PIT) and overtime calculations are being incorrectly processed. BerryDunn recommends the City conduct a needs assessment of the current payroll system functionality to determine changes required to meet ongoing City operational objectives.








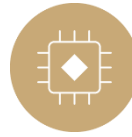
Task 1: Conduct a thorough needs assessment and requirements-gathering process of current payroll system functionality and capacity. Regarding the current state, identify strengths and gaps, workflow inconsistencies, root causes and potential resolutions, and risk to the City on a per-issue basis. Then, identify any relationships between the current payroll system configuration and its resultant outcomes and gaps. Define the critical operating requirements for integration with key systems, needed improvements in workflows and outcomes, required gap resolutions, and those improved performance results necessary to meet ongoing, daily City operational objectives. Develop written measures of performance for those results to help ensure that City objectives can be monitored regularly for accuracy, and to mitigate future risk.

Task 2: Work with the current payroll system vendor (ADP) to reconfigure, test, and implement the system to meet those critical City operational objectives defined in Task 1. The City should also engage with the vendor to fulfill the written performance measures for those results to help ensure that City objectives can be monitored regularly for accuracy, and to mitigate future risk. BerryDunn recommends using professional project management and implementation services labor to enable a maximum effort to be placed into system configuration, implementation, testing, and training with minimal impact to ongoing, daily City operations.

Task 3: Monitor the system performance and adapt to emergent changes in operating and regulatory requirements. As the City resumes normal payroll activity, continuous monitoring of the application performance and City’s needs is critical for anticipating and adapting to changing conditions, risks, or issues.

Initiative Source Information

Functional Area:	Applications
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Initiative N – Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs			
Weighted Priority Ranking:	5 of 22 is this initiative’s ranking as determined by BerryDunn.		
Priority Ranking:	2 of 20 is this initiative’s ranking as voted on by City staff.		
Related IT Issues and Opportunities			
A9	The ADP payroll system is not functioning as intended.	 Critical	
A12	Limitations with the current HRM system are impacting HR staff performance and results.	 High	
A14	The PD scheduling software does not integrate with the City payroll system.	 High	
A3	The lack of a dynamic electronic data interface between the WhenToWork scheduling system and the ADP payroll system results in multiple human data entry points.	 Medium	
Prioritization Category Rankings			
City Rankings		BerryDunn Rankings	
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Critical	 High	 Medium	 Established
Estimated Budget			
Total Budget Breakdown			
	One-Time	Recurring	

Initiative N – Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs								
Budget Category	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	360	900	\$0	\$0	30	75	\$0	\$0
Professional Services Labor	0	0	\$75,000	\$180,000	0	0	\$8,000	\$20,000
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	360	900	\$75,000	\$180,000	30	75	\$8,000	\$20,000
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$180,000	\$20,000	\$20,000	\$20,000	\$20,000	\$260,000			
Budget Description:	<p><i>This initiative budget accounts for the anticipated costs to work with the payroll vendor on system reconfiguration and training. The internal labor hours are for staff to conduct a needs assessment and gather requirements, as well as working with the payroll system vendor and monitoring the results.</i></p>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct a thorough needs assessment and requirements-gathering process of current payroll system functionality and capacity. <input checked="" type="checkbox"/> Work with the current payroll system vendor to reconfigure, test, and implement the system to meet those critical City operational objectives defined in Task 1. <input checked="" type="checkbox"/> Monitor the system performance and adapt to emergent changes in operating and regulatory requirements. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A properly implemented payroll system will introduce multiple efficiencies to the City's processes. <input checked="" type="checkbox"/> Elimination of redundant tracking in third-party systems will reduce the likelihood of data errors. <input checked="" type="checkbox"/> Penalties and fines for late payments may be eliminated with a properly functioning payroll system. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Current software that is not configured properly will continue to present challenges to staff. <input checked="" type="checkbox"/> The City is not maximizing its return on investment (ROI) of the new payroll system. <input checked="" type="checkbox"/> Fines and penalties will continue to be assessed for late payments due to the current payroll system configuration. <p>During Implementation:</p>								

Initiative N – Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs

- ☑ Lack of objective assessment will result in incomplete findings.
- ☑ Lack of a dedicated project manager following best practices might result in many of the same challenges currently faced.

Post-Implementation:

- ☑ Failure to follow a comprehensive implementation strategy might result in system and organizational challenges.

H: Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs

Initiative H – Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs

Initiative Description: This initiative will identify the wireless networking infrastructure needs in the City. IT staff should assess the current wireless internet (Wi-Fi) infrastructure to determine where it is not meeting the needs of the mobile-enabled workforce. The IT Department should investigate expanding the current infrastructure where possible, upgrading existing infrastructure to provide greater capacity and functionality, or purchasing new equipment to provide more coverage to City facilities.

Task 1: Determine where Wi-Fi services are most desired and the expected level of use. Engage with stakeholders to identify and document a list of requirements and expectations for Wi-Fi services. At a minimum, IT staff should gather the following information on locations, or Wi-Fi access point coverage areas, to inform Task 2 actions:

- What locations should have Wi-Fi access points installed that currently do not
- What locations experience current Wi-Fi service degradation and the reason the degradations occur
- What the primary uses of Wi-Fi are for each current and future location
 - Determine capacity requirements for each location, based on the future use of the Wi-Fi there
 - Determine high-level Service Set Identifier (SSID) configurations needed to accommodate users' Wi-Fi service expectations

Task 2: Solicit vendor pricing, compare available options, and purchase necessary hardware. The existing City Hall, remote facilities, and public access Wi-Fi infrastructure solution should be expanded to meet the City's increased Wi-Fi service needs. Other manufacturers or solutions should only be considered if the current solution cannot meet the requirements determined in Task 1. Based on the documented requirements, IT staff should generate a list of locations and coverage requirements for the resulting Wi-Fi infrastructure and provide the detailed information to industry providers of the current Wi-Fi solution manufacturer in a request for quotes. The request for quotes should include a request for services to install, configure, and deploy the physical access points and management solution. Power Over Ethernet (POE) access points, spare unit purchase or availability, and singular management software capability for all City access points should be noted priorities in the request for quotes.

Initiative H – Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs

The City should select the provider that offers the greatest turnkey solution within available budget constraints. If limited funding is available, Wi-Fi systems can be expanded in small steps. Consider a yearly partial purchase to lower the immediate investment while still moving the project forward.


Task 3: Perform a Wi-Fi spectrum analysis of all campuses and public locations where Wi-Fi services are desired. IT staff should analyze the current Wi-Fi interference and signal propagation. Staff can either purchase a tool for performing this analysis or hire professional services. Performing this task will help with properly placing the Wi-Fi equipment to maximize coverage and lower the overall complexity in equipment management.

Task 4: Implement the Wi-Fi system changes. IT staff should use the spectrum information gathered and work with the vendor to deploy the new, expanded Wi-Fi system. They should focus on Wi-Fi network security during this phase to help prevent unauthorized accesses. An IT staff member with InfoSec skills should be consulted throughout to help ensure adequate security is achieved.




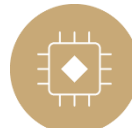
Initiative Source Information

Functional Area:	Technical
Weighted Priority Ranking:	6 of 22 is this initiative's ranking as determined by BerryDunn.
Priority Ranking:	16 of 20 is this initiative's ranking as voted on by City staff.

Related IT Issues and Opportunities

T1	The citywide Wi-Fi service lacks sufficient bandwidth and coverage capacity to meet staff and community needs.	 Critical
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Prioritization Category Rankings

City Rankings	BerryDunn Rankings		
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 High	 Medium	 Established





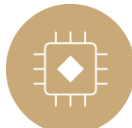
Estimated Budget

Total Budget Breakdown				
	One-Time		Recurring	
	Time	Budget	Time	Budget

Initiative H – Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs								
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	105	264	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	48	120	\$9,600	\$24,000	0	0	\$0	\$0
Hardware	0	0	\$80,000	\$120,000	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	153	384	\$89,600	\$144,000	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$144,000	\$0	\$0	\$0	\$0	\$144,000			
Budget Description:	<i>Initial staff time and costs are for procurement and implementation. Recurring costs and labor are for maintaining equipment. Expansion is predictable since costs scale linearly.</i>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> IT staff should determine where Wi-Fi services are most desired and the expected level of use. <input checked="" type="checkbox"/> The City should solicit vendor pricing and compare available options for purchase. <input checked="" type="checkbox"/> IT staff should perform a Wi-Fi spectrum analysis of all campuses where Wi-Fi services are desired. <input checked="" type="checkbox"/> IT staff should implement the Wi-Fi system changes. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Upgrading the City's Wi-Fi capability will increase work production and quality of life for City workers due to increase Wi-Fi speed, range, and capacity. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City might fail to provide adequate mobile connectivity for City staff and community members without a widely available Wi-Fi solution. <input checked="" type="checkbox"/> Roaming City staff might need to stop their work to connect to the network if Wi-Fi is not available. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Wi-Fi might crash during implementation, causing issues with work flow and productivity while the Wi-Fi outage occurs. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The upgraded Wi-Fi might not work as intended, causing unforeseen issues with connectivity or capacity that are counter to predicted results. 								

K: Implement new Voiceprint software in PD

Initiative K – Implement new Voiceprint software in PD	
<p>Initiative Description: Voiceprint is software that the PD uses to capture radio traffic and 911 calls. The City should implement new or upgraded Voiceprint software in the PD to resolve the current browser compatibility issue that prevents staff from utilizing the software.</p> <p>Task 1: Engage PD to determine Voiceprint software technology requirements for implementation within PD. The City should engage with stakeholders within the PD to provide input in developing the requirements of the Voiceprint software. It is critical that the City engage the end users of the Voiceprint software so that they can provide guidance on what functionality will assist them in their job duties.</p> <p>Task 2: Procure new Voiceprint software to implement within the PD. Utilizing requirements by PD stakeholders, the City should follow appropriate purchasing policies to acquire the upgraded software. This initiative assumes a cost of \$500 per license for law enforcement use, with a range of 10 to 20 individual officers and staff who require access to the software.</p> <p>Task 3: Fully implement new Voiceprint software within the PD. With assistance from the vendor, the City should implement the updated software. Important implementation considerations should include, but are not limited to:</p> <ul style="list-style-type: none"> • Project management: The City should identify an appropriate project management strategy with the vendor, including identifying a project manager, developing a project schedule, and developing plans for workflow development, training, and support. • Configuration: The City should work with the vendor to map out the software to help ensure it is configured in such a way that offers process efficiencies for stakeholders. • Training and change management: The City should ensure that the vendor is providing effective training on the new software. • Testing: The City should have an established approach to testing to validate that the software is structured to meet PD requirements. <p>Task 4: Conduct Voiceprint software training within the PD. Once the software has been tested and validated, the City and vendor should facilitate training to all PD users so that staff are comfortable navigating the system, including any workflows, access, storage, and any additional functionality. Once staff have been adequately trained, the City should deploy the software to all assigned users and work to ensure that appropriate support and training resources are available.</p>	
Initiative Source Information	
Functional Area:	Applications
Weighted Priority Ranking:	7 of 22 is this initiative's ranking as determined by BerryDunn.
Priority Ranking:	17 of 20 is this initiative's ranking as voted on by City staff.
Related IT Issues and Opportunities	

Initiative K – Implement new Voiceprint software in PD									
A13	The Voiceprint software utilized by the PD is not currently working.							 Medium	
Prioritization Category Rankings									
City Rankings			BerryDunn Rankings						
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology		
 Medium			 Medium		 Easy		 Established		
Estimated Budget									
Total Budget Breakdown									
Budget Category	One-Time				Recurring				
	Time		Budget		Time		Budget		
	Low	High	Low	High	Low	High	Low	High	
Internal Labor	40	80	\$0	\$0	0	0	\$0	\$0	
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0	
Hardware	0	0	\$0	\$0	0	0	\$0	\$0	
Software	0	0	\$15,000	\$20,000	0	0	\$15,000	\$20,000	
Total Budget	40	80	\$15,000	\$20,000	0	0	\$15,000	\$20,000	
Total Budget by Year									
Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Cost				
\$60,000	\$20,000	\$20,000	\$20,000	\$20,000	\$140,000				
Budget Description:	This budget accounts for the initial and recurring software or licensing costs for Voiceprint software. Internal labor hours are estimated for requirements development, implementation, testing, and training for the new software.								
Action Items to Implement Project or Initiative									

Initiative K – Implement new Voiceprint software in PD

- Engage PD to determine Voiceprint software technology requirements for implementation within PD.
- Procure new Voiceprint software to implement within the PD.
- Fully implement new Voiceprint software within the PD.
- Conduct Voiceprint software training within the PD.

Anticipated Benefits

- Voiceprint software will be operational for PD staff, allowing them to capture radio traffic and 911 calls as needed.

Potential Risks

No Action:

- Voiceprint software will remain inoperable, hindering PD staff from working effectively.
- The PD will not have the ability to capture radio traffic and 911 calls.

During Implementation:

- Lack of stakeholder engagement will result in an incomplete list of requirements.
- Lack of structure surrounding the implementation runs the risk of a failed implementation.

Post-Implementation:

- Lack of proper communication and training will result in low buy-in from staff.
- Lack of configuration validation might not result in improved collaboration and process efficiencies.

C: Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS

Initiative C – Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS

Initiative Description: Implement an Enterprise Content Management system or DMS to reduce reliance on paper and facilitate document workflows. Engage with City stakeholders to identify digital document requirements, including storage, retention, and workflows. This will help staff access critical documents, respond to Freedom of Information Act (FOIA) requests, and adhere to retention policies more efficiently.

Task 1: The City should work with City stakeholders to gather and document requirements. An internal project manager should be assigned to manage the project planning, engagement, and communications. The project manager should engage with all digital document and digital workflow stakeholders throughout the City, scheduling work sessions for identifying and documenting requirements, and to gauge their appetite for scanning efforts and creating digital workflows.

The project manager should work with City stakeholders to solicit, evaluate, and select an appropriate DMS that satisfies the documented requirements. The system selection should include representation from all stakeholders, allowing participation in demonstrations and scoring to help ensure a comprehensive City perspective during this process.

Initiative C – Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS

The City should include implementation services through the DMS vendor to assist the City with implementation activities, training, and business process integration.

Task 3: IT staff should setup and configure the DMS. With the assistance of the selected provider, set up and configure the DMS, utilizing both current excess server and storage capacity or purchasing dedicated equipment. DMSs typically require substantial, dedicated hardware, particularly for data storage.

In addition to the City’s documented requirements, the City should consider the potential size and volume for each type of document to be stored in the DMS and plan for future growth. The project manager should work with the vendor and City IT staff to identify system needs and help ensure adequate system resources are procured to accommodate system use, particularly related to data storage.

Task 4: The City should employ OCM strategies for implementation. With assistance from either the vendor or a qualified implementation partner, the City should implement process changes that take advantage of features and functions the system provides that will lead to full adoption of the system. Some of these processes will include procedures to digitize all future documents as they are created, entering metadata on documents for future search and retrieval capabilities, and quality control steps. These new or revised processes will likely be met with resistance from end users who realize the steps take longer than those they currently take. The City should anticipate this resistance and work to minimize it using the Prosci® ADKAR® Model. This model focuses on five tenants to managing the people side of change: Awareness, Desire, Knowledge, Ability, and Reinforcement. The City should communicate that process changes are coming (awareness), provide end users with information on how the changes will benefit them (desire), clearly articulate what the process changes are that will benefit them (knowledge), train them on how to execute the processes (ability), and reiterate the benefits of sticking to the changed processes after implementation (reinforcement).

Initiative Source Information

Functional Area:	Management and Operations Applications
Weighted Priority Ranking:	8 of 22 is this initiative’s ranking as determined by BerryDunn.
Priority Ranking:	1 of 20 is this initiative’s ranking as voted on by City staff.

Related IT Issues and Opportunities

M8	The City lacks an enterprise approach to document management.	 Critical
A17	The City Attorney lacks access to the electronic tools required to efficiently manage the City’s legal matters.	 Medium

Initiative C – Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS

Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
<p>Critical</p>			<p>High</p>		<p>Medium</p>		<p>Leading Edge</p>	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	650	1,655	\$0	\$0	40	100	\$0	\$0
Professional Services Labor	0	0	\$62,500	\$156,250	0	0	\$0	\$0
Hardware	0	0	\$50,000	\$125,000	0	0	\$10,000	\$25,000
Software	0	0	\$25,000	\$100,000	0	0	\$5,000	\$20,000
Total Budget	650	1,655	\$137,500	\$381,250	40	100	\$15,000	\$45,000
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$381,250	\$45,000	\$45,000	\$45,000	\$516,250			
Budget Description:		<i>Estimated labor hours are spread across the departments, considering the time and effort required from all end users. Costs assume excess server and storage capacity is not available and will need to be procured.</i>						
Action Items to Implement Project or Initiative								

Initiative C – Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS

- ☑ IT leadership should assign an internal project manager to manage this project.
- ☑ The project manager should gather requirements from all related stakeholders.
- ☑ The City should initiate the selection of an enterprise class system, involving stakeholders.
- ☑ The IT Department should work with the project manager, the vendor, and department subject matter experts to set up and configure the system.
- ☑ The IT Department, executive leadership, and the project manager should work with stakeholders on OCM, identifying and implementing the necessary process changes and facilitating end-user adoption.

Anticipated Benefits

- ☑ City users will be able to search for documents by available metadata, creating efficiencies in fulfilling needs or requests for documents.
- ☑ The DMS will help staff provide complete e-discovery and FOIA responses.
- ☑ City staff can establish digital document workflows to automatically route documents through the organization for various types of documents, including approvals, updates, and digital signatures.
- ☑ All authorized users can more easily find documents and records across divisions and departments.

Potential Risks

No Action:

- ☑ The City will continue to provide inefficient responses to e-discovery and FOIA responses as a result of paper and ad hoc digital document storage.
- ☑ Locating documents across multiple departments will continue to be difficult because of disparate document management practices.

During Implementation:

- ☑ DMS users could exhibit barriers to adoption if there is a lack of learning opportunities for developing the appropriate skills and system understanding.
- ☑ City staff could become overwhelmed if the project moves too fast, trying to do too much at one time.

Post-Implementation:

- ☑ The City might not get maximum value from the DMS if there is lack of OCM, causing limited end-user buy-in or adoption.
- ☑ The City’s digital documents could have poor legibility and limited use if effective quality assurance practices were not implemented.

J: Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements

Initiative J – Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements

Initiative Description: CD is currently tracking employee and contractor time spent on projects manually using spreadsheets. CentralSquare software, already in use in CD, has the ability to track employee and contractor time. BerryDunn recommends evaluating CentralSquare and other existing City enterprise software (e.g., ADP, ERP), to determine if the software can automate this process.

Task 1: Assess the functionality, adaptability, and capacity of existing City enterprise software systems to provide project timekeeping services to the CD Department. The City should identify a team of two to three employees to meet with stakeholders and everyday users of the system to document the requirements for project timekeeping. The team should develop written requirements for the operating parameters and performance of this system. These requirements should then be compared against the capabilities of existing City enterprise software applications. The team should then make a recommendation on whether the City should reconfigure existing software to better suit the needs of CD staff or seek a new software entirely. The City should consider the outcomes of Initiatives V, N, and M prior to making a final decision, as there are opportunities for synergistic effort.


Task 2a: Reconfigure the existing software to better suit the needs of City staff. Should the recommendation be to reconfigure existing software to better suit the needs of City staff, BerryDunn recommends considering using professional project management and implementation services labor to enable a maximum effort be placed into system configuration, implementation, testing, and training with minimal impact to ongoing, daily City operations. This task is not valid if Task 2b is selected as the path of resolution.

Task 2b: Implement a new system. Should the recommendation be to implement a new system, BerryDunn recommends acquiring professional services to conduct an objective, requirements-based system selection process. Consider converging this task and the efforts of Initiative V, N, and M to create an economy of scale in effort and outcome. No software cost is depicted for the acquisition of new software because it will be contingent upon the outcome of Task 1.

Initiative Source Information

Functional Area:	Applications
Weighted Priority Ranking:	9 of 22 is this initiative’s ranking as determined by BerryDunn.
Priority Ranking:	5 of 20 is this initiative’s ranking as voted on by City staff.

Related IT Issues and Opportunities

A7	Time tracking is a manual process for City employees and consultants within the CD Department.	 Medium
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Prioritization Category Rankings

City Rankings	BerryDunn Rankings		
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology

Initiative J – Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements								
 Critical		 Medium		 Medium		 Established		
Estimated Budget								
Total Budget Breakdown								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	242	608	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$52,000	\$130,000	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	242	608	\$52,000	\$130,000	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$130,000	\$0	\$0	\$0	\$130,000			
Budget Description:		<i>Internal labor hours are estimated for requirements development, implementation, testing, and training for the new project timekeeping functionality. Professional services labor hours are estimated for a third party to assist with project management.</i>						
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assess the functionality, adaptability, and capacity of existing City enterprise software systems to provide project timekeeping services to the CD Department. <input checked="" type="checkbox"/> Reconfigure the existing software to better suit the needs of City staff, or implement a new system. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Utilizing the full potential of the CD software could provide a more reliable workflow for employees. <input checked="" type="checkbox"/> Implementing new project timekeeping features could provide increased labor cost visibility to CD staff. 								

Initiative J – Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements

Potential Risks

No Action:

- The City would continue to track employee and contractor project time manually.

During Implementation:

- Lack of stakeholder engagement will result in an incomplete list of requirements.
- Lack of structure surrounding the implementation runs the risk of a failed implementation.

Post-Implementation:

- Lack of proper communication and training will result in low buy-in from staff.
- Low staff adoption of new procedures for project timekeeping will limit effectiveness of the benefits.
- Lack of configuration validation may not result in improved collaboration and process efficiencies.

M: Conduct an objective, requirements-based system selection process to identify and select a new ERP system

Initiative M – Conduct an objective, requirements-based system selection process to identify and select a new ERP system

Initiative Description: City staff reported the current City ERP system is not meeting the needs of City departments. Challenges identified include manual paper-based processes due to lack of system functionality, limited reporting capabilities, and the lack of integration between systems. Because of the challenges and opportunities for improvement identified by City staff, BerryDunn recommends the City initiate a procurement process to select and implement a new ERP system. A modern ERP system would offer enhanced functionality and business process improvements for core business functions relating to financial and human capital management.

This project would involve the City assessing its needs and developing functional and technical requirements for a new system, initiating a competitive process to procure a new system, and implementing the selected system.

Task 1: Conduct a thorough needs assessment and requirements-gathering process of current and future ERP system functionality and capacity. To assist the City with the procurement of a new ERP system, BerryDunn recommends the City seek assistance from a third party that can guide the City through this process. In addition, BerryDunn recommends that the selected third party have specific experience with the nuances and unique challenges within public procurement processes and operational needs, development of requirements, crafting of a Request for Proposal (RFP), scripted demonstrations, and contract review that offers the City protection during implementation activities.

The City should begin by identifying department stakeholders to participate in the project and conduct a needs assessment to define the current environment challenges and identify functionality staff would like to see in a future system environment. Next, the City will need to develop functional and technical requirements for the new ERP system. The City should document the requirements in a structured format and develop the requirements based on industry standards. The City should involve all stakeholders in the requirements-gathering process, allowing multiple opportunities for review.

Initiative M – Conduct an objective, requirements-based system selection process to identify and select a new ERP system

Given the functionality and capacity of current ERP systems, BerryDunn recommends that the City consider the long-term consolidation of requirements development and system selection processes within Initiatives M, N, J, and R to gain the highest economy of scale in effort and outcome possible.

Task 2: Develop and publish an RFP to enable vendors to provide high-level information pertaining to their ability to bridge the gaps and functional needs identified in Task 1. The City should develop an RFP for the replacement ERP software system. The RFP should include the requirements developed by the City. In addition to the functional and technical requirements, the City should also include requirements for a structured project management and implementation approach by the vendor, including a project plan and schedule and other planning documents such as a training, testing, and implementation plan. The City should offer a pre-bidders' conference as part of the procurement process, which will allow vendors the opportunity to ask additional clarifying questions.

Once the City has received the RFP responses from vendors, the proposals should be scored using a pre-determined scoring methodology. The proposals should be ranked to determine the vendors that will be asked to demonstrate their systems to the City. The broad stakeholder group should be part of the evaluation process; however, scoring should be limited to an evaluation committee of four to seven City staff.

Task 3: Evaluate the proposed systems based upon the needs and requirements identified in Task 1, selecting the system that provides the best ROI for the City with a multiyear implementation strategy. Once the City has ranked the proposals, the top two to three vendors should be invited to demonstrate their proposed system for the City. The demonstration process should include a scripted demonstration agenda that requires vendors to demonstrate their systems based on the City business and technical requirements. A scripted demonstration approach will also allow the City to compare the vendors as they demonstrate similar business processes. The City's stakeholder group and other City staff who will use the future system should be included in the demonstration process. At the completion of the demonstration process, the City should conduct a second round of scoring based on the results of the demonstrations. Following the demonstration scoring, the City should conduct reference checks and site visits with current customers of the vendors that advanced through the demonstration process. The City should conduct a final round of scoring to identify the preferred vendor once the reference checks and site visits are complete.

Once the City has determined a preferred vendor based on the results of the scoring and evaluation process, it will be important that the City conduct a thorough review of the vendor's proposed contract. Reviewing critical contract terms and conditions—including payment terms, license agreement, payment milestones, and deliverables—will be important to define to assist in mitigating some of the challenges that can occur during implementation.

Task 4: Implement the new ERP system. The City should identify a dedicated internal project manager to manage the day-to-day implementation activities and serve as the primary contact for the vendor's implementation team. Additionally, the identified project manager should be able to commit 25 – 30 hours each week toward the system implementation, with some weeks requiring greater or less time, depending on the timing of implementation activities.

In addition to identifying a project manager, the City should establish a project management team (PMT) to monitor implementation activities. The PMT should consist of three to five members and include functional representatives from key departments. BerryDunn also recommends that the City contract with a third party to provide project management oversight services to support the City PMT during implementation of the system.

Initiative M – Conduct an objective, requirements-based system selection process to identify and select a new ERP system								
Initiative Source Information								
Functional Area:	Applications							
Weighted Priority Ranking:	10 of 22 is this initiative's ranking as determined by BerryDunn.							
Priority Ranking:	3 of 20 is this initiative's ranking as voted on by City staff.							
Related IT Issues and Opportunities								
A2	The current Great Plains ERP system does not meet the enterprise-wide needs of City staff.						 Medium	
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	10,330	16,100	\$0	\$0	400	500	\$0	\$0
Professional Services Labor	0	0	\$2,040,000	\$2,370,000	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$600,000	\$1,000,000	0	0	\$300,000	\$500,000
Total Budget	10,330	16,100	\$2,640,000	\$3,370,000	400	500	\$300,000	\$500,000

Initiative M – Conduct an objective, requirements-based system selection process to identify and select a new ERP system					
Total Budget by Year					
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost
\$0	\$100,000	\$1,635,000	\$1,635,000	\$500,000	\$3,870,000
Budget Description:	<p><i>This budget structure is based on a SaaS solution. This initiative includes system one-time costs (\$935,000 – \$1,235,000) for vendor implementation services and contingency, spread over FY25 and FY26. Third-party City project management services (\$350,000 – \$400,000) is estimated for 24-month implementation in FY25 and FY26. Recurring annual subscription fees (\$300,000 – \$500,000) are included for FY27 and beyond.</i></p>				
Action Items to Implement Project or Initiative					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct a thorough needs assessment and requirements-gathering process of current and future ERP system functionality and capacity. <input checked="" type="checkbox"/> Develop and publish an RFP to enable vendors to provide high-level information pertaining to their ability to bridge the gaps and functional needs identified in Task 1. <input checked="" type="checkbox"/> Evaluate the proposed systems based upon the needs and requirements identified in Task 1, selecting the system that provides the best ROI for the City with a multiyear implementation strategy. <input checked="" type="checkbox"/> Implement the system. 					
Anticipated Benefits					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> There will be a reduction in the use of disparate applications (i.e., increased integration between business functions and departments). <input checked="" type="checkbox"/> Security and workflow functionality will increase. <input checked="" type="checkbox"/> Enterprise-wide access to financial, HR, and payroll viewpoints will improve. <input checked="" type="checkbox"/> Electronic workflow functionality will increase efficiency in departments. <input checked="" type="checkbox"/> City exposure to security risks will be reduced as outdated applications are eliminated. <input checked="" type="checkbox"/> Improved operational efficiency and streamlined internal processes will improve staff production. 					
Potential Risks					
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City continues to use inefficient software applications that limit the productivity potential of staff. <input checked="" type="checkbox"/> City leadership continues to lack access to key reporting metrics. <input checked="" type="checkbox"/> Integration between existing applications continues to be limited. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Limited staff participation in the definition of functional and technical requirements for a new system. <input checked="" type="checkbox"/> Lack of staff support for the new system. 					

Initiative M – Conduct an objective, requirements-based system selection process to identify and select a new ERP system

- Insufficient allocation of both financial and HR to the implementation project.

Post-Implementation:

- The City does not implement a continual training program for users of the new system, leading to similar challenges as would exist if this initiative were not implemented.

D: Evaluate and review the ITSM practices with IT staff

Initiative D – Evaluate and review the ITSM practices with IT staff

Initiative Description: IT leadership should engage with IT staff to identify the written and unwritten ITSM practices, norms, and institutional knowledge. The IT Department should evaluate the current ITSM practices and documentation to determine gaps in service delivery. IT leadership should document and enforce additional service management practices necessary to achieve the desired service level and customer engagement goals, and present to IT staff members.

IT leadership should lead the IT team in selecting a suitable service management framework for guiding the ITSM efforts of the IT Department. BerryDunn recommends the ITIL® v4 Foundation Framework to establish the core components of ITSM in the City.

Based on observations, BerryDunn recommends City IT prioritize the evaluation and implementation of ITSM principles for relationship management, business analysis, service design, and service-level management.

Task 1: Evaluate current ITSM practices. IT leadership should form a working group to identify and review current ITSM practices and evaluate the effectiveness of each, documenting the information gathered for reference in subsequent tasks. IT leadership should also spend time evaluating what IT staff currently know about ITSM and provide training where necessary.

Conduct work sessions within the IT Department to create a list of services available to end users and document each in a service catalog. Establish common criteria for the delivery of those services, including target response times and other performance metrics. Thoroughly establish the internal IT human resource and technical resource dependencies, along with any external dependencies of vendors, suppliers, and other sources. IT staff should also identify workarounds and alternative service delivery methods to use when interruptions to normal operations occur. Document the types of requests that fall outside the service catalog but are still provided by IT.

IT staff should identify nuances between departments to establish common expectations, while also considering unique expectations or circumstances. Use this information to adjust the service parameters and formulate SLAs between IT and City departments. When discussing SLAs, the team should focus on response time rather than resolution time and help end users and departmental leaders understand the difference.

Task 2: Identify and document missing or unwritten practices and expectations. After completing the evaluations of current practices, the working group should begin to assess and document the missing ITSM components. While organizations should apply all aspects of service management, certain principles could be more valuable than others, depending on the goals and objectives of the City. The working group should review the goals and objectives of the City, comparing that information to the ITSM framework information to help identify gaps. To help guide the conversations and comparisons, the working group could refer to the ITIL Foundation: ITIL® 4 Edition for a list of management practices that should be a part of any ITSM model:

Initiative D – Evaluate and review the ITSM practices with IT staff

General Management Practices	Service Management Practices	Technical Management Practices
Architecture Management	Availability Management	Deployment Management
Continual Improvement	Business Analysis	Infrastructure & Platform Management
Information Security Management	Capacity & Performance Management	Software Development & Management
Knowledge Management	Change Enablement	
Measurement & Reporting	Incident Management	
OCM	IT Asset Management	
Portfolio Management	Monitoring & Event Management	
Project Management	Problem Management	
Relationship Management	Release Management	
Risk Management	Service Catalogue Management	
Service Financial Management	Service Configuration Management	
Strategy Management	Service Continuity Management	
Supplier Management	Service Design	
Workforce & Talent Management	Service Desk	
	Service Level Management	
	Service Request Management	
	Service Validation & Testing	

For each practice area, compare the relevant information from Task 1 to the information available for each of the management practices to identify potential gaps. If a management practice is not currently evident, design and document a suitable plan for implementation.

Revisiting the service catalog and applying the concepts to each service can help ground the conversation in real circumstances the group experiences frequently. While doing so, review each service and discuss which components of the ITSM framework are most pertinent. While considering each service, determine the expectations for each, such as response time, frequency of contact throughout requests and problems, prioritization of requests and problems, and service relationship model (articulating dependencies in support). Include metrics for monitoring the service outcomes.

Document all adopted practices and expectations in appropriate procedures, policies, standards, and guidelines.

Task 3: Present written practices to staff for feedback. IT leadership should have an open discussion with IT staff communicating findings and documented outcomes of the ITSM working group, including any new expectations and practices, and soliciting feedback. Because buy-in and acceptance from IT staff is critical for the success of an ITSM initiative, the IT Director should update the content where possible to accommodate staff feedback, while still accomplishing the ITSM goals.

Initiative D – Evaluate and review the ITSM practices with IT staff

Task 4: Finalize expectations and implement internal ITSM changes appropriately. The IT Director should task the appropriate staff within IT to implement the necessary changes to request management systems and business processes to enable the new ITSM governance. Additional training might be needed for IT staff to fully understand and adopt formalized ITSM principles and practices.

Again, the ITIL Framework can be used to assist in implementation by following the seven ITIL guiding principles:

- Focus on value
- Start where you are
- Progress iteratively with feedback
- Collaborate and promote visibility
- Think and work holistically
- Keep it simple and practical
- Optimize and automate

Applying these principles throughout can help focus efforts, and these principles apply to almost every initiative and at all levels.




Task 5: Review service levels periodically to address any shortfalls or indicators of issues.

Perform regular updates to services, expectations, and service metrics to gauge changes to departmental needs and to monitor performance of staff against established metrics.

Initiative Source Information

Functional Area:	Management and Operations
Weighted Priority Ranking:	11 of 22 is this initiative’s ranking as determined by BerryDunn.
Priority Ranking:	10 of 20 is this initiative’s ranking as voted on by City staff.

Related IT Issues and Opportunities

M4	IT Department staff demonstrate limited involvement in IT application issues.	 <p>Critical</p>
M12	Multiple weaknesses exist in the IT relationship with City departments and staff.	 <p>High</p>
M2	The current ITSM processes do not produce effective results for end users.	 <p>Medium</p>

Initiative D – Evaluate and review the ITSM practices with IT staff									
M7	The IT Department lacks a formal organizational plan.							 Medium	
Prioritization Category Rankings									
City Rankings					BerryDunn Rankings				
Strategic Project and Initiative Rank					Relative Benefit		Ease of Implementation		Maturity of Technology
 High					 High		 Difficult		 Leading Edge
Estimated Budget									
Total Budget Breakdown									
Budget Category	One-Time				Recurring				
	Time		Budget		Time		Budget		
	Low	High	Low	High	Low	High	Low	High	
Internal Labor	540	1276	\$0	\$0	90	225	\$0	\$0	
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0	
Hardware	0	0	\$0	\$0	0	0	\$0	\$0	
Software	0	0	\$0	\$0	0	0	\$0	\$0	
Total Budget	540	1276	\$0	\$0	90	225	\$0	\$0	
Total Budget by Year									
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost				
\$0	\$0	\$0	\$0	\$0	\$0				
Budget Description:		<i>Budget depicted contains internal labor hours required to develop, monitor, and maintain appropriate ITSM principals, expectations, and practices.</i>							
Action Items to Implement Project or Initiative									

Initiative D – Evaluate and review the ITSM practices with IT staff

- ☑ The IT Director should conduct work sessions with IT staff to evaluate the current ITSM environment.
- ☑ The IT Department should collaborate to identify ITSM gaps.
- ☑ The IT Director should engage with internal staff for validation and feedback.
- ☑ The appropriate IT leadership should finalize and implement the ITSM governance.
- ☑ The IT Director should initiate regular updates to the ITSM governance documents to keep pace with evolving technology and end-user needs.

Anticipated Benefits

- ☑ End users will have clearer expectations of IT staff activities, including response time and level of service.
- ☑ Departments will have negotiated agreements with the IT Department for reasonable response times and level of service.
- ☑ The IT Department will gain a better understanding of IT service offerings, parameters for delivery, and dependencies.

Potential Risks

No Action:

- ☑ End users could experience continued dissatisfaction by having little understanding of what services the IT Department provides and the associated parameters.
- ☑ End users and IT staff could have difficulty estimating the costs and work required for complex tasks from a lack of insight into task dependencies and total cost.

During Implementation:

- ☑ Other tasks and responsibilities could be affected if IT staff cannot allocate the appropriate time for completing the necessary discovery and documentation of services.
- ☑ Implementation could require several iterations to get this right—creating ITSM governance can be confusing and takes time.

Post-Implementation:

- ☑ The ITSM governance could become outdated and confuse City staff if not kept updated.

U: Implement PD communications encryption technology per strategic plans in place

Initiative U – Implement PD communications encryption technology per strategic plans in place

Initiative Description: Per existing strategic plans to upgrade PD communications systems currently in place, develop and fund the action plan required to help ensure the successful execution of this initiative to meet all stated PD requirements. Document all prior discussion, agreements, proposed scheduling and funding, and any legal, regulatory, and law enforcement compliance requirements for incorporation in this plan. Given the comprehensive and multiyear nature, as well as the inherent risks that must be considered in any public safety communications project, development of the plan should reference the PMI® *PMBOK® Guide* to help ensure a strong foundation for the planning, communication, and execution of each stage.

Initiative U – Implement PD communications encryption technology per strategic plans in place

Task 1: Develop an action plan to implement PD communications encryption technology.

Document all previous discussion, agreements, and any legal, regulatory, and law enforcement compliance requirements for incorporation in this plan. Develop the multiyear action plan with a clear timeline for acquisition and configuration, implementation, and operational requirements. Based on approval of appropriate funds, implement the initial phase of the PD encrypted communications systems plan.

Task 2: Implement each additional phase of the multiyear PD encrypted communications systems plan. Following the established timeline for acquisition and configuration, implementation, and operational requirements, continue to implement the subsequent project phases based on continued and timely approval of appropriate funds. Work to ensure that flexibility to make adjustments is programmed into each subsequent phase to account for emergent issues that might impact projected objectives.

Initiative Source Information								
Functional Area:		Technical						
Weighted Priority Ranking:		12 of 22 is this initiative's ranking as determined by BerryDunn.						
Priority Ranking:		N/A						
Related IT Issues and Opportunities								
N/A		See section 4.3						
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	0	0	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0

Initiative U – Implement PD communications encryption technology per strategic plans in place								
Hardware	0	0	\$350,000	\$400,000	0	0	\$125,000	\$150,000
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	0	0	\$350,000	\$400,000	0	0	\$125,000	\$150,000
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$400,000	\$150,000	\$150,000	\$150,000	\$850,000			
Budget Description:	<i>The costs depicted reflect direct expenses for equipment and installation identified by the IT Department in March 2022.</i>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Document all previous discussion, agreements, and any legal, regulatory, and law enforcement compliance requirements for incorporation in this plan. <input checked="" type="checkbox"/> Develop the multiyear action plan with a clear timeline for acquisition and configuration, implementation, and operational requirements. <input checked="" type="checkbox"/> Seek and receive approval of appropriate funds for FY2024. <input checked="" type="checkbox"/> Implement the initial phase of the PD encrypted communications systems plan. <input checked="" type="checkbox"/> Implement each additional phase of the multiyear PD encrypted communications systems plan following approval of appropriate funds at each phase. <input checked="" type="checkbox"/> Make adjustments in each subsequent phase to account for emergent issues that might impact projected objectives. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Encrypted PD communications will help ensure privacy, security, and efficiency of ongoing public safety operations. <input checked="" type="checkbox"/> PD communications will comply with established regulatory guidelines for law enforcement operations in the State of California. <input checked="" type="checkbox"/> The City will no longer be exposed to the risk of malicious penetration of an open communication network. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PD communications will continue to be exposed to clear radio traffic monitoring by the public. <input checked="" type="checkbox"/> PD communications will not comply with emergent requirements for law enforcement communications in the State of California. <input checked="" type="checkbox"/> The City will have continued exposure to risks of malicious penetration of an open communication network. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lack of consistency in communications systems might result in confusion or errors during live operations. 								

Initiative U – Implement PD communications encryption technology per strategic plans in place

- ☑ Lack of a singular communications platform might impact staff support, training, and vendor coordination for the duration of the transition.

Post-Implementation:

- ☑ The encrypted communication network might become outdated if the City does not employ formal system life cycle management practices.

G: Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution

Initiative G – Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution

Initiative Description: The City should seek to implement a system to control mobile device configuration and updates. Conduct the requirements analysis activities and evaluate qualified providers. Select a system to meet specifications, purchase, and implement.

Task 1: Identify requirements for an MDM system. IT leadership should identify an internal project manager for this project. The project manager should start by establishing the requirements and end-user expectations for an MDM system. While IT staff can determine most requirements, mobile users should be engaged in order to gather end-user requirements and expectations. Document the requirements for later comparison with potential vendors’ capabilities.

Inventory the City-owned and personal devices currently in use and what devices would be allowed. City staff reported using personal devices for accessing City data. If the MDM solution will manage personal devices, City IT and executive leadership should decide how requirements and device management might differ between personal devices and City-owned devices. The City should establish an MDM policy to communicate the parameters and expectations for all managed mobile devices, articulating data safeguards and privacy.

Task 2: Develop an RFP to solicit responses from vendors that provide MDM systems that can meet the requirements defined by City stakeholders. The project manager should follow City purchasing procedures to solicit proposals from MDM providers. The project manager should include requirements gathered from Task 1 and expert advice from IT staff.

Task 3: Review RFP responses and identify a platform that will meet the City’s MDM system requirements. As the primary users of the MDM system, City IT should review, evaluate, and select an appropriate provider, considering the needs and expectations of end users.

Task 4: Acquire the MDM system that meets the requirements identified by IT staff and City stakeholders. The project manager should oversee the purchase of the system through established purchasing methods.

Task 5: Configure, implement, and train staff to use the newly acquired MDM system. The project manager should work through City IT to configure and implement the system in a pilot project first, only including IT personnel and a few City users to work out flaws and become familiar with the product.

The project manager should communicate with City staff about the impending change and what they will need to do after “go-live,” as well as facilitate adequate training for City mobile users. The project manager should plan the rollout of the MDM solution in phases, with the most mobile-reliant end users or departments implemented last. The goal should be to help ensure end users are aware of what is coming, and to have a robust configuration and rollout plan before highly mobile users are impacted.

Initiative G – Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution								
Initiative Source Information								
Functional Area:		Applications						
Weighted Priority Ranking:		13 of 22 is this initiative's ranking as determined by BerryDunn.						
Priority Ranking:		11 of 20 is this initiative's ranking as voted on by City staff.						
Related IT Issues and Opportunities								
A16		There is no centralized MDM system to configure, maintain, and secure all City-owned mobile devices.					 Medium	
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 High			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	140	352	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$4,000	\$7,800	0	0	\$0	\$0
Hardware	0	0	\$2,500	\$5,500	0	0	\$0	\$0
Software	0	0	\$4,000	\$12,000	0	0	\$3,000	\$7,500
Total Budget	140	352	\$10,500	\$25,300	0	0	\$3,000	\$7,500
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			

Initiative G – Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution					
\$0	\$0	\$25,300	\$7,500	\$7,500	\$40,300
Budget Description:		<i>Internal hours are included for project implementation activities and training requirements for end users. Professional services, software, and hardware costs are included to account for the initial, upfront acquisition, training, and implementation costs.</i>			
Action Items to Implement Project or Initiative					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> IT leadership should identify a project manager to manage the MDM initiative. <input checked="" type="checkbox"/> The project manager should guide City IT and City staff through identifying and documenting requirements. <input checked="" type="checkbox"/> The City should issue an RFP to select and procure a viable MDM solution. <input checked="" type="checkbox"/> City IT should work with the selected vendor to configure and implement the MDM solution. <input checked="" type="checkbox"/> The project manager should phase the MDM solution rollout and train end users. 					
Anticipated Benefits					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> City data can be precisely managed on mobile devices to help prevent accidental disclosure of City data. <input checked="" type="checkbox"/> City IT can update mobile devices with new software and security controls when necessary. <input checked="" type="checkbox"/> City IT can help prevent access to City data for unauthorized devices or devices that do not meet the established minimum standards. 					
Potential Risks					
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> City data could be at risk of accidental disclosure through lost or stolen mobile devices if MDM is not implemented. <input checked="" type="checkbox"/> City mobile devices could become outdated if device management is not used to keep software and systems updated. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> End users could become frustrated with new security controls if proper introduction and training are not practiced. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> MDM practices could become less effective without management oversight. <input checked="" type="checkbox"/> End users could complain about MDM if the value and necessity is not continually communicated and reinforced. 					

R: Assess current CD software functionality and identify the possibility to reconfigure or replace

Initiative R – Assess current CD software functionality and identify the possibility to reconfigure or replace

Initiative Description: Staff reported that the CardKnox payment gateway for eTRAKiT does not function properly, will not accept payments for permits and licenses, and is contributing to lost City revenue. CardKnox payments do not transmit into eTRAKiT or Great Plains as designed; the Finance Department is manually entering the information into Great Plains. Staff also reported that CD data in CentralSquare, City GIS, County GIS, and SharePoint is not always consistent, which makes information requests difficult and time consuming. This initiative would assess the functionality of the CD software system and identify areas of possible improvement. Based on the result of this analysis, the City should determine if it should reconfigure the software to better suit its needs or replace with a different system.

Task 1: Identify a team of City employees to document functionality within the current CD software and make a recommendation to reconfigure or replace the existing software. The City should identify a team of two to three employees to meet with stakeholders and everyday users of the system to document the functionality of the CD software as it relates to the data workflow of City staff. Attention should be paid to the location of data used in the daily workflow and the consistency and accessibility of that data. The team should present an overview of the system functionality to stakeholders. Areas for improvement and current challenges should be analyzed with the goal of deciding if the system should be reconfigured or replaced. The team should then present a formal recommendation to management.


Task 2: The City should implement the solution chosen in Task 1. Should the recommendation be to reconfigure the existing software to better suit the needs of City staff, BerryDunn recommends consideration of converging this initiative with those efforts associated with Initiative J (Tasks 2 and 3). The professional services labor costs depicted can be redirected to that effort, should the City determine that a reconfiguration of the existing software is the optimal direction.

Should the recommendation be to implement a new system, BerryDunn recommends acquiring professional services to conduct an objective, requirements-based system selection process. Consideration should be given to converging this task with Tasks 1, 2, and 3 within both Initiative M and N. Initiatives M, N, J, and R could be combined to create an economy of scale in effort and outcome in the requirements development and system selection processes. No software cost is depicted for the acquisition of new software because it will be contingent upon the outcome of Task 1.

Initiative Source Information

Functional Area:	Applications
Weighted Priority Ranking:	14 of 22 is this initiative's ranking as determined by BerryDunn.
Priority Ranking:	4 of 20 is this initiative's ranking as voted on by City staff.

Related IT Issues and Opportunities

A1	The CardKnox payment gateway for eTRAKiT does not function properly.	 Critical
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Initiative R – Assess current CD software functionality and identify the possibility to reconfigure or replace									
A6		CentralSquare CD software issues hinder CD Department staff productivity.						 Medium	
Prioritization Category Rankings									
City Rankings				BerryDunn Rankings					
Strategic Project and Initiative Rank				Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical				 High		 Medium		 Established	
Estimated Budget									
Total Budget Breakdown									
Budget Category	One-Time				Recurring				
	Time		Budget		Time		Budget		
	Low	High	Low	High	Low	High	Low	High	
Internal Labor	235	588	\$0	\$0	0	0	\$0	\$0	
Professional Services Labor	0	0	\$50,000	\$125,000	0	0	\$0	\$0	
Hardware	0	0	\$0	\$0	0	0	\$0	\$0	
Software	0	0	\$0	\$0	0	0	\$0	\$0	
Total Budget	235	588	\$50,000	\$125,000	0	0	\$0	\$0	
Total Budget by Year									
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost				
\$0	\$0	\$125,000	\$0	\$0	\$125,000				
Budget Description:		The budget for this initiative includes internal hours for the estimated staff time it will take to conduct an analysis of the current system and ascertain if its functionality is sufficient and to identify solutions and opportunities to implement changes. The budget also accounts for the anticipated costs to hire a third party to assist with system selection activities.							
Action Items to Implement Project or Initiative									

Initiative R – Assess current CD software functionality and identify the possibility to reconfigure or replace

- ☑ Identify a team of City employees to document functionality within the current CD software and make a recommendation to reconfigure or replace the existing software.
- ☑ The City should implement the solution chosen in Task 1.

Anticipated Benefits

- ☑ Utilizing the full potential of the CD software could provide a more reliable workflow for employees.
- ☑ Reconfiguring the existing system or implementing a new system could provide increased functionality to CD staff.

Potential Risks

No Action:

- ☑ The City will continue to experience inefficient workflows and data repositories for CD operations.

During Implementation:

- ☑ Permits and payments might be unavailable for processing during portions of the implementation.

Post-Implementation:

- ☑ The City might further customize the CD software, or an alternative future system, limiting future out-of-the-box enhancements available to the City.

I: Acquire laptops and tablets for PD field officers and essential staff

Initiative I – Acquire laptops and tablets for PD field officers and essential staff

Initiative Description: City PD staff have reported that existing mobile devices do not always meet operational and environmental requirements. The PD seeks to standardize mobile devices to create a simplified, standards-based user environment that emphasizes consistency, reliability, flexibility, and accessibility. These resources must operate both within the City network and outside the City network, so that law enforcement activity can be performed in an uninterrupted, seamless manner. These new mobile devices must also be capable of meeting all operational and system integration requirements identified in the planning process and operating in conjunction with existing device assets, but be flexible enough to be reconfigured and re-tasked in short order in the event of a remote assignment. BerryDunn recommends conducting an objective requirements-gathering and planning process that leads to identifying and prioritizing need, funding, and acquisition of new mobile technology devices for the PD per an established life cycle management plan for mobile devices.

Task 1: Identify the operating requirements for PD mobile devices.

The IT Department should meet with the PD to identify the operational, technical, and security requirements for PD mobile devices needed by field officers and essential staff. Differentiate between the class and purpose of each device type, role assigned, and anticipated life cycle. Identify any unique operating requirements for each device type. Document and develop standards for these mobile devices and incorporate them into the larger IT device standards documentation.

Initiative I – Acquire laptops and tablets for PD field officers and essential staff

Task 2: Develop the life cycle management plan for mobile devices needed for PD field officers and essential staff.

The IT Department should meet with the PD to discuss budget availability, operating constraints, prioritization of devices, and the timing of acquisition of mobile devices. Develop and commit to a life cycle plan for acquisition, deployment, and retirement of mobile assets.

Task 2: Acquire and deploy the mobile devices for PD field officers and essential staff.

Following the formal life cycle management plan, acquire the identified number of mobile devices for PD once funding is available using established City purchasing guidelines and processes. Configure and deploy the devices per the agreed-upon operating requirements developed in Task 1.

Initiative Source Information			
Functional Area:	Technical		
Weighted Priority Ranking:	15 of 22 is this initiative's ranking as determined by BerryDunn.		
Priority Ranking:	12 of 20 is this initiative's ranking as voted on by City staff.		
Related IT Issues and Opportunities			
T2	The PD reports that limited tablet availability for field officers is impacting their performance and efficiency.	 Medium	
T3	The PD reports that limited laptop availability for essential staff is impacting their performance and efficiency.	 High	
Prioritization Category Rankings			
City Rankings		BerryDunn Rankings	
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 Low	 Easy	 Established
Estimated Budget			
Total Budget Breakdown			

Initiative I – Acquire laptops and tablets for PD field officers and essential staff								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	23	80	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0
Hardware	0	0	16,300	56,000	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	23	80	16,300	56,000	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$56,000	\$0	\$0	\$56,000			
Budget Description:	<p><i>This budget is based on the potential cost of new hardware for the PD. This initiative includes low- and high-end estimates ranging from \$16,300 to \$56,000 to acquire appropriate equipment. The Low Budget reflects the cost of 15 tablets at \$675 and 5 laptops at \$1235. The High Budget reflects the cost of 30 tablets at \$1,100 and 14 laptops at \$1643. Determining both quantity and quality of technology for the PD will require internal hours, as well as potential training and setup for new hardware.</i></p>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> City will schedule a meeting to determine the quantity of laptops and tablets to procure for the PD. <input checked="" type="checkbox"/> City will purchase the decided-upon number laptops and distribute them to the PD. Additional training and implementation will be given as deemed necessary. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> With streamlined technology in the PD, work functionality and productivity should increase within the department. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PD field officers and essential staff might not have the tools to execute their work with optimal results in a remote or multi-jurisdictional setting. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PD staff might not receive the correct number of laptops and tablets to give to employees. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PD staff might take time to fully integrate the additional devices and capabilities into their daily routine and workflow. 								

B: Establish a technology-training program for all City end users and technology staff

Initiative B – Establish a technology-training program for all City end users and technology staff

Initiative Description: BerryDunn identified many challenges in the City that stemmed from limited technology training, including the inability to generate reports in applications. The City could benefit from developing and implementing a technology-training program. This training program should include a framework for identifying and implementing training opportunities, as well as a structure for adopting capabilities learned from the training.

Task 1: Identify ownership of the technology-training program and conduct a current assessment of training opportunities and resources. The City should first identify who will be responsible for maintaining the technology-training program, including updating trainings as necessary. This will help ensure that the training program is modified on a consistent basis in accordance with evolving technology and training needs of City staff.

The City should then assess current technology-training opportunities and resources. This could include materials developed by software vendors or internally by City staff. This assessment will help the City identify gaps and opportunities to develop more appropriate technology-training resources.

Task 2: Identify desired technology competencies, training needs, and opportunities for improvement. Before a technology-training program can be developed, staff should first identify the scope of the program and desired competencies. For example, the City might seek to develop several Excel training opportunities at varying levels of complexity. The City should identify the technology that the City will be responsible for developing training materials for versus the technology training that will continue to be supported by third parties, such as software vendors.

Task 3: Develop a citywide training program to meet the desired training objectives. The scope of the training program developed should consist of, at a minimum, the following:

- Overview and objectives for proposed training program
- Identification of who will receive training and frequency of the training
- Proposed training schedule for City staff of various user and interaction levels
- Description of the proposed courses/classes, specifying the duration of training
- Identification of when refresher training will be conducted

The City should consider that training be included as part of the new-hire process, when new systems are deployed, and ongoing refresher training for existing staff. In addition, the use of a citywide learning management system might be beneficial in tracking training courses and individual progress.

Task 4: Periodically review the technology-training program for effectiveness and update as necessary. The City should conduct reviews of the technology-training program to confirm that the training is effective and verify that the content is still relevant and meaningful. Employees' post-training job behavior should be evaluated to help ensure that the training has met the objectives of the training program. The City should also reevaluate available training resources to help ensure that the training offered accurately reflects the current functionality available in the technology.

The City would also benefit from implementing a method to receive staff feedback on the effectiveness of the training offered. This will help ensure that the technology-training program is effective and worthwhile to end users of the technology.

Initiative Source Information

Initiative B – Establish a technology-training program for all City end users and technology staff									
Functional Area:		Management and Operations							
Weighted Priority Ranking:		16 of 22 is this initiative's ranking as determined by BerryDunn.							
Priority Ranking:		14 of 20 is this initiative's ranking as voted on by City staff.							
Related IT Issues and Opportunities									
M1	Department staff lack any programmed technology-training options.							 High	
M3	There is a lack of a formal training program for all IT Department employees.							 Medium	
Prioritization Category Rankings									
City Rankings					BerryDunn Rankings				
Strategic Project and Initiative Rank					Relative Benefit		Ease of Implementation		Maturity of Technology
 High					 High		 Easy		 Established
Estimated Budget									
Total Budget Breakdown									
Budget Category	One-Time				Recurring				
	Time		Budget		Time		Budget		
	Low	High	Low	High	Low	High	Low	High	
Internal Labor	550	1020	\$0	\$0	20	240	\$0	\$0	
Professional Services Labor	19	75	\$3,800	\$15,000	0	0	\$0	\$0	
Hardware	0	0	\$0	\$0	0	0	\$0	\$0	
Software	0	0	\$0	\$0	0	0	\$0	\$0	
Total Budget	569	1,095	\$3,800	\$15,000	20	240	\$0	\$0	

Initiative B – Establish a technology-training program for all City end users and technology staff					
Total Budget by Year					
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost
\$0	\$0	\$15,000	\$0	\$0	\$15,000
Budget Description:		<p><i>The budgeted internal labor hours account for the time to review ongoing training resources and develop a citywide technology-training program that offers training that is varied in topics and complexity. The recurring hours account for staff time to conduct periodic reviews and adjust the technology-training program as necessary.</i></p>			
Action Items to Implement Project or Initiative					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify ownership of the technology-training program and conduct a current assessment of technology-training opportunities and resources. <input checked="" type="checkbox"/> Identify desired technology competencies, training needs, and opportunities for improvement. <input checked="" type="checkbox"/> Develop a citywide technology-training program to meet the desired training objectives. <input checked="" type="checkbox"/> Periodically review the technology-training program for effectiveness and update as necessary. 					
Anticipated Benefits					
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A citywide technology-training program will offer varied levels of training that meets the needs of staff with different levels of technology competencies. <input checked="" type="checkbox"/> A consolidated technology-training program will help ensure that staff training is up to date. 					
Potential Risks					
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Staff technology training could continue to be inconsistent, including new hire and recurring training. <input checked="" type="checkbox"/> City management might not be able to identify and cultivate the desired technology competencies without more effective training options. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The technology-training program might not meet the City's identified needs. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Failure to review the technology-training program for effectiveness might result in lower buy-in and outcomes. <input checked="" type="checkbox"/> Failure to update technology-training materials to reflect evolving technology could result in less-effective training. 					

Q: Acquire and implement a redundant internet connection for the City

Initiative Q – Acquire and implement a redundant internet connection for the City
<p>Initiative Description: BerryDunn recommends the City establish a redundant internet connection. A secondary internet connection is necessary to reduce the risk of a loss of critical business services in the event of a service failure, technical incident, or natural disaster. Using a second internet service provider (ISP), as well as establishing the new connection in a location other than City Hall, is highly</p>

Initiative Q – Acquire and implement a redundant internet connection for the City

recommended to help ensure redundancy in the event of damage to the main connection. The technical and performance specifications of the secondary internet connection should be the same or very similar to the main internet connection to reduce any risk of interruption to critical business services.

Task 1: Identify ISPs that can provide secondary internet service to the City with technical and performance specifications that match or are very similar to the main internet connection.

Research and inquire on government or nonprofit discounts available. This task will involve the City contacting all ISPs that service the City offices. BerryDunn recommends the City research cooperative purchase agreement options, if available. Several questions should be asked of available ISPs:

- Are the internet services delivered via cable, phone, or fiber optics?
 - The City should place priority on services delivered via underground fiber optics, if available.
- Are the internet services provided considered business-class internet, with SLAs on availability and bandwidth?
 - The City should place a priority on internet service subscriptions with SLAs.
- Does the provider offer government or nonprofit discounts, or is the provider contracted under a state cooperative purchase agreement?
 - The City should inquire what documentation must be provided to obtain such discounts or rates.
- Does the provider offer variable bandwidth packages, allowing the City to pay only for the bandwidth that is demanded during a billing cycle?
 - This type of variable demand billing can be risky, as it is typically structured with a standard bandwidth, and if needs require, it is increased at disproportionate costs. However, if City staff work from home frequently, the need for increased upload speed might be reduced.

Task 2: Request quotes from available ISPs. Requests for quotes should include all installation and configuration services needed for turnkey internet access and should include service availability statistics for geographically similar clients over a one-year period. Based on the responses to the Task 1 questions, request quotes for the services. If the ISP does not provide quotes but uses website inquiries, the City might be able to find pricing information on the ISP’s website.

Task 3: Evaluate quotes and select an ISP for a redundant connection based on greatest ROI.

The ROI will be determined by analyzing quotes and evaluating them based on speed of upload and download offered, response to priority delivery medium and SLA questions in Task 1, and reliability statistics provided on geographically similar clients.

Task 4: Implement increased bandwidth and service, optimally configuring direct failover from the City's main internet connection. Staff should schedule the installation to occur either after hours or on the weekend in order to minimize impact on City operations. After the installation, the City should test the bandwidth being provided on a weekly basis using <https://speedtest.net>. If tests consistently show speeds below what was purchased, the ISP should be contacted to correct the issue. At least quarterly, the City should request a bandwidth usage report for the previous month to determine if the bandwidth is adequate, underutilized, or being oversaturated with use. After a year’s worth of review and analysis of these usage reports, changes to the subscribed internet speeds might be necessary.

Initiative Source Information

Initiative Q – Acquire and implement a redundant internet connection for the City								
Functional Area:		Technical						
Weighted Priority Ranking:		17 of 22 is this initiative's ranking as determined by BerryDunn.						
Priority Ranking:		7 of 20 is this initiative's ranking as voted on by City staff.						
Related IT Issues and Opportunities								
T4		The City lacks a redundant internet connection for critical data systems.					 Critical	
Prioritization Category Rankings								
City Rankings			BerryDunn Rankings					
Strategic Project and Initiative Rank			Relative Benefit		Ease of Implementation		Maturity of Technology	
 Critical			 High		 Medium		 Established	
Estimated Budget								
Total Budget Breakdown								
Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	46	118	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$200,000	\$250,000	0	0	\$30,000	\$100,000
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	46	118	\$200,000	\$250,000	0	0	\$30,000	\$100,000
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$250,000	\$100,000	\$350,000			

Initiative Q – Acquire and implement a redundant internet connection for the City	
Budget Description:	<i>The professional services labor represents the estimated installation and subscription cost for a redundant internet connection. Internal hours for this initiative are planned for staff to research ISP vendors and obtain quotes for service.</i>
Action Items to Implement Project or Initiative	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify internet service providers that service the City and research and inquire on government or nonprofit discounts available. <input checked="" type="checkbox"/> Request quotes from available internet service providers. Ensure quotes include all installation and configuration services needed for turnkey internet access as well as service reliability statistics for geographically similar clients over a one-year period. <input checked="" type="checkbox"/> Evaluate quotes and select an internet service provider for a redundant connection based on greatest ROI. <input checked="" type="checkbox"/> Implement increased bandwidth and service, optimally configuring direct failover from the City's main internet connection. 	
Anticipated Benefits	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A secondary route to the internet provides the redundancy needed to help ensure critical services remain operational during routine outages or natural disasters. <input checked="" type="checkbox"/> A second internet connection eliminates a single point of failure, helping to ensure the City will have an internet connection when needed. 	
Potential Risks	
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City will continue to operate without a redundant internet connection, placing it at risk for outages affecting business critical services. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City implements the new service during business hours causing a potential impact to normal business operations. <input checked="" type="checkbox"/> The City does not test the new internet service to help ensure the delivered speed is what was expected. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The internet bandwidth delivered is not as contracted. 	

L: City will develop formal IT DR and IT BC plans

Initiative L – City will develop formal IT DR and IT BC plans
<p>Initiative Description: Contingency planning activities at the City are informal. Contingency planning entails the documentation of all those elements that impact the City, such as an IT DR plan and an IT BC plan. The City should begin with a Business Impact Assessment (BIA). The BIA is a high-level discovery and requirements-gathering activity that will lay the groundwork for any of the related documentation referred to above, including capturing roles, responsibilities, and workflows for internal staff as well as external entities, such as law enforcement, in the event of a crisis. The BIA will formally identify critical technology operations and expose gaps in the required average time to recover those</p>

Initiative L – City will develop formal IT DR and IT BC plans

technology assets and what is currently possible. Network, server, and other infrastructure-related upgrade projects could be born of the BIA.

Task 1: Set goals and gather information. This task is focused on information-gathering and determination of which technology systems will be selected for recovery in the event of an emergency. This task includes developing the contingency planning policy statement and identifying the intent and purpose for gathering specific risk and impact information for City systems. The policy statement should be delivered to City staff with a questionnaire requesting identification of all systems posing a risk of negative business impact if they were not available. This part of the initiative will require significant involvement from City staff.

Task 2: Conduct the business impact analysis. City staff should collect and analyze results of the questionnaire and identify and rank critical systems.

Task 3: Identify preventive controls and create contingency strategies, establishing Recovery Time Objective (RTO) and Recovery Point Objective (RPO). RTO identifies how much time a critical system can be down without causing damaging business impact. An RPO identifies the length of time data can be lost due to an organization’s data backup strategy. IT staff will work with business units to determine RTO and RPO for each critical system, determine appropriate system configuration and strategies to meet the RTO and RPO, and identify controls that should be implemented to reduce the risk of an event.


Task 4: Develop formal DR and BC plans and help ensure plan testing, training, exercises, and plan maintenance. Based on the information gathered, develop a draft IT contingency plan for the City. This plan will be reviewed with City staff and adjustments made as needed. The plan will include prescribed testing frequencies and methods, as well as reporting requirements and training activities for employees involved in carrying out the plan, if needed.

Task 5: Contingency plan initiation and management. Put the plan into action. Periodic testing and tabletop exercises will help to validate the plan and show where modifications are needed. Communication of the plan throughout the organization is required, especially those parts of the plan that will rely on other departments for implementation.

Initiative Source Information

Functional Area:	Management and Operations
Weighted Priority Ranking:	18 of 22 is this initiative’s ranking as determined by BerryDunn.
Priority Ranking:	13 of 20 is this initiative’s ranking as voted on by City staff.

Related IT Issues and Opportunities

M6	The City does not have a formal IT DR Plan or IT BC Plan.	 Medium
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Prioritization Category Rankings

City Rankings	BerryDunn Rankings
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Initiative L – City will develop formal IT DR and IT BC plans								
Strategic Project and Initiative Rank		Relative Benefit		Ease of Implementation		Maturity of Technology		
 High		 Medium		 Medium		 Established		
Estimated Budget								
Total Budget Breakdown								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	125	313	\$0	\$0	4	10	\$0	\$0
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	125	313	\$0	\$0	4	10	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$0	\$0	\$0			
Budget Description:		<i>The initial internal hours for this initiative are for the development and adoption of the DR and BC plans. Following the creation of the DR and BC plans, a recurring review will take place to help ensure the plans are up to date and functional, accounting for the recurring internal labor hours.</i>						
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Initiate the project and conduct initial planning activities, including setting the plan objective and developing a questionnaire to be sent to City departments and divisions. <input checked="" type="checkbox"/> Conduct the BIA. <input checked="" type="checkbox"/> Collect and analyze the results obtained from the questionnaire and identify critical systems. <input checked="" type="checkbox"/> Work with City department representatives to determine RTO and RPO, and develop strategies to meet the objectives. <input checked="" type="checkbox"/> Develop and refine the plan. <input checked="" type="checkbox"/> Implement the plan and make revisions as needed. 								
Anticipated Benefits								

Initiative L – City will develop formal IT DR and IT BC plans

- City departments will know and understand the priorities and anticipated time for restoral in the event of a disaster.
- IT staff will have a guide for system restoration.

Potential Risks

No Action:

- The City’s technology contingency and DR activities will remain informal and ad hoc.
- Departments will not understand the need for prioritization in system restoral or when they can expect their system(s) to be restored.
- IT staff will not have an objective guide for system restoral.

During Implementation:

- IT and City department staff are unable to devote the time to provide the business requirements needed to establish RTO and RPO and complete the plan.
- Critical systems are not identified or are misclassified as not critical.

Post-Implementation:

- The City fails to test and maintain the plan.

E: Create and introduce an AV support strategy

Initiative E – Create and introduce an AV support strategy

Initiative Description: Working with vendors and internal staff, IT leadership should identify the tactics and parameters to successfully support the AV technologies dispersed throughout the City. IT leadership should present the rest of the IT staff with those tactics in an AV support strategy, providing clear direction on the level of AV support IT will provide, as well as those systems and software.

Task 1: Conduct a thorough inventory of all AV systems within the City. IT leadership should engage with AV system stakeholders to evaluate and document existing systems in use. IT staff should evaluate the current needs and current capabilities of AV systems and perform a gap analysis to determine the unmet AV needs of City staff. IT staff should also spend time identifying and evaluating the current AV standards and norms, particularly where mobile AV is in use or other unstandardized solutions.

Task 2: Determine the level of support possible and parameters of support. Engage with AV stakeholders for input on desired level of in-house IT support for AV systems. Consider hours of support, City priority for AV systems, DR uses, response time, urgency, depth of skill, and associated vendor dependencies. Consider the dependencies with vendor support and the level of expertise IT can realistically sustain.

Assess and document the required staffing, training, or contracting necessary to provide the level of support desired by stakeholders.

Task 3: Create a support strategy balancing IT staff skill set, availability, and vendor capability. Utilizing the framework from Initiative F, an appropriate ITSM framework, design the IT AV Support service around the information gathered from Tasks 1 and 2. Plan IT staff training and availability to support the new service. If staffing may be required to provide the target level of service, IT leadership should engage with the Executive Team for guidance.

Initiative E – Create and introduce an AV support strategy			
Implement any changes necessary to the vendor’s support agreement.			
<p>Task 4: Update the IT service portfolio and service catalog, clearly outlining the available service and service expectations. Create the support mechanisms within the IT Department and create support information in the IT request management system. Communicate to AV stakeholders and users the new service availability, along with relevant support parameters.</p> <p>Task 5: Periodically review the AV support service when other services are reviewed. IT staff should periodically engage with stakeholders to assess the effectiveness of AV support and adjust support parameters as necessary. Additionally, communicate any changes in the support structure to City AV stakeholders and end users.</p>			
Initiative Source Information			
Functional Area:	Management and Operations		
Weighted Priority Ranking:	19 of 22 is this initiative’s ranking as determined by BerryDunn.		
Priority Ranking:	15 of 20 is this initiative’s ranking as voted on by City staff.		
Related IT Issues and Opportunities			
M10	IT Department staff lack the knowledge or experience to manage the AV system for large internal meetings, conferences, and public meetings.	 Medium	
M11	IT Department staff lack the knowledge or experience to manage the public access channel.	 Medium	
Prioritization Category Rankings			
City Rankings		BerryDunn Rankings	
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 Medium	 Easy	 Established
Estimated Budget			
Total Budget Breakdown			
	One-Time	Recurring	

Initiative E – Create and introduce an AV support strategy								
Budget Category	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	32	80	\$0	\$0	4	10	\$0	\$0
Professional Services Labor	0	0	\$0	\$0	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	32	80	\$0	\$0	4	10	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$0	\$0	\$0			
Budget Description:	<i>Internal staff time is allocated for establishing the AV support artifacts but does not include time for supporting AV systems.</i>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> IT staff should evaluate existing AV systems used throughout the City. <input checked="" type="checkbox"/> IT staff should develop standards for AV systems to be used to conduct videoconferencing and electronic presentations throughout the City. <input checked="" type="checkbox"/> IT leadership should determine the level of support possible and parameters of support to create a support strategy balancing IT staff skill set, availability, and vendor capability. <input checked="" type="checkbox"/> IT staff should monitor and maintain AV systems used to conduct videoconferencing and electronic presentations throughout the City. <input checked="" type="checkbox"/> IT staff should update the IT service portfolio and service catalog, clearly outlining the available services and service expectations. <input checked="" type="checkbox"/> IT leadership should develop a life cycle management plan for repair, replacement, and refresh of AV systems within an appropriate time frame to avoid impacts on staff productivity and performance results. <input checked="" type="checkbox"/> The ITSM working group should periodically review the AV support service when other services are reviewed. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The reliability and resilience of virtual and hybrid public meetings, committee meetings, internal staff meetings, and other public forums will be improved. <input checked="" type="checkbox"/> The ability to execute virtual and hybrid public meetings, business meetings, and staff training sessions in a standardized environment will be improved. <input checked="" type="checkbox"/> The use of standardized meeting systems will reduce staff travel and expenses, make staff more accessible throughout the workday, create a more inclusive work environment, and is more environmentally friendly. 								

Initiative E – Create and introduce an AV support strategy

Potential Risks

No Action:

- ☑ The City’s AV systems could remain unreliable and disparate if action is not taken to centrally manage and support the systems.
- ☑ Critical activities, such as DR, could be negatively impacted if internal support is not available in some capacity.

During Implementation:

- ☑ AV support is different from typical IT support, and staff may have a tough time adjusting if adequate training and IT structure are not provided.
- ☑ If dedicated staff are not allocated, AV support skills could be neglected.

Post-Implementation:

- ☑ If support effectiveness is not continually monitored, systems could become neglected.
- ☑ End-user expectations could become too high if the service expectations are not clearly communicated to end users and stakeholders.

S: Assess current 311-system software functionality and identify possibility to reconfigure or need to replace

Initiative S – Assess current 311-system software functionality and identify possibility to reconfigure or need to replace

Initiative Description: City staff have identified inefficiencies using with the current 311-system software. BerryDunn recommends staff conduct an objective assessment of the current 311-system functionality to determine if the system should be reconfigured or replaced.

Task 1: Engage staff in conducting a review of the current 311-system software functionality within City departments. The IT Department will engage with departmental staff in an objective assessment of the current 311-system to determine if the platform meets the City’s performance expectations, operating requirements, and customer needs. In addition, identify challenges, needs, or opportunities for improvement. Meetings will be held with applicable departments to gain better insight into 311-system functionality across the City, and a clear set of operating requirements and expectations is to be developed.

Task 2: Develop a roadmap to reconfigure and scale the current system to meet the requirements and needs identified previously. The IT Department will engage with departmental staff in the development of a roadmap that will result in improved performance of the current 311-system to meet the requirements set forth in Task 1. Meetings will be held with applicable departments to gauge the practicality of this direction, or to replace the 311-system in the City.

Task 3a: Execute the roadmap to reconfigure and scale the current 311-system to meet City requirements. Should the recommendation be to reconfigure the existing software to better suit the needs of City staff, BerryDunn recommends some level of professional services labor be engaged. This would serve to facilitate an iterative development process for those changes in response to constituent requirements and functionality, as well as mitigate some level of internal staff workload during this process. In this outcome, the City will hire a third party to help facilitate the reconfiguration process and help the City with a smooth transition.


Initiative S – Assess current 311-system software functionality and identify possibility to reconfigure or need to replace

Task 3b. Conduct an objective, requirements-based system selection process. There is no software cost depicted for the acquisition of new software because it will be dependent upon the outcome of the requirements developed during the system selection process. In this outcome, the City decides to implement a new software. Costs will be based on the requirements of a new system that will be determined during a system selection process.




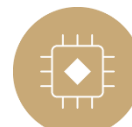
Initiative Source Information

Functional Area:	Applications
Weighted Priority Ranking:	20 of 22 is this initiative's ranking as determined by BerryDunn.
Priority Ranking:	20 of 20 is this initiative's ranking as voted on by City staff.

Related IT Issues and Opportunities

A5	The citywide civic engagement and communications efforts are impacted by the difficulties in using the selection of available tools.	 Medium
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Prioritization Category Rankings

City Rankings	BerryDunn Rankings		
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 Low	 Medium	 Established





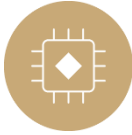
Estimated Budget

Total Budget Breakdown

Budget Category	One-Time				Recurring			
	Time		Budget		Time		Budget	
	Low	High	Low	High	Low	High	Low	High
Internal Labor	81	203	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	40	100	8,000	20,000	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0





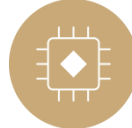
Initiative S – Assess current 311-system software functionality and identify possibility to reconfigure or need to replace								
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	121	303	8,000	20,000	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$20,000	\$0	\$20,000			
Budget Description:	<p><i>The internal labor costs will primarily be based in internal meeting used to assess if the City needs to replace or reconfigure the 311-system. In the event it needs to reconfigure the 311-system, BerryDunn recommends professional services from a third party to determine requirements, adding to both time hours and budget costs.</i></p>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The IT Department will engage with departmental staff in an objective assessment of the current 311-system. <input checked="" type="checkbox"/> Identify challenges, needs, or opportunities for improvement. <input checked="" type="checkbox"/> Hold meetings with applicable departments to gain better insight into 311-system functionality across the City. <input checked="" type="checkbox"/> Develop a clear set of operating requirements and expectations. <input checked="" type="checkbox"/> The IT Department will engage with departmental City in the development of a roadmap to improve performance of the current 311-system. <input checked="" type="checkbox"/> Hold meetings with applicable departments to gauge the practicality of this direction, or to replace the 311-system in the City. <input checked="" type="checkbox"/> Make a decision on whether to reconfigure or replace the current 311-system. <input checked="" type="checkbox"/> If reconfiguration is selected, hire a third party to help facilitate the reconfiguration process and help the City with a smooth transition. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The 311-system will meet the requirements and expectations of City staff and constituents. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The 311-system will continue to operate inefficiently, resulting in missed opportunities to adequately serve the needs of City staff and constituents. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The time taken to install or reconfigure the 311-system may impact normal City operations for the duration of implementation. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> There may be a learning curve with new system, slowing down work production temporarily. <input checked="" type="checkbox"/> The new or reconfigured system could lead to unforeseen problems that were not anticipated. 								

P: Conduct a needs assessment of the City datacenter and IDF closets

Initiative P – Conduct a needs assessment of the City datacenter and IDF closets			
<p>Initiative Description: Staff report shortfalls in HVAC and fire suppression capabilities in various City datacenter and IDF locations. Staff also report some IDF closets are publicly accessible. A needs assessment should be conducted for HVAC, fire suppression, security protocols, and backup electrical services. Redundancy, survivability, and security are three critical aspects of datacenter operations. It is important to address each aspect proactively in preparation for a potential service failure, technical incident, or natural disaster.</p> <p>Task 1: The City should undertake a needs assessment of the City datacenter and IDF closets. Perform an assessment to determine the City’s need to modify or update existing datacenter and IDF locations. Such an assessment should include a review of existing environmental controls, physical security access, power supply capacity and redundancy, and fire suppression equipment.</p> <p>Task 2: Once a needs assessment has been completed, findings and recommendations should be documented in an action plan. The action plan should address the results of the assessment in Task 1. BerryDunn has included estimates for anticipated improvements; however, a more refined budget will need to be established after the formal review activity.</p>			
Initiative Source Information			
Functional Area:	Management and Operations		
Weighted Priority Ranking:	21 of 22 is this initiative’s ranking as determined by BerryDunn.		
Priority Ranking:	19 of 20 is this initiative’s ranking as voted on by City staff.		
Related IT Issues and Opportunities			
M9	The environmental, electrical, security, and fire safety systems within the primary datacenter and associated data closets are inadequate.		 High
Prioritization Category Rankings			
City Rankings		BerryDunn Rankings	
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 High	 Medium	 Established
Estimated Budget			
Total Budget Breakdown			

Initiative P – Conduct a needs assessment of the City datacenter and IDF closets								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	85	213	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	0	0	\$3,000	\$8,000	0	0	\$0	\$0
Hardware	0	0	\$15,000	\$80,000	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	85	213	\$18,000	\$88,000	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$0	\$88,000	\$88,000			
Budget Description:	<p><i>The budget for this initiative includes internal hours for conducting an assessment of datacenter and IDF locations and compiling an assessment and action plan. The estimates for needed hardware are approximate and will vary after more formal review activity.</i></p>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City should undertake a needs assessment of the City datacenter and IDF closets. <input checked="" type="checkbox"/> Once a needs assessment has been completed, findings and recommendations should be documented in an action plan for execution. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City will be prepared to help prevent long-term damage to its datacenter and IDF locations caused by unauthorized access, network outages, fire damage, or electrical outages. <input checked="" type="checkbox"/> Physical security concerns will be reduced, bolstering the overall security posture of the City. 								
Potential Risks								
<p>No Action:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A fire in the datacenter or surrounding building would cause datacenter downtime, major service interruptions or network outages, and loss of equipment or data. <input checked="" type="checkbox"/> Data and network infrastructure would continue to be at risk due to lack of physical security. <p>During Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Network infrastructure equipment may need to be relocated or repositioned to accommodate work within the datacenter, causing temporary outage of some network services for users. <p>Post-Implementation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The City fails to maintain environmental controls that match the capacity of the datacenter, causing temperature spikes that damage network infrastructure. 								

T: Assess current GIS resources available across City departments and identify opportunities to consolidate

Initiative T – Assess current GIS resources available across City departments and identify opportunities to consolidate			
<p>Initiative Description: The IT Department will meet with City departments and discuss current GIS capabilities. IT staff will assist staff to identify and discuss opportunities for consolidation of GISs throughout the City.</p> <p>Task 1: Identify all GIS instances and systems used across City departments. The IT Department will meet with City departments to determine all GIS instances located within departments throughout the City.</p> <p>Task 2: Engage with stakeholders to identify advantages and disadvantages of consolidation of multiple GIS software within the City. The IT Department will meet with departmental staff to discuss advantages and disadvantages of consolidation of GIS software throughout the City. Each department will contribute to the development of advantages and disadvantages to be considered when evaluating potential consolidation.</p> <p>Task 3: Develop a roadmap for consolidation of GIS software. The IT Department will seek to develop a roadmap for the consolidation, testing, and ongoing support in response to departmental use of varying GIS resources. Include in the roadmap only those consolidation efforts that are advantageous to the City and provide more effective data management.</p>			
Initiative Source Information			
Functional Area:	Applications		
Weighted Priority Ranking:	22 of 22 is this initiative’s ranking as determined by BerryDunn.		
Priority Ranking:	20 of 20 is this initiative’s ranking as voted on by City staff.		
Related IT Issues and Opportunities			
A4	An inconsistent access to and use of GIS tools across City departments impacts the accuracy, validity, and confidence in published geospatial information.		 Medium
Prioritization Category Rankings			
City Rankings		BerryDunn Rankings	
Strategic Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
 Medium	 High	 Medium	 Established

Initiative T – Assess current GIS resources available across City departments and identify opportunities to consolidate								
Estimated Budget								
Total Budget Breakdown								
	One-Time				Recurring			
	Time		Budget		Time		Budget	
Budget Category	Low	High	Low	High	Low	High	Low	High
Internal Labor	167	418	\$0	\$0	0	0	\$0	\$0
Professional Services Labor	125	313	\$0	\$0	0	0	\$0	\$0
Hardware	0	0	\$0	\$0	0	0	\$0	\$0
Software	0	0	\$0	\$0	0	0	\$0	\$0
Total Budget	292	731	\$0	\$0	0	0	\$0	\$0
Total Budget by Year								
Year 1	Year 2	Year 3	Year 4	Year 5	5-Yr Total Cost			
\$0	\$0	\$0	\$0	\$0	\$0			
Budget Description:	<i>The internal labor hours reflected are allocated to the assessment of GIS currently in use and development of a consolidation roadmap for the City.</i>							
Action Items to Implement Project or Initiative								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Meet with departmental staff to identify all GIS instances and systems used across City departments. <input checked="" type="checkbox"/> Engage with stakeholders to identify advantages and disadvantages of consolidation of multiple GIS software within the City. <input checked="" type="checkbox"/> Develop a roadmap for consolidation of GIS software. <input checked="" type="checkbox"/> Facilitate a meeting with City departments to assess GIS capability and potential opportunities for consolidation. <input checked="" type="checkbox"/> After consolidation opportunities have been identified, the City will decide which opportunities to act upon. 								
Anticipated Benefits								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Consolidated GIS could provide more efficient workflow and ease of data access for a number of departments in the City. <input checked="" type="checkbox"/> Departments that heavily rely on GIS data could experience increased production. 								
Potential Risks								
No Action:								
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Multiple GISs will continue to be used in the City. 								

Initiative T – Assess current GIS resources available across City departments and identify opportunities to consolidate

- ☑ Multiple GIS data stores will continue to exist, leading to inefficient staff workflows and data access issues.

During Implementation:

- ☑ Everyday functions that involve GIS may slow or be temporarily halted during implementation.

Post-Implementation:

- ☑ The newly implemented software may not function as intended, causing problems in the workplace. Time may be required to resolve emergent issues, which will disrupt workflows in City departments.

6.0 Implementing the Plan

This section of the Plan contains the budget and timeline for the Weighted Prioritization Plan initiatives, identifies funding considerations for the Plan, and describes the approach to ongoing governance of the Plan.

6.1 Budget and Timeline

Section 5.0 of the Plan provided detailed descriptions for each initiative, identified which strategic IT issues and opportunities are addressed by each initiative, estimated budgets and timing for each initiative, identified action items to implement each initiative, and listed anticipated benefits of each initiative.

Table 6.1 summarizes the budget estimates for the recommended initiatives presented in this Plan. The timeline provides a framework for budgeting project costs and for planning implementation time frames over a five-year planning horizon. The time frames and costs are estimates and will vary based on the City budget, competing projects, the availability of support resources, and the specific technical approach used to undertake an initiative.

Each initiative in the table can be started and/or completed within a given year. This table is intended to identify the year(s) that a project should be initiated, rather than attempting to determine exactly when a particular project would be started. If a year has a zero represented for the initiative cost, this signifies no budget amount is expected to complete the initiative. A dash symbol indicates there are no planned activities for the initiative during the respective year.

The following table depicts the five-year trend of the combined budget amounts for the strategic IT projects and initiatives in each of the plan years. Year 1 begins on July 1, 2022.

Table 6.1: Project and Initiative Budget and Timeline Matrix

Project and Initiative Budget and Timeline Matrix							
ID	Strategic Initiative	2023	2024	2025	2026	2027	5-Year Total
Initiatives Starting in Year One							
F	IT project management	\$23,000	\$0	\$0	\$0	\$0	\$23,000
A	OCM practices	\$63,000	\$0	\$0	\$0	\$0	\$63,000
O	Essential software requested by City departments	\$165,000	\$25,000	\$25,000	\$25,000	\$25,000	\$265,000
V	Needs assessment for enterprise	\$0	\$0	\$0	\$0	\$0	\$0

	application functionality						
N	Assessment and reconfiguration of the payroll	\$180,000	\$20,000	\$20,000	\$20,000	\$20,000	\$260,000
H	Assessment of the City's Wi-Fi capability	\$144,000	\$0	\$0	\$0	\$0	\$144,000
K	Voiceprint software in PD	\$60,000	\$20,000	\$20,000	\$20,000	\$20,000	\$140,000
Initiatives Starting in Year Two							
C	DMS implementation	-	\$244,000	\$45,000	\$45,000	\$45,000	\$379,000
J	Project timekeeping	-	\$130,000	\$0	\$0	\$0	\$130,000
M	New ERP system	-	\$100,000	\$1,635,000	\$1,635,000	\$500,000	\$3,870,000
D	ITSM practices	-	\$0	\$0	\$0	\$0	\$0
U	PD communications encryption technology	-	\$400,000	\$150,000	\$150,000	\$150,000	\$850,000
Initiatives Starting in Year Three							
G	MDM solution	-	-	\$25,300	\$7,500	\$7,500	\$40,300
R	CD software functionality	-	-	\$125,000	\$0	\$0	\$125,000
I	Acquire laptops and tablets for PD	-	-	\$56,000	\$0	\$0	\$56,000
B	Technology-training program	-	-	\$115,000	\$80,000	\$80,000	\$275,000
Initiatives Starting in Year Four							
Q	Redundant internet connection	-	-	-	\$250,000	\$100,000	\$350,000
L	IT DR and IT BC plans	-	-	-	\$0	\$0	\$0
E	AV support strategy	-	-	-	\$0	\$0	\$0
S	Assess 311-system software functionality	-	-	-	\$20,000	\$0	\$20,000
Initiatives Starting in Year Five							
P	Needs assessment of	-	-	-	-	\$88,000	\$88,000

	datacenter and IDF closets						
T	Assess current GIS resources	-	-	-	-	\$232,600	\$232,600
		2023	2024	2025	2026	2027	Total
Total Plan Initiatives Budget		\$635,000	\$939,000	\$2,216,300	\$2,252,500	\$1,268,100	\$7,460,900

The table below summarizes the City’s resource hour estimates for the recommended initiatives presented in this Plan. The timeline provides a framework for budgeting resource costs and planning implementation time frames over a five-year planning horizon. As with the budget and timeline matrix, the time frames and costs represented are estimates and will vary based on the City’s budget, competing projects, availability of support resources, resource experience, and the specific technical approach used to undertake an initiative. The estimates are based on the PMI® Program Evaluation and Review Technique (PERT).

Each initiative in the table can be started and/or completed within a given year. Rather than attempting to determine exactly when a particular project would be started, this table intends to identify the year(s) that a project should be initiated. A zero indicates that no resource hours are expected in order to complete the initiative. A dash symbol indicates that no activities are planned for the initiative during the respective year.

Table 6.2: Project and Initiative Estimated Internal Labor and Timeline Matrix

Project and Initiative Budget and Timeline Matrix							
ID	Strategic Initiative	2023	2024	2025	2026	2027	5-Year Total
Initiatives Starting in Year One							
F	IT project management	313	60	60	60	60	553
A	OCM practices	400	63	63	63	63	652
O	Essential software requested by City departments	343	0	0	0	0	343
V	Needs assessment for enterprise application functionality	1,425	0	0	0	0	1,425
N	Assessment and reconfiguration of the payroll	900	75	75	0	0	1,050
H	Assessment of the City's Wi-Fi capability	264	0	0	0	0	264
K	Voiceprint software in PD	204	0	0	0	0	204
Initiatives Starting in Year Two							

Project and Initiative Budget and Timeline Matrix							
ID	Strategic Initiative	2023	2024	2025	2026	2027	5-Year Total
C	DMS implementation	-	558	100	100	100	858
J	Project timekeeping	-	608	0	0	0	608
M	New ERP system	-	500	7,800	7,800	500	16,600
D	ITSM practices	-	1,276	225	225	225	1,951
U	PD communications encryption technology	-	0	0	0	0	0
Initiatives Starting in Year Three							
G	MDM solution	-	-	352	0	0	352
R	CD software functionality	-	-	558	0	0	558
I	Acquire laptops and tablets for PD	-	-	80	0	0	80
B	Technology-training program	-	-	1,020	0	0	1,020
Initiatives Starting in Year Four							
Q	Redundant internet connection	-	-	-	118	0	118
L	IT DR and IT BC plans	-	-	-	313	10	323
E	AV support strategy	-	-	-	80	10	90
S	Assess 311-system software functionality	-	-	-	303	0	303
Initiatives Starting in Year Five							
P	Needs assessment of datacenter and IDF closets	-	-	-	-	253	253
T	Assess current GIS resources	-	-	-	-	731	731
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Plan Initiatives Budget		3,849	3,140	10,363	9,062	1,952	28,366

6.2 Plan Governance

The City should begin the implementation of the IT projects and initiatives contained in this Plan during the fiscal year starting July 1, 2022. Planning, selecting, deploying, and managing improved systems, technology, and service delivery mechanisms will require strong leadership, clear strategic and tactical plans, and, where reasonable, comprehensive needs assessments to help identify the technologies that best address the City's challenges.

Once new technologies and initiatives are implemented, the City will need to actively communicate the new functionality and/or services and their benefits to both internal and

external stakeholders. For example, the City should not expect that a technology-training program will be widely adopted unless the benefits of the program are effectively communicated and the training is easy to attend or obtain.

New technologies create significant opportunities to change how the City manages daily operations. The City must plan for significant business process changes that streamline operations and focus on using technology to improve customer service. The City should consider the requirements in Figure 6.1 to help implement the plan.

Figure 6.1: Requirements to Consider When Implementing the Plan



6.2.1 Updating the Plan

BerryDunn recommends that the City review and update the plan twice per year. The IT Director should manage the review process. The review meetings should address the following:

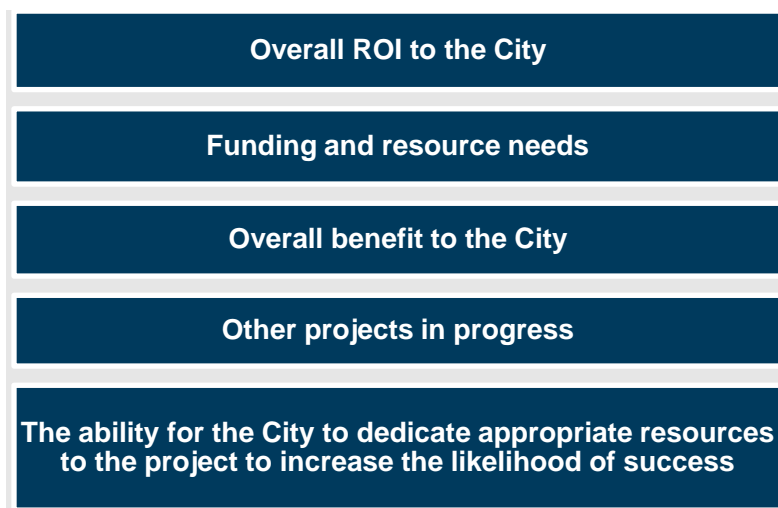
- The first update should track the progress made against initiatives.
- The second update should focus on reassessing upcoming projects and reprioritizing the order of projects for the upcoming fiscal year. While individual stakeholder input is important, the IT Director and senior leadership team should collaborate in making the overall decision to reprioritize initiatives. As part of the update, the IT Director should meet with stakeholders to obtain their input and communicate plans for the upcoming year.

New projects will likely be identified throughout each year. Some of these projects might be the result of new regulatory mandates or other unexpected events that create the need for IT projects. The IT Director should be responsible for assessing new projects as they are identified and determining how they can be incorporated into the Plan.

6.2.2 Incorporating New Projects Into the Plan

The Plan is not intended to be a static document and does not include support and maintenance activities associated with projects or systems not specifically identified in this document. As new projects are identified, BerryDunn recommends that projects be selected and prioritized based on the following:

Figure 6.2: Recommended Project Prioritization Criteria



The City can use the methodology and tools provided in this Plan by identifying and prioritizing critical issues impacting the City’s needs and select new projects to be added to the Plan based on the number of issues the project addresses, in addition to the factors identified previously.

6.2.3 Assessing Current Projects

As important as it is for the City to select and prioritize projects to be added to the Plan in the future, the process of assessing the overall status of in-progress projects is equally important.

BerryDunn recommends that the City develop project status reports to track and report on the status for all projects. Many organizations assess the overall “health” of a project by analyzing the following factors, known as the “Triple Constraints”:

Figure 6.3: Triple Constraints



Indicators can be assigned to each of these project factors, and a project that is failing to perform in one of these critical areas can be further analyzed to develop a corrective action plan to address project performance issues.

Many of the projects contained in this Plan span multiple City stakeholders. For such projects, the City can identify specific areas to assess as part of reviewing an in-progress project to determine the overall likelihood of success. BerryDunn recommends that the City consider analyzing the areas summarized in Table 6.3 when assessing a citywide in-progress project.





Table 6.3: Project Assessment Areas

Project Assessment Areas		
No.	Assessment Areas	Description
1	Project Management	Project planning has occurred (business case and scope developed); roles and responsibilities have been identified; and a project management plan that addresses the management of project scope, project schedule, risks and issues, and quality has been developed. The triple constraints (scope, schedule, and budget) are being managed appropriately.
2	Implementation Approach	An approach to implementing the project has been developed based on best practices and is being followed.
3	OCM	An approach to OCM has been developed and implemented. Stakeholders understand the scope of the project and how they will be affected.
4	Governance	Appropriate project governance has been established to help ensure that participants are accountable and responsible as appropriate. A framework (policies and procedures) is being followed to help ensure project success.

Project Assessment Areas		
No.	Assessment Areas	Description
5	Quality Management	Steps are being taken to help ensure that quality is being managed appropriately, including quality planning (project quality standards and metrics are defined), quality assurance (tasks and deliverables are reviewed and accepted by the governing body), and quality control (tasks and deliverables that do not pass quality assurance standards are remediated).
6	Capability Maturity	Capabilities implemented as a result of the completion of tasks and deliverables are evaluated to establish and track maturity (e.g., maturity of the project selection and prioritization process, or the maturity of IT training).
7	Cost-Benefit	The costs of the project are regularly evaluated to help ensure that the anticipated and realized benefits of the project are worthwhile.

The indicators in the table below can be used to categorize the status of the assessment areas.

Table 6.4: Project Assessment Indicators

Project Assessment Indicators	
Status	 Complete
	 In Progress: On Schedule
	 In Progress: Behind Schedule
	 Not Started

6.2.4 Success Factors for the Plan

One of the critical success factors for the implementation of this Plan will be executive support for the projects in the Plan. The City should commit to undertaking the projects in this Plan, which will require executive support to allocate the appropriate City resources, as well as to help ensure that projects outside the scope of this Plan in current and future years are thoroughly evaluated before adjusting existing priorities.

In order to implement the projects and initiatives in this Plan, it will be critical for the City to implement the recommended policies and project management practices, and to identify an internal resource(s) to lead the project management and initiative implementation efforts. Implementing the projects and initiatives in this Plan takes not only City resources, appropriate



staff, and third-party resources, but also a structured project management methodology and Plan champion to increase the likelihood of project success.

It is also important that, over the next four years, the role of the City IT resources continues to develop, evolve, and assess leading-edge and proven technology tools to solve technology issues at the City. As the roles of IT resources develop and evolve, IT resources should focus on problem-solving while balancing other organizational needs, such as security, access to data, and sharing data. Some of the initiatives in this Plan will assist City IT resources in moving toward a proactive focus on IT planning.







BerryDunn created this Plan using the information gathered from City stakeholders, the results of work sessions and research activities, and existing documentation. Active involvement on the part of City stakeholders will be necessary to continually update and refine the Plan in the coming years.







Appendix A: Prioritized List of IT Issues and Opportunities







This appendix contains the List of IT Issues and Opportunities confirmed as a result of the IT Issues and Opportunities Prioritization Work Session.








Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
Management and Operations		
M5	<p>The City lacks formal IT project management policies, procedures, processes, and roles. The City has recently experienced multiple project failures for system implementations and upgrades. Staff indicated an ad hoc project manager role related to City IT projects. Staff reported project responsibilities and follow-up were incomplete. Projects where City staff expressed the most concern were the ADP Workforce Now implementation, Questys, and eTRAKiT upgrade projects. Roles and responsibilities of project tasks are unclear or undefined. Projects are suffering from inconsistent task completion and end users engaging with vendors directly for scheduling and facilitating work. City staff believe the applications in place are capable and provide the necessary features, but they just do not work. Projects have caused repeated impacts to end users, breaking core functionality for extended periods, and causing resident inconvenience. City staff report they are too busy with day-to-day operations and are fatigued from too many simultaneous projects. Departments perceive City IT is doing process automations without thought of how the new processes will affect current systems or users. City staff desire more planning and a thorough needs assessment to occur before implementing novel changes. Currently, each department handles its own purchasing processes.</p>	 21
M13	<p>Formal OCM processes are lacking as a component of citywide technology initiatives. The City lacks any formal OCM processes intended to address staff needs prior to, during, and after the many systems implementations and update initiatives that have occurred. Staff reported that while there is a desire to help others accept the many changes, there is a consistently low level of awareness related to system capability, functions, and capacity. This has resulted in the underutilization of current solutions despite an inherent belief that the system can/may meet organizational needs (e.g., TRAKiT, ADP) and a frustration among staff that drives them to consider alternate solutions before reaching their objectives. Departmental staff clearly and openly expressed a desire for the IT Department to provide active, visible leadership in future technology projects.</p>	 20




Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
M4	IT Department staff demonstrate limited involvement in IT application issues. Department staff have requested an increase in the level of direct involvement from the IT Department on application-related issues. Staff currently are required to call the application vendor first when they need support. Staff indicated a strong preference for IT to be more directly involved in the initial steps to resolution, and to provide more in-depth guidance on their issues.	 19
M8	The City lacks an enterprise approach to document management. Staff report a large volume of documents and trouble locating the correct version. Departments exist in silos, with each department independently responsible for creating processes for document management. Impacts in meeting policy, process, and compliance frameworks are widespread, with FOIA workflows being particularly problematic. Both enterprise data storage and detachable drives are used in document management processes. Departmental staff report email as the main application or method for receiving requests, tracking the status, and storing the results for information requests.	 19
M9	The environmental, electrical, security, and fire safety systems within the primary datacenter and associated data closets are inadequate. Currently, the City datacenter has an HVAC system that cannot be remotely monitored. Staff are unaware when it fails unless they physically walk into the datacenter. The entire datacenter is not connected to the backup generator. There is no fire suppression system in the datacenter. Not all data closets are secured; some are publicly accessible.	 18
M12	Multiple weaknesses exist in the IT relationship with City departments and staff. City staff report a lack of confidence in the IT Department's ability to understand staff needs and the main systems they use, and to maintain an appropriate skill set required to directly resolve user issues. End users reported that they are often not aware of IT projects and initiatives and are not involved in system selection activities. When system selection processes occur, they often do not capture all organizational needs, miss key integrations, neglect issues that are subsequently raised, and do not complete all tasks or close all issues prior to project closure.	 17
M14	The City's lack of OCM strategies has impacted acceptance and adoption of technology system implementations, changes, or upgrades. The City lacks any formal OCM strategies designed to prepare and manage change, as well as sustain outcomes. Staff reported growing frustration in many areas of software adoption in which new implementation projects were incomplete, system changes were not fully tested prior to implementation, or upgrades had failed to meet expectations. They also reported a lack of IT support and training during and post-implementation.	 17

Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
M1	Department staff lack any programmed technology-training options. Departmental staff reported constraints on their ability to fully utilize available technology tools due to a lack of formal training, access to informal training resources, and reference material intended to improve confidence in the use of technology while working in different departments. They expressed a desire for a formal training program to enable departmental staff to learn, grow, and expand knowledge and skills in using technology rather than learning on the job or experience in the operations, maintenance, and support of the public access channel and systems.	 16
M10	IT Department staff lack the knowledge or experience to manage the AV system for large internal meetings, conferences, and public meetings. A third-party contractor currently controls the live streaming of meetings. The City IT Department lacks any knowledge or experience in the operations, maintenance, and support of these AV systems. There are six public meetings every month.	 15
M11	IT Department staff lack the knowledge or experience to manage the public access channel. A third-party contractor currently administers the public access channel. The City IT Department lacks any knowledge or experience in the operations, maintenance, and support of the public access channel and systems, and therefore, it is limited in its ability to respond to system incidents.	 15
M2	The current ITSM processes do not produce effective results for end users. Multiple departmental staff reported dissatisfaction with current service management processes and results, including tickets that are submitted but not acted upon, lack of communication regarding tickets that are being acted upon, and the general lack of urgency or prioritization expressed by IT staff related to issues reported.	 14
M6	The City does not have a formal IT DR Plan or IT BC Plan. A formal IT DR Plan and IT BC Plan do not currently exist, which are critical in the event of a systems failure, security incident, or natural disaster. The PD has an emergency operations plan.	 14
M7	The IT Department lacks a formal organizational plan. IT staff reported that the proximity of the City to Silicon Valley presents a significant challenge in the hiring and retention of qualified IT staff. Staff also reported concerns related to administrative support being provided by professional IT staff, which impacts ITSM and incident response efforts, as well as ongoing project resources.	 14

Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
M3	There is a lack of a formal training program for all IT Department employees. IT staff reported the lack of any formal standards or expectations for technical training, including systems or applications-specific and customer service training, which is impacting the quality and level of care for services provided to staff throughout the City.	 14
Applications		
A9	The ADP payroll system is not functioning as intended. ADP was selected to automate the payroll processes; the project is not yet completed, and staff reported numerous performance issues. The system is incapable of processing multiple state tax tables (SDI and PIT), overtime calculations are incorrect based on Fair Labor Standards Act (FLSA) and Memorandums of Understanding, and HR has abandoned the use of the applicant tracking features. Fines have been assessed against the City, as well as penalties for overdue payment, and training provided by ADP was not aligned with governmental uses of the software.	 20
A1	The CardKnox payment gateway for eTRAKiT does not function properly. Staff reported that the CardKnox payment gateway for eTRAKiT does not function properly, will not accept payments for permits and licenses, and is contributing to lost City revenue. Payments made through CardKnox are not being transmitted into eTRAKiT or Great Plains, and the Finance Department is manually entering the information into Great Plains.	 20
A12	Limitations with the ADP system are impacting HR staff performance and results. The HR Department reported limitations in HR-related functions within ADP, such as applicant tracking, interview scheduling, pre-employment verifications, employee evaluations, sick time utilization, and validation of worker compensation codes. These requirements exceed the limited capacity currently offered by ADP.	 17
A10	The Finance Department lacks the ability to electronically track certificates of insurance. The Finance Department lacks an electronic tracking system for certificates of insurance and expresses a new requirement for a system capable of digital intake, tracking, storage, and archive for operational and audit purposes.	 16
A11	The HR Department no longer has access to software capable of completing periodic salary comparison studies. Regionally developed software that was previously utilized by the City HR Department to compare salary information among local municipalities is no longer available. The HR Department currently has a requirement to reestablish this functionality.	 16



Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
A14	The PD scheduling software does not integrate with the City payroll system. The City PD is currently using Google Sheets to create schedules for the Department. The PD would like software that is integrated with the ADP system to do this.	 16
A16	There is no centralized MDM system to configure, maintain, and secure all City-owned mobile devices. Currently, there is no standardized MDM in place for City-owned devices. Staff reported the need to configure, maintain, secure, and remotely wipe devices as needed to reduce the risk of data loss or exposure, help prevent potential cyberattack of City systems, and limit risk to reputation if a device is lost.	 16
A2	The current Great Plains ERP system does not meet the enterprise-wide needs of City staff. Departmental staff reported the need to seek a replacement for the outdated MS Dynamics/Great Plains ERP based on numerous gaps in functionality and capacity. Finance staff concur, but they communicated the intent to defer this project for two to three years.	 16
A17	The City Attorney lacks access to the electronic tools required to efficiently manage City legal matters. The City Attorney reported that a law office management software implementation is needed within his department to introduce greater efficiencies of effort, remain compliant with application rules and legal requirements, and manage tasks accordingly.	 15
A5	The citywide civic engagement and communications efforts are impacted by the difficulties in using the selection of available tools. Departmental staff reported that user interfaces in Granicus 311 are difficult to navigate, and applications demonstrate significant limitations and flexibility and do not meet current needs of the City or community.	 15
A6	CentralSquare CD software issues hinder CD Department staff productivity. GIS data serves as one source of information for CentralSquare operations. Staff rely on the IT Department to merge City GIS data with county-provided GIS data, so that information available within CentralSquare is accurate and can be used to respond to resident requests. CD staff expressed concern regarding the timing and accuracy of GIS data updates, where the lag between actual events occurring in the field may hinder the ability to operate effectively. Staff cited issues where data appeared scattered and that collecting it has been difficult, time consuming, and requires multiple websites or applications. Staff would like to collect GIS data in one place. The last successful data dump was in March 2020.	 15

Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
A7	Time tracking is a manual process for City employees and consultants within the CD Department. Staff reported that, while CentralSquare CD could track time, CD is not using or is not able to use this feature. Instead, staff manually track time expended by contractors and employees within spreadsheets.	 15
A13	The Voiceprint software utilized by the PD is not currently working. Voiceprint is software that the PD uses to capture radio traffic and 911 calls for the purpose of archive, retrieval, and evidence gathering. The software is not working currently due to obsolete browser compatibility issues.	 14
A4	An inconsistent access to and use of GIS tools across City departments impacts the accuracy, validity, and confidence in published geospatial information. Departments reported the use of several disparate GIS tools (e.g., ESRI, X-Hunt, Garmin) to map City assets, manage resources, and publish materials consumed by City staff and the community at large that often produce conflicting results impacting accuracy, validity, and the confidence in those results.	 14
A3	The lack of a dynamic electronic data interface between the WhenToWork scheduling system and the ADP payroll system results in multiple human data entry points. Staff reported notable effort expended in the multiple data entry points for both WhenToWork and ADP that are redundant, time consuming, and prone to human error on an ongoing basis due to the lack of a dynamic electronic data interface between the two systems.	 13
A15	The PD lacks the ability to securely share law enforcement and general operational reports with other agencies. The City PD shares large reports with other agencies regularly. Staff reported difficulty in achieving this and requested to use a secure file-sharing solution.	 13
A8	The City manager does not have access to data or tools for monitoring, reporting, or sharing operational performance information. The City manager requires access to disparate data resources, analytic tools, and performance dashboards that can also be shared with City staff, community members, and business partners. Current tools are cumbersome and are not prone to flexibility or growth.	 11
Technical		
T1	The citywide Wi-Fi service lacks sufficient bandwidth and coverage capacity to meet staff and community needs. Staff reported significant gaps in Wi-Fi bandwidth and coverage capacity that continue to impact school care programs, outdoor events, ActiveNet services, secure staff, and general wireless services throughout City Park locations.	 20





Prioritized List of IT Issues and Opportunities		
No.	Issues and Opportunities Description	Score
T4	The City lacks a redundant internet connection for critical data systems. Currently, the City uses a single 300-megabyte internet connection located in City Hall. There is no redundant path for internet connectivity in the event of a system failure, security incident, or natural disaster.	 20
T3	The PD reports that limited laptop availability for essential staff is impacting their performance and efficiency. The City PD needs more laptops available to staff to work from home, or to work remotely, as situations change.	 15
T2	The PD reports that limited tablet availability for field officers is impacting their performance and efficiency. The City PD reports that it would like tablets for field units to use with cameras, National Criminal Information Center activity, etc. This would be beneficial for its staff who are dispatched to wildfires, or for detectives sent to task forces without marked vehicles. PD reports that there is no need for RIMS on the tablets.	 15






Appendix B: Prioritized List of IT Projects and Initiatives





This appendix contains the List of IT Projects and Initiatives confirmed as a result of the IT Projects and Initiatives Prioritization Work Session.


Prioritized List of IT Projects and Initiatives – Detailed		
ID	Project/Initiative Description	Priority
C	<p>Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS. Select and implement a DMS to reduce reliance on paper, facilitate digital document workflows, and index and archive documents for retention. Conduct a formal, requirements-based selection process to provide clear needs and expectations to potential DMS providers.</p>	 17
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	
N	<p>Conduct an objective, requirements-based system selection process to identify and select a payroll system. City staff reported that the current City payroll system is not meeting the needs of City departments. The City implemented ADP to automate payroll processes; however, the implementation is not complete, and staff report numerous performance issues. Retroactive pay calculations are completed outside ADP in an Excel spreadsheet. Public Employees Retirement Systems (PERS) contributions require manual reporting or third-party software because the ADP software cannot provide required PERS data elements, including retroactive PERS reporting, because the third-party software cannot accomplish the task. ADP committed to FLSA calculations during software contract negotiations, yet failed to deliver that functionality. The consequence has been that an external accountant completes all FLSA calculations. Mid-cycle paychecks are not included in third-party payments, require manual entry, and are prone to human error (e.g., 457 plan contributions, garnishments, dues, and rental housing support [RHS]). The controller's report is produced manually each time it is needed. Because of these and many other challenges and opportunities for improvement identified by City staff, as well as the fines and penalties incurred by the City, BerryDunn recommends the City initiate a procurement process to select and implement a payroll system.</p>	 17
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	

Prioritized List of IT Projects and Initiatives – Detailed		
ID	Project/Initiative Description	Priority
M	<p>Conduct an objective, requirements-based system selection process to identify and select a new ERP system. City staff reported that the current City enterprise systems (most notably the City’s financial and HR systems) are not meeting the needs of City departments. Challenges identified include manual paper-based processes due to lack of system functionality, limited reporting capabilities, and the lack of integration between systems. Because of the challenges and opportunities for improvement identified by City staff, BerryDunn recommends the City initiate a procurement process to select and implement a new ERP system. A modern ERP system would offer enhanced functionality and business process improvements for core business functions relating to financial and human capital management.</p>	 14
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	
R	<p>Assess current CD software functionality and identify the possibility to reconfigure or replace. Staff reported that the CardKnox payment gateway for eTRAKiT does not function properly, will not accept payments for permits and licenses, and is contributing to lost City revenue. CardKnox payments do not transmit into eTRAKiT or Great Plains as designed; the Finance Department is manually entering the information into Great Plains. Staff also reported that CD data in CentralSquare, City GIS, County GIS, and SharePoint is not always consistent, which makes information requests difficult and time consuming. BerryDunn recommends conducting a thorough assessment of the systems used in CD to improve revenue collection and provide greater staff and public access to CD data.</p>	 14
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	
J	<p>Implement CentralSquare Project Timekeeping module for CD Department. CentralSquare software can track employee and contractor time for projects. CD is currently tracking this information manually using spreadsheets. BerryDunn recommends implementing the Project Timekeeping module in CentralSquare to automate this process.</p>	 13
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	
O	<p>Assess, procure, and implement essential software requested by City departments. Implement software requested by City departments that is essential for efficient City operations. The City Attorney, Finance Department, PD, City Manager, and HR had specific software requests. BerryDunn recommends contacting stakeholders in each City department to determine specific software needs and develop a plan for acquisition based on need, cost, and operational impacts.</p>	 13

Prioritized List of IT Projects and Initiatives – Detailed			
ID	Project/Initiative Description		Priority
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>High: A10, A11</i> <i>Medium: A8, A15, A17</i>	
Q	Acquire and implement a redundant internet connection for the City. BerryDunn recommends that the City establish a redundant internet connection. This secondary connection will establish connectivity for critical business services in the event of a service failure, technical incident, or natural disaster. BerryDunn recommends the identification of a second internet service provider and the establishment of a new connection in a geographically separate location.		 13
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Critical: T4</i>	
F	Formalize IT project management. IT leadership should develop policies and procedures to define IT project management for the City. Assign the role of project manager to at least one individual within the IT Department and provide adequate training to perform the work. Develop standard project management methodologies, practices, and document expectations for IT projects. The project management methodology should include solicitation and incorporation of stakeholder input, guidance, and feedback throughout IT project planning and execution.		 12
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Critical: M5</i>	
A	Establish OCM practices for City IT projects. This project will identify and formalize OCM processes to address citywide staff needs prior to, during, and after system implementation and update projects. OCM is a critical component to any project, increasing the likelihood of stakeholder buy-in and project success. BerryDunn recommends developing this OCM strategy based on the Prosci® methodology.		 11
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Critical: M13</i> <i>High: M14</i>	
D	Evaluate and review the ITSM practices with IT staff. IT leadership will evaluate the current ITSM practices and documentation to determine gaps in service delivery. BerryDunn recommends IT leadership prioritize the evaluation of relationship management and application support. IT leadership will document additional service management practices necessary to achieve the desired service level and customer engagement goals and will present to IT staff members.		 11

Prioritized List of IT Projects and Initiatives – Detailed			
ID	Project/Initiative Description		Priority
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Critical: M4</i> <i>High: M12</i> <i>Medium: M2, M7</i>	
G	Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution. The City should seek to implement a system to control mobile device configuration and updates. Conduct the requirements analysis activities and evaluate qualified providers. Select a system to meet specifications, purchase, and implement.		 11
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: A16</i>	
I	Acquire laptops and tablets for PD field officers and essential staff. PD essential staff need laptops, and PD field officers need tablets. IT staff should set up, configure, and support equipment for PD staff.		 11
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: T2, T3</i>	
L	City will develop formal IT DR and IT BC plans. The City currently has informal IT DR and IT BC plans. The City will officially formalize these processes. The City and IT will work together to help ensure the official processes match City expectations and standards. Allocate funding to implement and maintain the systems required and test the plans annually to validate their efficacy.		 11
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: M6</i>	
B	Establish a technology-training program for all City end users and technology staff. The City should evaluate the existing training practices, expand on what is currently working, and identify gaps for end users. Identify trainers to develop and deploy training necessary for efficient and effective use of City technology. This program should include training for onboarding new hires and skill refreshes for existing employees, interdepartmental transfers, and IT staff systems management and enterprise application administration.		 10
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>High: M1</i> <i>Medium: M3</i>	
E	Create and introduce an AV support strategy. Working with vendors and internal staff, IT leadership should identify the tactics and parameters to successfully support the AV technologies dispersed throughout the City. IT leadership should present the rest of the IT staff with those tactics in an AV support strategy, providing clear direction on the level of AV support IT will provide, as well as those systems and software.		 9

Prioritized List of IT Projects and Initiatives – Detailed			
ID	Project/Initiative Description		Priority
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: M10, M11</i>	
H	Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs. Staff will evaluate current conditions of Wi-Fi capability within the City. Working with vendors, implement upgrades to City Wi-Fi to improve both bandwidth and capacity in identified areas.		 9
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Critical: T1</i>	
K	Implement new Voiceprint software in PD. Implement upgraded Voiceprint software for integration into the PD. The PD can choose the version of Voiceprint software that meets goals set by PD staff. IT staff will assist with setup, configuration, integration, and continued support.		 9
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: A13</i>	
P	Conduct a needs assessment of the City datacenter and IDF closets. Staff reported the City datacenter has an HVAC system that is not capable of remote monitoring. The backup generator is not connected to the datacenter. Fire suppression is nonexistent in the datacenter. BerryDunn recommends the City assess its datacenter for fire suppression, HVAC, and backup electrical capabilities. Assess the datacenter and associated IDF closets for proper security protocols, as staff reported some IDFs are publicly accessible. Redundancy, survivability, and security are three critical aspects of datacenter operations. Address proactively in the event of a future service failure, technical incident, or natural disaster.		 9
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>High: M9</i>	
S	Assess current 311-system software functionality and identify possibility to reconfigure or need to replace. BerryDunn recommends conducting a thorough assessment of the 311 software. Assess whether reconfiguration would improve staff access or if there is a need. Staff will identify limitations in the user interface of Granicus 311 along with gaps in application functionality. Staff will work with the vendor to determine whether reconfiguration of the application will remove the limitations identified.		 9
	Source of Project/Initiative: <i>BerryDunn</i>	Strategic IT Issues Addressed: <i>Medium: A5</i>	

Prioritized List of IT Projects and Initiatives – <i>Detailed</i>		
ID	Project/Initiative Description	Priority
T	<p>Assess current GIS resources available across City departments and identify opportunities to consolidate. BerryDunn identified multiple GISs used by City departments. There is an opportunity to consolidate those resources into a single GIS to provide consistent data, cost savings, and operational efficiencies. BerryDunn recommends conducting a thorough assessment of all GISs and data in use by City departments to identify whether the City can effectively consolidate into one GIS.</p>	
	<p>Source of Project/Initiative: <i>BerryDunn</i></p>	



Information Technology (IT) Strategic Plan Presentation

City of Belmont



May 23, 2022

Agenda

1. Introductions
2. Project Drivers
3. Work Performed and Stakeholder Participation
4. Identified and Prioritized Issues and Opportunities
5. Prioritized Projects and Initiatives Methodology
6. Projects and Initiatives
7. Strategic Plan Governance
8. Questions and Discussion



Introductions



Erin Provazek

MBA, PMP®, *CGCIO*, *COBIT 2019*, *ITIL v3*
Engagement Manager



Donald Begin

CGCIO, *Prosci® CCP*, *CCNA*
Project Manager



Project Drivers

- ▲ The City of Belmont (City) retained BerryDunn to assist in the development of an IT Strategic Plan (Plan).
- ▲ The goal of this project is to develop a citywide Plan that:
 - Provides a coordinated approach to the City's planning, deployment, and use of technology
 - Supports the City's needs with structured technology planning
 - Provides direction for the improved effectiveness of business processes performed across the City
 - Utilizes a collaborative process to help ensure a variety of stakeholders are involved
 - Utilizes a structured approach to manage resource availability and measure project success



Work Performed and Stakeholder Participation

- SWOT Survey: City stakeholders completed a Strengths, Weaknesses, Opportunities, and Threats survey.
- Fact-Finding Meetings: BerryDunn facilitated fact-finding work sessions with City stakeholders.
- Strategic Issues and Opportunities Work Session: City stakeholders participated in a work session to discuss, confirm, and prioritize the List of Issues and Opportunities.
- Strategic Projects and Initiatives Work Session: City stakeholders participated in a work session to discuss, confirm, and prioritize the List of Projects and Initiatives.
- Draft IT Strategic Plan Review: BerryDunn reviewed the draft Plan with the City's core project team, discussing and updating the draft Plan to its final version.



Identified and Prioritized Issues and Opportunities

- As a result of the SWOT survey, review of documentation, and fact-finding interviews, BerryDunn identified issues and opportunities related to technology. The issues and opportunities were categorized into one of three functional areas:
 - Management and Operations – 14 issues and opportunities identified
 - Applications – 17 issues and opportunities identified
 - Technical – 4 issues and opportunities identified
- City stakeholders participated in a work session to discuss, confirm, and prioritize the List of Issues and Opportunities. Priorities assigned provided high-level guidance for the City to determine when each issue should be resolved during the five-year planning horizon.
 - Critical – 7 needing to be addressed during year 1 of the Plan
 - High – 8 needing to be addressed during years 2 and 3 of the Plan
 - Medium – 6 needing to be addressed during years 4 and 5 of the Plan
- City Council provided an update of the projects and initiatives process effort in March 2022.



Prioritized Projects and Initiatives Methodology

- City stakeholders completed worksheets to identify projects and initiatives to address the Prioritized List of IT Issues and Opportunities.
- City stakeholders participated in a work session to confirm and rank the combined list of projects and initiatives.
- Projects and initiatives were prioritized based upon factors including:
 - City ranking
 - Number of strategic issues and opportunities addressed
 - Dependencies among projects/initiatives
 - Cost/benefit
 - Ease of implementation
 - Maturity of technology



Key Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 1			
F	Formalize IT project management.	FY2023	\$23,000
A	Establish organization change management (OCM) practices for City IT projects.	FY2023	\$63,000
O	Assess, procure, and implement essential software requested by City departments.	FY2023	\$165,000
V	Conduct an objective needs assessment and requirements definition process for enterprise application functionality.	FY2023	\$0
N	Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs.	FY2023	\$180,000



Additional Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 1			
H	Conduct an objective assessment of the City's Wi-Fi capability and upgrade according to City needs.	FY2023	\$144,000
K	Implement new Voiceprint software in PD.	FY2023	\$60,000



Additional Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 2			
C	Conduct an objective, requirements-based system selection process to identify, select, and implement a DMS.	FY2024	\$244,250
J	Conduct an assessment and reconfiguration of an existing City system to meet project timekeeping requirements.	FY2024	\$130,000
M	Conduct an objective, requirements-based system selection process to identify and select a new ERP system.	FY2024 – FY2026	\$3,370,000
D	Evaluate and review the ITSM practices with IT staff.	FY2024	\$0
U	Implement PD communications encryption technology per strategic plans in place.	FY2024	\$400,000



Additional Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 3			
G	Conduct an objective, requirements-based system selection process to identify, select, and implement an MDM solution.	FY2025	\$25,300
R	Assess current CD software functionality and identify the possibility to reconfigure or replace.	FY2025	\$125,000
I	Acquire laptops and tablets for PD field officers and essential staff.	FY2025	\$56,000
B	Establish a technology-training program for all City end users and technology staff.	FY2025	\$115,000



Additional Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 4			
Q	Acquire and implement a redundant internet connection for the City.	FY2026	\$250,000
L	City will develop formal IT DR and IT BC plans.	FY2026	\$0
E	Create and introduce an AV support strategy.	FY2026	\$0
S	Assess current 311-system software functionality and identify possibility to reconfigure or need to replace.	FY2026	\$20,000



Additional Projects and Initiatives

ID	Project/Initiative	Timeline	High Budget (\$)
Projects and Initiatives Starting in Year 5			
P	Conduct a needs assessment of the City datacenter and IDF closets.	FY2027	\$88,000
T	Assess current GIS resources available across City departments and identify opportunities to consolidate.	FY2027	\$232,600



Budget and Timeline Matrix

Project and Initiative Budget and Timeline Matrix						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Plan Initiatives Budget	\$635,000	\$939,000	\$2,216,300	\$2,252,500	\$1,268,100	\$7,460,900



Strategic Plan Governance

- ▲ Future success of the Plan will require a commitment to ongoing Plan governance, including:
 - Executive support for projects within the plan
 - Allocation for appropriate resources
 - Commitment to the established prioritization of the projects
 - Thorough evaluation of all future technology projects
 - Continuous inclusion of City stakeholders in IT projects
- ▲ The plan presents a framework for this governance, including:
 - Updating the Plan
 - Incorporating new projects into the Plan
 - Assessing current projects



Questions and Discussion



Initiative F: Formalize IT project management.

▲ Current Environment

- There is lack of formal project management policies, procedures, processes, and roles.
- There is limited inter-departmental collaboration and communication in planning, prioritizing, and implementation of projects.
- Staff reported that projects often do not reach full implementation.

▲ Recommendation

- BerryDunn recommends that the City establish a documented, common framework for project management, from initiation through closeout. This plan should incorporate early involvement of IT staff for technology-related projects, along with thorough stakeholder identification and involvement throughout the project.

▲ Initiative Summary

- Conduct a current assessment of project management policies, processes, and artifacts used to complete technology projects.
- Develop new policies, processes, and artifacts for sustainable technology project management practices based on the PMI® PMBOK® Guide.
- Provide training for staff on the new technology project management framework and develop a roadmap for implementation and scaling of the project management methodology.
- Conduct regular quality reviews of technology projects to help ensure adherence and effectiveness of project management methodologies.

▲ Benefits

- Effective technology project management will help the City complete technology projects on time and within scope and budget.
- A framework based on best practices will increase the likelihood of a successful framework and successful projects.
- A technology project management framework will help contribute to the efficient use of staff time, particularly during projects.



Initiative A: Establish OCM practices for City IT projects.

▲ Current Environment

- Staff reported a lack of OCM practices during several recent technology projects, which directly effected the outcomes of each project.
- Staff capacity and readiness for change varies by department, system, and individual.
- There was no evidence of an OCM strategy and vision in place for Citywide projects, and more specifically, IT-related projects.

▲ Recommendation

- BerryDunn recommends that the City should identify OCM practices and develop an OCM strategy that can be leveraged during technology projects based on the Prosci® methodology.

▲ Initiative Summary

- Assess the City's current environment and ongoing OCM strategies.
- Develop a sustainable and repeatable OCM strategy that can be tailored and scaled on a case-by-case basis using the Prosci® methodology as the foundation.
- Continuously revisit the OCM strategy to assess ongoing effectiveness or to implement changes as necessary.

▲ Benefits

- Effective OCM will improve stakeholder buy-in and limit certain risks to a project.
- The City could gain greater end-user adoption of technology changes and greater, increasing return on technology investments.



Initiative O: Assess, procure, and implement essential software requested by City departments.

▲ Current Environment

- Multiple departments reported specific operational gaps that may or may not be met by the update, expansion, or enhancement of existing applications.
- Current software in use by individual departments is not always known to all staff, resulting in adoption of other applications with duplicate features and functionality.
- Departmental staff require training on multiple platforms to perform similar tasks.

▲ Recommendation

- BerryDunn recommends contacting stakeholders in each City department to ascertain specific software needs and develop a plan for acquisition based on need, cost, and operational impacts.

▲ Initiative Summary

- Conduct a full inventory of software City staff currently utilize.
- Meet with stakeholders to determine what functionality is missing from current software inventory.
- Identify opportunities to either expand on existing software or acquire new software that will be beneficial to City departments, focusing on standardization where applicable and economies of scale.
- Develop a plan to budget for and acquire requested software for City departments, based on need, cost, and operational impact.
- Implement expansion of existing software functionality or capacity, or implement new software applications, as appropriate.

▲ Benefits

- The City might gain cost and productivity efficiency from standardizing software.
- The City might gain additional functionality within existing software.
- The City might realize additional productivity with the functionality of new software systems.



Initiative V: Conduct an objective needs assessment and requirements definition process for enterprise application functionality.

▲ Current Environment

- Staff reported the use of a wide variety of point solutions software that are not optimized for integrated use among departments.
- Departments are forced to re-enter data from one system to another, resulting in inefficiencies of effort and outcomes.

▲ Recommendation

- BerryDunn recommends conducting an objective needs assessment and requirements definition process to analyze and document functionality, features, capacity, and performance that will enable the IT Department to identify optimal enterprise applications to meet the needs of all departments.

▲ Initiative Summary

- Create an enterprise application review working group.
- Perform an in-depth review of enterprise applications to identify redundant services and opportunities for increased services.
- Create an action plan based on findings from the in-depth review to improve enterprise functionality.

▲ Benefits

- Consolidation of applications into a functional enterprise environment will reduce overall costs and effort.
- Expansion of existing application functionality to fill noted gaps in service and results can also reduce costs and effort.
- Development and execution of a unified, enterprise-wide action plan can improve results and increase community satisfaction with City services.
- Service reliability and consistency can serve as the basis of future improvements.



Initiative N: Conduct an assessment and reconfiguration of the payroll system to improve operational effectiveness and capacity to meet City needs.

▲ Current Environment

- The City payroll system is not configured to optimally meet the needs of departments.
- Staff reported that the ADP system implementation is not complete, and that there are numerous performance issues with that system.
- The City payroll system requires reconfiguration to meet operational and regulatory requirements and objectives.

▲ Recommendation

- BerryDunn recommends the City conduct a needs assessment of the current payroll system functionality to determine changes required to meet ongoing City operational objectives.

▲ Initiative Summary

- Conduct a thorough needs assessment and requirements-gathering process of current payroll system functionality and capacity.
- Work with the current payroll system vendor (ADP) to reconfigure, test, and implement the system to meet those critical City operational objectives.
- Monitor the system performance and adapt to emergent changes in operating and regulatory requirements.

▲ Benefits

- A properly implemented payroll system will introduce multiple efficiencies to the City's processes.
- Elimination of redundant tracking in third-party systems will reduce the likelihood of data errors.
- Penalties and fines for late payments may be eliminated with a properly functioning payroll system.





Council Agenda Item 11 Matter of Council Interest/Clarification

Meeting Date: June 28, 2022

Councilmember(s): Mayor Julia Mates

Item Title: Mickelson Therapy Pool

Description of Issue/Request:

Discuss and consider staff to bring draft resolution to Council regarding Sutter Health to reopen the Mack E. Mickelson Arthritis and Rehabilitation Center Therapy Pool for community use at the Mills Health Center in San Mateo.

Several jurisdictions, including the San Mateo County Board of Supervisors, Sequoia Healthcare District, and the cities of Millbrae, San Mateo, Burlingame, and Foster City have passed similar resolutions in support of the re-opening of this facility.

Approximately how much staff involvement will this item take?

This process could be managed within existing staffing/workflow.

Financial Implications?

Minimal, to be further evaluated if Council concurs to proceed

How time sensitive is this issue?

The pool has been closed since the COVID -19 epidemic in 2020. It would be optimal to consider a resolution by the next meeting.

General Plan/Vision Statement.

We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.

The therapy pool is an invaluable resource for chronic pain management and rehabilitation for seniors, disabled individuals, patients recovering from surgeries, children with special needs, and pregnant women.

Attachments

A. San Mateo County Board of Supervisors Resolution

RESOLUTION NO. .

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

* * * * *

RESOLUTION CALLING ON SUTTER HEALTH TO REOPEN THE MACK E. MICKELSON ARTHRITIS AND REHABILITATION CENTER THERAPY POOL FOR COMMUNITY USE AT THE MILLS HEALTH CENTER IN SAN MATEO, WITH THE SAME OPEN ACCESS HOURS THAT WERE IN PLACE PRIOR TO JANUARY 2020

WHEREAS, the Mack E. Mickelson Arthritis and Rehabilitation Center Therapy Pool is an Americans With Disabilities Act- -accessible warm water therapy pool operated by Sutter Health and located at the Mills Health Center, in San Mateo, California; and

WHEREAS, the Mickelson Therapy Pool was constructed over 25 year ago using charitable contributions from residents of San Mateo County to serve as a centerpiece of an arthritis center created by Mills Peninsula; and

WHEREAS, the Mickelson Therapy Pool has been used for over 25 years by thousands of residents of San Mateo County who suffer from a broad range of health issues, including permanent disabilities, debilitating injuries, autoimmune disorders, and mobility impairments, to rehabilitate those health issues and mitigate physical decline; and

WHEREAS, Mickelson Therapy Pool has historically provided both preventative and interventionist therapies to residents of San Mateo County suffering from health issues; and

WHEREAS, there is also an apparent and growing need for the services provided by the Mickelson Therapy Pool, due to San Mateo County's rapidly increasing number of elderly residents who are highly likely to suffer from health issues requiring a warm water therapy pool; and

WHEREAS, Mickelson Therapy Pool is the only pool of its kind in San Mateo County, and there are no comparable warm water therapy pools that can adequately accommodate the

residents of San Mateo County who previously relied upon Mickelson Therapy Pool and who are now suffering from acute and chronic physical pain and mental anguish without it; and

WHEREAS, in spite of the critical need for the facility, in June 2021, Sutter Health announced that it would permanently close the Mickelson Therapy Pool to independent use by patrons and closing Mickelson removes a valuable healthcare resource for people to assist them in daily activities; and

WHEREAS, over 4,300 patients, caregivers, and community members have signed a petition to reopen the Mickelson Therapy Pool in order to increase the health, independence, and dignity of residents who rely upon it; and

WHEREAS, Sutter Health, its subsidiaries and affiliated entities receive significant financial benefits from their operations in San Mateo County and this Board of Supervisors is aware that warm water therapy pools in the region are able to operate profitably and safely, including under COVID-19 protocols; and

WHEREAS, in light of the foregoing, this Board of Supervisors believes that Sutter Health should be called upon to reopen the Mickelson Therapy Pool and to maintain the same open access hours that were in place prior to January 2020.

NOW, THEREFORE, IT IS HEREBY RESOLVED, that the Board of Supervisors of San Mateo County recognizes that promptly reopening the Mack E. Mickelson Arthritis and Rehabilitation Center Therapy Pool for community use with the same open access hours that it had prior to January of 2020 would preserve and improve the health of residents in San Mateo County who have historically relied upon it or who could benefit from warm water therapy to maintain their health, independence, and dignity and this Board of Supervisors calls upon Sutter Health to reopen the Mickelson Therapy Pool and to maintain the same open access hours that were in place prior to January 2020 .

* * * * *



Council Agenda Item 11 Matter of Council Interest/Clarification

Meeting Date: June 28, 2022

Councilmember(s): Julia Mates, Mayor

Item Title: A Resolution of the City Council of the City of Belmont in Solidarity With All Individuals Affected By Roe v. Wade, Denouncing its Overturn

Description of Issue/Request

Discuss and consider adopting a resolution in solidarity with all individuals affected by Roe v. Wade and denouncing its overturn.

Approximately How Much Staff Involvement Will This Item Take?

This process could be managed within the existing staffing/workflow.

Financial Implications?

Minimal

How Time-Sensitive is This Issue?

On May 2nd, 2022, a draft of a United States Supreme Court document was leaked to the public, demonstrating that there is an intent to overturn Roe v. Wade. On May 3, 2022, thousands gathered in cities across the United States, including in Bay Area, to protest a leaked draft decision by the U.S. Supreme Court in the case *Dobbs v. Jackson Women's Health Organization*, which would overturn the landmark *Roe v. Wade* decision that has protected the freedom to seek an abortion since 1973. On June 24, 2022, the U. S. Supreme Court overturned Roe v. Wade, holding that there is no longer a federal constitutional right to an abortion;

A draft resolution is prepared for the Council's consideration and adoption. The time to pass this resolution is now.

General Plan/Vision Statement.

We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.

Attachments

A. Draft Resolution

RESOLUTION NO. 2022 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT IN SOLIDARITY WITH ALL INDIVIDUALS AFFECTED BY ROE V. WADE, DENOUNCING ITS OVERTURN

WHEREAS, on May 2, 2022, a draft of a United States (U.S.) Supreme Court document was leaked to the public, demonstrating that there was an intent to overturn Roe v. Wade; and,

WHEREAS, on May 3, 2022, thousands gathered in cities across the United States, including in the Bay Area, to protest a leaked draft decision by the U.S. Supreme Court in the case of Dobbs v. Jackson Women’s Health Organization, which would overturn the landmark Roe v. Wade decision that has protected the freedom to seek an abortion since 1973; and,

WHEREAS, laws restricting access to abortion disproportionately impact poor and working-class women and women of color, because wealthy women have the resources to pay a private doctor exorbitant fees or travel to places where quality reproductive healthcare is available; and,

WHEREAS, on June 24, 2022, the U.S. Supreme Court overturned Roe v. Wade, holding that there is no longer a federal constitutional right to an abortion; and,

WHEREAS, in 1972, the decision of Roe v. Wade was established to protect an individual’s right to safe and legal abortions by extending protections in the name of one’s constitutional right to privacy; and,

WHEREAS, the present attack on Roe v. Wade is not the first: in 1976, the Hyde Amendment determined restrictions on abortion options for impregnated individuals. Subsequently, under the Reagan Administration, new laws gave states individual autonomy over decisions on abortions. This was exacerbated by the Affordable Care Act’s divestment from reproductive healthcare, including cuts to abortion cost coverage, followed by attempts to defund Planned Parenthood—all events that emboldened abortion bans in states like Mississippi and Texas; and,

WHEREAS, the denial of reproductive choice goes against bodily autonomy, and the majority of Californians support the option and access to abortion; and,

WHEREAS, in the United States, college-aged women 20-24 years old make up the majority of those who have abortions, and 40% of people report that they have abortions because “having a child could derail their education;” and,

WHEREAS, the decision to overturn Roe v. Wade will have an abominable impact on the lives of all bodies that are able to bear children in the United States of America, ultimately depriving individuals of the autonomy and agency over their own bodies; and,

WHEREAS, while the Jewish community and other religious minorities have a range of opinions on abortion, there is a strong and broad commitment in these traditions to defending the life of pregnant women above all else, and therefore many abortion bans will undermine their

religious and cultural freedom; and,

WHEREAS, the impediment of reproductive freedom would have the most disproportionate impact on the lives of marginalized individuals, such as BIPOC individuals, LGBTQ+ community members, people with disabilities, and other populations who are vulnerable to systemic injustice and an inequitable healthcare system; and,

WHEREAS, the illegalization of abortion is an infringement of reproductive freedom that permeates sexism, racism, misogyny, transphobia, ableism; and,

WHEREAS, the overturn of Roe v. Wade explicitly criminalizes individuals with bodies that are able to bear children for their ability to choose on matters that include but are not limited to pregnancy in the case of unexpected conception, medical emergencies, or sexual violence.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The Council is entirely opposed to the U.S. Supreme Court majority opinion in Dobbs v. Jackson Women’s Health Organization and to the overturn of Roe v. Wade.

SECTION 2. The Council supports and respects the bodily autonomy of women and LGBTQ people.

SECTION 3. The Council calls on Local, State, and Federal Legislators to acknowledge the emotional stress that this news has caused and publicly acknowledge the weight of the issue.

SECTION 4. The Council will support and call for California Governor Gavin Newsom to constitutionalize abortion in the state of California.

SECTION 5. The Council urges federal elected officials to pass legislation codifying the full right to abortion and other reproductive healthcare nationwide.

SECTION 6. The Council requests that the City Manager convey this resolution to San Mateo County’s federal Congressional delegation, and its state delegation.

* * *

ADOPTED June 28, 2022 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney