



City Council Meeting Agenda

Tuesday, October 13, 2026

City Council Chambers
City Hall, One Twin Pines Lane, Belmont, California

General order of Business

1. CALL TO ORDER
2. ROLL CALL
3. ITEMS BEFORE 7:00 PM - none
4. PLEDGE OF ALLEGIANCE
5. REPORT FROM CLOSED SESSION - none
6. SPECIAL PRESENTATIONS
7. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA
8. COUNCILMEMBER ANNOUNCEMENTS
9. CONSENT BUSINESS
10. PUBLIC HEARINGS - none
11. GENERAL BUSINESS
12. BRIEF VERBAL REPORTS FROM MEMBERS AND STAFF
13. MATTERS OF INTEREST/CLARIFICATION
14. ADJOURNMENT

City Council

Julia Mates, Mayor
Cathy Jordan, Vice Mayor
Robin Pang-Maganaris, Councilmember
Gina Latimerlo, Councilmember
Tom McCune, Councilmember

Staff

Afshin Oskoui, City Manager
Scott Rennie, City Attorney
Ken Stenquist, Police Chief
Anais Martinez Aquino, Administrative Service Director
Grace Castaneda, Finance Director
Laura Russell, Community and Economic Development Director
Kevin Kobayashi, Parks and Recreation Director
Edric Kwan, Public Works Director
Jozi Plut, City Clerk

MEETING ATTENDANCE:

Council meetings, unless otherwise noted, are broadcast live to Belmont residents on

1. Comcast Cable Channel 27
2. Streamed live via the City's website at www.Belmont.gov
3. ZOOM <https://belmont-gov.zoom.us/> Meeting ID: 95745673035
4. Attend the meeting in the Council Chambers, Belmont City Hall 2nd floor

PUBLIC COMMENT:

- Public in the Council Chamber present the Clerk a request to speak slip found at the table at the rear of the chamber.
- If participating virtually use the Raise Hand feature to request to speak.
 - 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 Chair.

To submit a written public comment:

E-mail cclerk@belmont.gov before the Council discusses the item, noting the agenda topic or number in the subject line. Comments received up to three hours before the meeting will be distributed to the Council and included in the record but not read aloud during the meeting..

The Mayor has the authority to rule any speaker out of order, including speakers during the Public Comment period; If the subject raised is not within the subject matter jurisdiction of the City Council, during a public hearing or a general business item if the speaker is not presenting testimony or evidence relevant to the matter or if the speaker becomes disruptive to the proceedings and conduct of the meeting.

The Mayor also has the authority to order any person who willfully interrupts the meeting to be removed. All persons are expected to always conduct themselves with civility and courtesy. All persons giving comments shall speak directly to the Council and address issues, not individuals. Personal attacks, cursing and outbursts from the audience in support or opposition to a speaker are not tolerated to foster an environment where everyone feels welcome to speak.

LEVINE ACT:

The Levine Act (California Government Code Section 84308) limits campaign contributions that may be made to elected or appointed City officials (including councilmembers and the mayor) and certain candidates for elective city offices. The Act prohibits an agent of a party from contributing any amount to councilmember while a proceeding for a contract valued at \$50,000 or more, permit, license, or other entitlement for use is pending that does not solely involve purely ministerial decisions. The Act also prohibits parties and participants in the above entitlement proceedings from contributing more than \$500 during the proceeding and for 12 months after the proceeding and requires disclosure of the prohibited contributions. The Act prohibits certain officials, including local elected officials, from taking part in an entitlement proceeding if the official has received a contribution exceeding \$500 from a party or participant in the proceeding within the preceding 12 months. An official is also prohibited from accepting, soliciting, or directing a contribution exceeding \$500 from a party or participant in the proceeding for 12 months after a final decision is rendered in such a proceeding. The law is complex, and this brief description is not legal advice. If you or an agent have made any campaign contributions to a councilmember in the 12 months before a proceeding in which you have an interest or you are contemplating making a contribution within the 12 months after such a proceeding, you are urged to review the Levine Act and consider consulting an attorney. The California Fair Political Practices Commission (FPPC) is responsible for administering the Levine Act. More information about the Act and its implementing regulations can be found on the FPPC's website here: <https://www.fppc.ca.gov/learn/pay-to-play-limits-and-prohibitions.html>

ACCESSIBILITY

If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

AGENDA POSTING: I declare a copy of this agenda was posted at City Hall, One Twin Pines Lane, and the City's website www.Belmont.gov Date: _____ Time: _____ /s/:

City of Belmont
City Council Regular Meeting Agenda
October 13, 2026
City Council Chambers
City Hall, One Twin Pines Lane, Belmont, California

NOTICE REGARDING MEETING SCHEDULE

The City Council may meet prior to 7:00 PM for Study Sessions, Closed Sessions, or other Special Topics. All other business will commence at 7:00 PM as a time-certain agenda item.

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. ITEMS BEFORE 7:00 PM - none**

A. CLOSED SESSION

B. STUDY SESSION

The public will have an opportunity to address the City Council concerning this item.

C. SPECIAL SESSION/OTHER TOPICS

ITEMS STARTING AT 7:00 PM

- 4. PLEDGE OF ALLEGIANCE**
- 5. REPORT FROM CLOSED SESSION - none**
- 6. SPECIAL PRESENTATIONS**

A. Proclamation Designating October 2026 As Domestic Violence Awareness Month (CORA)

B. Proclamation Observing Indigenous Peoples' Day, October 12, 2026

7. 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.

8. COUNCILMEMBER ANNOUNCEMENTS

9. 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 Report - August 2026

Attachments:

[Report for August 2026](#)

B. Parking and Traffic Safety Committee – Short-Term Parking Zones

Recommendation: Adopt a resolution approving the Parking and Traffic Safety Committee (PTSC) recommendations to: (1) install one 20-foot, 30-minute parking space in front of 880 Old County Road; (2) install two 20-foot, 30-minute parking spaces in front of the new development at 580 Masonic Way when construction nears completion, and (3) authorize the City Manager or their designee to adjust the time restrictions for the two parking spaces in front of 580 Masonic Way.

Attachments:

[Staff Report](#)
[Resolution](#)

C. 2025-2026 San Mateo County Civil Grant Jury Response regarding ALPR usage

Recommendation: Approve the City of Belmont's response letter to the 2025-2026 San Mateo County Civil Grand Jury's report regarding Automated License Plate Readers (ALPR) usage by the Belmont Police Department.

Attachments:

[Staff Report](#)
[Grand Jury Report](#)
[Response Letter](#)

D. Twin Pines Senior Community Center Reconstruction

Recommendation: Adopt a resolution authorizing 1) the City Manager to execute a contract for reconstruction of the Twin Pines Senior Center for \$176,230 plus a 10% contingency for a total amount not to exceed \$193,853, and 2) authorizing a budget appropriation of \$193,853 for the reconstruction and create new Capital Improvement Program (CIP) Project #8136 Senior Center Reconstruction funded by the Facility Management Fund.

Attachments:

[Staff Report](#)
[Resolution](#)

10. PUBLIC HEARINGS - none

11. 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. Enterprise Resource Planning (ERP) Replacement Project

Recommendation: Receive a presentation regarding the City of Belmont's ERP replacement project and needs assessment initiation.

Attachments:

[Staff Report](#)
[ERP Needs Assessment](#)

B. Proclamation of a Local Emergency in Preparation for the 2026–2027 El Nino Winter Storm Season

Recommendation: Adopt a resolution proclaiming a local emergency due to the imminent threat of severe winter weather associated with the 2026–2027 El Nio season and authorizing enhanced preparedness, mitigation, coordination, and response activities.

Attachments:

[Staff Report](#)
[Resolution](#)

12. BRIEF VERBAL REPORTS FROM MEMBERS AND STAFF

- A. Verbal report from Councilmembers on Intergovernmental (IGR) and Subcommittee Assignments
- B. Verbal report from City Manager

13. 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.

14. ADJOURNMENT



HIGHLIGHTS

PERFORMANCE AT A GLANCE REPORT

- General Fund balance increased compared to prior YTD

FUND RECAP AT A GLANCE REPORT

Notable Fund Balance Increase compared to prior YTD:

- General Fund
- Belmont Fire Protection District
- Street Improvements
- Sewer Collection System

Notable Fund Balance Decrease compared to prior YTD:

- Measure W
- Capital Improvement Projects

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/>

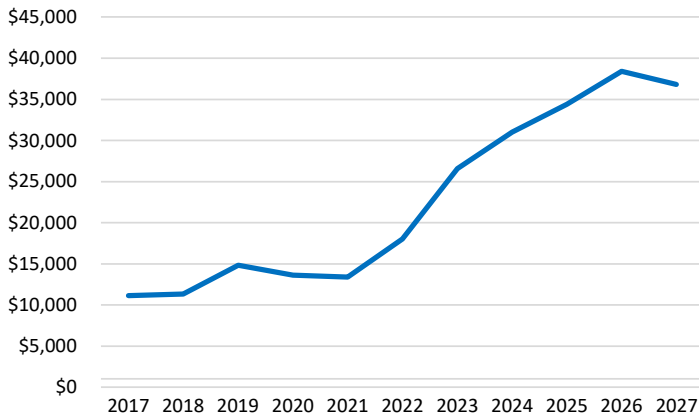
These financial reports are designed to provide a general overview of the City of Belmont's interim finances. Questions concerning any information provided in these reports should be addressed to financedept@belmont.gov or for additional information regarding the City's financial activities, including 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 August 31, 2026
(000's)



General Fund Balance Trend
(in thousands)

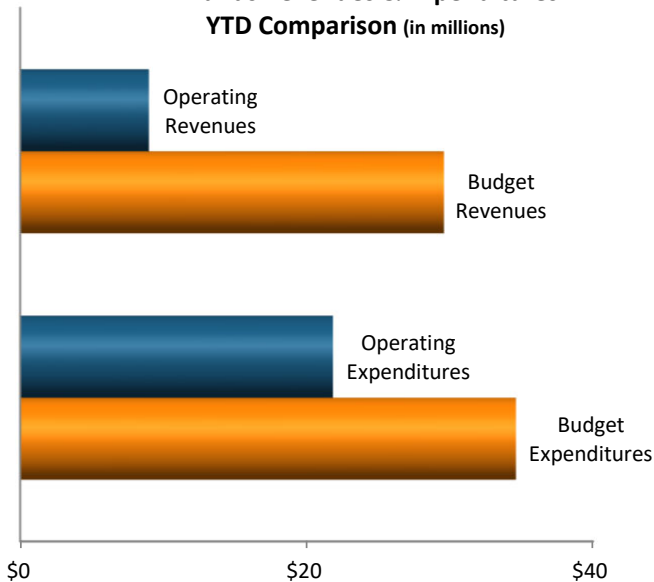


General Fund Balance Trend*

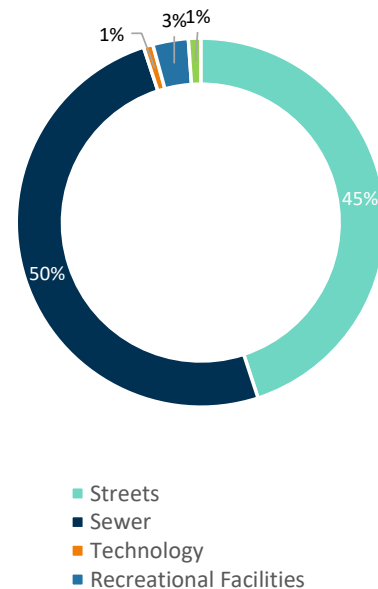
6/30/2017	2017	\$11,128	Audited
6/30/2018	2018	\$11,325	Audited
6/30/2019	2019	\$14,846	Audited
6/30/2020	2020	\$13,637	Audited
6/30/2021	2021	\$13,398	Audited
6/30/2022	2022	\$18,013	Audited
6/30/2023	2023	\$26,586	Audited
6/30/2024	2024	\$31,003	Audited
6/30/2025	2025	\$34,416	Audited
6/30/2026	2026	\$38,400	Unaudited
8/31/2026	2027	\$36,821	Unaudited

* excludes Measure I

All Funds Revenues & Expenditures
YTD Comparison (in millions)



Capital Improvement Plan



General Fund

The General Fund balance is \$36.8 million, a decrease of \$1.6 million compared to the amount at the prior fiscal year end primarily due to annual insurance premiums and pension contributions that were made in the beginning of the fiscal year.

Fund Balance - YTD Fund Deficits

As shown on the Fund Recap at a Glance (page 3) Library Bond Debt Service Fund has deficits and is expected to be eliminated in a future period.

City of Belmont
Fund Recap at a Glance
Results for the Period Ended August 31, 2026
(000's)



Fund	Fund Name	Unaudited	Revenues					Expenditures					Unaudited	PY YTD	
		Fund Balance 06/30/26 (1)	YTD Budget	YTD Actual (2)	Variance (Under) Over	%	PY YTD Actual	YTD Budget	YTD Actual (3)	Variance Under (Over)	%	PY YTD Actual	Fund Balance 08/31/26 (1)+(2)-(3)	Fund Balance 8/31/2025	
GENERAL FUND															
101	General	38,400	5,938	2,946	(2,992)	50%	3,731	6,037	4,525	1,513	75%	3,978	36,821	34,169	
102	Measure I	4,348	427	0	(427)	0%	(0)	1,337	185	1,153	14%	0	4,163	3,599	
SPECIAL REVENUE FUNDS															
205	Recreation	557	732	373	(359)	51%	319	728	999	(272)	137%	886	(70)	42	
206	Library Maintenance & Operation	305	53	0	(53)	0%	(0)	97	112	(15)	115%	92	193	119	
207	Athletic Field Maintenance	510	30	27	(2)	92%	35	62	15	47	24%	20	522	461	
208	City Tree	197	2	1	(1)	41%	2	8	7	1	85%	6	191	226	
209	Senior Services Donation	113	2	1	(0)	78%	0	1	0	1	0%	0	114	105	
210	Development Services	2,589	1,150	587	(564)	51%	1,141	1,175	914	261	78%	845	2,261	3,110	
212	General Plan Maintenance	858	163	46	(117)	28%	90	242	111	131	46%	115	793	829	
223	Belmont Fire Protection District	36,069	3,510	93	(3,416)	3%	(66)	2,687	5,312	(2,626)	198%	5,168	30,850	26,268	
225	Police Grants and Donations	30	0	0	(0)	0%	(0)	4	0	4	0%	0	30	35	
227	Supplemental Law Enforcement	167	35	0	(35)	0%	(0)	36	34	1	96%	33	133	133	
231	Street Maintenance	1,905	457	134	(322)	29%	100	550	592	(42)	108%	504	1,447	1,584	
232	RMRA Street Project	816	136	72	(64)	53%	71	247	56	190	23%	375	831	494	
233	Measure W	536	85	0	(85)	0%	(0)	172	0	172	0%	0	536	2,618	
234	Street Improvements	4,016	191	831	640	435%	83	812	84	728	10%	6	4,762	3,287	
237	Traffic Impact	713	87	3	(83)	4%	5	22	0	22	0%	0	716	516	
239	Public Art	706	3	0	(3)	0%	110	71	0	71	0%	0	706	548	
275	Affordable Housing Successor	4,022	551	2	(549)	0%	5	402	34	368	8%	30	3,990	4,009	
277	Inclusionary Housing	3,707	7	0	(7)	0%	(0)	0	0	0	N/A	0	3,707	3,541	
Total Special Revenue		57,815	7,193	2,171	(5,022)	30%	1,893	7,314	8,272	(958)	113%	8,081	51,714	47,926	
CAPITAL PROJECT FUNDS															
308	General Facilities	540	4	0	(4)	0%	(0)	94	0	94	0%	30	540	551	
310	Infrastructure	1,809	15	0	(15)	0%	(0)	339	0	339	0%	1	1,809	2,382	
312	Comcast PEG Program	446	14	0	(14)	0%	(0)	8	0	8	0%	0	446	364	
341	Planned Park	127	121	0	(121)	0%	(0)	111	0	111	0%	0	127	482	
342	Park Impact	868	157	1,193	1,036	760%	9	240	0	240	0%	0	2,062	1,092	
343	Open Space	57	0	0	(0)	0%	(0)	10	0	10	0%	0	57	54	
399	Capital Improvement Projects	1,814	8,866	419	(8,446)	5%	993	9,452	248	9,204	3%	710	1,985	2,988	
704	Special Assessment Districts	354	2	0	(2)	0%	(0)	0	0		N/A	0	354	341	
Total Capital Projects		6,015	9,178	1,612	(7,565)	18%	1,001	10,253	248	10,006	2%	741	7,380	8,256	
DEBT SERVICE & OTHER FUNDS															
406	Library Bond Debt Service	71	117	0	(117)	0%	(0)	115	574	(459)	500%	553	(503)	(207)	
501-505 Sewer Collection System		55,346	3,434	22	(3,412)	1%	2,865	5,643	2,213	3,430	39%	5,173	53,155	45,704	
507	Sewer Treatment	30,200	557	0	(557)	0%	(0)	626	1,366	(740)	218%	1,355	28,834	28,519	
525	Storm Drainage Enterprise	510	410	67	(343)	16%	62	571	360	212	63%	317	218	624	
530	Solid Waste Management	2,648	128	55	(73)	43%	54	101	77	24	76%	71	2,626	2,353	
570	Worker's Compensation	2,367	186	234	48	126%	198	167	875	(708)	524%	771	1,727	1,367	
571	Liability Insurance	3,685	189	167	(23)	88%	873	257	988	(731)	385%	651	2,864	3,455	
573	Fleet & Equipment Management	10,263	994	941	(53)	95%	921	1,215	1,395	(181)	115%	899	9,809	9,261	
574	Facilities Management	1,542	571	559	(12)	98%	529	683	575	108	84%	602	1,527	852	
575	Benefit Prefunding	1,180	267	226	(41)	85%	221	300	193	108	64%	721	1,213	1,127	
Total Debt & Other		107,814	6,854	2,271	(4,583)	33%	5,724	9,677	8,615	491	89%	11,115	101,470	93,056	
Total All Funds		\$214,392	\$29,590	\$9,000	(\$20,589)	30%	\$12,348	\$34,619	\$21,844	\$12,204	63%	\$23,914	\$201,549	\$187,005	

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.

City of Belmont
Budget Variance Report
General Fund / All Other Funds
Results for the Period Ended August 31, 2026
(000's)



	General Fund					All Other Funds					Annual Budget	PY YTD Actual
	Budget	Year to Date (YTD) Actual	Variance	%		Budget	Year to Date (YTD) Actual	Variance	%			
REVENUES												
Taxes	4,048	1,960	(2,088)	48% a	24,290	2,945	4,131	92	(4,039)	2% a	24,789	104
Licenses and permits	266	15	(251)	6% b	1,599	39	440	407	(33)	92% b	2,642	585
Intergovernmental	108	126	18	116% c	649	126	1,784	157	(1,627)	9% f	10,706	147
Charge for services	857	612	(245)	71% c	5,144	580	7,181	4,007	(3,174)	56% c	43,088	3,202
Fines and forfeits	17	9	(8)	55%	100	13	-	-	-	N/A	-	-
Use of money and property	331	217	(114)	65% d	1,988	26	1,076	140	(936)	13% d	6,457	(34)
Miscellaneous	54	7	(47)	12%	322	2	85	831	746	977%	511	1,267
Transfers in	256	-	(256)	0% e	1,538	-	8,488	419	(8,069)	5% e	50,928	3,347
Total Revenues	5,938	2,946	(2,992)	50%	35,629	3,731	23,651	6,055	(17,597)	26%	141,908	8,618
EXPENDITURES												
General Government	1,436	1,197	(239)	83%	8,616	1,091	1,574	3,023	1,449	192% g	9,445	3,032
Public Safety	3,066	2,839	(227)	93%	18,393	2,463	2,687	5,344	2,657	199% h	16,120	5,198
Streets and Utilities	-	-	-	N/A	0	0	11,748	2,522	(9,226)	21%	70,491	2,978
Culture and Recreation	529	446	(83)	84%	3,174	423	1,945	1,741	(204)	89%	11,672	1,647
Urban Redevelopment	47	43	(5)	90%	285	0	1,466	766	(700)	52%	8,794	752
Non Departmental	-	-	-	N/A	0	0	383	437	55	114%	2,295	12
Debt Service	-	-	-	N/A	0	0	994	3,066	2,073	309% i	5,963	2,970
Transfers out	959	-	(959)	0%	5,755	0	7,785	419	(7,366)	5%	46,710	3,347
Total Expenditures	6,037	4,525	(1,513)	75%	36,223	3,978	28,582	17,320	(11,262)	61%	171,491	19,937
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(\$99)	(\$1,579)			(\$594)	(\$247)	(\$4,930)	(\$11,265)			(\$29,583)	(\$11,319)

Management Discussion and Analysis

(Items with unfavorable budget variance more than \$0.1 million)

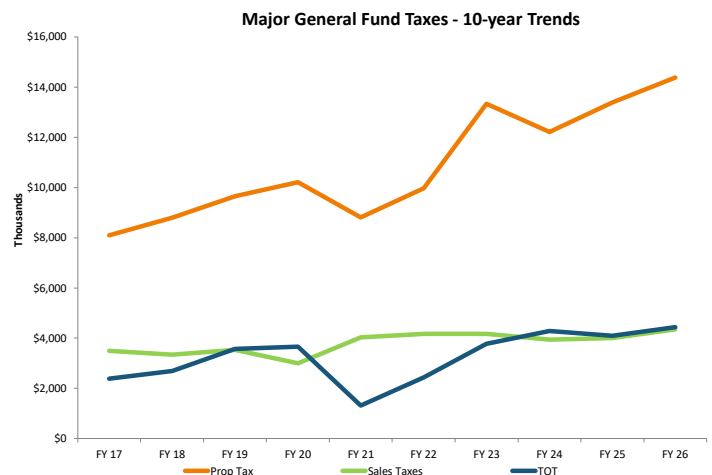
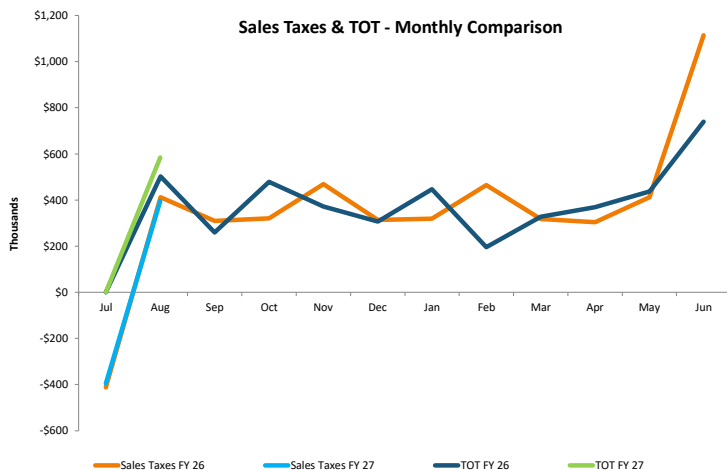
Revenues

- a) **Taxes** - The budget variance is primarily due to the timing of semi-annual property tax receipts received in December and April. VLF revenue distribution was received in August in prior years but will be distributed this year in September.
- b) **Licenses and Permits** - The budget variance is primarily due to the Business License Tax Revenue. All businesses' licensing periods (i.e., the "tax period") have transitioned to January 1 to December 31 and majority of the revenues will be received at license renewal in December/January.
- c) **Charges for Services** - the budget variance in General Fund is primarily due to the 1st quarter Public Safety and Wildfire Prevention revenue, which will be received in September. The budget variance in Other Funds is due to the Sewer User Fee (Collection & Treatment), which is included as part of the City's Property Tax bill to be received semi-annually, typically in December and April.
- d) **Use of Money and Property** - The budget variance is primarily due to quarterly interest that won't get allocated until the end of the quarter in September.
- e) **Transfers In** - Transfer amount was budgeted based on full CIP commitments. Actual expenditures and CIP transfers are recorded as the project progresses, and any remaining budget will be carried forward to the next fiscal year or released back to the funding source upon project completion.
- f) **Intergovernmental** - Grant revenue will be received and reported in a future reporting period.

Expenditures

- g) **General Government** - The annual insurance premium, pension and OPEB contributions were paid in July.
- h) **Public Safety** - The first quarter payments of \$2.3M to BSCFD and \$2.7M to San Mateo Consolidated Fire Department and annual insurance premiums were made in July.
- i) **Debt Service** - Annual debt service on bonds were paid in July.

Trends



City of Belmont
Disbursements & Purchase Order Activity Report
Results for the Period Ended August 31, 2026



Disbursements Amounts Equal to \$50,000 and Above

Vendor	Description	Date	No.	Amount
ADP TAX PPE 08/01/26	ADP TAX PPE 08/01/26	8/7/26	DAJ000010801	130,749.87
ADP TAX PPE 08/15/26	ADP TAX PPE 08/15/26	8/21/26	DAJ000010805	127,661.59
ADP WAGE PPE 08/01/26	ADP WAGE PPE 08/01/26	8/7/26	DAJ000010798	578,242.09
ADP WAGE PPE 08/15/26	ADP WAGE PPE 08/15/26	8/21/26	DAJ000010802	557,833.91
ALLIANT INSURANCE SERVICES	FY27 VEHICLE PHYSICAL DAMAGE	8/14/26	EFT00043192	54,529.00
CALPERS	COB CONTRIBUTIONS PPE082126	8/24/26	DAJ000010774	154,982.03
CALPERS	COB CONTRIBUTION PPE07/24/26	8/4/26	DAJ000010748	151,911.84
CALPERS	COB CONTRIBUTION PPE 080726	8/10/26	DAJ000010757	152,345.71
CALPERS	HEALTH PREMIUMS AUGUST	8/10/26	DAJ000010758	257,996.39
CCAG	ELIGIBLE FUNDING	8/14/26	1206684	100,707.00
COMFORT INTERNATIONAL INC	CH AC2 DRAIN REPAIR	8/7/26	1206672	54,787.50
KIMLEY-HORN & ASSOC., INC.	JULY 2026	8/21/26	EFT00043255	54,602.50
MISSIONSQUARE	DEF COMP ACCT#302442	8/24/26	DAJ000010773	57,285.32
MISSIONSQUARE	DEF COMP ACCT#302442	8/10/26	DAJ000010756	57,116.34
PAVEMENT ENGINEERING INC	AUG 2025 - SEPT 2025	8/7/26	EFT00043109	61,779.00
SAN MATEO, CITY OF	FY25/26 SEWER SERVICE CHARGES	8/14/26	1206697	223,340.48
STEPFORD	PD EQUIPMENT	8/7/26	EFT00043144	50,061.50
Total Disbursements in Excess of \$50,000				\$ 2,825,932.07
Total Count				17

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

Vendor	Description	Date	No.	Amount
CASEY CONSTRUCTION INC	26 SEWER&STORM DRAIN REHAB	8/10/26	27 00027	1,913,949.40
WILSEY HAM	26 SANITARY SEWER&STORM DES	8/24/26	27 00031	307,346.00
PAVEMENT ENGINEERING INC	2026 PAVEMENT REHAB PROJECT	8/12/26	27 00029	258,730.00
TANNER PACIFIC INC	2026 SEWER&STORM DRAIN REHA	8/3/26	27 00026	252,942.00
CASEY CONSTRUCTION INC	COB-RALSTON RET WALL REPAIR	8/24/26	27 00032	59,147.00
Total Purchase Orders Issued in Excess of \$50,000				\$ 2,792,114.40
Total Count				5

CITY OF BELMONT

TREASURER'S REPORT

August 31, 2026



Agency Receipts and Disbursements Summary

	Beginning Balance July 31, 2026		Receipts		Disbursements		Ending Balance August 31, 2026
City of Belmont	\$137,082,318.19	\$	14,375,342.15	\$	(14,299,599.52)	\$	137,158,060.82
Belmont Fire Protection District	30,885,265.04		8,484.57		(53,881.55)	\$	30,839,868.06
Total	\$ 167,967,583.23	\$	14,383,826.72	\$	(14,353,481.07)	\$	167,997,928.88

Balance Summary

	Deposit		Investments		Pool Total
City of Belmont & Belmont Fire Protection District	\$ 563,960.02	\$	167,433,968.86	\$	167,997,928.88

I certify that this report accurately reflects all investments of City of Belmont and Belmont Fire Protection District, 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,

Grace Castaneda

s/b Grace Castaneda

Grace Castaneda

City Treasurer

CITY OF BELMONT TREASURER'S REPORT August 31, 2026



Investment Detail

Investment Type	Issuer Fund Documents	Par Amount	Current Market Value*	Interest Total	Maximum Weighted Average Maturity/Life	Rate
Deposit						
General Account	Wells Fargo	\$ 563,960.02	\$ 563,960.02			
Investments:**						
L.A.I.F.-POOL	https://www.treasurer.ca.gov/pmia-laif/pmia/index.asp	131,344,291.63	131,196,185.44	422,819.17	18 months	3.863%
L.G.I.P. -POOL	https://www.calfitfund.com/document-center/	36,089,677.23	36,088,613.86	114,283.98	90 days	3.800%
Total		\$ 167,997,928.88	\$ 167,848,759.32	\$ 537,103.14		

City of Belmont Investment Portfolio Trends



*Fair Market Value ratios for LAIF are based on a quarterly basis, while LGIP is on a monthly basis.

**The LAIF-BOND account has withdrawn all of its funds as of the end of March 2026.



STAFF REPORT

Meeting Date: October 13, 2026
Agency: City of Belmont
Staff Contact: Daniel Matthews, Assistant Engineer, dmatthews@belmont.gov, (650)-637-2985
Agenda Title: Parking and Traffic Safety Committee – Short-Term Parking Zones
Agenda Action: Resolution

Recommendation

Adopt a resolution approving the Parking and Traffic Safety Committee (PTSC) recommendations to: (1) install one 20-foot, 30-minute parking space in front of 880 Old County Road; (2) install two 20-foot, 30-minute parking spaces in front of the new development at 580 Masonic Way when construction nears completion, and (3) authorize the City Manager or their designee to adjust the time restrictions for the two parking spaces in front of 580 Masonic Way.

Strategic Focus Area

Infrastructure and Mobility

Background

The Parking and Traffic Safety Committee (PTSC), composed of representatives from the Public Works, Police, and San Mateo Consolidated Fire Departments, receives and reviews requests from the community related to traffic calming, traffic safety, and parking requests.

The business owner at 880 Old County Road requested that PTSC evaluate several parking management options to better support pick-up and drop-off activities at their business, including the installation of short-term parking along the frontage.

In coordination with the entitled development at 580 Masonic Way, the Community Development Department and the developer asked the committee to consider installing two new short-term parking spaces on Masonic Way to support planned commercial unit on the ground floor.

Analysis

Parking is in high demand along and adjacent to the Old County Road corridor. Although the corridor has an existing four-hour parking limit, the mix of commercial businesses on the west side and high-density residential development on the east side results in limited turnover of on-street parking. Many businesses, including The Cats Inn at 880 Old County Road, lack off-street parking and therefore have limited options for accommodating customer pick-up and drop-off activities.

The combination of existing and planned activity creates a need for curb management strategies, including short-term parking, to support local businesses and loading activities while increasing turnover of on-street parking.



880 Old County Road

In reviewing the request, the Committee determined that the pet boarding facility generates sufficient short-term customer and drop-off activity to support the installation of a short-term parking/loading space along the curb.. Staff will monitor the space following installation to evaluate its use and determine whether it is effectively serving its intended purpose.

580 Masonic Way

At the time of entitlement, the development project at 580 Masonic Way did not include commercial or retail space. The developer is now proposing two ground-floor commercial units near the intersection of Masonic Way and Hiller Street.

Because the project does not include on-site parking for the commercial units, the developer have requested two short-term parking spaces in front of the units as part of community feedback. The spaces would be installed as construction nears completion. The Committee supports the request and recommends advance approval so that the spaces can be installed when needed.

Because the future commercial tenants are not yet known, staff recommends authorizing the City Manager or designee to establish the short-term parking time limit, within a range of 20 minutes to two hours, based on the needs of the businesses occupying the commercial unit.

Alternatives

1. Do not approve the installation at 880 Old County Road and/or 580 Masonic Way
2. Refer back to staff for additional information

Attachments

- A. Resolution

Fiscal Impact

☐ No Fiscal Impact

☒ Funding Source Confirmed: Current fiscal year 2026-27's operating budget in the Street Maintenance Fund (Account 231-3-701-8351) includes funding for minor improvements recommended by PTSC.

Source:

Citizen Initiated

Purpose:

Discretionary Action

Public Outreach:

Other*

*A virtual community feedback meeting was held on 9/9/2026 to gather community input on the proposed improvements.

RESOLUTION NO. 2026 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT ESTABLISHING (1) ONE 20-FOOT, 30-MINUTE PARKING SPACE IN FRONT OF 880 OLD COUNTY ROAD, (2) TWO 20-FOOT, 30-MINUTE PARKING SPACES IN FRONT OF THE NEW DEVELOPMENT AT 580 MASONIC WAY, AND (3) AUTHORIZE THE CITY MANAGER OR THEIR DESIGNEE TO ADJUST THE TIME RESTRICTIONS FOR THE TWO PARKING SPACES IN FRONT OF 580 MASONIC WAY.

WHEREAS, the Parking and Traffic Safety Committee (PTSC) received requests to evaluate short-term parking zones in front of 880 Old County Road and 580 Masonic Way; and,

WHEREAS, the PTSC reviewed and discussed these items and found these improvements are warranted at all three locations.

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

SECTION 1. Establishes one 20-foot, 30-minute parking space in front of 880 Old County Road.

SECTION 2. Establishes two 20-foot, 30-minute parking spaces in front of the new development at 580 Masonic Way, to be installed when construction nears completion.

SECTION 3. Authorizes the City Manager or their designee to adjust the duration of the short-term parking spaces near 580 Masonic Way between 20 minutes and 2 hours based on the needs of the future businesses.

* * *

ADOPTED October 13, 2026 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: October 13, 2026
Agency: City of Belmont
Staff Contact: Andrew Armando, Interim Police Chief, 650-595-7400
Agenda Title: 2025-2026 San Mateo County Civil Grant Jury Response regarding ALPR usage
Agenda Action: Motion

Recommendation

Approve the City of Belmont's response letter to the 2025-2026 San Mateo County Civil Grand Jury's report regarding Automated License Plate Readers (ALPR) usage by the Belmont Police Department.

Strategic Focus Area

Public Safety

Background

Automated License Plate Readers (ALPRs) are camera-based systems that automatically capture and retain license plates for passing vehicles for a period defined by agency policy and are in use by most law enforcement agencies in San Mateo County and the State of California.

The Belmont Police Department obtained city council approval in 2024 to utilize ALPR technology and subsequently entered into a contract with Flock Safety to lease 10 fixed ALPR cameras in specific locations around the city. On August 3, 2026, the San Mateo County Civil Grand Jury released a report on ALPR usage by San Mateo County Law Enforcement Agencies. The civil grand jury made findings related to specific ALPR usage by agency and made recommendations to the agencies based on issues defined by the grand jury.

Pursuant to California Penal Code Section 933.05, the civil grand jury made a request for a response from the governing body of the City of Belmont. The request for response from the civil grand jury to the Belmont City Council included three findings with three corresponding recommendations. These findings and recommendations will be addressed within the analysis section of this staff report.

Analysis

The San Mateo County Civil Grand Jury report is attached to this document and specifically identified on page 14 that the City of Belmont had their ALPR policy posted in a "conspicuous" place and the audit practices on the police department were "strong." Further, the grand jury identified that the Belmont Police Department's data retention policy was "consistent" with the information on the Belmont Police Department's Flock transparency portal.

On page 17 of the grand jury report, the Belmont Police Department had three findings that were listed as F3, F6 and F8. The grand jury report listed three recommendations that were listed as R3, R6 and R8. The



findings and recommendations are identified as follows:

Finding 3 and Recommendation 3:

F3- The ALPR operator shared ALPR information with private university security entities but did not establish that the receiving entity was a “public agency” as defined in civil code section 1798.90.55(b), or that the sharing was otherwise permitted by law within the meaning of civil code section 1798.90.55(b).

R3- The ALPR operator currently identified as sharing ALPR data with private university security entities should obtain and retain a written legal and factual determination that the recipient is a “public agency” under civil code section 1798.90.55(b), or that the sharing is otherwise permitted by law; if no lawful basis exists, the operator should terminate the sharing relationship.

Regarding F3 and R3, the Belmont Police Department prior to receiving the grand jury report, began a process to significantly reduce the number of agencies that were allowed to access Belmont Police Department’s ALPR data. The Belmont Police Department specifically reduced the number of agencies that we share with to the 17 law enforcement agencies that operate within the County of San Mateo. This number includes local city and county law enforcement agencies, the California Highway Patrol and Investigators from the California Department of Forestry. Prior to receipt of the grand jury report, the Belmont Police Department had already ceased to share ALPR data with an agency that could be classified as a “private university security entities.”

Finding 6 and Recommendation 6:

F6- The ALPR operator’s Flock Safety contract does not include provisions specifically requiring compliance with applicable ALPR laws.

R6- Upon contract renewal, the ALPR operator should incorporate contractual language requiring vendor compliance with applicable California law and prohibiting vendors from disclosing ALPR data to unauthorized third parties. Operators should consider provisions similar to those contained in the Town of Colma contract with Flock.

Regarding F6 and R6, upon contract renewal evaluation in 2027, the Belmont Police Department will incorporate contractual language requiring vendor compliance with applicable California laws as well as our policy. While the Belmont Police Department complied with the applicable state laws and worked within a clearly defined policy, the police department will incorporate specific language to clearly require vendor compliance with the law.

Finding 8 and Recommendation 8:

F8- The operator’s ALPR policy did not establish criteria governing the approval of in-state ALPR data sharing requests or the termination of existing network sharing relationships.

R8- The ALPR operator should include in their ALPR policies written criteria governing the approval, denial, periodic review and termination of in-state ALPR network sharing relationships.

Regarding F8 and R8, the Belmont Police Department reviewed the grand jury report and determined to



incorporate a clearer and more defined process to govern data sharing approval and termination for allied agencies. As described above, the Belmont Police Department currently only shares data with 17 law enforcement agencies working in San Mateo County and has created an ALPR data sharing form that requires law enforcement agencies to acknowledge and comply with the following:

- 1. The Requesting Agency is a public agency as defined in California Civil Code § 1798.90.5(f), and is not a federal agency, an agency of another state, or a private entity.
- 2. BPD ALPR information will be used only for legitimate law enforcement or public safety purposes, and only as permitted by law. Each query will be tied to a case or incident number or other record of investigative purpose.
- 3. BPD ALPR information will not be used, sold, shared, transferred, or made accessible for any unlawful purpose, including immigration enforcement, or to any third party without prior written authorization from BPD, consistent with California Civil Code § 1798.90.55(b). This includes federal or out-of-state agencies, contractors, and any aggregated or national data-sharing network. The Requesting Agency will notify BPD of any unauthorized access or disclosure.
- 4. The undersigned is authorized to make this acknowledgment on behalf of the Requesting Agency.

After this form is reviewed, signed and returned to the Belmont Police Department, it is retained on file. Each subsequent year there is a review of the requesting agency’s usage to ensure compliance with our policy. An updated acknowledgement is requested annually to confirm continued compliance with law and policy. This review is in addition to the normal audit process outlined in our policy. This additional process has been incorporated within our ALPR policy and updated on our transparency portal.

Alternatives

- 1. Refer back to staff for further information
- 2. Respond to the civil grand jury with our response to the required recommendations.

Attachments

- A. 2025-2026 San Mateo County Civil Grand Jury report “Is our Flock of ALPR cameras properly tended?”
- B. Draft letter from Interim Police Chief Andrew Armando dated October 13, 2026.

Fiscal Impact

- ☒ No Fiscal Impact
- ☐ Funding Source Confirmed:

Source:

Staff

Purpose:

Statutory/Contractual Requirement

Public Outreach:

Posting of Agenda





Is Our Flock of ALPR Cameras Properly Tended?

San Mateo County Civil Grand Jury
2025-2026

Release Date: August 3, 2026

ISSUE

Over the past year, Automated License Plate Readers (ALPRs) have come under increasing public scrutiny. This report examines whether ALPR operators in San Mateo County (SMC) are in full compliance with applicable California law and whether their practices align with their adopted ALPR policies.

SUMMARY

Automated License Plate Readers have become widely deployed in SMC, with more than 500 cameras now in operation by law enforcement agencies (LEAs) within the County. The rapid increase in ALPR deployment has been accompanied by California legislation governing ALPR use, and also by increased media coverage of alleged violations. Over the past year, SMC LEAs have made notable operational improvements, particularly with respect to out-of-state data sharing. Most changes were driven by stronger default compliance made by Flock Safety (Flock), now the dominant ALPR platform among the SMC operators reviewed. But SMC ALPR operators continue to have many of the same operational deficiencies identified by a 2019 California State Audit that investigated four operators elsewhere in California. Many of the required policy documents are deficient or need significant revision to accurately reflect current operations, and audit materials produced were inconsistent in scope and rigor. Although the materials reviewed did not identify current sharing by SMC operators with out-of-state entities, most operators did not document criteria, process, or controls governing in-state sharing in a manner sufficient to demonstrate compliance with law. This report presents findings and recommendations to promote transparent operation of ALPR systems consistent with public safety, privacy, and applicable law.

BACKGROUND

Automated License Plate Readers

Automated License Plate Readers (ALPRs) are camera-based systems that automatically capture and analyze license plates on passing vehicles. Cameras are typically located at fixed roadside locations along high-traffic corridors, major intersections, city entry/exit routes, areas with high crime rates, and transportation infrastructure (bridges, tunnels, freeways). These systems combine high-speed cameras, infrared illumination, and optical character recognition software to convert license plate images into searchable digital data. Law enforcement agencies use ALPR systems to locate stolen vehicles, identify vehicles connected to criminal investigations, generate investigative leads, and assist in locating missing persons. When connected through regional or national networks, ALPR systems allow investigators to reconstruct vehicle movements across jurisdictions.

Digital imaging, optical character recognition, and large-scale data storage allow ALPR systems to process large numbers of license plates quickly and automatically. Modern systems can read thousands of plates per hour and store the results in databases that investigators can search later.

When a motor vehicle is detected by an ALPR as it passes through the camera's field of view, a digital record is generated recording the vehicle's license plate number, an image of the plate, a

contextual image of the vehicle (make, model, color, etc.), the date and time of the scan, the location of the camera, and the identification number of the camera device. Once the image is captured, the digital record is immediately transmitted to a cloud-based database that compares the scanned license plate and other vehicle data against law enforcement watch lists, often referred to as “hot lists,” that may include information on vehicles that have been reported stolen, those associated with criminal investigations, outstanding warrants, or connected to missing persons or Amber Alerts. When a match occurs, the system can send an alert to officers or dispatch centers in real time.

ALPR cameras are usually deployed as part of a network such that when the same vehicle is detected by multiple cameras, investigators can analyze those detections to determine travel routes and timelines. By default, only data captured by cameras within that local jurisdiction are available. LEAs typically elect to contribute their data to regional databases or multi-jurisdictional systems that allow sharing across multiple cities, counties, or states. The ability to share data among multiple jurisdictions is more effective in assisting law enforcement in their investigations as suspects rarely limit their travel within a single jurisdiction.

As of March 30, 2026, more than 582 ALPR cameras were deployed across SMC. These cameras are operated by municipal police departments within their respective jurisdictions and by the San Mateo County Sheriff’s Office (SMCSO) in unincorporated areas and in jurisdictions where the Sheriff provides contracted law enforcement services. The only police department in SMC with no ALPR cameras is Broadmoor.

Operator	Cameras as of 3/30/2026	Comments
Atherton	53	Earliest in SMC, 2020.
Belmont	10	
Brisbane	16	
Burlingame	18	
Colma	11	
Daly City	44	
East Palo Alto	25	
Foster City	20	
Half Moon Bay	14	Separate Flock contract, operated by SMCSO.
Hillsborough	22	
Menlo Park	32	
Pacifica	10	
Redwood City	25	
San Bruno	54	
San Mateo	66	

Operator	Cameras as of 3/30/2026	Comments
San Mateo County Sheriff's Office	109	Includes unincorporated SMC (except Broadmoor), Portola Valley, San Carlos and Millbrae.
South San Francisco	37	
Woodside	26	Separate Flock contract, operated by SMCSO

Key Issue

ALPRs and the sharing of image data across jurisdictional lines have created controversy with respect to issues of privacy. While not the focus of this report, some civil liberties groups, including the [American Civil Liberties Union](#) (ACLU), argue that vehicle tracking could affect freedom of association if it reveals attendance at protests, political meetings, or religious gatherings (First Amendment).

Others, including the [Electronic Frontier Foundation](#) (EFF) question whether large-scale tracking of vehicle locations over time could constitute a search under constitutional law (Fourth Amendment). While the focus of this report is not to investigate the constitutional issues surrounding ALPRs, data sharing among law enforcement agencies has become a significant public concern and has, in some communities, resulted in the suspension or termination of ALPR programs. Although no such actions have occurred in SMC, several Bay Area jurisdictions—including [Mountain View](#), [Los Altos Hills](#), [Santa Clara County](#), and [Santa Cruz](#)—have discontinued their use of ALPR systems.

This report evaluates, based on records obtained during the investigation, whether SMC LEAs satisfy California law governing the use of ALPR systems and the sharing of ALPR data. Civil Code section 1798.90.51 requires APLR operators to implement and publicly post a usage and privacy policy. This report also evaluates whether the policies produced accurately describe actual operations.

Legislative Framework

California has enacted legislation governing the use of ALPR systems, with a focus on transparency, accountability, and limitations on data sharing. The primary statutory framework was enacted by Senate Bill 34 (SB 34) (Stats. 2015, Ch. 532), codified at Civil Code sections 1798.90.5 through 1798.90.55.

Effective January 1, 2016, SB 34 imposes requirements governing the collection, storage, access, and sharing of ALPR data. SB 34 applies to both operators of ALPR systems and entities that access ALPR data. Among other requirements, ALPR operators must adopt written usage policies, maintain detailed audit logs, implement reasonable security measures, and provide an opportunity for public comment prior to implementing an ALPR program. The California Department of Justice has issued guidance on SB 34 in Information Bulletin No. 2023-DLE-06.

In addition to SB 34, Senate Bill 54 (SB 54) (Stats. 2017, Ch. 495), known as the California Values Act (Gov. Code § 7284 et seq.) restricts the use of state and local law enforcement resources for

federal immigration enforcement purposes. SB 54 limits the sharing of certain information with federal immigration authorities and reinforces the principle that local law enforcement data systems, including ALPR databases, must not be used in a manner inconsistent with California law. The California Department of Justice has issued guidance clarifying these restrictions in Information Bulletin No. 2025-DLE-08.

In 2025, the California Legislature passed Senate Bill 274, which would have imposed additional restrictions and oversight. The bill proposed limiting retention periods for non-matching records and expanding state-level review of ALPR use. However, SB 274 was [vetoed by Governor Gavin Newsom](#), who concluded that SB 274 did “not strike the delicate balance between protecting individual privacy and ensuring public safety,... particularly with respect to cold cases.”

Collectively, these statutes establish a legal framework that emphasizes transparency, accountability, and restricted data sharing, while placing primary responsibility for compliance on individual law enforcement agencies.

Data Sharing and Side-Sharing

The effectiveness of ALPR systems depends in large part on the ability of LEAs to share data across jurisdictions. Within most ALPR platforms, each agency organizes its cameras into one or more networks that govern both system configuration and data sharing. Agencies may control which other agencies can discover their networks and whether access requests are automatically approved or require explicit authorization. Once access is granted, authorized users from another agency may query shared ALPR data without further approval.

While this model enhances investigative capability—particularly in cases involving vehicles that travel across jurisdictional boundaries—it also places responsibility on each agency to ensure that data sharing practices comply with California law. Civil Code section 1798.90.55(b) provides that a public agency shall not sell, share, or transfer ALPR information, except to another public agency, and only as otherwise permitted by law. The SMCCGJ found that data sharing practices vary widely among agencies, with some limiting access to nearby jurisdictions and others permitting broad sharing within the state. The decentralized nature of these sharing controls creates a structural risk: compliance with California law depends not on system-enforced restrictions, but on how individual agencies configure and manage their networks. As a result, even where written policies are compliant, system configurations may permit data sharing practices that are inconsistent with statutory requirements. In general, as the size of a network increases and more law enforcement agencies are granted access, the risk of misuse correspondingly increases.

A related concern is the practice commonly referred to as “side-sharing.” For purposes of this report, “side-sharing” refers to the practice in which a California ALPR operator conducts a network query on behalf of an organization that is not authorized to access the data directly—typically an out-of-state or federal agency—and then provides the results outside of the ALPR system. In such cases, audit records reflect that the query was initiated and used by a California agency, when in fact the request originated from, and the results were delivered to, an external entity.

Because the ALPR audit logs reviewed by the SMCCGJ record only the identity of the querying agency and do not capture the ultimate recipient of the data, side-sharing is inherently difficult to detect. Activity that appears compliant on its face may, in fact, circumvent the restrictions imposed by California law, including limitations on sharing ALPR data with entities outside the state.

Side-sharing may involve attempts to access ALPR data outside of established sharing arrangements, including by law enforcement personnel who do not have authorized access. For example, a federal immigration agency may seek to obtain ALPR data from a California jurisdiction in a manner inconsistent with the restrictions imposed by SB 54. Such access could be facilitated by directly contacting personnel within a California LEA and requesting that they conduct an ALPR query on behalf of the external agency.

This issue has been the subject of media reporting and public concern, although verification in specific instances is challenging due to the limitations of available audit data. Media coverage of [public statements](#) by certain law enforcement officials has further highlighted the potential risk.

The SMCCGJ found that existing controls to prevent or detect improper data sharing, including side-sharing, are limited. While the ALPR platform provides audit logs, role-based access controls, and, more recently, anomaly detection tools, these features rely on agency-level oversight and do not provide a comprehensive or system-enforced safeguard. There is no centralized mechanism to prevent a user from conducting a query on behalf of an unauthorized entity or to ensure that query results are used solely for authorized purposes.

As a result, compliance with California law in this area depends largely on the policies, training, and oversight practices of individual agencies. In the absence of stronger technical controls or more robust audit capabilities, the risk of unauthorized data access—whether through misconfiguration or side-sharing—remains a significant concern.

Flock Safety

[Flock Safety](#) is the largest provider of ALPR systems in the United States and the primary provider of ALPR systems used by LEAs in SMC. The company provides both the physical camera infrastructure and a cloud-based software platform that enables agencies to collect, store, search, and share vehicle detection data. This represents a significant market shift from [Vigilant Solutions](#), who was the most common provider in 2019.

Note that while nearly all ALPR cameras in SMC are provided by Flock, Pacifica also operates 4 Axon mobile cameras that were not investigated by SMCCGJ. Also, ALPR data collected by Flock cameras may also be forwarded to intelligence fusion systems that include other types of surveillance data. Some SMC LEAs use [C3.ai](#), and SMC has recently [funded a pilot](#) with [Peregrine Systems](#). These systems are capable of sharing data among agencies and across state boundaries but were not investigated by SMCCGJ and have not received wide media attention.

Flock cameras are typically installed at fixed locations such as major intersections, highways, and entry or exit points to a community. These cameras do not continuously track vehicles; rather, they capture individual “snapshots” or detections as vehicles pass through a camera’s field of view. Each detection includes a license plate number, vehicle characteristics (such as make, color, and body type), and metadata including the date, time, and location of the observation.

This information is transmitted to Flock’s cloud-based platform, where it is indexed and made searchable. Authorized users access the system through a web-based interface, allowing them to query historical detections or monitor real-time alerts. For example, agencies may create “hotlists” of vehicles of interest—such as stolen vehicles or those associated with criminal investigations—which trigger notifications when detected by any connected camera.

A key feature of the system is its ability to aggregate data across multiple cameras and jurisdictions. While a single camera provides only a point-in-time observation, multiple detections across different locations can allow investigators to infer travel patterns or identify a vehicle's movement over time.

All user activity—including searches, alerts, and administrative actions—is recorded in [audit logs](#). These logs are intended to support oversight and accountability by providing a record of how the system is used. Although Flock hosts the data and provides the technical infrastructure, each customer agency retains control over its own data and is responsible for determining who may access it and under what conditions.

Data Sharing Framework

A defining feature of the Flock platform is its ability to facilitate [data sharing](#) among law enforcement agencies. This capability is implemented through a system of configurable “Networks,” which function as both administrative groupings and sharing mechanisms. Each agency organizes its cameras into one or more networks and determines whether those networks are visible to other agencies within the platform. When a network is made visible, other agencies may discover it—typically through a map-based interface—and request access.

These access requests are routed to a designated administrator within the owning agency. Depending on how the system is configured, the administrator may review and approve each request individually, or the system may automatically approve requests based on predefined criteria. Once access is granted, users from the approved agency can query the shared data directly, without needing to request permission for each individual search.

This model allows investigators to search for vehicles across jurisdictional boundaries, which can be particularly useful in cases involving regional travel or coordinated criminal activity. At the same time, it introduces complexity, as each agency must determine which other agencies should be granted access and under what conditions.

Agencies can limit sharing in several ways, including restricting access to specific agencies, geographic regions, or operational groupings. Importantly, sharing permissions are not transitive: if Agency A shares data with Agency B, and Agency B shares data with Agency C, Agency C does not automatically gain access to Agency A's data.

Private entities, such as commercial businesses or homeowners' associations, participate in the system differently. Their cameras are not visible within the shared network interface, and they do not independently request access to law enforcement data. Instead, data from private cameras is typically shared directly with local LEAs through arrangements managed with Flock outside the standard user interface.

While this network-based architecture enables collaboration and enhances investigative capabilities, it also places primary responsibility on each agency to manage its sharing relationships in a manner consistent with applicable laws and local policy.

Concerns

Beginning in 2025, a number of media reports and public records analyses brought increased attention to the use of ALPR systems, particularly with respect to how data was being shared among law enforcement agencies. These reports identified instances in which California agencies had configured their systems in a manner that allowed access to ALPR data by out-of-state entities, a practice inconsistent with California law.

Within SMC, the [Menlo Park Police Department acknowledged](#) prior instances in which ALPR data had been shared across state lines. Similar issues were identified in [other jurisdictions](#) throughout California, suggesting that these were not isolated occurrences but rather reflected broader challenges in how the systems were configured and used.

In addition to concerns regarding system configuration, analysis of audit data highlighted issues related to how queries were conducted and documented. In some cases, users entered generalized descriptions such as “Investigation,”¹ without specifying a particular law enforcement purpose. While such entries are not necessarily improper, they limit the ability of agencies, auditors, and the public to determine whether queries were conducted for authorized purposes.

Taken together, these findings raised questions not only about compliance with legal requirements, but also about the adequacy of system controls and oversight mechanisms. They also underscored the degree to which proper use of the system depends on both technical configuration and user behavior.

System Controls and Vendor Response

In response to these concerns, Flock implemented a series of changes beginning in 2025, aimed at reducing the likelihood of improper data sharing and improving the ability of agencies to monitor system use. These changes reflect a shift from a system that relied heavily on user discretion to one that incorporates more structured controls and constraints.

One of the most significant changes involved restrictions on data sharing across state lines. Prior to 2025, agencies had broad discretion to configure sharing relationships, including the ability to enable “Nationwide” access or establish direct connections with out-of-state agencies. Although such configurations were inconsistent with California law, they were technically permitted within the system.

To address this issue, Flock implemented a phased set of changes. Nationwide sharing was first disabled by default in February 2025 and then permanently removed in March 2025, eliminating the ability for California agencies to broadly expose their data to agencies outside the state. In June 2025, Flock further restricted sharing by disabling the ability to create new out-of-state sharing relationships.

Importantly, these changes did not automatically terminate existing shared relationships. Instead, Flock undertook a process of customer outreach and education, encouraging agencies to review and modify their configurations. As a result, most agencies voluntarily discontinued such arrangements, although some pre-existing relationships remain subject to ongoing legal proceedings. As of this writing, the City of El Cajon is the only California agency with ALPR network sharing relationships extending outside the state. In October 2025, the California Attorney General filed an action against El Cajon alleging non-compliance with SB 34; the case is [currently in litigation](#).

In addition to changes in sharing controls, Flock introduced enhancements aimed at improving how system use is documented and monitored. Historically, users were able to enter free-form text to

¹ Analysis done by the SMCCGJ on all 2025 network queries in California on one SMC LEA’s data found that 13.1% of queries entered only “Investigation” as the “Reason” for performing the query.

describe the purpose of a query in a “Reason” field. In practice, this resulted in inconsistent and often vague entries², limiting the effectiveness of audit review.

In December 2025, Flock augmented this approach by requiring users to select an [“Offense Type”](#) from a standardized list³ based on National Incident-Based Reporting System (NIBRS) codes. Within California, categories inconsistent with SB 54 are disabled. This change provides a more consistent framework for documenting queries and enables more meaningful analysis of system use. Many agencies have supplemented this requirement by mandating the entry of a case number, linking each query to a specific investigation. This case number is useful for auditing queries within a department but is ineffective for analysis of network queries as LEAs in California do not share a common case management system.

Flock also expanded its audit and monitoring capabilities. Audit logs continue to record all user activity, but additional tools have been introduced to support review. Activity logs track changes to system configuration, including modifications to sharing settings, while the [Transparency Portal](#) allows agencies to publish usage statistics and audit summaries.

In April 2026, Flock introduced [“Audit Assistance,”](#) an automated tool that analyzes system activity and identifies patterns that deviate from an agency’s typical usage. These alerts are intended to assist administrators in identifying potential misuse, including unusual query patterns or activity that may warrant further review (side-sharing).

Additional controls have been implemented to restrict system access and reinforce appropriate use. These include limitations on “guest” users outside the agency’s domain and role-based access controls that allow agencies to tailor system permissions based on user responsibilities. Flock’s terms of service also prohibit use of the system on behalf of unauthorized individuals or agencies.

While these changes represent meaningful improvements, they are primarily designed to support and guide user behavior rather than to enforce compliance directly. As such, their effectiveness depends on how agencies configure and use the system.

Training and Compliance Support

Flock provides training on system operation, legal use, and compliance requirements as part of its onboarding process. Agencies may supplement this training with local policies, procedures, and internal controls tailored to their operational environment. While these resources support compliance, they do not substitute for agency responsibility to ensure that system use is consistent with applicable laws and policies.

Remaining Limitations

Notwithstanding these enhancements, important limitations remain in the system’s ability to prevent or detect improper use.

First, while audit logs provide a record of which agency conducted a query and when it occurred, they do not capture how the resulting information is ultimately used or shared. This means that even

² The search reason “warrant” could refer to a warrant issued by a California judge for an authorized law enforcement purpose, or alternatively to an administrative warrant issued by a federal agency such as ICE. Numeric strings typically correspond to sections of California penal code, but many LEA’s listed a crime category such as “theft” or “burglary”. The SMCCGJ found no accepted usage of the “Reason” field across or even within LEAs.

³ A list of these offense codes is provided in Appendix A.

where a query appears appropriate on its face, there is no direct way to determine whether the results were subsequently provided to an unauthorized party.

Second, the system does not technically prevent a user from conducting a query on behalf of another individual or agency (side-sharing). Although such conduct may violate policy or law, it is not inherently detectable through system controls alone. As a result, certain forms of misuse—particularly those involving indirect access—are difficult to identify through audit data.

Finally, the effectiveness of audit and monitoring tools depend on active review by agency personnel. Identifying potential issues requires not only access to audit data but also the time, expertise, and judgment to interpret that data. This introduces variability in how different agencies monitor system use and respond to potential concerns.

These limitations illustrate that, while system-level controls can reduce risk, they cannot fully eliminate it. Effective oversight requires a combination of technical controls, clear policies, and consistent enforcement.

Conclusion

Flock has implemented a number of substantive changes to its platform in response to concerns regarding data sharing and legal compliance. These changes have improved transparency, standardized key aspects of system use, and provided agencies with additional tools to monitor activity.

At the same time, the system continues to rely heavily on agency-level decisions regarding configuration, access, and oversight. Certain risks—particularly those associated with indirect or unauthorized use—cannot be fully mitigated through system design alone.

As a result, responsibility for ensuring compliance with Civil Code sections 1798.90.5 through 1798.90.55 ultimately rests with each individual law enforcement agency. The effectiveness of the system, therefore, depends not only on the capabilities of the technology but also on how it is implemented and governed at the local level.

METHODOLOGY

To determine whether ALPR operators in SMC comply with applicable California law and whether their practices align with their adopted ALPR policies, the SMCCGJ began by reviewing the content available on the public websites of each LEA in the County. Most LEA websites include information regarding ALPR usage and transparency, often with a link to the agency's Flock Transparency Portal, which is maintained by Flock on behalf of its customers.

The SMCCGJ issued document requests to all ALPR operators in SMC, seeking ALPR policies, recent audit reports, current Flock contracts, and any supporting documentation demonstrating compliance with California law and agency policy. Findings based on nonproduction reflect the absence of responsive records produced to the SMCCGJ, not a conclusive determination that no responsive record exists.

The SMCCGJ was able to identify an ALPR policy document for every SMC ALPR operator, which guided the examination of compliance with that policy. For some operators we were provided an organization audit report, which lists all ALPR queries initiated within that LEA. The organization audit was visually reviewed in a spreadsheet, which is feasible for what is at most a few hundred rows. Some operators provided a network audit report, which lists all ALPR queries initiated by

other Flock customers on that operator's data. As the network audit report can be quite large (upwards of 25,000/month), analysis of this data was carried out by first loading it into a database.⁴

The SMCCGJ examined network sharing reports from the operators that provided them. This information is also publicly available through Flock Safety's Transparency Portal. The network sharing reports identify the agencies and entities with which each operator shares ALPR data.

The SMCCGJ conducted interviews with several LEAs in SMC, with representatives of Flock, and with the Northern California Regional Intelligence Center (NCRIC). The SMCCGJ collected media reports related to ALPR implementations in SMC, in the state of California, and nationwide.

DISCUSSION

Public Interest

Issues related to the use of ALPR systems have received significant public attention in both SMC and throughout California. Several communities within the County have debated [canceling their ALPR contracts](#) or [exploring alternative provider](#). As of this date, all have [decided to continue operations with Flock](#). An article on ALPR usage [published by Palo Alto Online on December 29, 2025](#), was the publication's most-downloaded article of the year.

For the general public, it can be difficult to determine the root cause of security breaches reported in the media. Coverage has variously attributed these incidents to product design limitations, accidental or intentional misconfiguration, and inadequate operator training. As discussed earlier in this report, ALPR system functionality has evolved in response to public concerns, with enhancements intended to facilitate compliance with applicable laws.

Sharing Within San Mateo County

This investigation found that the extent of data sharing among SMC ALPR operators varies significantly, with the number of network sharing relationships ranging from three in Woodside to 335 in San Bruno. During the course of this investigation, one SMC operator reduced the scope of their network sharing after evaluating the public safety value of broader data access against local privacy considerations. Some LEAs felt that broad access was valuable in addressing the pattern of crimes committed in their community. Others felt that sharing too broadly would not solve more crimes and could risk losing the support of their local community.

As of December 2025, no SMC operators were found to be sharing ALPR data with entities outside California. The investigation did identify instances in which SMC operators shared ALPR data with private organizations, specifically security agencies serving Stanford University and University of the Pacific. Under Civil Code section 1798.90.55(b), a public agency may share ALPR information only with another "public agency" and only as otherwise permitted by law. The materials produced did not establish that the private university security recipients meet the definition of a "public agency" or that an applicable statutory exception authorizes the sharing. It remains the responsibility of each LEA to determine whether such entities qualify as public agencies under applicable law. If deemed public agencies, these entities would be subject to the same statutory and policy requirements governing ALPR use.

⁴ The network audit report was delivered in comma-separated value format, was then bulk-loaded into a MySQL database and then queried using the Structured Query Language.

The table below summarizes these findings.

Operator	Network Shares 2/26/2026	Network Shares 4/13/2026	Private University Security Shares 4/13/2026	Apparent Sharing Guideline
Atherton	315	317	2	
Belmont	157	145	2	Adjacent Counties
Brisbane	93	92	1	50-mile radius
Burlingame	Not available	357	2	
Colma	321	326	2	
Daly City	Not available	Not available	not available	Flock portal is not enabled.
East Palo Alto	303	308	2	
Foster City	Not available	Not available	Not available	Flock portal excluded network sharing report.
Half Moon Bay	Not available	290	0	
Hillsborough	303	318	2	
Menlo Park	247	242	1	
Pacifica	276	283	2	
Redwood City	102	100	1	Bay Area Counties
San Bruno	331	335	2	
San Mateo	283	280	0	
San Mateo County Sheriff's Office	299	300	2	Reduced in February to adjacent Counties.
South San Francisco	15	15	0	San Mateo County
Woodside	3	3	0	Adjacent towns

Public Commentary

Under Civil Code section 1798.90.55(a), a public agency that operates an ALPR system must provide the opportunity for public comment. The SMCCGJ did not identify any instances in which ALPR cameras were deployed without the required public notice and discussion.

ALPR Policies

California law requires each ALPR operator to adopt a written ALPR policy and to post that policy in a conspicuous manner (Civ. Code, §§ 1798.90.53(a)–(b); 1798.90.51 (a)–(b)). The California Department of Justice provides a model ALPR policy template, which agencies may adopt or

modify. Some departments also utilize policy templates developed by Lexipol, a provider of standardized law enforcement policy materials.

The following section evaluates each SMC law enforcement agency's ALPR policy, including whether it is conspicuously posted, and assesses whether the agency's actual operations are consistent with its stated policy.

Summary Matrix of ALPR Policy and Operational Findings

Policy Posting and Currency. Most LEAs and police departments provided an ALPR policy in response to the SMCCGJ document request. The SMCCGJ reviewed each policy for alignment with the policy templates and guidance provided by the [State of California](#) and [Lexipol](#). The SMCCGJ also reviewed each department's public website to determine whether the policy was conspicuously posted in accordance with California DOJ guidance [2023-DLE-06](#), and whether the publicly posted version matched the version provided in response to the document request.

Audit Practices. The SMCCGJ requested copies of recent audit reports from each LEA. Where an audit frequency was specified in an agency's ALPR Policy, the SMCCGJ reviewed the materials provided to determine whether audits appeared to have been conducted at the stated intervals. The SMCCGJ also examined the contents and scope of each audit report.

For purposes of this investigation, a "strong" audit is one that substantiates compliance with both applicable California law and each material element of the LEA's stated ALPR Policy. California law requires a policy to describe monitoring and "a process for periodic system audits," but does not prescribe a uniform audit report format or methodology. The labels "strong," "partial," and "weak" are assessment terms used in this report and are not statutory classifications.

In the absence of meaningful audit controls, the public has limited assurance that an agency's stated policies are being consistently implemented in practice. By contrast, a "weak" audit examines only selected legal or policy elements and does not comprehensively evaluate operational compliance.

Finally, the SMCCGJ reviewed whether audit reports were made available to the public or presented to the relevant city, town, or county governing body.

Data Retention. Civil Code section 1798.90.51(b)(2)(D) requires each ALPR policy to specify a data retention period after which ALPR data will be deleted unless it is associated with an active investigation or otherwise retained pursuant to law. The SMCCGJ compared the retention period stated in each agency's ALPR policy with the retention period displayed on Flock's Transparency Portal and, where available, the retention provisions contained in the agency's Flock contract. Matching retention periods were classified as "consistent," while differing retention periods were classified as "inconsistent." We did not examine in detail the process by which Flock deletes data after the stated retention period, as this topic has been addressed by [third-party audits](#).

Data Sharing Process. Each policy must describe criteria and a process for sharing ALPR data. We examined this statement to ensure that it prohibits the sale of ALPR data, out-of-state sharing, sharing to private parties, and usage for other than valid law enforcement purposes. We examined any written guidelines and processes for receiving and approving requests for sharing data, and for any documentary evidence supporting the implementation of that process. Most policies included the sharing process description and documented from templates, but our interviews and document requests did not find an LEA who followed the process described in this "Template." Several LEAs described the sharing process provided by the Flock platform, which is what we heard described

during interviews as the adopted process. The LEAs with outdated policies described an outdated sharing process mediated by NCRIC. No LEA’s policy described guidelines for ALPR data sharing within California, though several outlined coherent criteria for what sharing requests to approve.

Contract Terms. The SMCCGJ reviewed the 14 Flock contracts provided in response to its document requests. One contract included an addendum with California compliance provisions (“CA terms”) requiring Flock to adhere to California law governing the protection, access, and disclosure of ALPR data maintained on behalf of California LEA customers, consistent with [recommendations previously issued by the California State Auditor](#).

The absence of express contractual compliance terms does not itself establish a violation of California law, which applies regardless of contract language. In this report, the presence or absence of such terms is evaluated as an additional contractual compliance control.

The table below summarizes the SMCCGJ’s assessment of ALPR policy compliance and operational alignment among LEAs in SMC.

Agency	Policy Posting / Currency	Audit Practices	Data Retention	Data Sharing Process	Contract Terms
Atherton	Not conspicuous; current, but with multiple versions	Strong; published in Council Minutes	Inconsistent	Template	No CA terms
Belmont	Conspicuous; current	Strong; not published	Consistent	Flock	No CA terms
Brisbane	Not conspicuous; current	Audit reports not provided	Consistent	Template	No CA terms
Burlingame	Not conspicuous; current	Audit reports not provided	Consistent	Template	Contract not provided
Colma	Not conspicuous; current	Strong; not published	Inconsistent	Template	CA terms included in addendum
Daly City	Conspicuous, outdated (NCRIC references)	Strong, regular audit; not published	Inconsistent	Outdated	No CA terms
East Palo Alto	Conspicuous; current	Partial; publicly posted	Consistent	Not described	No CA terms

Agency	Policy Posting / Currency	Audit Practices	Data Retention	Data Sharing Process	Contract Terms
Foster City	Conspicuous; current, but broken link to policy	Audit reports not provided.	Inconsistent	Template	No CA terms
Hillsborough	Not conspicuous; Outdated (NCRIC references)	Audit reports not provided.	Consistent	Outdated	No CA terms
Menlo Park	Not conspicuous; current	Weak; published in City Council minutes.	Consistent	Template	No CA terms
Pacifica	Conspicuous; current	Brief, but strong; not published	Consistent	Flock	Contract not provided
Redwood City	Conspicuous, outdated (NCRIC references)	Strong; not published	Inconsistent	Outdated	No CA terms
San Bruno	Conspicuous; current	Partial; not published	Consistent	Flock	No CA terms
San Mateo	Conspicuous; current	Weak; not published	Consistent	Template	No CA terms
SMC Sheriff's Office	Conspicuous; current	Partial; published in BOS minutes.	No stated retention	Template	No CA terms
South San Francisco	Conspicuous; current	Partial; not published.	Consistent	Template	No CA terms
Woodside	Conspicuous (via SMC SO) and current	Strong; published in Town Council minutes	Consistent	Template	Contract not provided.

As shown above, while several agencies demonstrate strong alignment between policy and operational practices, others exhibit deficiencies in audit procedures, inconsistencies in stated data retention practices, and incomplete or inaccurate documentation of data-sharing processes and decisions. These findings highlight the absence of standardized ALPR governance and oversight practices across SMC.

FINDINGS

This section summarizes findings based on evidence produced or otherwise reviewed by the SMCCGJ. The accompanying table identifies the findings assigned to the governing body of each LEA based on the evidence described in this report.

F1. The ALPR operator's ALPR policy was not posted in a manner that appears consistent with the California Attorney General's guidance on "conspicuous" posting.

F2. The ALPR operator's ALPR Policy appears to be outdated because it describes ALPR operations as mediated by NCRIC, a practice the investigation found was discontinued several years ago.

F3. The ALPR operator shared ALPR information with private university security entities but did not establish that the receiving entity was a "public agency" as defined in Civil Code section 1798.90.55(b), or that the sharing was otherwise permitted by law within the meaning of Civil Code section 1798.90.55(b).

F4. The ALPR operator did not produce records demonstrating that audits required by its ALPR policy had been conducted.

F5. The audit reports produced by the ALPR operator were insufficient to substantiate compliance with applicable California law and the operator's published ALPR policy.

F6. The ALPR operator's Flock Safety contract does not include provisions specifically requiring compliance with applicable California ALPR laws.

F7. The operator's ALPR policy described a process requiring written requests and executed agreements for ALPR data-sharing relationships; however, the records produced did not substantiate that this process was followed or that the required agreements were obtained.

F8. The operator's ALPR policy did not establish criteria governing the approval of in-state ALPR data-sharing requests or the termination of existing network-sharing relationships.

F9. The retention period specified in the operator's ALPR Policy does not match the retention period as reported by the Flock transparency portal or Flock contract.

RECOMMENDATIONS

While the recommendations below are generally applicable to all LEAs in SMC, some recommendations have already been implemented by some LEAs. The accompanying table identifies the recommendations directed to the governing body of each LEA reviewed by the SMCCGJ.

R1. The ALPR operator should conspicuously post the current version of their ALPR Policy as required by Civil Code sections 1798.90.51(a)–(b).

R2. The ALPR operator with outdated ALPR policies should revise those policies to accurately reflect current operational practices.

R3. The ALPR operator currently identified as sharing ALPR data with private university security entities should obtain and retain a written legal and factual determination that the recipient is a "public agency" under Civil Code section 1798.90.5(f), or that the sharing is otherwise permitted by law; if no lawful basis exists, the operator should terminate the sharing relationship.

R4. The ALPR operator should prepare audit reports in accordance with the frequency stated in the operator’s published ALPR policy.

R5. The audit reports produced by the ALPR operator should substantiate compliance with applicable California law and the operator’s published ALPR policy.

R6. Upon contract renewal, the ALPR operator should incorporate contractual language requiring vendor compliance with applicable California law and prohibiting vendors from disclosing ALPR data to unauthorized third parties. Operators should consider provisions similar to those contained in the Town of Colma contract with Flock.

R7. The ALPR operator should update its ALPR policy to accurately reflect the process used to approve ALPR data-sharing relationships.

R8. The ALPR operator should include in their ALPR policies written criteria governing the approval, denial, periodic review, and termination of in-state ALPR network-sharing relationships.

R9. The ALPR operator should update their ALPR policy or Flock contract terms, as necessary, so that the stated retention rule accurately reflects operations.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, the Civil Grand Jury requests responses from the following governing bodies:

Respondent	Findings	Recommendations
Atherton Town Council	F1, F3, F6, F7, F8, F9	R1, R3, R6, R7, R8, R9
Belmont City Council	F3, F6, F8	R3, R6, R8
Brisbane City Council	F1, F3, F4, F5, F6, F7, F8	R1, R3, R4, R5, R6, R7, R8
Burlingame City Council	F1, F3, F4, F5, F6, F7, F8	R1, R3, R4, R5, R6, R7, R8
Colma City Council	F1, F3, F5, F7, F8, F9	R1, R3, R5, R7, R8, R9
Daly City City Council	F3, F6, F7, F8, F9	R3, R6, R7, R8, R9
East Palo Alto City Council	F3, F5, F6, F7, F8	R3, R5, R6, R7, R8
Foster City City Council	F3, F4, F5, F6, F7, F8, F9	R3, R4, R5, R6, R7, R8, R9
Half Moon Bay Town Council	F3, F5, F6, F7, F8, F9	R3, R5, R6, R7, R8, R9
Hillsborough Town Council	F1, F2, F3, F4, F5, F6, F7, F8	R1, R2, R3, R4, R5, R6, R7, R8
Menlo Park City Council	F1, F3, F5, F6, F7, F8	R1, R3, R5, R6, R7, R8
Millbrae City Council	F3, F5, F6, F7, F8, F9	R3, R5, R6, R7, R8, R9
Pacifica City Council	F3, F5, F6, F8	R3, R5, R6, R8
Portola Valley Town Council	F3, F5, F6, F7, F8, F9	R3, R5, R6, R7, R8, R9
City Council of Redwood City	F2, F3, F5, F6, F7, F8, F9	R2, R3, R5, R6, R7, R8, R9
San Bruno City Council	F4, F5, F6, F7, F8	R4, R5, R6, R7, R8
San Carlos City Council	F3, F5, F6, F7, F8, F9	R3, R5, R6, R7, R8, R9

Respondent	Findings	Recommendations
Ken Binder, San Mateo County Sheriff	F3, F5, F6, F7, F8, F9	R3, R5, R6, R7, R8, R9
San Mateo City Council	F4, F5, F6, F7, F8	R4, R5, R6, R7, R8
South SF City Council	F5, F6, F7, F8	R5, R6, R7, R8
Woodside Town Council	F5, F6, F7, F8	R5, R6, R7, R8

RESPONSE REQUIREMENTS

California Penal Code Section 933.05 provides as follows (emphasis added):

(a) For purposes of subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall report one of the following:

- (1) The respondent **agrees** with the finding.
- (2) The respondent **disagrees** wholly or partially with the finding, in which case the response shall **specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.**

(b) For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:

- (1) The recommendation has been implemented, **with a summary regarding the implemented action.**
- (2) The recommendation has not yet been implemented, but will be implemented in the future, **with a timeframe for implementation.**
- (3) The recommendation requires further analysis, **with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.**
- (4) The recommendation will not be implemented because it is not warranted or is not reasonable **with an explanation therefor.**

Under Penal Code section 933(c), the governing body of a public agency must respond within 90 days after the grand jury submits its final report, and an elected county officer or agency head for which the grand jury has responsibility under Penal Code section 914.1 must respond within 60 days regarding matters under that officer's or agency head's control.

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[California Automated License Plate Reader Data](#), 2023-DLE-06, California Department of Justice.

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[A Delicate Balance: Privacy vs. Protection](#), Report of the San Mateo County Civil Grand Jury, 2016–2017.

FOOTNOTES

1 Analysis done by SMCCGJ on all 2025 network queries in California on one SMC LEA’s data found that 13.1% of queries entered only “Investigation” as the Reason for performing the query.

2 The search reason “warrant” could refer to a warrant issued by a California judge for an authorized law enforcement purpose, or alternatively to an administrative warrant issued by a federal agency such as ICE.

3 A list of these offense codes is provided in Appendix A.

4 The network audit report was delivered in comma-separated value (CSV) format, bulk-loaded into a MySQL database and analyzed using the Structured Query Language (SQL).

5 <https://www.paloaltoonline.com/police/2025/11/05/east-palo-alto-leaders-push-back-on-license-plate-readers-amid-privacy-concerns/>

6 <https://www.coastside.com/news/half-moon-bay-to-revisit-license-plate-reader-program-and-ice-policies/>

7 <https://www.almanacnews.com/news/2025/12/29/the-years-biggest-stories/>

Appendix A - Flock Safety Offense Types

† Flock Safety

Agency Specific Settings

Depending on your agency's settings, searches may also require Search Reason or Case Number. These settings are chosen by your administrator and should align with your agency's LPR Policy.

All Available Offense Types

- Animal Offenses (cruelty/neglect)
- Arson
- Assault/Battery Offenses
- Assault/Battery Offenses (Domestic)
- Bribery
- Burglary/Breaking & Entering
- City Planning/Traffic Analysis
- Child Abuse/Neglect
- Counterfeiting/Forgery
- Criminal Motor Vehicle Offense (incl. Road Rage/Reckless)
- Curfew/Loitering/Vagrancy Violations
- Destruction/Damage/Vandalism of Property
- Disorderly Conduct/Disturbance
- Driving Under the Influence (DUI/DWI/OWI/OVI)
- Drugs/Narcotics
- Extortion/Blackmail
- Financial Crime (Embezzlement/Fraud)
- Gambling
- Hit and Run/Car Accident
- Homicide/Death Investigation
- Human Trafficking
- Illegal Dumping/Littering
- Immigration (civil/administrative)
- Immigration (criminal)
- Indecent Exposure/Lewd
- Juvenile Delinquency
- Kidnapping/Abduction
- Larceny/Theft Offenses
- Alcohol Offenses (Non-DUI)
- Material Witness
- Missing/Endangered Person/Runaway
- Motor Vehicle Theft/Stolen
- Obstructing the Police (Fleeing/Eluding)
- Obstructing Justice
- Pornography/Obscene Material
- Prostitution
- Disturbing Public Peace/Riot
- Robbery
- Secured Area Access Control
- Sex Offenses
- Stalking
- Stolen Property Offenses
- Terrorism/Terroristic Threats
- Threats/Harassment
- Traffic Infraction
- Trespass
- Wanted Person (Arrest Warrant/Fugitive)
- Weapons Offense (Guns/Shots Fired)
- Property Recovery (Civil Enforcement)
- Protective/Protection Order
- Welfare Check



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Draft.Letter

October 13, 2026

Honorable Rachel Holt
Judge of the Superior Court
C/O Jenarda Dubois
Hall of Justice
400 County Center; 8th floor
Redwood City, California 94063-1655

Dear Judge Holt,

Thank you for the opportunity to respond to the Grand Jury report entitled "Is Our Flock of ALPR Cameras Properly Tended?" The City of Belmont's required responses which were approved by the city council on this date are listed below:

Finding 3 and Recommendation 3:

F3- The ALPR operator shared ALPR information with private university security entities but did not establish that the receiving entity was a "public agency" as defined in civil code section 1798.90.55(b), or that the sharing was otherwise permitted by law within the meaning of civil code section 1798.90.55(b).

R3- The ALPR operator currently identified as sharing ALPR data with private university security entities should obtain and retain a written legal and factual determination that the recipient is a "public agency" under civil code section 1798.90.55(b), or that the sharing is otherwise permitted by law; if no lawful basis exists, the operator should terminate the sharing relationship.

Response: Regarding F3 and R3, the Belmont Police Department prior to receiving the grand jury report, began a process to significantly reduce the number of agencies that were allowed to access Belmont Police Department's ALPR data. The Belmont Police Department specifically reduced the number of agencies that we share with to the 17 law enforcement agencies that operate within the County of San Mateo.

This number includes local city and county law enforcement agencies, the California Highway Patrol and Investigators from the California Department of Forestry. Prior to receipt of the grand jury report, the Belmont Police Department had already ceased to share ALPR data with an agency that could be classified as a "private university security entities."

Finding 6 and Recommendation 6:

F6- The ALPR operator's Flock Safety contract does not include provisions specifically requiring compliance with applicable ALPR laws.

R6- Upon contract renewal, the ALPR operator should incorporate contractual language requiring vendor compliance with applicable California law and prohibiting vendors from disclosing ALPR data to unauthorized third parties. Operators should consider provisions similar to those contained in the Town of Colma contract with Flock.

Response: Regarding F6 and R6, upon contract renewal evaluation in 2027, the Belmont Police Department will incorporate contractual language requiring vendor compliance with applicable California laws as well as our policy. While the Belmont Police Department complied with the applicable state laws and worked within a clearly defined policy, the police department will incorporate specific language to clearly require vendor compliance with the law.

Finding 8 and Recommendation 8:

F8- The operator's ALPR policy did not establish criteria governing the approval of in-state ALPR data sharing requests or the termination of existing network sharing relationships.

R8- The ALPR operator should include in their ALPR policies written criteria governing the approval, denial, periodic review and termination of in-state ALPR network sharing relationships.

Response: Regarding F8 and R8, the Belmont Police Department reviewed the grand jury report and determined to incorporate a clearer and more defined process to govern data sharing approval and termination for allied agencies. As described above, the Belmont Police Department currently only shares data with 17 law enforcement agencies working in San Mateo County and has created an ALPR data sharing form that requires law enforcement agencies to acknowledge and comply with the following:

- 1.** The Requesting Agency is a public agency as defined in California Civil Code § 1798.90.5(f), and is not a federal agency, an agency of another state, or a private entity.
- 2.** BPD ALPR information will be used only for legitimate law enforcement or public safety purposes, and only as permitted by law. Each query will be tied to a case or incident number or other record of investigative purpose.
- 3.** BPD ALPR information will not be used, sold, shared, transferred, or made accessible for any unlawful purpose, including immigration enforcement, or to any third party without prior written authorization from BPD, consistent with California Civil Code § 1798.90.55(b). This includes federal or out-of-state agencies, contractors, and any

aggregated or national data-sharing network. The Requesting Agency will notify BPD of any unauthorized access or disclosure.

4. The undersigned is authorized to make this acknowledgment on behalf of the Requesting Agency.

After this form is reviewed, signed and returned to the Belmont Police Department, it is retained on file. Each subsequent year there is a review of the requesting agency's usage to ensure compliance with our policy. An updated acknowledgement is requested annually to confirm continued compliance with the law and policy. This review is in addition to the normal audit process outlined in our policy. This additional process has been incorporated within our ALPR policy and updated on our transparency portal

Respectfully,

Andrew Armando
Interim Police Chief
Belmont Police Department



STAFF REPORT

Meeting Date: October 13, 2026
Agency: City of Belmont
Staff Contact: Kevin Kobayashi, Parks and Recreation, (650) 595-7488, kkobayashi@belmont.gov
Agenda Title: Twin Pines Senior Community Center Reconstruction
Agenda Action: Resolution

Recommendation

Adopt a resolution authorizing 1) the City Manager to execute a contract for reconstruction of the Twin Pines Senior Center for \$176,230 plus a 10% contingency for a total amount not to exceed \$193,853, and 2) authorizing a budget appropriation of \$193,853 for the reconstruction and create new Capital Improvement Program (CIP) Project #8136 Senior Center Reconstruction funded by the Facility Management Fund.

Strategic Focus Area

Infrastructure and Mobility

Background

On August 8, 2026, the Twin Pines Senior Community Center experienced significant flooding resulting from a clogged toilet that continuously overflowed overnight. Subsequent investigation determined that the floor drain in the men's restroom was obstructed due to a blockage at the exterior sewer cleanout, preventing water from draining properly and causing water to back up throughout portions of the facility.

The flooding affected multiple areas of the Senior Center, including the lobby, men's and women's restrooms, front desk area, two administrative offices, several storage closets, and the multiuse ballroom. City staff discovered the flooding the following morning and immediately began response efforts, including shutting off the water supply and manually removing standing water to prevent further damage.

Due to the extent of the water intrusion, the City retained Alpha1 Reconstruction to perform emergency remediation services. Alpha1 mobilized to the site on August 9 and initiated moisture mitigation efforts, including removal of damaged lobby carpeting and installation of dehumidifiers and air-moving equipment. The contractor subsequently completed demolition of water-damaged materials and conducted comprehensive moisture mitigation activities throughout the affected areas.

Alpha1 has completed the remediation and moisture mitigation phase of the project, and the facility has been verified to be free of residual moisture and water damage. However, portions of the building require reconstruction, including replacement of drywall, carpeting, hardwood flooring, baseboards, and paint within the affected areas.



Analysis

Following completion of the emergency remediation and moisture mitigation work, staff solicited proposals from qualified contractors to perform the reconstruction and restoration of the Twin Pines Senior Community Center. The scope of work includes replacement of damaged drywall, flooring, baseboards, paint, and other building finishes necessary to restore the facility to its pre-loss condition and allow the building to reopen to the public.

The City received proposals from two qualified contractors, Alpha1 Reconstruction and Zone 4. Staff reviewed the proposals and determined that Alpha1 Reconstruction submitted the lowest responsive proposal. Alpha1 Reconstruction also completed the emergency remediation and moisture mitigation work associated with the flood event and is familiar with the existing site conditions and project requirements. Awarding the reconstruction contract to Alpha1 Reconstruction will provide continuity between project phases, facilitate efficient project delivery, and restore the damaged areas of the facility so the Twin Pines Senior Community Center can resume normal operations as quickly as possible.

Procurement

The reconstruction work constitutes a public project under the Belmont City Code and was procured in accordance with the City's informal bidding procedures. Pursuant to Belmont City Code Sections 2-29(g) and 2-146, public project construction contracts up to the amount established in California Public Contract Code Section 22032(b) may be awarded through the informal bidding process and are within the City Manager's contract authority. Staff solicited proposals from qualified contractors and received bids from Alpha1 Reconstruction in the amount of \$176,230 and Zone 4 in the amount of \$234,109. Staff determined that Alpha1 Reconstruction submitted the lowest responsive proposal. To restore the facility to operational condition and reopen it to the public, staff is recommending that Alpha1 Reconstruction complete the necessary reconstruction and repair work.

Approval of the proposed resolution will authorize a budget appropriation of \$176,230 plus a 10% contingency for a total amount not to exceed \$193,853 for the reconstruction and restoration of the Twin Pines Senior Community Center. In the meantime, the City has submitted a claim with its insurance to recover costs related to damages at the Twin Pines Senior Community Center, which would include the remediation services performed and this reconstruction and restoration work.

Alternatives

1. Take No Action.
2. Refer back to staff for more information.

Attachments

- A. Resolution

Fiscal Impact

- ☐ No Fiscal Impact



Budget appropriation of \$176,230 plus a 10% contingency for a total amount not to exceed \$193,853 in the current FY 2026-27 is required to fund the new CIP Project #8136 for the reconstruction of the Twin Pines Senior Center (Account# 399-4-803-8136-9030), funded by the Facilities Management Fund. The City has submitted a claim with its insurance to recover costs related to damages at the Twin Pines Senior Community Center, which would include the remediation services performed and this reconstruction and restoration work.

☒ Funding Source Confirmed:

Source:

Staff

Purpose:

Discretionary Action

Public Outreach:

Posting of Agenda

RESOLUTION NO. 2026 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT FOR THE RECONSTRUCTION OF THE TWIN PINES SENIOR COMMUNITY CENTER FOR \$176,230 PLUS A 10% CONTINGENCY FOR A TOTAL AMOUNT NOT TO EXCEED \$193,853, AND APPROPRIATING ASSOCIATED EXPENDITURES IN THE FISCAL YEAR (FY) 2026-27 BUDGET RELATED TO THE RECONSTRUCTION OF THE TWIN PINES SENIOR COMMUNITY CENTER.

WHEREAS, on August 8, 2026, the Twin Pines Senior Community Center experienced significant flooding resulting from a clogged toilet that continuously overflowed overnight; subsequent investigation determined that the floor drain in the men's restroom was obstructed due to a blockage at the exterior sewer cleanout, preventing water from draining properly and causing water to back up throughout portions of the facility; and,

WHEREAS, the flooding affected multiple areas of the Senior Center, including the lobby, men's and women's restrooms, front desk area, two administrative offices, several storage closets, and the multiuse ballroom; City staff discovered the flooding the following morning and immediately began response efforts, including shutting off the water supply and manually removing standing water to prevent further damage; and,

WHEREAS, due to the extent of the water intrusion, the City retained Alpha1 Reconstruction to perform emergency remediation and moisture mitigation services, including removal of damaged materials, installation of dehumidifiers and air-moving equipment, demolition of water-damaged materials, and comprehensive moisture mitigation throughout the affected areas; and,

WHEREAS, Alpha1 Reconstruction has completed the emergency remediation and moisture mitigation phase of the project, and the facility has been verified to be free of residual moisture and water damage; however, portions of the building require reconstruction, including replacement of damaged drywall, carpeting, hardwood flooring, baseboards, paint, and other building finishes necessary to restore the facility to its pre-loss condition; and,

WHEREAS, the City solicited proposals from qualified contractors to perform the necessary reconstruction and restoration work, and received proposals from Alpha1 Reconstruction in the amount of \$176,230 and Zone 4 in the amount of \$234,109; and,

WHEREAS, Alpha1 Reconstruction submitted the lowest responsive proposal and is familiar with the existing site conditions and project requirements as a result of completing the emergency remediation and moisture mitigation work; awarding the reconstruction work to Alpha1 Reconstruction will provide continuity between project phases, facilitate efficient project delivery, and allow the Twin Pines Senior Community Center to resume normal operations as quickly as possible; and,

WHEREAS, the reconstruction work constitutes a public project under the Belmont City Code and was procured in accordance with the City's informal bidding procedures;

pursuant to Belmont City Code Sections 2-29(g) and 2-146, public project construction contracts up to the amount established in California Public Contract Code Section 22032(b) may be awarded through the informal bidding process and are within the City Manager's contract authority; and,

WHEREAS, the current FY 2026-27 budget does not include sufficient funding for the reconstruction and restoration of the Twin Pines Senior Community Center, pending approval of the necessary budget appropriation; and,

WHEREAS, staff recommends initiating a new capital improvement program (CIP) project #8136 named "Senior Center Reconstruction" and transferring \$176,230 plus a 10% contingency from the Facility Management Fund to fund the required reconstruction and restoration cost.

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

SECTION 1. The City Manager is authorized to execute an agreement with Alpha Reconstruction for reconstruction and restoration of the Twin Pines Senior Community Center for \$176,230 plus a 10% contingency for a total amount not to exceed \$193,853, and

SECTION 2. The Council amends the FY 2026-27 budget by appropriating funds for the reconstruction and restoration of the Twin Pines Senior Community Center and initiated the new CIP Senior Center Reconstruction Project No. #8136, funded by a transfer from the Facility Management Fund (Account 574-1-504-9623) to the Senior Center Reconstruction Project No. 8136 for the required reconstruction work (Account 399-4-803-8136-9030 and 399-1-504-7612).

* * *

ADOPTED October 13, 2026 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: October 13, 2026
Agency: City of Belmont
Staff Contact: Ken Stenquist, Assistant City Manager, kstenquist@belmont.gov
Agenda Title: Enterprise Resource Planning (ERP) Replacement Project
Agenda Action: For Information Only

Recommendation

Receive a presentation regarding the City of Belmont's ERP replacement project and needs assessment initiation.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

The City of Belmont has utilized Microsoft Dynamics GP (GP), formerly known as Great Plains, as its primary enterprise resource planning (ERP) system since fiscal year 2006-07. GP supports core financial and administrative functions, including the City's general ledger, accounts payable, accounts receivable, purchasing, and related financial management activities.

Microsoft has announced that product enhancements and technical support for Dynamics GP will end on December 31, 2029. While the City has several years before the formal end of support, transitioning from a long-standing financial system is a significant undertaking that requires advance planning, procurement, data conversion, business process redesign, system implementation, staff training, and organizational change management. Beginning the planning process now will allow the City to evaluate its options thoughtfully and avoid making a technology decision based solely on an approaching deadline.

The City also recognizes that its financial system does not operate independently. Financial management is interconnected with the City's human capital management, payroll, permitting and land management, reporting, document management, payment, and other business systems. Accordingly, the City intends to evaluate its broader business systems environment as part of the ERP planning process to determine whether existing systems should be retained and integrated, enhanced, or potentially replaced as part of a coordinated modernization effort.

Analysis

The City solicited proposals from qualified firms to conduct an ERP and Business Systems Needs Assessment and develop a long-term technology roadmap. The purpose of this work is not to select a replacement system at this stage. Rather, the assessment will provide the City with the information necessary to understand its current environment, define future business and technology needs, evaluate potential approaches, and establish a realistic path toward eventual procurement and implementation.



Although the immediate driver for the assessment is the announced end of support for Microsoft Dynamics GP, the review will consider the City's broader business systems environment. This includes, but is not limited to, financial management, human capital management, and permitting and land management systems. The assessment will examine how these systems support current business practices, where gaps or inefficiencies exist, the extent of manual workarounds and duplicate data entry, the quality and accessibility of information, existing system integrations, and opportunities to improve business processes through technology.

The assessment will also consider the City's future needs. This includes identifying opportunities for greater automation, improved reporting and data access, enhanced employee and customer self-service, improved integration among systems, and alignment of technology with the City's organizational structure and service delivery needs. An important objective will be distinguishing between improvements that can be made to existing systems in the near term and changes that should be addressed through a future ERP or other business system replacement.

Following the assessment, the consultant will develop an ERP and Business Systems Roadmap that is expected to identify:

- Current system strengths, limitations, and opportunities for improvement;
- Future-state business and technology requirements;
- Options for replacing, enhancing, or integrating the City's existing financial, human resources, permitting, and related systems;
- Potential integration requirements among the City's business systems;
- A recommended approach and sequencing for future system procurement and implementation;
- Preliminary implementation timelines and major project milestones;
- Organizational, staffing, and subject-matter expertise needed to support implementation;
- Data conversion, training, change management, and organizational readiness considerations;
- Planning-level capital and ongoing operating costs; and
- Key risks, dependencies, and decisions that will need to be addressed before proceeding with a system replacement.

The City selected Plante Moran following its evaluation of proposals received. Plante Moran has provided consulting services to public-sector clients across California since 2006, with experience in technology assessment, strategic planning, system modernization, software selection, contract negotiation, and implementation support. The firm has evaluated a range of ERP solutions and has experience with systems implemented by neighboring jurisdictions, providing the City with relevant public-sector and regional perspective. Plante Moran's proposed scope of services is included as Attachment A.

Future ERP Selection and Implementation

The needs assessment and roadmap represent the first phase of what is expected to be a multi-year effort. Following completion of the assessment, the City will have a better understanding of whether its existing systems should be retained, enhanced, integrated, or replaced and the appropriate sequence for doing so.

Subsequent phases would likely include development of detailed functional and technical requirements,



preparation of procurement documents, solicitation and evaluation of proposals, system demonstrations, contract negotiations, implementation planning, data conversion, configuration, testing, training, and deployment.

An ERP replacement is substantially more than a software purchase. It is an organization-wide business transformation project that will require participation from virtually every City department. The City will need to dedicate internal subject-matter experts who understand existing financial, human resources, purchasing, budgeting, reporting, and operational processes. Depending on the scope and implementation approach ultimately selected, additional project management, technical, data, change management, and implementation resources may also be required.

The future resource commitment will depend significantly on the results of the needs assessment and the system and implementation approach ultimately selected. The City will therefore use the roadmap to develop a more informed estimate of both one-time and ongoing costs, including software licensing or subscription costs, implementation services, data conversion, integration, training, change management, project management, and additional staff resources that may be necessary during implementation.

The City should also expect that the ERP project will require a dedicated governance structure and executive sponsorship to facilitate timely decision-making and maintain coordination among departments. The assessment will help identify the appropriate governance model and organizational capacity needed to successfully undertake the project while continuing to provide day-to-day City services.

Project Schedule and Next Steps

The initial needs assessment will begin with project kickoff and engagement with City leadership, department representatives, and key system users. Plante Moran will review relevant documentation and conduct individual and group interviews and workshops to understand current business processes, system functionality, existing challenges, and future needs.

The consultant will then present its findings to City staff for validation and develop a draft ERP and needs assessment roadmap. Following staff review and refinement, a final roadmap will be presented to the City. The roadmap will provide the foundation for determining the City's next steps, including whether to proceed with procurement of a replacement ERP and/or other business systems, the appropriate timing and sequencing, and the resources required.

The City Council presentation is intended to provide an overview of the City's current ERP environment, explain the need to begin planning for the eventual replacement of Dynamics GP, and introduce the needs assessment and roadmap process. No decision regarding a specific replacement ERP system is being requested at this time. Future recommendations regarding system selection, procurement, project funding, and implementation will be brought forward for Council consideration as the assessment and subsequent planning work are completed.

Alternatives

1. Not Applicable



Attachments

- A. Plante Moran ERP Needs Assessment Proposal
- B. Presentation

Fiscal Impact

☐ No Fiscal Impact

☒ Funding Source Confirmed:

There is no direct fiscal impact related to this informational report. Funding for the needs assessment services have been budgeted under Capital Improvement Program (CIP) ERP System Replacement Project No. 2161 (Account# 399-1-501-2161-9030).

Source:

Staff

Purpose:

Council Vision/Priority

Public Outreach:

Posting of Agenda



AUGUST 24, 2026

Count on us.

CITY OF BELMONT, CA

ERP Needs Assessment Proposal

August 24, 2026

Ken Stenquist
Interim Assistant City Manager
1 Twin Pines Ln,
Belmont, CA 94002

Dear Mr. Stenquist,

Thank you for the opportunity to submit our proposal for **ERP Needs Assessment Services** to the City of Belmont (the “City”). Based on our discussion of your needs, we understand that the City seeks to analyze its existing software environment footprint and gauge its needs for business processes and enterprise systems. Given the complexity and risks involved with undertaking these projects, our response highlights our background, customized project approach, and relevant experience. The unique factors below make Plante Moran an ideal fit for the City’s needs.

- ✓ **Dedicated public sector focus:** Our public sector technology team brings extensive ERP knowledge within the public sector and is focused on performing technology projects in this sector. We bring lessons learned from over 100 municipal ERP selections and are knowledgeable of the ERP solutions available in your market to help you pick the right one.
- ✓ **Experience supporting California cities with ERP project.** Our team has performed ERP projects for public sector organizations nationally and in California, including:
 - City of Alameda – City of Cupertino – City of Pomona – City of Santa Maria
 - City of Concord – City of Daly City – City of San Mateo – City of South San Francisco
- ✓ **An honest, unbiased assessment approach.** Our team is experienced in assessing whether organizations should optimize or replace their software. We fully take into account the associated cost, level of effort, and organization-wide impact involved and we take our recommendation seriously.
- ✓ **Vendor independence.** We are independent from all public sector ERP software providers. Our recommendations are based on the **needs of the City — no one else’s.**

We are ready to provide objective and comprehensive ERP consulting services to the City. If you have any questions, please do not hesitate to contact me.

Sincerely,
Plante & Moran, PLLC



Mark Warner, Engagement Partner
248-223-3799 | mark.warner@plantemoran.com

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Firm Qualifications



Firm overview

For more than 100 years, we've provided our clients with advisors, ideas, and breakthrough strategies they can count on.

We are among North America's largest accounting, tax, consulting, and wealth management firms. Our firm specializes in financial, compliance, human capital, operations improvement, strategic planning, technology selection and implementation, and wealth management services.

Fast facts



A better approach to client service, 100 years in the making.

Plante Moran's founders had a vision: **"to create a people firm disguised as an accounting firm."**

Now, over 100 years later, we're fully invested in taking that legacy into the future, moving forward together with our clients.

When you work with our team, you can count on us to see the story behind the numbers and deliver relationships beyond results.



Learn more about our story — and what it means for our clients — at plantemoran.com/count-on-us.

How we serve the public sector

Many consulting firms specialize in one service or industry — when needs arise outside that area, you'll likely have to engage another firm. **Plante Moran offers something different:** access to a wide range of experts and consulting capabilities across both the public sector and related industries. We will always connect you to the right specialist at the right time, serving you as one unified team.



With consulting capabilities designed for the public sector, Plante Moran is **one firm** with all bases covered.

SOFTWARE ADVISORY

- Needs assessment and options analysis
- Independent product/integrator selection assistance
- Contract negotiations guidance and statement of work development
- Includes ERP, FIN, HCM, EAM, CIS, land management, etc.

DATA GOVERNANCE & ANALYTICS

- Analytics advisory services
- Data management/data warehouse services
- Data governance/data quality/business intelligence
- Generative AI workshop and strategy

INTERNAL CONTROLS & RISK ADVISORY

- Internal audit program development and execution
- Segregation of duties analysis and conflict resolution
- Standard operating procedure development
- Grant compliance

CYBERSECURITY

- Outsourced fractional virtual CISO
- Cyber compliance and risk assessments
- Penetration testing and threat intelligence
- IT audits

FORENSIC ACCOUNTING SERVICES

- Financial investigations and fraud detection
- Fraud risk and awareness training
- Contract compliance assessments

SOFTWARE IMPLEMENTATION ASSISTANCE

- Project management assistance
- Subject matter expertise on best practices
- Quality assurance/independent verification and validation (IV&V)

BUSINESS PROCESS IMPROVEMENT

- Current- and future-state process mapping
- Best-practice recommendations and decision support
- Future state visioning

CHART OF ACCOUNTS SUPPORT

- Align existing chart of accounts to standardized reporting and business processes
- Set the new chart of accounts as the foundation for a new ERP system implementation

ORGANIZATIONAL CHANGE MANAGEMENT

- Communication and training support
- Change agent network support
- Change impact assessments
- Project readiness reviews
- Post-go-live support planning

TECHNOLOGY STRATEGY & EXECUTION

- Organization-wide technology assessments
- Technology strategic planning, including transformation with AI and emerging technology
- Project management and execution of technical projects

OUTSOURCED ACCOUNTING

- Controllershship, including bank reconciliation and month-end close
- Budget development
- Audit preparation and facilitation
- Financial planning analysis, including utility rate studies
- Accountant of record services

Better client service starts with how we're structured

Some firms serve clients primarily with professionals from the nearest office. We take a different approach. If the professionals best suited to your needs are 100 miles away, or even 1,000 miles away, we believe you should have access to them.

You'll work with Plante Moran experts who are the best fit for your specific needs, regardless of where they're located.

We emphasize firmwide collaboration, shared knowledge, and client-focused decision-making. Rather than operating as separate offices or service groups, our structure is designed to bring together the right mix of perspectives and expertise for each client. The result is guidance informed by the collective experience of the firm, not just individual specialists. We refer to this as our **"one-firm" firm model** ([a concept popularized](#) by former Harvard Business School Professor David Maister).

Many firms have expertise. What makes Plante Moran different is how our expertise works together for our clients.

Here's what the City can expect:

- **The right blend of relevant expertise:**
We organize our firm by industry group and staff your team with professionals who have focused their careers on serving Government clients. That means we look across all our offices, not just the one closest to you, to build a team aligned with your needs.
- **As your priorities change or new questions arise:** You'll have access to subject matter and technical specialists across our firm who work as one united team on your behalf.

The advantage of a connected firm:

Because our teams are used to working across offices, locations, and service areas, we collaborate efficiently whether the right professional is down the street or across the country. Our collaboration practices and technology help us stay aligned with your priorities, share knowledge effectively, and respond quickly to your evolving needs.



Experience serving public sector clients in California

Our multidisciplinary team has provided consulting services to public sector clients across California since 2006. **Our trusted, independent advisors are prepared to help the City minimize risk, improve effectiveness, and efficiently provide key services to your constituents.**

Industry involvement

Our participation and involvement in California's state and local professional organizations keep us current with the industry and regional issues and trends relevant to the City. Our professional staff participate in the following organizations:



The Municipal Information Systems Association of California (MISAC) comprises public agency information technology professionals working throughout California. We have presented on technical topics and attended the annual conference each year.



The California Society of Municipal Finance Officers (CSMFO) is a statewide organization committed to improving the knowledge and skills of local government finance professionals. We participate on the Commercial Roundtable and attend the annual conference each year, where we present our thought leadership and connect with our peers and client network.



California Association of Building Officials (CALBO) represents building officials, code enforcement professionals, and other local professionals through building code development, education, advocacy, and regulatory leadership. We participate in the Annual Business Meeting where we connect with our peers and client network.

Experience responding to California's unique needs

We currently serve over 1,400 clients across industries in California. We understand that our clients in California face challenges specific to the state, including:



Staffing: Organizations in California face unique staffing challenges, especially in the technology sector. As part of an approach to help you achieve a successful outcome, we can review your specific staffing environment, provide strategies to mitigate risks, and formulate plans for successful staffing throughout your key projects, if appropriate.



California's regulatory environment: California's laws create requirements other states don't face. Our team works with current state and local rules and helps clients plan for upcoming changes.



Local needs within a national context: With extensive experience across California, we understand the varied needs of different communities and how others address similar changes. Drawing on both local and national insights, we develop practical solutions for the City.



Securing the right relationships to support strong project outcomes: Our existing relationships with clients and vendors in the California marketplace strengthen our understanding of the business and regulatory trends occurring in the state. These ongoing lines of communication enable us to advocate for our clients' needs in the vendor marketplace. As a result, we can connect you with other organizations tackling similar needs to collaborate on solutions as appropriate.

How we utilize cooperative agreements

One important quality that sets Plante Moran apart is the number of cooperative procurement vehicles we can offer our public sector clients in California.

Cooperative agreements provide their users with access to competitively negotiated professional services contracts. While the traditional procurement cycle can take several months, a cooperative agreement leverages pre-negotiated terms and rates that can be used for the different services we offer, as noted above.

We participate in the cooperative agreements listed below. If the City also utilizes any of these agreements, the City will save time, energy, and resources when purchasing any additional services or resources from Plante Moran in the future. In this way, we can be an efficient long-term partner to the City.

Cooperative Agreements available to our California clients

- Equalis
- The Interlocal Purchasing System (TIPS)
- Foundation for California Community Colleges (FCCC) CollegeBuys
- Los Angeles County Enterprise Services Master Agreement (ESMA)

California public sector consulting clients

Below is a representative (not all-inclusive) list of our public sector clients in California and a summary of the consulting services we have provided.

Legend of services



Application consulting



Technology assessment, strategy, and modernization



Cybersecurity



Business analytics



Operations, process, and policy



Internal controls and enterprise risk



Organizational change management



Additional services

CLIENT								
GOVERNMENT								
City of Alameda	●							
City of Berkeley				●				
City of Concord	●						●	
City of Cupertino	●							
City of Daly City	●	●	●		●		●	●
City of Long Beach	●							
City of Milpitas	●							
City of Mountain View	●							
City of Ontario	●	●						
City of Palm Desert								●
City of Palo Alto	●	●						
City of Petaluma	●							
City of Pomona	●							
City of San Mateo	●							
City of Santa Barbara	●	●	●					
City of Santa Maria	●							
City of South San Francisco	●							
City of Sunnyvale	●		●					
City of Ventura			●					
City of West Sacramento	●							
County of Marin	●							
County of Monterey	●							
County of Orange			●					
County of San Bernardino			●					
County of San Diego						●		

CLIENT								
County of Sonoma			●					●
SPECIAL DISTRICTS								
California Department of Managed Healthcare				●				
California Department of Transportation	●			●				
California Public Utilities Commission				●				
Contra Costa Water District		●	●					
Eastern Municipal Water District	●							
Golden Gate Bridge Highway & Transportation District	●							
Irvine Ranch Water District	●							●
Long Beach Transit								●
Los Angeles County Employees Retirement Association						●		●
Los Angeles Fire and Police Pensions				●				
Marin Housing Authority			●					
Mesa Water District	●		●		●	●		●
Metropolitan Transportation Commission	●					●		
Placer County Water Agency	●							
San Diego Association of Governments	●			●				
San Mateo County Transit District	●							
Santa Clara Valley Water District	●		●					
Santa Margarita Water District	●							
K-12 SCHOOL DISTRICTS								
Aspire Public Schools	●							
San Francisco Unified School District								●
HIGHER EDUCATION								
California State University, Long Beach				●				
California State University, Chico	●			●				
California State University, Sacramento				●				
Cerritos College	●	●		●				●
Coast Community College District			●					
San Jose Evergreen Community College District		●						
SLAC National Accelerator Laboratory at Stanford University	●	●						
South Orange County Community College District		●	●					
University of California, Davis				●				
University of California, Irvine				●				
University of California, Los Angeles			●	●				
University of California, Merced				●				
University of California, Santa Barbara				●				
University of California, Santa Cruz				●				
University of Southern California				●				

Software selection and implementation qualifications

During our 40+ years of conducting enterprise solution selection and implementation projects, we have developed an extensive set of tools, templates, and methods to streamline these projects while ensuring that the integrity and thoroughness of the process is maintained.

Managing and optimizing enterprise systems, individually and holistically, is a continuous and dynamic process necessary for improving ROI, efficiency, and control across your organization. Our custom, systematic approach prevents costly customizations and workarounds. It brings you closer to meeting your IT investments' objectives while reducing risk.

Our management consultants bring expertise to multiple enterprise systems that support multiple lines of business within a municipal-based organization, including:



Complete independence from the ERP vendor marketplace

We provide clients with advice and counsel based on proven technology management practices and solutions rather than vendor relationships. Because we are independent of all public sector ERP software providers, we are not bound by any agreements to recommend certain products. Through our numerous system selection and implementation projects, we have gained significant experience and knowledge of providers of municipal software solutions for public sector entities and the advantages/drawbacks of their solutions. Overall, it is our goal to help our clients select the software solution(s) that best meets their requirements in both the short- and long-term.

Vendor liaison program (VLP) and marketplace awareness

While we are independent of the vendor marketplace, our robust VLP allows us to provide extensive knowledge of the functionality, vendor background, pricing, contract terms, integration, and services of the public sector software marketplace — before the system selection process begins. Our VLP empowers our staff to monitor specific vendors to:

- Maintain an understanding of current and future products and services
- Obtain the maximum number of vendor responses to RFPs developed for our clients
- Maximize vendor understanding of our clients' needs
- Understand the vendor's market position and capacity to effectively serve
- Track mergers, acquisitions, and major announcements associated with these vendors
- Identify the business justification vendors are successfully using to win public sector business

ERP solutions analyzed and selected

Products analyzed and/or selected by our clients over the last five years — for which we’ve assisted in negotiating contracts and/or providing implementation assistance — include the following:

- Oracle PeopleSoft
- Oracle NetSuite
- Oracle E-Business Suite
- Oracle ERP Cloud
- Tyler Enterprise ERP
- Tyler ERP Pro
- Tyler EnerGov
- Tyler NewWorld
- Infor CloudSuite
- BS&A Software
- Microsoft Dynamics
- UKG
- SymPro
- SAP
- CGI Advantage
- Workday
- iNovah
- NEOGOV
- Springbrook

Land Management / Permitting solutions analyzed and selected

We proactively engage the permitting and electronic plan review marketplace as unbiased advisors, bringing significant experience evaluating, defining integrations for, and implementing leading permitting and land management solutions. Examples include:

- Accela
- Tyler Technologies EPL
- Oracle Permitting & Licensing
- Clariti
- Accela
- ePermitHub
- Bluebeam
- OpenGov
- Infor
- ePlanSoft
- Salesforce
- CitizenServe
- iMS
- Archistar
- Central Square

CMMS and Asset Management solutions analyzed and selected

We actively monitor the CMMS and asset management marketplace (including solution capabilities and integrators serving public sector operations) to facilitate a thorough, independent evaluation and selection of the vendor best meeting the City's needs.

- Brightly (formerly Dude Solutions/Assetic)
- OpenGov AMS (formerly Cartegraph)
- Trimble Unity Construct and Maintain (formerly Cityworks)
- Cogsdale
- IBM Maximo
- AssetWorks
- Track-It!
- Tyler Enterprise Asset Management
- Oracle Utilities Work and Asset Management
- Infor Asset and Work Management
- Viewworks (AtkinsRealis)
- NEXGEN

ERP total cost of ownership (TCO) model

As part of our ERP needs assessment methodology, we’ve invested significant time and resources into the development of our ERP TCO model. This Excel-based model includes a control panel for monitoring assumptions used in the TCO calculations (e.g., length of implementation, percentage of license fees charged for maintenance, inflationary factors, etc.). It also allows for quick analysis as assumptions are validated with the City.

Besides the assumptions mentioned above, the primary input into the TCO component of the model is marketplace data that is stored in a database maintained by Plante Moran consultants. This marketplace data is gleaned from hundreds of ERP proposals we have evaluated and a similar number of ERP contracts we have assisted clients with over the years. Using this marketplace data and a variety of metrics, we will determine approximate ERP costs for the City, including population size, number of employees, scope of solution, and complexity of operations (including budget).

In addition to these ERP “hard costs,” we use a similar methodology to estimate “soft costs,” including internal costs such as staffing, facilities, supplies, etc. We’ve used a variety of methods such as project contingency (i.e., percentage of total “hard costs” implementation), overhead allocation based on estimated staffing costs, and others.

ERP project critical success factors

Although not specifically requested by the City, we believe it is important to understand the critical success factors relative to an ERP initiative that we have learned through involvement in other ERP procurement and implementation projects.

- **Obtain visible executive level sponsorship.** Without a strong level of visible executive sponsorship on the project, the project team will face significant challenges with changing business practices, obtaining necessary resources from the organization, and working through staff change management issues. Our assistance to the City in this area would be as follows:
 - Identify an individual who has a high level of authority and responsibility within the organization to provide executive sponsorship on the project.
 - Document the roles and responsibilities for this individual as part of the project charter.
 - Ensure that this individual is visible at key points during the selection and implementation phases of the project.
 - Implement an executive steering committee as part of the project that would be chaired by the executive sponsor.
- **Conduct appropriate due diligence activities on potential solutions.** Our approach to serving the City is intentionally very comprehensive and inclusive. Our goal is to achieve staff buy-in and ensure staff enter the system implementation phase with as much knowledge as possible. They should have clear expectations as to what is required to achieve a successful implementation. Ultimately, we want to obtain the best solution for the City, one that enhances various business processes. Our assistance in this area would be as follows:
 - Implement a comprehensive governance structure during the selection phase that appoints module leads and teams that include process owners and representative process end-users.
 - Conduct interviews with departments to ensure their needs are understood and incorporated into the process.
 - Provide insight into the products, services, and technologies that are being proposed by the responding vendors.
 - Identify an evaluation process and scoring methodology that reflects the needs and priorities of the City.
 - Involve business staff at a variety of points within the software selection phase, including:

– Involvement in departmental interviews – Review and approval of functional requirements – Development of vendor demonstration scripts	– Analysis of the appropriate sections of the ERP vendor responses – Participation in vendor demonstrations – Participation in site visits and reference checking
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- **Negotiate a comprehensive statement of work (SOW) and contract.** Having been involved with many ERP selection and implementation projects, we are aware of potential issues that may arise during system implementation that will be governed by the SOW and contract. As a result, our top priority is to develop a comprehensive SOW and negotiate a contract that protects the financial and other interests of the City. Our assistance in this area would be as follows:
 - During the selection phase of the project, we will institute the concept of a “solution gap log,” describing gaps between the selected vendor’s solution and the needs of the City. This log will be an input during the SOW and contracting phase.
 - We will leverage our SOW checklist (refined through our extensive experience performing other projects) to adequately address the scope of software, hardware, and services in the SOW.
 - Implement contract provisions.
- **Involve appropriate levels of client staff during the implementation.** One of the major problems that our clients face during ERP implementations is the ability to commit the necessary amount of time and resources required to perform implementation activities. Most municipal organizations have seen their staffing levels reduced, in some cases significantly, during economic malaise, while service levels have increased. The effect of managing current operations while undertaking an ERP implementation has become overwhelming for many organizations. Our assistance to the City in this area would be as follows:
 - Set realistic expectations as to the level of staff effort required during the early part of the selection phase of the project with executive management.
 - Communicate with key decision makers to help them understand their responsibility to commit their time in a meaningful way during system implementation.
 - Request information from vendors as to expected levels of staff commitment during the implementation phase of the project.
 - Implement an appropriate phasing of modules during system implementation that is achievable within current staffing constraints.
 - Secure external contract resources to perform the City activities during system implementation for certain technical and business areas.
 - Determine if recent retirees can be contracted back to the City to provide backfill to existing operations so key staff can be freed up for the project.
 - Defer other non-critical projects to a future timeframe.
 - Expedite initiation of implementation activities to the selection phase of the project (e.g., identification of key issues and opportunities, data cleansing, collection of documentation for use by the software vendor, etc.).
- **Successful implementation of ERP application** - We have extensive knowledge of software selection best practices through numerous software selection and implementation projects. In addition, our robust and thorough selection process has resulted in the ability to significantly minimize risk during the implementation phase of the project. The thoroughness and self-documented nature of our process has translated to outcomes that have not been challenged by vendors through a formal protest process. This means our clients experience minimal change order activity during the implementation and achieve expected project budgets and timeframes.

Workplan



Needs Assessment Workplan Overview

For your ease of review, we've consolidated our detailed workplan into the following summary overview.

PHASE / STEP	KEY ACTIVITIES	DELIVERABLE
PHASE 0	PROJECT MANAGEMENT AND PLANNING	
0.1	Project initiation. Introduce team, finalize scope & timeline, hold kickoff, build org structure, and set up a secure SharePoint collaboration center.	<i>Project SharePoint site</i>
0.2	Project charter. Framework covering objectives, business drivers, guiding principles, constraints, key risks, roles, scope, milestones, and org structure.	<i>Project charter</i>
0.3	Detailed project plan. Major phases, milestones, and work tasks with due dates; reviewed and updated throughout.	<i>Detailed project plan</i>
0.4	Schedule & status management. Recurring meetings with the City PM covering status, scheduling, risk reviews, and action items.	<i>Project status meetings</i>
PHASE 1	NEEDS ASSESSMENT	
1.1	Collect & review documents. Review org charts, prior studies, workflows, desk manuals, and existing systems inventory.	<i>Items-to-collect list</i>
1.2	Project kickoff meeting. Introduce project, approach, timeline, and roles to City stakeholders; may include live polling.	<i>Kickoff presentation</i>
1.3	Stakeholder interviews. Process-owner, departmental, and executive interviews across Financials, HR, CMMS/Asset Management, Land Management, reporting, conversions, and interfaces. Educational + investigative lens to surface gaps, needs, and risks.	<i>Stakeholder interviews</i>
1.4	Observations & recommendations. Categorized into functional gaps, system utilization, process, and policy; delivered with a tracking sheet.	<i>Observations & tracking document</i>
1.5	Software inventory & strategy. Inventory all systems/interfaces with future-use ratings: Replace, Consider, Maintain, Interface.	<i>Software inventory & strategy</i>
1.6	Draft needs assessment report. Exec summary, key themes, action plan, 10-year cost estimate, marketplace assessment, staffing estimate, and next steps.	<i>Needs assessment report (draft)</i>
1.7	Finalize & present report. Incorporate City feedback, deliver final report, and formally present to a chosen audience.	<i>Final needs assessment report</i>

Note: Focus is on imminently replacing Dynamics GP for Financials, assessing fit/gaps for ADP (HR/Payroll/Time), and evaluating medium-to-long-term fit of land and asset management systems. A high-level workplan for solicitation development through implementation follows separately.

Proposed detailed workplan

We describe each phase of our proposed project through completion of needs assessment, its respective activities, and the deliverables you can expect to receive in the workplan below. Note that a high-level version of our workplan for solicitation development through implementation will follow.

Phase 0: Project planning and management

The purpose of this initial phase is to establish the project leadership and management activities that we'll execute throughout the project's duration. As the project advances, we'll conduct regular project management meetings to coordinate and verify the completion of all in-scope tasks.

0.1 Conduct project initiation activities

During the project initiation meeting, we'll introduce the project team and finalize the project scope, deliverables, and timetables. We will then hold a project kickoff meeting to communicate the goals, structure, and timeline of the project to stakeholders. Before or during the project kickoff, we'll work with the City to develop a project organizational structure, draft a project charter, create a project plan, and schedule project status meetings. We will also set up a project collaboration center, a secure SharePoint environment in which to store and share project documents.

0.2 Develop project charter

We will develop a draft project charter that provides a framework for the following areas of focus:

- Project overview
- Project objectives
- Business drivers
- Project guiding principles
- Project constraints
- Key risks
- Roles and responsibilities
- Scope plan (both in- and out-of-scope items)
- Project milestones and deliverables
- Project organizational structure

The project charter helps us drive effective decision-making during the project, as well as enforce best practices within existing or new software (which may result in changes to current-state processes). We will provide the project charter to the City for review and approval before commencing significant project activities.

Deliverable: Project charter (see the sample below)

ERP NEEDS ASSESSMENT AND SELECTION PROJECT | PROJECT CHARTER

Sample Client

MISSION STATEMENT

The ERP Needs Assessment and Selection Project will provide an integrated enterprise system that will support the Client staff in the delivery of Government services and activities, take advantage of best practices, significantly improve the efficiency and effectiveness of the Client's business processes, and be flexible enough to encompass other functions, modules, and features, as needed, both now and in the future.

PROJECT OVERVIEW

The Client will conduct an ERP system needs assessment that will recommend a future direction for the Client, and will select a vendor to best meet the Client's long-term objectives. The Client's goal is to procure a solution, either in the form of a single software suite or combination of two integrated systems, which provides advanced capabilities in financial management, procurement, human resources and payroll.

PROJECT OBJECTIVES

1. Identify challenges including people, process and technology with current Client business processes in-scope
2. Identify opportunities for process improvements without and with new technology
3. Identify system needs

BUSINESS DRIVERS

1. Increase data accuracy (spreadsheets, multiple data sources)
2. Increase the ease of use
3. Enhance internal controls

PROJECT INFLUENCES

1. Existing processes and systems based on existing technology
2. Inertia/resistance to change
3. Resource availability
4. Legal or regulatory requirements

PROJECT ORGANIZATIONAL STRUCTURE

The following table identifies the project roles, typical staff type, responsibilities and estimated level of effort for activities conducted during the ERP Selection & Procurement Phase of the project.

Role	Responsibility	Client Staff
Project Sponsor(s)	• Maintain the project vision • Act as the project champion • Energize the project leadership and teams • Be visibly committed to the project • Provide a strategic perspective when defining the needs for a future ERP and associated processes • Remove project roadblocks • Secure alignment across departments • Coach the project leadership	Sample – Staff will be identified in actual charter
Project Steering Committee	• Steer the Project Managers • Address issues presented by the Project Manager • Clear roadblocks that jeopardize project success • Create the conditions to make the Project Managers successful in their role • Review and decide on proposed changes to organizational policies and procedures that will be impacted by the project • Review and make decisions on project change orders • Review and approve significant project recommendations (e.g., recommended vendor solution) • Work with the Client departments to ensure that all software functional needs have been identified and prioritized (needs, wants) • Conduct scoring of finalist vendor solutions • Recommend preferred vendor solution	Sample – Staff will be identified in actual charter
Project Selection Committee	• Develop proposed vendor selection criteria and weightings • Review and approve release of the ERP RFP documents • Review and provide feedback on vendor proposals • Participate in vendor proposal analysis meeting to determine and recommend finalist vendors	Sample – Staff will be identified in actual charter

0.3 Develop detailed project plan

We will work with the City to design a detailed project plan that meets the City’s overall priorities and specific needs. This will include:

- Major phases and milestones.
- Work tasks and their due dates.

We will regularly review and update the project plan as needed throughout the project.

Deliverable: Detailed project plan

0.4 Manage project schedule and moderate project status meetings

We will facilitate regularly scheduled meetings with the City’s project manager. These meetings will cover status updates, scheduling, risk reviews, follow-up on action items, etc.

Deliverable: Project status meetings

Phase 1: Needs assessment

The purpose of this phase is for our team to develop an understanding of how departments currently use the existing ERP system and how processes function in practice. As part of our needs assessment, we’ll review existing documentation and interview key stakeholders. We will then offer actionable recommendations for the City to improve in the future-state.

1.1 Collect and review documents

We will review any available existing documentation gathered and provided by the City, so that we can develop a comprehensive understanding of current operations and technologies. We will review potential documents, including:

- Organizational charts.
- Previous studies that are relevant to the project.
- Preexisting workflow documentation/flowcharts, such as those already developed.
- Existing “desk manuals” and system documentation.
- A listing of existing systems supporting the various business processes that we’ll evaluate for potential replacement or interfacing with a new ERP system.

Deliverable: Items-to-collect list

1.2 Facilitate project kickoff meeting

We will hold a project kickoff with the City's stakeholders to introduce the project, discuss our approach, provide a timeline, and outline their roles. This typically includes a larger organization-wide audience but could be limited to a smaller leadership group, if desired. We will develop the presentation with input from the project team. The presentation may include live polling for real-time feedback on goals and concerns.

Deliverable: Kickoff presentation

1.3 Conduct stakeholder interviews

Following the collection of background documentation and the project kickoff, we'll conduct a series of stakeholder interviews. These may include executives, process owners, and department end-users. To prepare interviewees, we'll provide an interview guide and questionnaire to facilitate discussion on:

- High-level objectives and expectations for new system(s).
- Inventory and use of existing business processes and systems.
- Identification of shadow systems used to supplement ERP system functionality.
- Integration requirements between applications and technologies.
- Key reporting requirements.
- Organizational limitations and barriers to change.
- Planned or in-progress technology enhancement initiatives.
- Desired enhancements or changes for the future-state system and processes.

These interviews will help us understand the City's current processes, compliance with those processes, issues with existing technology, and common complaints. This will allow us to identify improvement opportunities related to processes and technology in enterprise systems operations. Interviews also serve as a critical element in our change management approach; the input from both process owners and departmental stakeholders will allow us to identify, discuss, and seek buy-in for potential future-state changes that could impact them.

While these interviews will be largely conversational, our team will approach the interview with both an educational and investigative lens:

Educational

- Provide the advantages and disadvantages of redesigning business processes.
- Discuss opportunities for improving business processes and reporting.
- Provide insights into industry best practices and ERP system capabilities.

Investigative

- Identify gaps in the current business applications and processes.
- Determine desired functional improvements in existing systems.

- Understand reporting needs.
- Identify staff concerns about current operations, data-handling redundancies, etc.
- Discuss proposed business process redesign opportunities that staff believe will benefit their department's operations and the quality of services.
- Determine existing and desired interfaces/integrations.
- Identify project concerns and risks.

We will conduct three types of interviews, which can be adjusted based on the unique needs of the City:

- **Process owner interviews:** We will discuss current business processes and current- and future-system needs with the staff who perform/own these processes. These are the core interviews in which we'll develop an understanding of current-state processes and how the current systems support them. The scope of the processes included in these interviews is outlined in the "**process scope**" table below.
- **Departmental interviews:** We will conduct individual sessions with each department of the City to discuss their specific needs, business systems, and project goals. We will also examine the department's processes related to the in-scope areas.
- **Executive interviews:** We will hold conversations with department leaders to better understand their perspectives on project objectives, risks, outcomes, and priorities.

Process scope

Plante Moran will include assessment of the functional areas below in its scope. We understand that the City would like an assessment of its most major business systems, with the goal of imminently replacing Dynamics GP for Financials. It is our understanding that the City would further like to assess fit and gaps for ADP for Human Resources, Payroll, and Time, and assess the medium-to-long-term fit of its land management and asset management systems. Should our understanding be incorrect, we are happy to discuss modification of the functional areas below to better fit the City's specific needs.

Financials

- Accounts Payable
- Accounts Receivable
- Bank Reconciliation
- Budget Management
- Cash Receipting
- Fixed Assets
- General Ledger
- Grant Management
- Project Accounting
- Purchasing

Land Management

- Building Permitting
- Right of Way and Engineering Permitting
- Code Enforcement
- Planning and Zoning

Human Resources

- Payroll
- Timekeeping
- Employee Benefits
- Employee Self-Service
- Personnel Actions
- Position Control
- Performance Management
- Onboarding/Offboarding
- Recruitment
- Employee Files/Records

Other

- Reporting & Dashboards
- Conversions
- Document Management
- Interfaces

Computerized Maintenance Management, Asset Management

- Asset Information Management
- Work initiation
- Work planning and scheduling
- Work execution
- Work completion/analysis

Deliverable: Stakeholder interviews

1.4 Document observations and recommendations

We will document key observations and recommendations for improvement throughout our stakeholder interviews. These observations will be based on our identification of the topics below:



Duplicated efforts



Cycle time



Searching and indexing



Internal process controls



Role ambiguity



Recognize past practices



Multiple sources of truth

We will base our recommendations for improvements on industry best practices and our experience with similar public sector clients and application environments. We will organize these observations and recommendations into the following categories to guide how the City should address these issues:

- **Functional gaps:** Identify current system functionality gaps that need to be reviewed and resolved by the development of requirements and the evaluation of vendor solutions.
- **System utilization:** Document issues resulting from underuse of the system or using multiple systems, leading to time-consuming data transfer and reconciliation.
- **Process:** Document difficulties from the current process or lack of standardization and discuss necessary process changes before system implementation.
- **Policy:** Highlight areas needing policy adjustments or new policies to resolve issues. Discuss and adjust policies before implementing a new system.

We will provide our observations and recommendations to the City for review. Once the City confirms the accuracy of the observations, we will provide a tracking sheet so that the City can discuss all relevant plans to prepare for implementation of the future-state recommendation.

Deliverable: Observations and opportunities, associated tracking document

1.5 Develop software inventory and strategy

We will inventory all systems, applications, and interfaces used in the City's ERP environment. We will then present a software inventory table to the City with future-use recommendations using the legend below:

LEGEND CODE		DESCRIPTION
R	Replacement	This application is intended for replacement with the selected solution.
C	Consider	This application is being considered for replacement with the selected solution, based on the strength of the finalist vendor offering and cost/benefit of the replacement module.
M	Maintain	This application won't be replaced during this effort.
I	Interface	This application won't be replaced but should be interfaced/integrated with the selected solution.

We will refine the application migration table with the City during the RFP development process.

An example of what an inventory table could look like is shown below:

APPLICATION	NOTES	MIGRATION PLAN
Active directory	Single sign-on solution	I
CentralSquare	Land management solution	I
Solver	Budget planning tool	C
ADP	HR/Payroll/Timekeeping system	C
Microsoft Dynamics GP	Legacy financial system	R

Deliverable: Software inventory and strategy

1.6 Develop draft needs assessment report

We will create a report based on the discovery activities outlined above, taking a proactive approach to prepare the City for the project. Instead of focusing only on the current environment, we will connect it to desired outcomes (i.e., a new solution) and detail steps to achieve them, resulting in a clear action plan.

Our experience serving similar organizations has shown us that concentrating solely on functional requirements for a future system is insufficient for successful implementation. Other important factors include identifying process changes, preparing for the implementation of staffing, and identifying potential risks related to data migration and new interfaces. For that reason, our report won't simply list gaps in the current-state systems; it'll offer actionable recommendations that will guide the City through the transition to its future environment.

Note that this scope anticipates that based on City needs, Financials and HR, Payroll, and Timekeeping will be covered in greater detail in our needs assessment than Land Management, CMMS, and Asset Management. Given the City's opportunity to consider the strengths and weaknesses of its ADP implementation in its current state during its procurement window for Financials, we intend to provide the City with the necessary information to determine the financial system selection should consider if solution providers can also offer solution for HR, Payroll, and Timekeeping.

Given the recent acquisitions of CMMS/Asset Management solutions and the stable state of the Land Management solution, we understand the City's goal for the assessment to be gathering the information it needs to determine if the processes in place with current solutions meet the City's business needs, or if those areas may require further consideration after the replacement of Financials is complete.

The report will include the following sections:

- **Executive summary.**
- **Key themes** that summarize the detailed observations and recommendations.
- **An action plan** outlining strategies and timing for implementing the detailed recommendations and transitioning to the future-state environment. Strategies will be categorized into the selection, pre-implementation, implementation, and post-go-live phases.
- **Cost estimate**, including:

- 10-year total cost of ownership.
- Estimates of software, support, and implementation costs, including services like change management support and integration development assistance.
- **Marketplace assessment**, including:
 - Trends in the marketplace.
 - Potential solutions available that meet possible selection scope of the City.
 - Single solution vs. multiple system “best-of-breed” approach.
- **Implementation staffing estimate**, a high-level estimate for planning purposes showing:
 - Potential roles that will need to be defined and filled.
 - Level of effort for each role.
 - Project staffing strategies.
- **Considerations for next steps**, including:
 - Risks to consider.
 - Governance considerations.
 - Procurement decisions.
 - Estimated project timeline.

Deliverable: Needs assessment report draft

Example Components of a report below:



Themes of Observations

- There is excitement for this project and a new ERP system
- Staff expressed desire for more training with new
- City staff are resourceful with the tools they currently use
- Departments rely on their own spreadsheets for information
- Processes are manual but consistent across departments
- There is limited workflow in the existing systems
- Reporting can be a challenge for many users



Process | Finance

The items outlined below are gaps that exist due to the current process that is in place, and/or the lack of a standardized process. Process changes will need to be discussed and decided upon prior to the new ERP system implementation.

Purchasing

- During the purchasing process, there is a possibility for a requisition to use accounts dedicated to fixed asset funding for a purchase that will not involve a fixed asset. This can cause issues with purchasing down the line that rely on these funding sources, and while budget transfers can fix them, this solution entails extra effort.
 - The City should consider introducing a step in requisition approval to staff that are suited to assessing the appropriateness of a purchase using a fixed asset fund. If it is possible to implement this change to FMS now, the City should consider doing so. This will help curtail misuse of fixed asset funds and reduce reliance on budget transfers to fix mistakes.

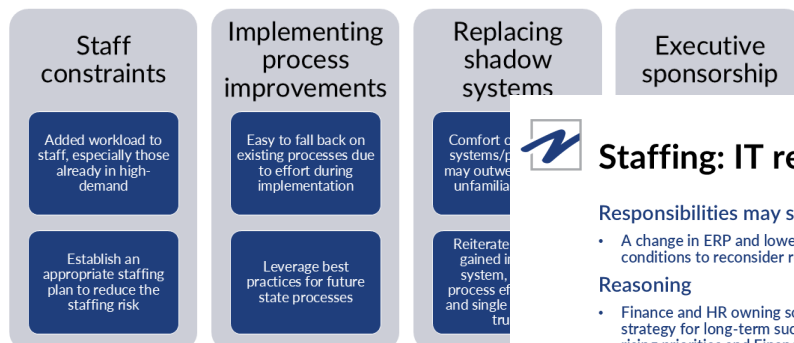
Budgeting

- Both Finance and departments stated that understanding the current state of budget has been difficult to communicate and understand, respectively. This has resulted in cases of unexpected budget shortfall within departments and either requires a sacrifice of priorities via budget transfers or budget amendments, which require approval from City Council and are not a guarantee.
 - To better align departments with the current state of their budget, Finance should consider implementing recurring budget reviews with departments. This can be initiated prior to implementation to start these ongoing conversations about budget. Once a new ERP system is implemented, it will be able to better support the budget conversations between Finance and departments.

Number	Function	Process Area	Opportunity	Action Item	Category	Timing
1	Technical	Reporting	The City should consider decentralizing reporting ability and responsibility throughout HR and Finance. Modern ERP reporting tools typically require less IT-centric skillsets to learn, and while this would require training for HR and Finance staff, teams have expressed the willingness to take this on. This would allow Finance and HR better control over reporting for their business areas and eliminate the risk of relying on an individual for reporting needs.	Consider staff suited to take on reporting training during the implementation.	System Utilization	Implementation
2	Technical	Workflow	The City will be introduced to workflow capability through acquisition of a new ERP system, and should consider migrating approval processes to that system in place of manual ink approvals wherever possible and strive to limit exceptions (such as ink signatures for contracts).	Prepare staff for paperless approval processes.	System Utilization	Implementation
3	Finance	General Ledger	The City appears to be open to instituting a monthly soft-close. FMS is currently capable of this function, and the City should consider enabling soft-close before the selection of a new ERP system. Adjusting to this change now will provide the City an opportunity to begin change management early while immediately providing a path to cleaner reconciliation while highlighting transactions that may be submitted late to help account for possible reconciliation issues.	Consider implementation of a monthly soft-close in FMS as soon as possible and continue to use this function in the future ERP.	System Utilization	Immediate
4	Finance	Cashiering	The City might consider acquiring a separate payment processor for	Consider an additional payment processor to	System Utilization	Immediate
5	Finance	Projects	Any ERP the City would expect to acquire to replace FMS will be capable of tracking project transactions. The City should consider adopting functionality available in these systems, which will empower project managers to track their own projects with less intervention from Finance. With the introduction of better project cost tracking in the ERP, Finance should begin setting expectations that departments will be responsible for project cost tracking.	Finance to determine if it will ask its department users to utilize the future ERP's project modules for cost-tracking, offloading most of the tracking burden from Finance.	System Utilization	Implementation



Potential implementation risks



Staffing: IT responsibilities

Responsibilities may shift

- A change in ERP and lower technical complexity of most modern systems creates ideal conditions to reconsider responsibilities for system administration and support.

Reasoning

- Finance and HR owning some of these tasks that I&T previously owned exclusively is a healthy strategy for long-term success with the ERP. I&T is able to shift its limited capacity to other rising priorities and Finance/HR have more ownership in the operation of their system(s).

Examples

Administration task	Current state	Future state
Release testing: Testing configuration and functionality in the new version.	I&T: Lead HR/Finance: N/A	I&T: Support HR/Finance: Lead
New user setup: Creating new users in the ERP, including role/approval assignment.	I&T: Lead HR/Finance: N/A	I&T: Support HR/Finance: Lead

1.7 Finalize and present needs assessment report

After the City has reviewed the draft needs assessment report, we will make the appropriate finalization updates and provide the final report. We will then formally present the report to an audience of the City's choosing onsite.

Deliverable: Final needs assessment report

Optional post-assessment services summary

The following summarized workplan highlights the key deliverables of a post-needs assessment scenario for the replacement of Dynamics GP. Should the City request additional detail about any one of these phases or associated deliverables, we are happy to provide it.



Phase 2: RFP development and solicitation, vendor selection, and contract negotiations

This phase includes review of vendor proposals, coordination of vendor demonstrations, interviews, and facilitation of selection committee meetings to determine vendor semi-finalists and a vendor finalist. The major outcome of this phase is the selection of an ERP system(s) and vendor, based on the supporting selection criteria. We will provide coaching to the City throughout the due diligence process.

PROJECT ACTIVITIES	DELIVERABLES / ACTION ITEMS
2.1 Develop functional and technical requirements	- Build requirements unique to the City into our best-practice requirements - Associate business use cases with their relevant business specifications - Finalized requirements
2.2 RFP preparation and delivery planning	- Identify possible evaluation criteria and weighting factors - Review procurement decisions - Identify procurement advisory and selection team candidates - Procurement planning matrix
2.3 Develop solution selection criteria and define decision making process	- RFP solicitation schedule - Evaluator scoring templates - Vendor selection criteria and specific requirements to be fulfilled
2.4 Develop interface requirements	- Define required interfaces for retained systems to be integrated with selected ERP -
2.5 Develop request for proposal (RFP) document	- Comprehensive list of required and optional modules and functional requirements - RFP templates, guidelines, and vendor questions - Pricing forms, functional specification compliance templates, managed (hosted) service capabilities matrix, implementation service hours allocation matrix
2.6 Assist with distribution of RFP document	- Vendor contact distribution list - Identification of vendors with existing partner relationships
2.7 Pre-proposal guidance	- Draft RFP addendum reviews - Draft responses to vendor questions during open RFP solicitation period

PROJECT ACTIVITIES	DELIVERABLES / ACTION ITEMS
2.8 Analyze and evaluate ERP vendor proposals	- Comprehensive vendor proposal analysis report with our SelectIQ approach - Facilitation of proposal analysis meeting - In-depth cost analysis - Documented vendor follow-up questions - Scoring to identify semi-finalist vendors
2.9 Facilitate vendor shortlist process	- Letter templates for vendors proceeding forward to demonstrations - Software demonstration scripts based upon defined business use cases - Scoring/feedback forms for software demonstrations, reference checks, and other due diligence - Demonstration scheduling template and other due diligence templates
2.10 Facilitate vendor solution demonstrations (optional)	- Moderate demonstrations onsite on the City's behalf - Note items for clarification during demo for follow-up
2.11 Support post-demonstration due diligence evaluation activities	- Vendor evaluation reference checking forms - Vendor evaluation scoring form updates - Participation in reference interviews
2.12 Assist in the selection of the preferred vendor	- Tabulated evaluation team scoring forms (matrices) and analysis - Meeting to select finalist vendor - Written executive summary framing finalist vendor recommendation
2.13 Contract negotiations advisory services	- Contract negotiation strategy checklist - Examples of previously executed contracts from similar municipalities with vendor-accepted terms and conditions - Contract negotiation support - Recommended terms and conditions - Strategies for SOW development

Plante Moran SelectIQ

AI-assisted proposal analysis, guided by consultant judgment.

SelectIQ makes complex vendor responses faster, more organized, easier to compare, and enables quicker decisions.		
ORGANIZE Transforms vendor inputs into structured comparison views across requirements, pricing, staffing, implementation approach, references, and exceptions.	COMPARE Highlights meaningful differences across vendors so evaluators can focus on fit, risks, tradeoffs, and follow-up questions.	DISCUSS Supports documented, defensible selection discussions by pairing analysis outputs with our procurement and ERP advisory experience.

How SelectIQ supports the proposal analysis phase

1. Intake	2. Synthesis	3. Review	4. Evaluation support
Vendor responses, pricing, questionnaires, references, staffing estimates, and exceptions are collected in standardized forms.	AI-assisted summarization and grouping creates practical comparison views for requirements, costs, scope, staffing, and risks.	Plante Moran consultants review outputs, verify context, and develop questions or clarifications for evaluators and vendors.	The City receives structured materials that support shortlisting, demonstrations, due diligence, and final selection discussions.

Tangible Impact for the City of Belmont

Better evaluation conversations Faster organization. Less time spent organizing vendor information; more time spent testing vendor fit and feasibility. Flexible comparison. Evaluators can compare requirements, scope, cost, staffing, and exceptions without losing detail. Better follow-up. Side-by-side analysis helps identify questions before demonstrations and due diligence.	Responsible use commitments Human-led decisions. AI assists analysis; it does not select a vendor or replace City procurement judgment. Consultant review. Plante Moran consultants review and validate AI-assisted outputs before client use. Accountability. Our engagement team remains accountable for the analysis, recommendations, and facilitation support.
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SelectIQ helps make complex ERP proposal information easier to understand, compare, and discuss while preserving the independence, documentation, and professional judgment that matter in a public procurement.



Phase 3: Implementation advisory services

The scope of this phase will involve all activities to initiate, plan, configure, test, and accept the ERP solution identified.

PROJECT ACTIVITIES	DELIVERABLES	
3.1 Project initiation and implementation planning support services	– Project organizational chart – Roles and responsibilities (R&R) matrix – Project charter – Scope statement – Implementation lessons learned – Client success characteristics – Project issues, risks, and decisions tracking log – Stakeholder communications plan	– Project management plan – Review of vendor WBS – Project schedule management plan – Project timeline – Project deliverables tracking – Stakeholder R&R matrix – Budget monitoring tool – Project change control procedures
3.2 Project execution and control support services	– Defined hardware, applications, and database configuration environment reviews – Project status reports – Updates to communications, schedule, risks, and decision logs/plans – Training curriculum reviews – Training materials – Application unit testing and/or test scripts	– Application and service tracking – Client deployment process – Meeting minutes – Process diagram and procedure updates – Implementation vendor invoice reviews – Data conversion maps and analytics strategies – Transition strategy and go-live checklist
3.3 Project closing and post-implementation support	– Post-implementation roadmap – Transition plan – Post-implementation process and system audit	– Ongoing system support procedures – Year-end cutover checklist – Lessons learned documentation

Team



Your consulting team

Our staffing approach aligns project responsibilities with each team member's expertise and experience to maximize value and support the City's objectives, while leveraging a team that has successfully worked together on similar engagements. The firm will designate a project manager as the primary day-to-day contact, responsible for coordinating governance, defining roles and responsibilities, and assigning resources based on project needs. In addition to a committed core project team, Plante Moran provides access to a broad network of public sector specialists and subject matter experts who can be engaged as needed to support project success. Assuming an October 1 start date, the following are key staff that may be assigned.

TEAM MEMBERS	PROJECT ROLES
Mark Warner	Engagement Partner Mark will have overall responsibility for all project resources, ensuring that all Plante Moran services are completed within schedule and budget. His focus will be on the City's satisfaction with the work of our consulting team. He'll make sure the right resources of our firm are assigned, look out for your interests proactively, and respond to your questions promptly.
Brian Pesis	Project Director Brian will lead the execution of the engagement and is accountable for delivery of all work products. He will direct the project team, manage workstreams, and ensure activities are completed on time, within scope, and aligned to the City's governance and operating environment. Brian will ensure the internal team has the resources necessary and produces high-quality, decision-ready deliverables that support the City's needs
Matt Coats	Project Manager, CMMS/Asset Management Lead Matt will collaborate with the City's Project Manager to facilitate the execution of the project work plan and schedule while managing the Plante Moran project team. He will lead the ERP discovery process, the facilitation of interviews, the preparation and review of project deliverables, and ensure schedule compliance. Matt will be the day-to-day contact and will manage all phases of this project.
Jenna Houterloot	Finance Lead Jenna will serve as the Finance Subject Matter Expert, supporting stakeholder interviews, providing functional finance expertise, and contributing to key project deliverables to ensure the engagement reflects public-sector financial best practices.
Santana Walker	HCM, Payroll & Time Lead Santana will serve as the Human Resources, Payroll, and Timekeeping subject matter expert. She will provide perspective and review all Human Resources-related materials and deliverables, and provide guidance on industry best practices throughout the project.
Caroline Glass	Land Management Lead Caroline will serve as the Land Management subject matter expert. She is a certified urban planner (AICP) and previous deputy development services director for land use planning, zoning, building permitting/inspections, licensing, addressing, and code enforcement. She will lead process discovery and analysis for Land Management.

Resumes



Mark Warner

Partner

Role: I'll have overall responsibility for all Plante Moran project resources ensuring that all our services are completed within schedule and budget. My focus will be on the City's satisfaction with the work of our consulting team. My primary goal is to make sure we are applying the right resources of the firm to look out for your interests proactively, respond to your questions promptly, meet all deadlines,

ensure no surprises, and value your time.

Experience: I spend all my time working with public sector clients, with a significant majority of them local governments and other agencies. My clients appreciate my no-nonsense approach, which helps them meet deadlines while staying current on operational best practices and industry insights throughout the year. I have 25 years of experience in financial accounting, process improvement, pre-packaged enterprise software system selection and implementation, and project management.

Select key clients:

- | | | |
|----------------------------|---------------------------|----------------------------------|
| - City of New Orleans, LA | - Gwinnett County, GA | - Cuyahoga County Public Library |
| - Kent County, MI | - St Johns County, FL Las | - Great Lakes Water Authority |
| - City of Grand Rapids, MI | Vegas Convention and | - Southeast Michigan Council of |
| - City of Greeley, CO | Visitors Authority | Governments |

Professional affiliations: I am a member of the national Government Finance Officers Association (GFOA) and am active in the Michigan, Colorado and Ohio chapters. I've been fortunate over the last 20 years to have been involved in the leadership of the Technology Resource Committee of the Michigan GFOA. I'm also a frequent public sector presenter on topics related to the software application lifecycle including best practices, software optimization and other technology modernization approaches.

Fun fact: I'm passionate about the National Park System that Theodore Roosevelt worked to build over a hundred years ago. I've been fortunate enough to have taken several cross-country road trips visiting these amazing jewels of our nation.



Brian Pesis

Public Sector Consulting Principal

Role: As the Project Director, I will be responsible for working with your leadership to understand your objectives and concerns. I will guide our team's project strategy, provide input based on my experience, and review deliverables for quality assurance and alignment with project objectives.

Experience: I have spent over a decade working exclusively with public sector organizations on complex technology and process improvement initiatives. I lead our team's west coast consulting efforts, focusing on helping government and public utility organizations. In all projects, I focus on facilitating business process improvement, as well as connecting clients facing similar obstacles.

Highlights include:

- West Coast focus: As the leader of our team's west coast consulting services, I help lead technology and business process improvement projects across the western United States. This provides me with a deep understanding of trends and obstacles in the region, and a network of organizations in similar initiatives that can share lessons learned and tested solutions.
- Software advisory and implementation: I guide clients through projects for key enterprise systems, including ERP (Financial/HR), CIS/UB (Customer Information Systems or Utility Billing), and EAM (enterprise asset management) solutions. I recently authored the ERP selection chapter of the Public Technology Institute's book "CIO Leadership for Cities and Counties: Emerging Trends and Practices"
- Technology assessment and planning: When there is a need to assess your organization's overall technology environment, I will help our team work with your leadership team to understand your business needs and desired strategic outcomes. I will help our team meld operational needs with strategic goals to develop a realistic plan to guide your investment in technology in coming years.

Select key clients:

- | | | |
|-----------------------------|---|---------------------------------------|
| - City of Concord, CA | - City of Santa Maria, CA | - Marin County, CA |
| - City of Cupertino, CA | - City of South San Francisco, CA | - Mesa Water District, CA |
| - City of Daly City, CA | - Contra Costa Water District, CA | - Metro Water Recovery, CO |
| - City of Greeley, CO | - County of El Paso, CO | - Placer County Water Authority, CA |
| - City of Milpitas, CA | - County of Garfield, CO | - Santa Margarita Water District, CA |
| - City of Mountain View, CA | - County of Gwinnett, GA | - Truckee Meadows Water Authority, NV |
| - City of Ontario, CA | - Irvine Ranch Water District, CA | |
| - City of Petaluma, CA | - Las Vegas Convention and Visitors Authority, NV | |
| - City of Philadelphia, PA | - Left Hand Water District, CO | |
| - City of Pomona, CA | | |
| - City of San Mateo, CA | | |

Professional affiliations: Association of California Water Agencies (ACWA), California Society of Municipal Finance Officers (CSMFO) and Colorado Government Finance Officers Association (CGFOA), GovAI Coalition, Municipal Information Systems Association of California (MISAC)

Fun fact: I enjoy photography, woodworking, and camping with my wife, son, & chocolate lab. When I travel, you can find me at a hole-in-the wall restaurant, state/national park, or with a cup of good coffee!



Matt Coats, PMP

Public Sector Consulting Manager: Information Technology

Role: As the Project Manager, I will be responsible for working for keeping the project on track as your day-to-day point of contact for our team. I'll also serve to coordinate action items and deliverables that require participation from the City.

Experience: I have over eleven years of experience in public sector technology, the first eight being an IT project resource and project manager at the City of South Bend, Indiana. That first-hand municipal experience included needs assessment, process improvement, system selection, contract negotiation, and implementations across finance, water utility, community development, public works, and human resources business units. I've personally experienced the challenges that come with undertaking enterprise-scale projects with the limited resource availability inherent to the public sector, and I'm eager to bring lessons learned to the City.

Highlights include:

- I bring public sector experience to all of my projects by assisting with stakeholder interviews, understanding organizational needs, and guiding clients toward their objectives.
- Throughout these activities, I will identify opportunities for process improvement and share real-life public sector benefits of process change.
- Having over seven years of leading public-sector focused ERP projects, I am well-prepared to merge that experience with the unique challenges the City faces we know of now and those we will come to learn throughout the course of this project.

Select key clients:

- | | | |
|---------------------------------------|---------------------------------------|--|
| - Truckee Meadows Water Authority, NV | - The City of Mountain View, CA | - The City of Greeley, CO |
| - Left Hand Water District, CO | - The City of Pomona, CA | - North Weld County Water District, CO |
| - Denver Metro Water Authority, CO | - El Paso County, CO | - Marion County, OR |
| | - The City of South San Francisco, CA | - Marin County, CA |

Fun fact: My favorite hobby is board games. I'm most drawn to complex strategy games with a focus on long-term planning and critical decision points, such as Terraforming Mars (a favorite of mine since 2018), Twilight Imperium, and Ark Nova.

Professional affiliations and licensure: I am a certified Project Management Professional (PMP) and certified in ITIL Foundation.

Client success story: I believe in looking for solutions by inquiring the reason and history behind the problems of current state. One client described severe inefficiencies to their cashiering process brought on by required use of a particular payment processor, which allowed them reduce costs passed on to their income-sensitive customers. The greatest inefficiencies occurred in high-value transactions that didn't involve the customers this client wanted to protect, and by asking if there would be any reason this client couldn't establish a separate payment processor for these cases, the client realized they hadn't considered that alternative, which they then pursued.



Jenna Houterloot, MS

Senior Consultant

Role: As the Finance Lead, I will provide functional expertise throughout the engagement, supporting stakeholder interviews, validating business requirements, and contributing to project deliverables.

Experience: I am a senior consultant on the Information Technology Consulting Public Sector & Infrastructure team with over four years of experience serving public sector clients across the nation on a wide variety of process and technology improvement projects.

Highlights include:

- Functional needs assessments, system selection, and implementation: I have 4+ years of experience supporting public sector organizations through ERP needs assessments, including RFP development, proposal analysis, ERP system selection, and system implementation.
- Business process improvement: I bring extensive knowledge and experience documenting business processes to help clients identify bottlenecks and pain points in the current state, along with opportunities to streamline and enhance business operations through advanced software solutions.
- Public sector knowledge: Throughout my time with the firm thus far, I have worked exclusively with public sector organizations which has allowed me to develop a comprehensive understanding of unique public sector needs. I have facilitated financial, human resources, and community development interviews for a multitude of clients, gaining insight into the specific rules and regulations that govern the public sector.

Select key clients:

- | | | |
|--|--------------------------------|--|
| - City of Concord, CA | - Left Hand Water District, CO | - Fayetteville Public Works Commission, NC |
| - City of Daly City, CA | - City of Marco Island, FL | - City of San Mateo, CA |
| - City of South San Francisco, CA | - City of Santa Maria, CA | - Irvine Ranch Water District, CA |
| - County of Marin, CA | - County of St Johns, FL | - City of West Palm Beach, FL |
| - San Mateo County Transit District (SamTrans) | - County of Volusia, FL | |
| - Metro Water Recovery, CO | - City of Plymouth, MN | |
| | - County of Scott, MN | |

Fun fact: While based in the Midwest, I grew up skiing (and now snowboarding), starting at age three, and still make an annual winter trip to Park City with family and friends.

Client success story: While I have supported ERP implementations for a variety of clients, one engagement stands out. I have been supporting a small utility district through a multi-phase ERP implementation to replace its legacy systems. With only one internal resource responsible for all project activities and no prior ERP implementation experience within the organization, our team's support has been critical throughout the initiative. Serving as an extension of the district's team, I have provided project management advisory services, implementation oversight, vendor accountability, and strategic guidance to help keep the initiative on track and well-positioned for long-term success.



Santana Walker

Senior Information Technology Consultant, Human Resources Subject Matter Expert: Public Sector Government Operations

Role: As a dual role on the public sector consulting team, I specialize in ERP software implementations and am a recognized subject matter expert in human resources. I specialize in human resource management and workforce management informatics, information technology assessments in addition to all matters related

to Human Resources.

Experience: I have a deep understanding of, and experience in HR, finance and payroll software implementation. Highlights Include:

- Senior Consultant and HR SME for the City of Concord, California- I led all stakeholder and departmental interviews within the Human Resources department, made a list of software requirements for selection, and assisted in writing the final needs assessment report.
- Senior Consultant for the County of St. John's, Florida, I co-led a 3-day Human Resources Best Practices intensive "bootcamp" with their HR department staff, referencing best practices with respect to their current needs assessment and gap analysis. I completed their Workday implementation (Cognizant) as a HR SME.
- Senior Consultant for the County of Ramsey, Minnesota- I am currently leading their Workday implementation (Cognizant) as an HR SME, leading all workstreams and ensuring the software is set to meet their needs along with up to standards with current best practice measures.

Select key clients:

- | | | |
|-------------------------------|-----------------------------|-----------------------------------|
| - County of Nassau, NY | - City of Kalamazoo, MI | - Irvine Ranch Water District, CA |
| - County of Seminole, FL | - City of Waco, TX | - Truckee Meadows Water |
| - Great Lakes Water Authority | - Town of Cary, NC | Authority, NV |
| in Detroit, MI | - Village of Montgomery, IL | - County of St. Johns, FL |
| - County of El Paso, CO | - City of Pflugerville, TX | - County of Ramsey, MN |
| - City of Cape Coral, FL | - City of Madisonville, KY | - City of Concord, CA |
| - City of Concord, FL | - City of Philadelphia, PA | - City of West Sacramento, CA. |
| - City of Pomona, CA | | |

Fun Fact: On my free time you can find me, my husband, and our three kids at a Midwest racetrack. I grew up surrounded by asphalt oval racing in the Midwest since I was 11. My husband races the two super late models we own: a Wegner 5.3L and a Tiry 6.2L. Before the pit gates open, you'll find us with our kids at the local coffee shop sipping on ice espresso blends and checking out the local food scene.

Client Success Story: On one of the first implementations I was ever part of, I was the Lead Software Engineer (yes—on the client side!) for the HR, finance and payroll departments with a healthcare system. I single handedly organized, planned, and executed training for over 800 medical, administrative, and executive staff for the go-live of their new HRM/WFM system, and it has been one of my largest success stories, to date.



Caroline Glass, AICP

Manager

Role: As the Land Management expert, I'll leverage my prior experience as a deputy development services director to lead the process discovery and analysis for Land Management including land use planning, zoning, building permitting/inspections, licensing, addressing, and code enforcement.

Experience: I am a member of Plante Moran's Public Sector practice and a Public Service Delivery Service Line Advisor. My experience with technology projects including competitive system selection, RFP/RFQ and implementation as a government official guide my experience as a consultant and inform my understanding of unique municipal needs. I am always interested in fostering a collaborative approach to regulatory interactions, with an emphasis on communication and facilitation of stakeholder input. Highlights include:

- **Process improvement:** I work with public sector agencies to implement process and technology improvements and improve customer service through performance measure improvements for data-driven decision making. In addition to general business process improvement knowledge, I am a subject matter expert for community development process improvements.
- **System selection, implementation, and optimization:** Experience includes supporting agencies through Permitting and ERP System Selections, including Needs Assessments, RFP creation, vendor proposal analysis, and implementation support. I am interested in helping clients achieve meaningful future state process improvements with technology improvements. I have worked with several clients to stabilize and improve a recently implemented land management systems.
- **Public sector experience:** I have public sector experience as a former Deputy Development Services Director, overseeing public sector planning/zoning, building permitting and inspections, licensing, addressing, and code enforcement, and as a former land use planner. Additional public sector experience includes project/grant management, geographic information systems (GIS), and Community Rating System (CRS).

Select key clients:

- | | | |
|-------------------------|-------------------------------|-----------------------------------|
| - Boynton Beach, FL | - City of Doral, FL | - Eastern Municipal Water |
| - Palm Beach County, FL | - Village of Arlington | District, CA |
| - Volusia County, FL | Heights, IL | - Irvine Ranch Water District, CA |
| - Seminole County, FL | - Marco Island, FL | - City of Dearborn, MI |
| - Daly City, CA | - City of West Palm Beach, FL | |

Professional affiliations and licensure: My certifications include AICP certified planner (American Institute of Certified Planners), change management (Prosci), and Geographic Information Systems (University of Alabama). I am active in the American Planning Association (APA) and Building Officials Association of Florida (BOAF). I also serve on the board of my local Community Redevelopment Agency.

Fun fact: I lived and worked as an au pair in both Australia and Switzerland.

Client success story: When I worked in government, I always loved making SOPs and workflows for my team. As a consultant, I get to do this on a daily basis! Recently, I led our Palm Beach County land management assessment team in the creation of over 60 process maps, spanning six scope areas. The County had never previously documented their processes to this level of detail before. I am especially excited about this effort because I call Palm Beach County home.

References



City of Daly City, CA

Tim Nevin
Director of Finance and
Administrative Services
333 90th Street
Daly City, CA 94015
650-991-8040
tnevin@dalycity.org

ERP Selection Project

Assisted the City with an in-depth Enterprise Resource Planning (ERP) needs assessment and selection project to replace the legacy CentralSquare Finance Enterprise solution supporting financials, human resources, and payroll. The project included conducting discovery interviews with process owners, City departments, and management, developing current and future state process maps, creation of an ERP gap analysis and action plan report identifying process improvement opportunities, building a request for proposals (RFP), proposal analysis, and vendor demonstration script development. We then guided the City through the proposal evaluation process to select a preferred solution. We supported the City through contract negotiations and statement of work development.

We are currently assisting the City with implementation project management assistance and organizational change management assistance.

Project Staff: Riffel, Rujan, Pesis, Rajcevic, Houterloot

Project Timeline: Selection: August 2022 – March 2024 (based on City timeline preferences)

City of Pomona, CA

Sam Wong
Innovation and Technology
Director
505 S. Garey Ave
Pomona, CA 91766
909-620-2442
sam.wong@pomona.gov

ERP System Selection

Plante Moran assisted the City of Pomona with an ERP assessment and selection project. This project began with a need to complete the planned scope and reach contract signing by the end of the 2024 calendar year to secure funding, which was successfully met.

The assessment included 20+ onsite interviews with process owners, departments, and City leadership to understand current gaps, needs for a future system, and more. As part of the assessment phase, Plante Moran documented observations and opportunities for improvement and developed an ERP needs assessment report that included action items for the City to focus on prior to, during, and after the implementation of a new system.

The selection component of the project included development of functional and technical requirements, creation and distribution of the RFP, and guidance through the proposal review and analysis process. We guided the City through the procurement process, which included vendor demonstrations and additional due diligence to make a vendor selection. Following the selection of a finalist vendor, Plante Moran supported the City with contract negotiations and statement of work development. The Plante Moran team is currently providing the City with implementation advisory support through 2026.

Project Staff: Brian Pesis, Nina Rajcevic, Matt Coats, Matthew Madrigal

Project Timeline: July 2024 – December 2024; Implementation: January 2025 – Present

Left Hand Water District, CO

Vicki Santos
Finance Manager
6800 Nimbus Rd
Longmont, CO 80503
303-530-4200
vsantos@lefthandwater.gov

ERP Assessment and Selection

Plante Moran assisted Left Hand Water District with an ERP assessment and selection project, which included stakeholder interviews, management interviews, current and future state process mapping, business process improvements, Chart of Accounts redesign, an ERP needs assessment, RFP development and distribution, proposal analysis, demonstration facilitation, and additional due diligence assistance, resulting in the selection of a final vendor solution, contract negotiations and the development of statements of work. Plante Moran will provide project management and subject matter expertise throughout its ERP implementation.

The scope of this project includes financials, payroll and time, and chart of accounts re-design.

Project Staff: Brian Pesis, Robin Milne, Matt Coats, Jenna Houterloot

Project Timeline: January 2025 - Present

City of Cupertino

Teri Gerhardt, CGCIO
Chief Technology Officer
10300 Torre Ave
Cupertino, CA 95014
408-777-3311
TeriG@cupertino.gov

ERP Assessment and Selection Project

Plante Moran assisted the City of Cupertino with an ERP assessment and selection project. The assessment included stakeholder interviews with process owners, departments, and City leadership to identify current challenges, evaluate future needs, and develop a comprehensive ERP needs assessment report. Building on the assessment, Plante Moran guided the City through the procurement and selection process, including requirements development, RFP development and distribution, proposal evaluation guidance, vendor demonstrations, and due diligence activities that supported the selection of a new ERP solution. Following vendor selection, Plante Moran supported contract negotiations to help position the project for a successful implementation.

Project Staff: Rujan, Pesis, Rajcevic, Ben-Moche, Langham

Project Timeline: November 2022 – March 2026

Cost



Fee schedule

We understand that keeping costs reasonable and closely aligned to the project scope is a priority for the City. Any services requested outside of the scope of this proposal will be discussed and determined before any billing takes place. The fees below represent a not-to-exceed model.

Plante Moran is uniquely structured to support the City, your fees include:



Access to all public sector subject matter experts within Plante Moran



An experienced team dedicated to serving the public sector with city expertise



Dedicated innovation lab & focus on disruptive technologies



Best-in-class service & data cybersecurity protection - independently verified

PHASE	COST
Phase 0: Project planning and management	\$ 6,615
Phase 1: Needs assessment	56,900
Total	\$63,515

Fee assumptions

Plante Moran's fees for the engagement described in the project approach section are based upon the assumptions listed below. Should these assumptions change, we would adjust our professional fees accordingly, in consultation with the City.

Project Resources and Governance

1. The City will assign appropriate qualified staff to key project roles (including project manager) and strive to maintain consistency of its resources. The City will assign a single project manager to work directly with the Plante Moran project manager on a day-to-day basis.
2. Executive sponsorship represents all business areas and actively serves the needs of the project throughout its duration. The City maintains an active executive participation that meets throughout the project on a recurring basis.
3. City subject matter experts are available for scheduled activities and complete their assigned activities on a timely basis.
4. Client data will be provided to Plante Moran in a reasonable format.
5. City staff are available for interviews as scheduled by Plante Moran and the City.
6. Project status meetings will be conducted remotely and occur no more than once weekly.
7. All communications with the Plante Moran team will be managed through the Project Manager, unless mutually agreed upon.
8. Project decisions will be made by the City in a timely manner following the agreed-upon project plan and schedule.

Project Plan and Schedule

9. Project activities will be initiated by October 29th, 2026. If project activities are not initiated by this date, our proposed project team, project schedule, and project fees are subject to change.
10. There will be a single draft-to-final process for each deliverable.
11. The City will have 10 working days (or another number of days as mutually agreed upon in the project schedule) to approve or provide comments on all interim, draft, and final deliverables; any resulting delays could affect project schedule and fees.
12. All project activities will progress according to the final accepted, detailed project plan and schedule, unless both parties mutually approve changes.

Service Delivery

13. We propose performing this project in a hybrid manner, with key project activities on-site and the rest performed remotely. Proposed on-site activities include project kick-off and stakeholder interviews over the course of one week. Travel costs for these activities are included in our fees.
14. The City reserves the right to request additional on-site activities. Should any travel be agreed upon by Plante Moran and the City's project managers, travel fees and expenses will be invoiced to the City at a flat rate of \$3,045 per consulting staff per week. These additional travel costs will be over and above the fees/amounts listed in our professional services fees table.
15. All on-site work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change fees incurred after such date will be expensed to the City.
16. All on-site work will occur between Tuesday and Thursday unless an alternative working schedule is mutually agreed.
17. The City will have 10 working days (or another number of days as mutually agreed upon in the project schedule) to approve or provide comments on all interim, draft, and final deliverables; any resulting delays could affect project schedule and fees. Final deliverables will be accessible in PDF format.

Compensation

18. The fees in this proposal are valid for 90 days from the date of this proposal.
19. Plante Moran's fee schedule for needs assessment and selection assumes a blended rate of \$315. This rate is valid through June 2027, after which market-based increases may apply.
20. Our fees will be invoiced monthly as the work is performed and are payable within 30 days.
21. We anticipate billing the City monthly for services rendered in the prior month. Hours may be reallocated to different phases to meet the needs of the project.
22. Our invoices will apply an Technology and Related Charge, calculated at 5% of fees, reflecting Plante Moran's continued investments in software, data, cybersecurity, and other essential technologies for delivering and securing our services. While many firms recoup these expenses through comparable fees or by embedding them within summary invoices, our approach is designed to ensure greater transparency. The fees quoted above are inclusive of the Technology and Related Charge.

Proposed Project Scope Assumptions

23. Any services provided outside of the scope of this proposal will be discussed and determined before any billing takes place.
24. Stakeholder interviews include up to twenty-two (22) hours of interview sessions anticipating fourteen (14) City departments.



**We look forward to working with you.
Please contact us with any questions.**



Mark Warner
Engagement Partner
248-223-3799
Mark.Warner@plantemoran.com



Brian Pesis
Project Director
303-846-1260
Brian.Pesis@plantemoran.com



plante moran

Audit. Tax. Consulting.
Wealth Management.

100 years



STAFF REPORT

Meeting Date: October 13, 2026
Agency: City of Belmont
Staff Contact: Afshin Oskoui, City Manager/Director of Emergency Services,
city_manager@belmont.gov
Agenda Title: Proclamation of a Local Emergency in Preparation for the 2026–2027 El Nino
Winter Storm Season
Agenda Action: Resolution

Recommendation

Adopt a resolution proclaiming a local emergency due to the imminent threat of severe winter weather associated with the 2026–2027 El Nino season and authorizing enhanced preparedness, mitigation, coordination, and response activities.

Strategic Focus Area

Public Safety

Background

El Nino is a recurring climate pattern associated with warmer-than-average sea surface temperatures in the tropical Pacific Ocean. Strong El Nino events can alter atmospheric circulation and increase the likelihood of significant precipitation in portions of California.

The National Oceanic and Atmospheric Administration's Climate Prediction Center has reported a greater than 90 percent probability of a very strong El Nino during the fall and winter of 2026–2027 and a 75 percent probability that the October through December period could reach historically exceptional strength. While El Nino does not predict the occurrence or location of any individual storm, historically strong El Nino conditions can increase the potential for significant precipitation and associated hazards in California.

These conditions do not mean that Belmont will necessarily experience a particular level of rainfall or any specific storm. Weather impacts remain dependent on the timing, location and characteristics of individual storm systems. Nevertheless, the potential consequences of a series of significant storms warrant advance preparation, particularly where preparedness actions require coordination among multiple jurisdictions or must be completed before rainfall occurs.

On September 21, 2026, Governor Newsom proclaimed a statewide emergency related to the developing El Nino conditions. The Governor's proclamation specifically identifies the risks of flooding, landslides, debris flows, coastal flooding and erosion and directs state agencies to take advance preparedness



measures.

The City's proposed action is intended to complement that statewide effort by establishing a heightened local readiness posture appropriate to Belmont's specific infrastructure, geography and operational needs.

Analysis

The City of Belmont is taking a proactive approach to preparing for what is expected to be an unusually active winter storm season. Current forecasts indicate a strong El Nino pattern developing during the fall and winter of 2026–2027, with the potential for significant rainfall and associated hazards throughout California. The City's proposed action is intended to complement that statewide effort by establishing a heightened local readiness posture appropriate to Belmont's specific infrastructure, geography and operational needs.

Belmont's geography and developed environment present a number of potential vulnerabilities during a prolonged or intense winter storm season. The City includes hillside areas and developed drainage systems, Belmont Creek and other waterways, numerous streets and transportation corridors, and infrastructure that can be affected by saturated soils and substantial rainfall.

Potential impacts include localized flooding, increased flows in Belmont Creek, blocked or overwhelmed storm drain facilities, debris accumulation, erosion, slope instability, landslides, fallen trees and limbs, roadway disruptions, power outages and increased demands on emergency response personnel.

The impacts of severe weather can also extend beyond City-owned infrastructure. Private property along Belmont Creek, private drainage facilities, active construction sites and other privately controlled areas can affect the City's ability to manage stormwater and respond to emergencies. Effective winter preparedness therefore requires coordination among City departments, neighboring jurisdictions, regional agencies, property owners, businesses and residents.

Preparation Already Underway

Typical of the City's efforts each year staff has not waited for the first major storm to begin preparing. Staff has been coordinating with cities throughout the region and San Mateo County to update contact information associated with mutual-aid agreements and ensure that the City can quickly identify and access appropriate personnel, equipment and other resources if local capabilities become strained and to further strengthen regional coordination and establish a common understanding among participating agencies regarding preparedness and potential resource needs.

In addition to formal mutual-aid coordination, staff is working with neighboring agencies to develop a coordinated regional approach to El Nino preparedness. This work is intended to facilitate information sharing, identify potential resource constraints, improve communication during significant weather events and strengthen the ability of agencies to assist one another when conditions exceed the capacity of an individual jurisdiction.

Within the City organization, recurring pre-winter and ongoing situational coordination meetings have been established among Fire, Police, Parks and Recreation, Buildings, and Public Works. These meetings provide an opportunity for the departments responsible for public safety, infrastructure and field



operations to review forecasts, identify potential trouble spots, assess equipment and staffing readiness, and coordinate operational priorities before and during significant weather events.

The City is also establishing on-call agreements with qualified consultants and contractors who can provide specialized services, equipment and emergency repair capabilities when needed. Establishing these relationships before an emergency occurs is intended to reduce procurement delays and allow the City to move more quickly when emergency conditions require specialized resources or repairs.

A significant component of the City's preparation is focused on Belmont Creek and the City's drainage infrastructure, and other potential areas of concerns within parks and open space. As of writing of this report, creek maintenance and dredging work is currently underway at Old County Road and El Camino Real. The current schedule targets dredging during the week of October 5, with additional time available if necessary. Completing this bi-annual work before the primary winter storm season will improve channel conditions and reduce potential obstructions within the City's jurisdiction.

Staff has also completed inspections of storm drain inlets throughout the City. The next phase of this work is to clear leaves, vegetation and other accumulated debris from identified inlets and drainage hotspots so that the City's stormwater system is positioned to function effectively during significant rainfall.

Recognizing that portions of Belmont Creek are located on or adjacent to private property, the City has developed a new informational flyer explaining property-owner responsibilities associated with creek maintenance. Staff is also developing an annual notification process so that creek property owners receive timely reminders of their responsibilities before each winter season. This effort is intended to improve understanding of maintenance obligations and reduce conditions on private property that could interfere with drainage or create hazards during significant storms.

The City is similarly undertaking its annual seasonal outreach concerning private drainage and construction activities. V-ditch maintenance letters will be distributed to property owners to remind them of the importance of maintaining private drainage facilities before the rainy season. The City will also distribute winterization letters to active construction sites, emphasizing appropriate erosion, sediment, stormwater and site-security measures in advance of significant rainfall. Outreach will also be provided to participants in the City's Adopt-a-Drain program to encourage continued maintenance of storm drain inlets throughout the rainy season.

Public preparedness is another important element of the City's approach. Staff is working with the City's Communications team on a continued and coordinated El Nino public information campaign. The campaign is providing residents with practical information regarding storm preparedness and highlighting the City's Adopt-a-Drain program, sandbag filling station, creek maintenance responsibilities and other actions residents and property owners can take before and during significant weather events.

Taken together, these efforts represent a coordinated, multi-department and multi-jurisdictional preparedness strategy. The City is addressing its own infrastructure and operational readiness while simultaneously working with regional partners and communicating with property owners and the



community about their respective responsibilities.

Basis For A Proactive Local Emergency Proclamation

The purpose of the proposed proclamation is not to suggest that a catastrophic storm has already occurred or that the City can predict the precise timing or severity of future storms. Rather, the proclamation recognizes the heightened and imminent threat presented by the forecasted conditions and establishes a formal framework for preparedness and response before significant impacts occur.

Some of the City's most important preparedness activities must occur before rainfall begins. Drainage systems need to be inspected and cleared, creek maintenance needs to be completed, emergency contractors need to be identified and retained, mutual-aid contacts need to be current, personnel need to understand their roles, and residents and property owners need to receive information before an emergency limits the City's ability to communicate or deploy resources.

The Governor's statewide proclamation provides additional context for the City's action. The State has determined that the developing El Nino conditions warrant advance emergency preparation at the statewide level. A local proclamation would allow Belmont to similarly formalize its preparedness posture based on local conditions and vulnerabilities.

The proposed action also provides a mechanism for the City to scale its response as conditions evolve. The City can continue monitoring forecasts and field conditions and move from preparedness to active response if circumstances warrant, while retaining the ability to terminate the proclamation when the emergency conditions no longer exist.

Financial Impact

The proclamation itself is not anticipated to have a significant immediate fiscal impact. The preparedness activities currently underway are being performed using existing staff resources and appropriations to the extent practicable. Establishment of on-call contracts and procurement of emergency supplies or services may result in additional expenditures as conditions warrant.

If emergency conditions require expenditures beyond existing appropriations, the City Manager may take actions authorized by applicable law and City policy and will return to the City Council for additional appropriations when feasible. The City will document emergency expenditures and response activities to support potential reimbursement or recovery assistance from state or federal programs, if available.

Conclusion

We have an opportunity to prepare before significant winter weather impacts occur. The combination of a potentially historic El Nino event, the Governor's statewide emergency proclamation, Belmont's local vulnerabilities and the lead time required to complete critical preparedness measures supports a proactive approach.

The City has already undertaken substantial preparation, including regional mutual-aid coordination, interagency planning, emergency resource contracting, creek maintenance, storm drain inspections, property-owner outreach, construction-site winterization and public preparedness communications.



The proposed local emergency proclamation would formalize this heightened readiness posture and provide the City with an appropriate framework to continue preparing, coordinate resources and respond quickly if severe weather conditions develop.

Staff recommends adoption of the attached Resolution.

Alternatives

1. Take No Action
2. Return to Staff for Additional Information

Attachments

- A. Resolution

Fiscal Impact

- ☒ No Fiscal Impact
☐ Funding Source Confirmed:

Source:

Staff

Purpose:

Discretionary Action

Public Outreach:

Posting of Agenda

RESOLUTION NO. 2026 –

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT PROCLAIMING A LOCAL EMERGENCY DUE TO THE IMMINENT THREAT OF SEVERE WINTER WEATHER ASSOCIATED WITH THE 2026–2027 EL NINO SEASON

WHEREAS, El Nino is a natural climate phenomenon in which sea surface temperatures in the central and eastern tropical Pacific Ocean warm, disrupting global weather patterns and increasing the odds of exceptionally wet and destructive winter conditions in California that are typically concentrated in Southern California but can also affect Northern California; and,

WHEREAS, Belmont has experienced exceptional storms and storm related damage brought about by El Nino conditions in the past; and,

WHEREAS, the National Oceanic and Atmospheric Administration's Climate Prediction Center has reported that El Nino conditions are strengthening and has identified a greater than 90 percent probability of a very strong El Nino during the fall and winter of 2026–2027; and,

WHEREAS, NOAA has further identified a significant probability that the October through December 2026 period could reach historically exceptional El Nino strength; and

WHEREAS, while El Nino does not predict the occurrence, timing or location of any particular storm, the anticipated conditions increase the potential for significant precipitation and associated hazards in California; and

WHEREAS, severe winter weather may result in flooding, stormwater system impacts, landslides, debris flows, erosion, fallen trees, roadway disruptions, power outages and other conditions that threaten persons and property; and

WHEREAS, Belmont's hillside terrain, developed drainage systems, Belmont Creek and other waterways, transportation network and other infrastructure create potential vulnerabilities during periods of substantial or prolonged rainfall; and

WHEREAS, the City has initiated advance preparedness measures, including regional mutual-aid coordination, interagency preparedness meetings, emergency resource contracting, creek maintenance and dredging, storm drain inspections and clearing, property-owner outreach, construction-site winterization and public preparedness communications; and

WHEREAS, on September 21, 2026, the Governor of California proclaimed a statewide state of emergency to facilitate advance preparation for the developing El Nino season and the potential for flooding, landslides, debris flows, coastal hazards and other severe weather impacts; and

WHEREAS, California Government Code Section 8558(c) recognizes storm and flood conditions that constitute or threaten extreme peril to persons and property and are, or are likely to be, beyond the control of local services, personnel, equipment and facilities as

conditions that may constitute a local emergency; and

WHEREAS, California Government Code Section 8630 authorizes the City Council to proclaim a local emergency; and

WHEREAS, the City Council finds that the anticipated severe winter weather conditions associated with the 2026–2027 El Nino season constitute, or are likely to constitute, conditions of extreme peril to the safety of persons and property within the City of Belmont and warrant heightened emergency preparedness and response measures; and

WHEREAS, the City Council finds that proactive preparation is necessary to protect life and property, maintain essential public services, coordinate available resources, and reduce the potential impacts of severe winter weather.

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

SECTION 1. The City Council hereby proclaims that a local emergency exists, or is imminently threatened, within the City of Belmont due to the potential for severe winter weather associated with the 2026–2027 El Nino season, including potentially extreme rainfall, flooding, stormwater impacts, landslides, debris flows, erosion, fallen trees, roadway disruptions, power outages and related hazards.

SECTION 2. The City Manager, as Director of Emergency Services, is authorized and directed to coordinate with City departments and regional partners and to implement such preparedness, mitigation and response measures as may reasonably be necessary to protect life and property and maintain essential City services. Such measures may include enhanced inspection and maintenance of drainage facilities and waterways; pre-positioning emergency equipment and supplies; preparing City facilities and infrastructure; coordinating mutual aid and regional resources; establishing and utilizing on-call agreements with qualified contractors, consultants and other service providers; conducting emergency staffing and interdepartmental coordination; providing public information and preparedness outreach; and undertaking other appropriate emergency preparedness and response measures.

SECTION 3. To the extent authorized by applicable law and City policy, the City Manager is authorized to establish, execute and utilize emergency or on-call contracts for consultants, contractors, equipment, materials and services reasonably necessary to prepare for, respond to or recover from emergency conditions.

SECTION 4. The City Manager is authorized to utilize existing appropriations and, when otherwise authorized by law, incur expenditures reasonably necessary to implement emergency preparedness and response measures. Emergency expenditures shall be documented and reported to the City Council as appropriate.

SECTION 5. The City Manager is authorized to coordinate public information concerning emergency preparedness, storm conditions, available resources, evacuation or other protective actions, and measures that residents, businesses and property owners can undertake to reduce risks associated with severe winter weather.

SECTION 6. The City Council will review the need for continuation of this local emergency at least once every 60 days, or sooner as circumstances warrant, consistent with California Government Code Section 8630.

SECTION 7. The City Council will terminate the proclaimed local emergency at the earliest possible date when conditions warrant.

SECTION 8. This Resolution takes effect immediately upon adoption.

* * *

ADOPTED October 13, 2026 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