



# EAST PALO ALTO CITY COUNCIL REGULAR SESSION **AMENDED** AGENDA

Tuesday, November 4, 2025, 6:30 PM  
EPA Government Center  
2415 University Avenue, First Floor  
East Palo Alto, CA 94303

---

## NOTICE

This meeting will be held virtually and in-person at the Council Chambers located on 2415 University Ave, First Floor East Palo Alto, CA 94303. The virtual portion of this City Council meeting will be conducted in accordance with City of East Palo Alto Resolution adopted pursuant to Assembly Bill 361.

The public may participate in the City Council Meeting via Zoom Meeting or by attending in-person in the Council Chambers at 2415 University Ave, First Floor East Palo Alto, CA 94303. Community members may provide comments by emailing [cityclerk@cityofepa.org](mailto:cityclerk@cityofepa.org), submitting a speaker card at the meeting, or using the **RAISE HAND** feature when the Mayor or City Clerk call for public comment. Emailed comments should include the specific agenda item on which you are commenting.

Please click this URL to join

<https://us06web.zoom.us/j/82585942126>

Or join by phone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or  
+ 1 346 248 7799 or  
+ 1 253 215 8782 or  
+ 1 312 626 6799 or  
+ 1 929 205 6099 or  
+ 1 301 715 8592

Webinar ID: 825 8594 2126

International numbers available: <https://zoom.us/j/82585942126>

---

1. **CALL TO ORDER AND ROLL CALL**
2. **APPROVAL OF THE AGENDA**
3. **APPROVAL OF CONSENT CALENDAR**

**3.1 City Council Meeting Minutes**

**Recommendation:**

Adopt the October 21, 2025 Minutes.

**3.2 Authorization to Award Agreement to Government Technology Group for Development of the City’s Information Technology Strategic Plan**

**Recommendation:**

Adopt a resolution:

1. Authorizing the City Manager to award, negotiate and execute an agreement with Government Technology Group, in a form approved by the City Attorney, for an amount not-to-exceed \$110,000.00, which includes a contingency of 10%, or \$10,000, for unforeseen expenditures related to this project; and
2. Appropriating an additional \$10,000 from the IT Reserve Fund to supplement the \$100,000 already appropriated in the FY 2025-26 Adopted Budget, for a total project budget of \$110,000 toward the IT Strategic Plan Project; and
3. Finding the proposed action does not constitute a “project” with the meaning of the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines sections 15378(b)(5) in that it is a governmental administrative activity that will not result in direct or indirect changes in the environment.

**3.3 Fiscal Year 2025-26 City Council Strategic Priorities First Status Update**

**Recommendation:** Receive an update on the FY 2025-26 through FY 2026-27 Strategic Priorities Work Plan.

4. **CLOSED SESSION**  
**4.1 CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION**  
**(Government Code Section 54956.9(d)(1).)**

5. **PUBLIC COMMENT**

6. **INFORMATIONAL REPORTS**

7. **SPECIAL PRESENTATIONS**

**7.1 San Mateo County Library Presentation**

**8. PUBLIC HEARINGS**

**9. POLICY AND ACTION**

**9.1 Continued use of Automated License Plate Recognition Systems for Enhanced Public Safety**

**Recommendation:** Adopt a resolution:

1. Authorizing the City Manager to enter into a five-year agreement with Flock Group Inc. (Flock Safety) for the continued provision of Automated License Plate Reader (ALPR) services in an amount not to exceed \$453,250.00;

2. Finding that awarding of the proposed agreement is exempt pursuant to East Palo Alto Municipal Code Section 2.84.060(17), which exempts certain purchases under applicable state, federal or local law, including “sole source”; and

3. Finding that the proposed action is exempt from the California Environmental Quality Act (CEQA) as not a “project” pursuant to sections 15378(b)(2) and 15378(b)(4) because it is a governmental administrative or fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant impact on the environment.

**10. COUNCIL REPORTS**

**11. ADJOURNMENT**

**Upcoming meetings:**

November 13, 2025	Study Session Meeting	6:00 PM
November 18, 2025	Regular Meeting	6:30 PM
December 2, 2025	Regular Meeting	6:30 PM

---

This AGENDA is posted in accordance with Government Code Section 54954.2(a)

***This Notice of Availability of Public Records: All public records relating to an open session item which are not exempt from disclosure pursuant to the Public Records Act, that are distributed to the majority of the City Council will be available for public inspection at the City Clerk's Office, 2415 University Avenue, East Palo Alto, CA at the same time that the public records are distributed or made available to the City Council. Such documents may also be available on the East Palo Alto website [www.cityofepa.org](http://www.cityofepa.org) subject to staff's ability to post the documents prior to the meeting. Information may be obtained by calling (650) 853-3100.***

*The City Council meeting packet may be reviewed by the public in the Library or the City Clerk's Office. Any writings or documents pertaining to an open session item provided to a majority of the City Council less than 72 hours prior to the meeting, shall be made available for public inspection at the front counter at the City Clerk's Office, 2ND Floor, City Hall, 2415 University Avenue, East Palo Alto, California 94303 during normal business hours. Information distributed to the Council at the Council meeting becomes part of the public record. A copy of written material, pictures, etc. should be provided for this purpose.*

*East Palo Alto City Council Chambers is ADA compliant. Requests for disability related modifications or accommodations, aids or services may be made by a person with a disability to the City Clerk's office at (650) 853-3127 no less than 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act of 1990 and the federal rules and regulations adopted in implementation thereof.*

---

#### DECLARATION OF POSTING

This Notice is posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the City website. Under penalty of perjury, this Agenda was posted to the public at least 72 hours prior to the meeting.

POSTED: October 24, 2025  
AMENDED: October 29, 2025

ATTEST:

***James Colin***

---

City Clerk



# EAST PALO ALTO CITY COUNCIL STAFF REPORT

---

**DATE:** November 4, 2025  
**TO:** Honorable Mayor and Members of the City Council  
**VIA:** Melvin E. Gaines, City Manager  
**BY:** James Colin, City Clerk  
**SUBJECT:** City Council Meeting Minutes

---

## **Recommendation**

Adopt the October 21, 2025 minutes.

## **Attachments**

1. October 21, 2025 Minutes



# EAST PALO ALTO CITY COUNCIL REGULAR SESSION MINUTES

Tuesday, October 21, 2025, 6:30 PM  
EPA Government Center  
2415 University Avenue, First Floor  
East Palo Alto, CA 94303

## 1. CALL TO ORDER AND ROLL CALL

The City Council meeting was called to order by Mayor Barragan at 6:32 PM.

Attendee Name	Title	Status	Arrived
Martha Barragan	Mayor	Present	
Mark Dinan	Vice Mayor	Present	
Carlos Romero	Councilmember	Present	
Ruben Abrica	Councilmember	Present	
Webster Lincoln	Councilmember	Present	

## 2. APPROVAL OF THE AGENDA

A motion to approve the agenda was made by Councilmember Romero, seconded by Councilmember Lincoln, and passed unanimously.

## 3. APPROVAL OF CONSENT CALENDAR

Councilmember Lincoln pulled item 3.1 and Councilmember Romero pulled item 3.4 for discussion.

Gail Dixon provided a public comment regarding this item.

A motion to approve the consent calendar with those amendments was made by Councilmember Abrica, seconded by Councilmember Romero, and passed unanimously.

### 3.1 **70th Anniversary of the St. John Missionary Baptist Church of East Palo Alto Proclamation**

Mayor Barragan read the proclamation and a member from St. John Missionary Baptist Church of East Palo Alto was present to receive it.

### 3.2 **Authorization to Apply for the CalRecycle Rubberized Pavement Grant Program (TRP18)**

### 3.3 **Monthly Cash Treasury Report for July 2025**

### 3.4 **Monthly Cash Treasury Report for August 2025**

Councilmember Romero posed questions regarding this item. A motion to approve item 3.4 was made by Councilmember Romero and seconded by Vice Mayor Dinan.

**3.5 Text changes to Title 15 of the City of East Palo Alto Municipal Code (EPAMC), specifically amending Chapter 15.12 to add section 15.12.030 setting forth an expedited, streamlined ministerial permitting process for Electric Vehicle Charging Stations, as required by Government Code Section 65850.7.**

**3.6 City Council Meeting Minutes**

**3.7 Mr. Thurman Smith Proclamation**

**3.8 Consent to Adverse Representation**

**4. CLOSED SESSION**

**4.1 CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION (Government Code Section 54956.9(d)(2).): (three matters).**

**4.2 CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION (Government Code Section 54956.9(d)(1).) Name of Case: Chaudhary v. City of East Palo Alto.**

City Attorney, John D. Lê, confirmed that there was no reportable action, but that direction was given to staff.

**5. PUBLIC COMMENT**

The following speakers provided public comments:

- John Asenso
- Brother Mark
- Bernice Turner
- Monalisa Vunipaola
- Mike Uhila
- Gail Dixon

**6. ADJOURN CITY COUNCIL REGULAR MEETING TO THE EAST PALO ALTO SANITARY DISTRICT BOARD MEETING**

**7. APPROVAL OF EPASD BOARD MEETING CONSENT CALENDAR**

A motion to approve the consent calendar was made by Councilmember Abrica, seconded by Councilmember Romero, and passed unanimously.

**7.1 Cash Disbursement Report for July 2025**

**7.2 Cash Disbursement Report for August 2025**

8. **ADJOURN EAST PALO ALTO SANITARY DISTRICT BOARD MEETING  
AND RECONVENE CITY COUNCIL REGULAR MEETING**

9. **INFORMATIONAL REPORTS**

10. **SPECIAL PRESENTATIONS**

11. **PUBLIC HEARINGS**

12. **POLICY AND ACTION**

**12.1 Contracts for Measure JJ Anti-Displacement Services**

Karen Camacho, Housing and Economic Development Manager, presented on item 12.1.

The following speakers provided public comments:

- Gail Dixon
- David Carducci
- Margaret McBride
- Bernice Turner
- Larry Moody
- Duane Bay
- Latrice Taylor
- Katrina Losin
- Paul Baines

A motion to approve item 12.1 was made by Councilmember Romero, seconded by Councilmember Abrica, and passed with Councilmember Lincoln Abstaining.

**12.2 CPC Grand Nexus Study Contract**

Yajaira Morales, Housing Project Manager, presented on item 12.2.

The following speakers provided public comments:

- Gail Dixon

A motion to approve item 12.2 was made by Councilmember Abrica, seconded by Councilmember Romero, and passed unanimously.

13. **COUNCIL REPORTS**

Vice Mayor Dinan made an announcement regarding free weekends at the YMCA starting October 25.

Mayor Barragan made an announcement regarding an event on the same day from Raises de Mexico in collaboration with Bloomhouse for Day of the Dead.

14. **ADJOURNMENT**

The meeting was adjourned at 10:25 PM in honor of Mr. Thurman Smith.



# EAST PALO ALTO CITY COUNCIL STAFF REPORT

---

**DATE:** November 4, 2025

**TO:** Honorable Mayor and Members of the City Council

**VIA:** Melvin E. Gaines, City Manager

**BY:** Orly Amey, Assistant to the City Manager  
Jimmie Tulabing, Information Technology Manager  
Shiri Klima, Assistant City Manager

**SUBJECT:** Authorization to Award Agreement to Government Technology Group for Development of the City's Five-Year Information Technology Strategic Plan

---

## **Recommendation**

Adopt a resolution:

1. Authorizing the City Manager to award, negotiate and execute an agreement with Government Technology Group, in a form approved by the City Attorney, for an amount not-to-exceed \$110,000.00, which includes a contingency of 10%, or \$10,000, for unforeseen expenditures related to this project; and
2. Appropriating an additional \$10,000 from the IT Reserve Fund to supplement the \$100,000 already appropriated in the FY 2025-26 Adopted Budget, for a total project budget of \$110,000 toward the IT Strategic Plan Project; and
3. Finding the proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(5) in that it is a governmental administrative activity that will not result in direct or indirect changes in the environment.

## **Executive Summary**

The City of East Palo Alto is advancing efforts to modernize its information technology systems, strengthen cybersecurity practices, and improve digital service delivery across

## CONSENT ITEM 3.2

departments. To support these goals, the City recently issued a request for proposals (RFP) for IT Strategic Planning Services, seeking a qualified consultant to develop a comprehensive Information Technology Strategic Plan.

The City received multiple proposals from experienced and qualified firms and conducted a thorough evaluation process based on criteria including approach and work plan, qualifications and experience, cost, and responsiveness to the RFP. The highest-rated firms were invited to interview with the evaluation panel, resulting in the selection of Government Technology Group as the most qualified consultant to lead the project.

If awarded by the City Council, Government Technology Group will lead a collaborative planning process to produce a five-year Information Technology Strategic Plan that delivers actionable recommendations, resource estimates, and performance metrics. The scope of work will include:

- Conducting interviews and workshops with department heads and key staff to assess current IT systems and identify challenges and opportunities for improvement;
- Evaluating the City's current IT governance structure, staffing, and cybersecurity posture;
- Recommending strategies to modernize business processes, integrate systems, and improve digital accessibility;
- Developing a phased implementation roadmap that prioritizes projects by impact, cost, and alignment with City objectives; and
- Preparing a comprehensive project management framework with milestones, timelines, and progress-tracking tools.

First, staff recommends that the City Council authorize the City Manager to award a professional services contract to Government Technology Group in an amount not to exceed \$110,000.00 (which includes a contingency of 10%, or \$10,000, for unforeseen expenditures related to this project) to develop the City's IT Strategic Plan. Second, the FY 2025-26 Adopted Budget includes \$100,000 in the IT Reserve Fund for the IT Strategic Plan Project; staff recommends an additional appropriation of \$10,000 to cover the contract and contingency total of \$110,000.

### **Alignment with City Council Strategic Plan**

This recommendation is primarily aligned with:

Priority: Governance, Organizational Strength, and Fiscal Sustainability

### **Background**

The City's technology environment underpins every major municipal function, both internal and external, including but not limited to financial management, permitting, records administration, community engagement, facilitation of the public meeting process, and emergency response. As the City's technology footprint has expanded and systems have become increasingly interconnected and essential to operations, many were implemented independently without a unified framework for coordination and investment. The City requires a modern, coordinated, and resilient IT strategy to improve efficiency, strengthen cybersecurity, and align technology investments with organizational and service delivery goals.

## CONSENT ITEM 3.2

The IT Strategic Planning Project will develop a comprehensive, five-year roadmap to guide how the City manages, invests in, and secures its technology infrastructure. The plan will:

- Assess current IT systems, policies, and staffing resources;
- Identify opportunities to modernize and consolidate platforms;
- Evaluate governance and cybersecurity practices; and
- Recommend a phased implementation strategy (short-term, mid-term, and long-term) that prioritizes future IT implementation projects by need, cost, and impact.

Key outcomes will include a short-, mid-, and long-term implementation roadmap with defined milestones and timelines, and clear recommendations to enhance coordination, resiliency, security, and digital service delivery across departments.

The project directly supports the Governance and Organizational Strength priority area of the FY 2025–29 City Council Strategic Priorities, which calls for strengthening internal systems and enhancing organizational capacity to improve efficiency, resiliency, and service delivery.

### Analysis

#### RFP Process

On September 22, 2025, the City issued a request for proposals (RFP) seeking experienced consulting firms to assist in developing the City's first comprehensive IT Strategic Plan. The RFP was posted on the City's website and distributed to firms identified through municipal IT management professional groups to target and attract firms with demonstrated experience in municipal IT strategic planning, digital transformation, and public-sector technology governance.

By the submission deadline on October 20, 2025, the City received ten proposals from information technology firms. Each proposal was evaluated using the selection criteria outlined in the RFP:

- **Approach and Work Plan (30 points)** – Evaluates the clarity and feasibility of the proposed methodology, project schedule, and management plan. Considers how well the proposal defines tasks, milestones, roles, and deliverables, and how effectively it demonstrates understanding of the City's IT environment, objectives, and implementation needs.
- **Firm and Team Qualifications (30 points)** – Assesses the proposer's experience delivering IT strategic plans or similar technology projects for municipal or public-sector clients. Considers the qualifications, availability, and relevant technical expertise of key staff assigned to the project, as well as evidence of measurable outcomes from comparable work.
- **Cost Proposal (20 points)** – Reviews the completeness and transparency of the cost proposal, the alignment of costs with the proposed scope and deliverables, and the overall value for money based on the proposer's qualifications and project approach.
- **Responsiveness and Deliverables Quality (20 points)** – Measures how well the proposal meets all RFP requirements and the quality of proposed deliverables. Considers whether deliverables are clearly defined, realistic, and include usable frameworks, templates, and training materials to support City staff after project completion.

The attached rubric was developed to delineate each criteria further. The IT Manager, Assistant City Manager, and an Assistant to the City Manager reviewed all ten proposals using a standardized scoring rubric based on the foregoing selection criteria. The four highest-rated firms were invited to participate in interviews conducted on October 28, 2025, allowing the panel to further assess each firm's understanding of the City's needs, project management approach, and stakeholder engagement strategy.

### Recommended Contract Award

Following interviews and scoring deliberations, the panel identified Government Technology Group (GTG) as the most qualified and responsive proposer. During interviews, the panel noted that GTG's team, comprised of retired public-sector CIOs with deep experience leading technology strategy and governance for small and mid-sized cities, demonstrated both technical depth and practical understanding of the operational realities of East Palo Alto's size and resources. In its proposal, GTG quoted the City a fixed price of \$98,800 to deliver a five-year IT Strategic Plan.

Government Technology Group demonstrated significant experience guiding cities through similar IT modernization and planning efforts and has the expertise to help the City establish a coordinated and resilient technology framework. In its proposal, Government Technology Group demonstrated a clear understanding of East Palo Alto's organizational structure, technology landscape, and operational needs. The firm recognized the City's challenges including limited integration among systems and the need for long-term governance around digital investments, and presented a practical and achievable roadmap for addressing them. GTG emphasized its vendor-agnostic approach and its commitment to developing a plan that strengthens foundational cybersecurity and IT governance while remaining actionable and scalable. The firm described its intent to help the City build the foundational "pillars" needed for modernization, including security, governance, budgeting, and resourcing, before expanding into advanced initiatives like AI governance.

Government Technology Group's approach includes a comprehensive project management plan with defined phases, tasks, milestones, and deliverables. In alignment with the City's stated expectations in the RFP, Government Technology Group will conduct stakeholder interviews, assess current IT systems, identify opportunities for modernization and efficiency, and develop a five-year roadmap that aligns technology priorities with the City's operational and service delivery goals. GTG's project team shared that they specialize in small municipal organizations, noting that this focus allows them to complete projects efficiently and adapt methodologies to limited staff capacity. Its proposed work plan emphasizes collaboration, measurable outcomes, and knowledge transfer to ensure the City can sustain improvements beyond the life of the project.

Government Technology Group's methodology combines technical assessment, organizational analysis, and strategic planning to deliver actionable recommendations. The firm's process has been successfully applied in other cities on tight schedules, including completing a full IT strategic plan for the City of Victorville in just three months. Their proposed kickoff would begin with an in-person meeting in November, followed by structured workshops and rapid synthesis of findings to ensure a draft plan is available by February and a final presentation delivered to

the City Council in March. Key features of the approach include:

- **Structured Assessment and Analysis:** A structured review of existing IT systems, infrastructure, policies, and staffing to identify gaps and opportunities for alignment across departments.
- **Collaborative Engagement:** Facilitated workshops and interviews with staff from all divisions to ensure the plan reflects operational needs and builds internal ownership of results.
- **Prioritization and Roadmapping:** A phased implementation plan that ranks initiatives by urgency, cost, and impact, ensuring achievable steps within available resources.
- **Governance and Cybersecurity Alignment:** Recommendations that strengthen the City's ability to manage risk, safeguard data, and support resilient, well-coordinated IT operations.

Through this process, Government Technology Group will help the City establish a clear technology vision, guide future investments, and build internal capacity to manage IT systems strategically. The GTG team also brings extensive professional credentials and leadership within the Municipal Information Systems Association of California (MISAC), including former board presidents and contributors to state and national IT standards. The firm's proposal and interview performance demonstrated a strong grasp of both the technical and organizational dimensions of the work, positioning it to successfully deliver a comprehensive and actionable IT Strategic Plan.

### Project Timeline

To ensure timely completion and alignment with the City's budget development cycle, the IT Strategic Planning Project, once approved, will proceed on an expedited four-month schedule. This timeline reflects the City's goal of using the IT Strategic Plan to inform upcoming budget priorities and capital planning discussions for the Fiscal Year 2026 budget.

### Fiscal Impact

The FY 2025-26 Adopted Budget includes \$100,000 in the IT Reserve Fund for the IT Strategic Plan Project. Staff recommends an additional appropriation of \$10,000 from the same fund to fully cover the proposed contract amount of \$110,000, which includes a 10% contingency of \$10,000. The total project budget is \$110,000.

### Public Notice

The public was provided notice by making the agenda and report available on the City's website and on a bulletin board located at City Hall: 2415 University Avenue, East Palo Alto.

### Environmental

The action being considered does not constitute a "Project" within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline section 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect changes in the environment.

**Government Code § 84308**

**Applicability of Levine Act:** No, as the proposed action involves a contract that was competitively bid.

**Analysis of Levine Act Compliance:** Not applicable.

**Attachments**

1. Resolution
2. Scoring Rubric
3. Proposal of Recommended Consultant

**RESOLUTION NO. XX– 2025**

**A RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF EAST PALO ALTO**

**AUTHORIZING THE CITY MANAGER TO AWARD, NEGOTIATE AND EXECUTE AN AGREEMENT WITH GOVERNMENT TECHNOLOGY GROUP, IN A FORM APPROVED BY THE CITY ATTORNEY, FOR AN AMOUNT NOT-TO-EXCEED \$110,000, WHICH INCLUDES A CONTINGENCY OF 10%, OR \$10,000, FOR UNFORESEEN EXPENDITURES RELATED TO THIS PROJECT; APPROPRIATE AN ADDITIONAL \$10,000 FROM THE IT RESERVE FUND TOWARD THE IT STRATEGIC PLAN PROJECT; AND FINDING THAT THE PROPOSED ACTION DOES NOT CONSTITUTE A “PROJECT” WITH THE MEANING OF THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”) PURSUANT TO CEQA GUIDELINES SECTION 15378(B)(5) WHEREAS, the IT Strategic Plan is a City Council priority project that aims to modernize the City’s IT systems, strengthen cybersecurity practices, and improve digital service delivery; and**

**WHEREAS, the FY 2025-26 Adopted Budget includes \$100,000 in the IT Reserve Fund for the IT Strategic Plan Project; and**

**WHEREAS, on September 22, 2025, City staff issued a request for proposals (RFP) seeking a qualified consultant to develop a comprehensive five-year IT Strategic Plan; and**

**WHEREAS, on October 20, 2025, the City received ten proposals, and City staff evaluated those proposals based on approach and work plan, firm and team qualifications, cost proposal and responsiveness and quality of deliverables, and later the staff also interviewed the four finalists; and**

**WHEREAS, staff recommends executing an agreement with Government Technology Group for preparation of the IT Strategic Plan; AND**

**WHEREAS, in its proposal, Government Technology Group quoted the City a fixed price of \$98,800 to deliver a five-year IT Strategic Plan.**

**NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO HEREBY:**

1. Finds the foregoing recitals are true and correct, and are incorporated by this reference into this action; and
2. Authorizes the City Manager to award, negotiate and execute an agreement with Government Technology Group in a form approved by the City Attorney, for an amount not-to-exceed \$110,000.00, which includes a contingency of 10%, or \$10,000, for unforeseen expenditures related to this project; and
3. Appropriates an additional \$10,000 from the IT Reserve Fund to fully cover the proposed contract amount of \$110,000; and
4. Finds that the proposed action does not constitute a “project” with the meaning of the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines sections 15378(b)(5) in that it is a governmental administrative activity that will not result in direct or indirect changes in the environment.

**PASSED AND ADOPTED** this 4<sup>th</sup> day of November 2025, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

\_\_\_\_\_  
Martha Barragan, Mayor

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
James Colin, City Clerk

\_\_\_\_\_  
John D. Lê, City Attorney

## Attachment 2: Scoring Rubric

Scoring Proposals for IT Strategic Planning Services		Proposer: _____		Scorer: _____		Date: _____	
Criteria	Points Possible					Points Awarded	
1	Well-thought-out and Feasible Approach and Work Plan	30	<p>Assign <b>0-5 points (insufficient)</b> if: proposal lacks a coherent or feasible work plan or methodology; fails to demonstrate understanding of the City's objectives, needs, or challenges; or omits required elements such as a project management plan, detailed methodology, or realistic timeline. These proposals typically rely on general statements and do not provide a clear plan for managing or delivering the work.</p>	<p>Assign <b>6-15 points (basic)</b> if: proposal provides a general approach and work plan but lacks sufficient detail, sequencing, or feasibility. The methodology may be partially developed or loosely structured, with limited tailoring to East Palo Alto's organizational context. A project management plan may be included but lacks detail regarding roles, milestones, or progress tracking and reporting. The timeline may be unclear, and deliverables are only described generally.</p>	<p>Assign <b>16-25 points (competent)</b> if: proposal presents a clear and organized approach that reflects a sound understanding of the City's objectives and the Scope of Services. The methodology is logical and well-structured, and the project management plan describes clear roles, responsibilities, and oversight mechanisms. The proposal includes a realistic timeline, identifies key milestones, and describes how progress will be monitored and reported. Deliverables are specific and feasible, and the approach demonstrates readiness to begin upon award.</p>	<p>Assign <b>26-30 points (comprehensive)</b> if: proposal provides a comprehensive, results-oriented approach that is fully aligned with the City's objectives and demonstrates a deep understanding of East Palo Alto's context and challenges. The work plan is highly detailed, including a robust project management plan with clearly defined tasks, timelines, milestones, deliverables, and progress tracking and reporting mechanisms. The methodology includes a logical sequence of activities. The proposal demonstrates a high level of preparedness, providing confidence in the proposer's ability to successfully manage and complete the project on time and within scope.</p>	_____
2	Experienced and Qualified Firm & Team	30	<p>Assign <b>0-5 points (insufficient)</b> if: proposal demonstrates no prior experience on comparable municipal/public sector IT or digital strategy projects; proposed staff lack qualifications for the scope of work.</p>	<p>Assign <b>6-15 points (basic)</b> if: proposal demonstrates completion of 1-2 comparable municipal projects within the past 5 years; team shows relevant qualifications but limited leadership or technical expertise.</p>	<p>Assign <b>16-25 points (competent)</b> if: proposal demonstrates completion of 3-5 comparable municipal projects of similar scale and scope; team demonstrates strong qualifications and technical competency.</p>	<p>Assign <b>26-30 points (exceptional)</b> if: proposal demonstrates completion of 6+ comparable municipal projects, including projects of similar complexity; team demonstrates exceptional qualifications and specialized technical expertise.</p>	_____
3	Reasonableness of Fees and Total Cost	20		<p>Highest 3 cost proposals: assign <b>6 points</b> each. Costs are significantly higher than comparable proposals for similar scope or deliverables.</p>	<p>Middle 3 cost proposals: assign <b>13 points</b> each. Costs are reasonable and within the expected range for the work.</p>	<p>Lowest 3 cost proposals: assign <b>20 points</b> each. Represents the most cost-competitive proposals while meeting RFP scope and requirements.</p>	_____
4	Responsiveness and Quality of Deliverables	20	<p>Assign <b>0-5 points (non-responsive)</b> if: proposal omits required sections or fails to follow RFP format. Deliverables vague or missing.</p>	<p>Assign <b>6-12 points (partially responsive)</b> if: proposal addresses most RFP requirements but lacks full detail, required attachments, or clear deliverables. May show incomplete understanding of scope.</p>	<p>Assign <b>13-17 points (fully responsive)</b> if: proposal addresses all RFP requirements and includes clear, realistic deliverables, timelines, and submission materials. Demonstrates full understanding of scope and compliance.</p>	<p>Assign <b>18-20 points (exceptional)</b> if: proposal is fully responsive, deliverables are clearly defined, realistic, and practical, and include knowledge-transfer elements such as frameworks, templates, and training materials that enable continued use by City staff post-engagement.</p>	_____
		<b>100</b>				<b>TOTAL POINTS EARNED:</b>	_____



**GOVERNMENT  
TECHNOLOGY GROUP, LLC**

*Strategic Planning, IT Assessment, PM, Broadband Planning, IV&V*

# **Proposal for Information Technology Strategic Plan**



**City of East Palo Alto  
2415 University Avenue  
East Palo Alto. CA 94303  
(650) 853-3100**

2930 Geer Rd Suite 273 Turlock, CA 95382  
(209) 678-3077 | [Projects@GovTechGroup.net](mailto:Projects@GovTechGroup.net)



## Transmittal Cover Letter

October 20, 2025

Mr. Jimmie Tulabing  
City of East Palo Alto  
2415 University Avenue  
East Palo Alto. CA 94303

Subject: **REQUEST FOR PROPOSAL-INFORMATION TECHNOLOGY STRATEGIC PLAN**

Dear Mr. Tulabing,

Government Technology Group, LLC (GTG) hereby presents this comprehensive work proposal to the City of East Palo Alto for the development of an Information Technology Strategic Plan that will strategically navigate the City's technological landscape over the next five years.

As a distinguished technology consulting firm, GTG is composed of accomplished leaders in public service information technology. Our team brings substantial expertise gained from successful engagements in various local government projects. We have a proven track record in delivering conventional business applications and advancing network infrastructure technologies. Notably, we have crafted and executed technology plans for respected entities such as Dublin San Ramon Services District, cities including Goleta, Victorville, Concord, Danville, Hayward, Sunnyvale, Ventura, Chico, Vacaville, and Santa Barbara, as well as South Tahoe Public Utility District and housing authorities of Alameda and San Mateo. The extensive experience garnered from these endeavors positions us optimally to replicate the same success for the City of East Palo Alto.

In alignment with the specifications outlined in the Request for Proposal (RFP), GTG is confident in its ability to not only meet but surpass the stipulated conditions delineated in the selection criteria. If selected, GTG will perform the services and adhere to the requirements described in the RFP, including acceptance of the City's standard contract terms and any addenda. Also as requested, GTG and its officers have no financial interest in the City of East Palo Alto, has never had any issues identified in the statement section IV.K of the RFP.

We appreciate the opportunity to present this proposal and eagerly anticipate the prospect of further discussions to delve into the intricacies of the proposed projects. This proposal shall remain valid for 180 days after submittal. Thank you for considering Government Technology Group, and we look forward to potential collaboration with the City of East Palo Alto.

Sincerely,

Jeff Lewis, MPA, CGEIT, PMP  
GTG Principal Consultant

Clancy Priest, IEEE  
GTG Principal Consultant

The Government Technology Group, LLC  
2930 Geer Rd., Suite 273 Turlock, CA 95382  
(209) 678-3077 | Projects@GovTechGroup.net



# TABLE OF CONTENTS

**Transmittal Cover Letter.....2**

**Executive Summary .....4**

**Section A: Firm’s Qualifications .....5**

    Qualifications..... 5

**Section B: Experience and References .....6**

    Project References..... 6

**Section C: Qualifications of Staff to be Involved.....7**

    Project Team Qualifications ..... 7

**Section D: Understanding of Services .....9**

    Understanding of Services – Methodology ..... 9

**Section E: Project Timeline and Work Plan..... 17**

    Project Timeline..... 17

    Work Plan..... 18

**Section F: Project Costs ..... 20**

    Project Costs..... 20

**Attachment A: References ..... 21**

**Attachment B: Staff Resumes ..... 22**

**Attachment C: Piggyback Clause..... 29**



## Executive Summary

Technology assumes a pivotal role in enhancing service delivery and optimizing operational efficiency for the City, leading to cost-effectiveness and heightened productivity. Given the extensive integration of technology into the City's operations and services, thoughtful decisions regarding its utilization become imperative. Business and operational strategies, along with resource management encompassing personnel, assets, and services, dictate the informational requirements and strategies. Only through this meticulous process can the organization progress from data to insight, action, and ultimately, desirable outcomes, utilizing technology to furnish actionable information for informed business and operational decisions.

**Government Technology Group, LLC (GTG)**—a consortium of former local government CIOs and IT leaders—proudly partners with **Smart Connections IO**, a recognized innovator in data-driven infrastructure and smart city solutions. Together, we are uniquely positioned to deliver a forward-thinking, actionable **Information Technology Strategic Plan** for the City. This collaboration combines GTG's deep public sector expertise with Smart Connections IO's cutting-edge technology insights and industry standards expertise, ensuring a strategic roadmap that is both visionary and grounded in real-world implementation. This plan is designed to empower the City to effectively leverage technology in supporting, optimizing, enhancing, and extending its operations and business processes, all while safeguarding against security threats and mitigating risks.

Our approach is methodical and phased, building on earlier stages and findings to identify and rectify foundational gaps in technology and organization. We provide roadmaps, prioritizations, and cultivate workforce support to establish a coherent and integrated City-wide technology portfolio. The information underpinning our analysis is derived collaboratively with City staff through conversations, surveys, meetings, workshops, and reviews. This is supplemented by our subject matter expertise and awareness of industry best practices and evolving trends. Continuous background preparatory activities throughout the project ensure the achievement of stated objectives and deliverables.

As technology leaders both in our previous roles and now in consulting, GTG brings extensive firsthand experience in successfully delivering technological advancements in cities, agencies, and districts. GTG differs from other firms with the owners collaborating with its customers directly through the life of the project to ensure success. We have managed projects involving network upgrades, cybersecurity, telephony, ERP implementations, enterprise content document management systems, websites, SCADA networks, security, asset management systems, and cloud office systems, among others. Operating within the constraints of public funds and being accountable to City Councils, we understand the responsibility of designing, planning, and implementing complex network and software projects.

The City of East Palo Alto Information Technology Plan, envisioned as a framework for the next five years, aims to align technology with the strategic intent of City operations. It facilitates targeted investments and the development of capabilities that contribute to achieving strategic and organizational objectives while safeguarding assets and reputation. The resulting governance structure ensures a disciplined process for thorough vetting of new projects and opportunities. The plan guides decisions on how technologies support operational and business processes, fostering collaboration among staff within and across divisional boundaries.



## Section A: Firm’s Qualifications

### QUALIFICATIONS

Government Technology Group LLC (GTG), established in 2019 through the amalgamation of Priest Consulting and the Government Technology Group, brings together a cumulative professional technology experience of over 70 years among its principals. This collaboration, born out of two decades of joint inter-agency cooperation, consulting, and personal collaboration, involves former Bay Area CIOs who have collectively navigated the intricacies of their respective agencies' technologies. The result is a specialized technology consulting firm focused on addressing the unique challenges faced by government entities. Coupled with Smart Connections IO, an innovative leader in Smart City and AI solutions as well in depth expertise in industry standards including helping draft IEEE, IETF, GCTC Super Cluster and NIST standards, GTG is well qualified to provide a comprehensive strategic plan that will assist the City for the next five years and beyond.

Drawing from our extensive background, we have provided invaluable assistance to numerous clients in IT assessments, strategic planning, and master plans. Notable among these are Victorville, Santa Barbara, Goleta, Newark, Menlo Park, Vacaville, Dublin/San Ramon Sanitation District, Housing Authority of Santa Clara County, and the Greater Vallejo Recreation District.

Our expertise extends to the planning and implementation of complex, major software installations and operations, addressing challenges akin to those encountered by the City of East Palo Alto.

<p><b>Network Infrastructure</b></p> <ul style="list-style-type: none"> <li>Broadband Master Planning</li> <li>Airport Network and Security Design</li> <li>Enterprise Network Architecture</li> <li>Network Operations &amp; Engineering</li> <li>SCADA WAN &amp; IP Network Engineering</li> <li>Availability &amp; Capacity Management</li> <li>Backup, Restore &amp; Disaster Recovery</li> <li>Security Administration – Zero Trust</li> <li>Firewall/VPN/IDP/AntiVirus/</li> <li>Broadband Implementation Management</li> <li>Business Continuity Planning</li> </ul>	<p><b>System Administration</b></p> <ul style="list-style-type: none"> <li>Windows System Administration</li> <li>Microsoft Office 365</li> <li>Local &amp; Cloud Directory Services Administration</li> <li>Server Configuration Management</li> <li>Storage Area Network Administration</li> <li>ECMS (Enterprise Content Management) System Administration</li> <li>Application &amp; Storage Virtualization</li> <li>Backup Operations</li> <li>Desktop and Mobile HW &amp; SW</li> </ul>
<p><b>Application Administration</b></p> <ul style="list-style-type: none"> <li>Application Support and Administration</li> <li>Application Change/Release Management</li> <li>Application Integration</li> <li>Application Configuration</li> <li>Reporting</li> <li>Programming</li> <li>Automated Meter Infrastructure</li> <li>Secure Utility Billing and Permitting</li> <li>Customer Internet Portals</li> <li>Help Desk Management</li> </ul>	<p><b>Management Information Systems</b></p> <ul style="list-style-type: none"> <li>Digital Twins</li> <li>Cable and PEG Support</li> <li>Smart City Planning</li> <li>AI Planning</li> <li>Business Intelligence</li> <li>Interim CIO</li> <li>Technical Workforce Management</li> <li>Enterprise Resource Planning (ERP)</li> <li>SQL Database Operations &amp; Administration</li> <li>CMMS Asset Management</li> </ul>



## Section B: Experience and References

### PROJECT REFERENCES

The key consultants engaged in this project have successfully executed several endeavors comparable to the proposed initiative. Presented below is a compilation of IT Master/Strategic plans or IT Assessments accomplished by our team:

- ❖ City of Menlo Park – Security Assessment/Audit, 2023
- ❖ City of Lancaster – Artificial Intelligence Master Plan, 2025 (draft submitted)
- ❖ City of Newark – Public Private Partnership RFP for Broadband Services, 2025
- ❖ City of Goleta – Managed Services RFP and Selection Assistance, 2023
- ❖ South Tahoe Public Utility District – Strategic Plan, Security Audit, BRDR Plan - 2023
- ❖ City of Newark – IT Assessment – 2022
- ❖ City of Shafter – Public Private Partnership RFP for Broadband Services - 2025
- ❖ City of Victorville – IT Strategic Plan – 2021
- ❖ City of Cerritos – Broadband Plan -2023
- ❖ Alameda County Office of Education – IT Assessment – 2013
- ❖ City of Shafter – Broadband Master Plan - 2023
- ❖ City of Benicia – IT Assessment – 2013
- ❖ City of San Leandro – Wireless Master Plan – 2013
- ❖ City of Vacaville – IT Master Plan – 2014
- ❖ City of Port Hueneme – Broadband Master Plan - 2023
- ❖ City of Cupertino – IT Assessment – 2015
- ❖ Greater Vallejo Recreation District – IT Assessment – 2018
- ❖ Town of Danville – IT Master Plan – 2016
- ❖ City of Los Altos Hills – Broadband Master Plan - 2023
- ❖ Dublin San Ramon Service District – IT Master Plan – 2017
- ❖ Vacaville Interim CIO – 2024
- ❖ City of Newark – Broadband and Smart City Plans – 2024

**Note: Three Project References that best support the proposed team’s stated qualifications can be found in Attachment A below.**



## Section C: Qualifications of Staff to be Involved

### PROJECT TEAM QUALIFICATIONS

#### Government Technology Group, LLC

GTG will assign Mr. Lewis and Mr. Priest as the managing consultants, with Mr. Guenther, as a subject matter expert (SME) to the project.

#### Jeff Lewis, MPA, PMP, CGEIT – Project Manager

Jeff Lewis is a seasoned professional in the Information Technology sector, boasting a career that spans over 40 years across public, private, and non-profit domains. His diverse experience includes roles in local government, the medical industry, and technology consulting. Jeff has held the position of Chief Information Officer for multiple local government and non-profit agencies. He is a founding member of the Government Technology Group ([www.GovTechGroup.net](http://www.GovTechGroup.net)) and has served as the Director of the Smart Region Initiative at Joint Venture Silicon Valley.

In his capacity as a CIO, Jeff has spearheaded initiatives encompassing Smart City and Artificial Intelligence development, broadband implementation, technology strategic planning, GIS planning, enterprise architecture, policy formulation, and research for local government entities.

#### Clancy Priest, IEEE – Network and Systems Expert

Clancy Priest also brings over 40 years of experience as a retired municipal Chief Information Officer, having played integral roles in multiple organizations. Currently operating as an independent technology consultant, he offers extensive technical expertise. His educational background includes a BS in engineering, providing a solid foundation in the technical domain. Mr. Priest possesses diverse technical abilities, emphasizing proficiency in project and program management. His experience spans various facets of information technology and executive management.

#### Mark Guenther, CGCIO - Systems and Programming Expert

Mark Guenther has over 30 years of experience and is a retired municipal Chief Information Officer with a wide range of firsthand technical expertise. In both the CIO and consulting roles, he has overseen the successful implementation of citywide enterprise resource planning (ERP) systems, permitting systems and utility billing functions, including secure online customers access to permit and utility accounts.



## William Pugh – Project Consultant

### SMART CONNECTIONS CONSULTING LLC

Mr. Pugh has over 25 years of experience in wired/wireless strategy of platform development and deployment of networking technologies for several private and public companies. Most recently over the past 7 years, working with cities on strategies for executing Smart City and AI initiatives around Street lights, Smart Parking, Intelligent Traffic and Security. Several technologies include, but not limited to;

- Wireless solutions
- Digital Twins
- Distributed Ledger Technologies
- Standards and Interoperability
- Cloud strategy and distributed Networking

### Subcontractors - Subject Matter Experts

GTG maintains a pool of highly qualified and talented subcontractors with diverse subject matter expertise. This allows GTG to draw on specific skills as needed for each project, ensuring the delivery of top-quality products at competitive prices. All costs associated with subcontractors are covered by GTG and have the following requirements:

- Approval and Notification:
  - Obtain prior written approval from the City for any subcontractors.
  - Provide the City with detailed information about the subcontractor.
- Responsibility and Oversight:
  - Retain full responsibility for the performance of all subcontracted work.
  - Ensure that subcontractors meet all relevant requirements and standards.
  - Oversee and manage the subcontractors to ensure quality of services.
- Compliance:
  - Ensure that subcontractors adhere to all terms, conditions, and requirements.
  - Require subcontractors to maintain the same standards of confidentiality, security, and compliance as GTG.
- Communication:
  - Serve as the primary point of contact between the City and all subcontractors.
  - Facilitate effective communication and coordination.
- Documentation:
  - If required provide the City with copies of all agreements with subcontractors.
  - Notify the City promptly of any issues or changes related to subcontractors.
- Liability:
  - Accept any liability for any work performed by subcontractors.
  - Indemnify and hold the City harmless from any claims, liabilities, or expenses arising from subcontractor actions or omissions.

By ensuring these provisions are met, GTG will effectively manage subcontractors and maintain the integrity and quality of the project.



## Section D: Understanding of Services

### UNDERSTANDING OF SERVICES – METHODOLOGY

#### Scope of Services

##### Assessment of Current IT Staffing, Infrastructure, and Practices

- Review and evaluate the current IT staffing, infrastructure, encompassing hardware, software, network systems, and data centers. Assess existing IT practices, procedures, and systems for efficiency and effectiveness.
  - Evaluate the efficiency and effectiveness of current IT practices and procedures, identifying areas requiring improvement taking into account industry standards and risk avoidance
  - Review the IT asset procurement, deployment, and tracking lifecycle, providing recommendations for enhancement.
  - Identify improvement areas based on the assessments and propose optimization strategies.
  - Assess staff structures and offer recommendations to support the City's departmental needs optimally.
  - Conduct a comprehensive review of the current IT infrastructure, including an examination of hardware, software, network systems, and data centers.
  - Compare and benchmark against other IT operations at similar size municipalities.

##### IT Needs Analysis

- Perform a comprehensive analysis of future IT needs aligned with the organization's strategic goals. This analysis should involve discussions with City executive management and key stakeholders to understand technology requirements and consider emerging opportunities in the public sector.
  - Conduct an in-depth analysis of the organization's future IT needs, ensuring alignment with industry standards within all strategic objectives.
  - Meet with the City's executive management and other stakeholders to gain insights into anticipated technology requirements and goals.
  - Evaluate emerging technology opportunities in the public sector and assess their relevance and applicability to the City.
  - Align analysis findings with the organization's strategic goals, prioritizing IT initiatives that support these objectives.
  - Formulate a strategic plan for meeting the identified future IT needs, incorporating innovative public sector technology opportunities.



- Conduct an in-depth analysis of the IT organization staff and provide a growth path for future support.
- Perform an in-depth gap analysis that will assist in creating a roadmap to ensure future needs are met.
- Review the need for cloud services, AI adaptation, automation, and other emerging technology tools that are deemed relevant to the City’s business case.

**Future Needs**

- Perform an evaluation of the City’s capacity to adopt emerging technologies and the organization’s ability for foundational change, supported by existing infrastructure, leadership interest, and a growing awareness of digital transformation benefits. Determine if the IT Division is prepared for scalable growth along with the needed operational maturity.
  - Immediate (0–12 months)
    - Cybersecurity Hardening: Conduct a comprehensive risk assessment and implement multi-factor authentication, endpoint protection, and staff training.
    - Cloud Readiness Audit: Evaluate current systems for cloud migration potential and prioritize low-risk, high-impact services.
    - Staff Capacity Building: Invest in training programs focused on cloud, AI, and automation fundamentals.
    - Begin the foundational understanding of data governance with the goal of improving data driven decision making taking into account Artificial Intelligence opportunities.
  - Mid-Term (1–3 years)
    - Legacy System Modernization: Replace or refactor outdated systems to support interoperability and data sharing.
    - AI and Automation Pilots: Launch targeted pilot projects in departments such as Public Works or Finance to demonstrate value and refine use cases.
    - Governance Frameworks: Establish policies for data ethics, AI transparency, and vendor management.
  - Long-Term (3–5 years)
    - Smart City Strategy: Develop a roadmap for integrating IoT, digital infrastructure, and citizen-facing platforms.
    - Enterprise Architecture Development: Create a unified architecture to guide technological investments and ensure alignment with City goals.
    - Scalable IT Operations: Implement ITIL-based service management, performance metrics, and continuous improvement protocols.



### IT Governance and Policies

- Recommend a framework for IT governance, including a decision-making body, processes, and responsibilities. Review and suggest IT policies to ensure regulatory compliance, data security, and efficient use of IT resources.
  - Recommend a comprehensive IT governance framework, defining the decision-making body, processes, and roles and responsibilities.
  - Assess existing IT policies, focusing on their effectiveness in ensuring regulatory compliance, data security, and efficient use of IT resources.
  - Based on the assessment, recommend modifications to existing IT policies or propose new policies as needed.
  - Establish procedures to regularly review and update IT policies, ensuring they remain relevant and effective.
  - Elevate the City's capacity to adopt emerging technologies in a seamless and cohesive manner.
  - Create a roadmap for implementing the IT governance framework and updated policies.

### Cybersecurity Strategy and Roadmap

- Review the City's current cybersecurity practices and recommend a comprehensive strategy to safeguard the organization's assets. This review should include an evaluation of current tools, staff, policies, and budgetary resources.
  - Conduct a thorough review of the City's current cybersecurity practices, identifying potential strengths and weaknesses.
  - Evaluate the effectiveness of current cybersecurity tools, staff competencies, existing policies, and allocated budgetary resources.
  - Recommend a comprehensive cybersecurity strategy based on the review and evaluation to protect the organization's digital assets.
  - Propose improvements or additions to cybersecurity tools, staff training, policies, and budget to support the new strategy.

### IT Staffing and Training

- Assess the current organizational structure of IT and staff resources. Identify and recommend strategies for recruiting, addressing skills gaps, and retaining IT staff.
  - Conduct on-site and in-person interviews with IT staff to evaluate any issues and performance difficulties.
  - Review the current organizational structure of the IT division and assess the skills and capacities of staff resources.
  - Compare current IT capabilities with the organization's future technology needs to identify potential gaps and recommend strategies to mitigate them.



- Recommend recruitment strategies to attract the talent necessary to meet the organization's future technological needs.
- Identify skills gaps among current IT staff and propose a training program to address these deficiencies.
- Recommend strategies for retaining IT staff.

### Replacement Budgeting and Cycles

- The City budgets for the planned replacement of crucial IT assets. Analyze and review the IT Replacement budget to assess utilization, opportunities for simplification, and conformity to industry-standard replacement practices.
  - Review the City's budget for the replacement of IT assets.
  - Analyze the utilization of the IT Replacement budget, identifying trends, potential areas for improvement, and effectiveness.
  - Identify opportunities to simplify processes associated with the IT Replacement budget.
  - Compare the City's practices with industry-standard replacement practices to determine conformity.
  - Provide recommendations based on the analysis for optimizing the utilization and management of the IT Replacement budget.

### IT Satisfaction Assessment

- Evaluate the organization's satisfaction with existing IT services and infrastructure. This evaluation should involve gathering and analyzing feedback from various organizational stakeholders, including executive management, staff, and users of IT systems.
  - Assess the organization's level of satisfaction with current IT services and infrastructure.
  - Conduct on-site and in-person interviews with pertinent City Departments, Divisions, and staff to evaluate customer satisfaction and IT performance.
  - Gather feedback on IT services and infrastructure from various organizational stakeholders, including executive management, staff, and users of IT systems.
  - Analyze the collected feedback to understand perceptions of IT service quality and infrastructure performance.
  - Develop a report detailing stakeholder satisfaction with IT services and infrastructure.
  - Propose actionable steps based on the evaluation to improve satisfaction with IT services and infrastructure.



## Project Deliverables and Reports

- Current State Assessment - The City's IT environment will have been thoroughly reviewed to establish a baseline understanding of existing assets and services. Key findings shall include:
  - Servers: Mix of on-premises and cloud-hosted environments, with aging hardware nearing end-of-life.
  - Networks: Core switches and routers are functional but lack redundancy and scalability.
  - End-user Equipment: Desktop and mobile devices vary in age and performance; inconsistent lifecycle management.
  - Software Systems: A blend of legacy applications and modern SaaS platforms, with limited integration.
  - Community-Facing Services:
  - Online Permitting: Functional but lacks mobile responsiveness and real-time status updates.
  - Digital Payments: Available for select services; expansion needed for broader utility billing and licensing.
  - Electronic Plan Review: Implemented but underutilized due to user interface challenges and limited training.
  
- Gap Analysis -The assessment shall identify critical deficiencies within:
  - Infrastructure & Equipment:
    - Aging servers and network hardware.
    - Device standardization.
  - Software & Integration:
    - Siloed systems, data sharing, and operational efficiency.
    - Any lack of centralized identity management.
  - Security & Continuity:
    - If there are any inconsistent patching and outdated antivirus solutions.
    - Current formal disaster recovery plan and business continuity strategy.
  - Email & Communication:
    - Current status of email system and collaboration features.
    - Review unified messaging or video conferencing platform.
  - Emergency Preparedness:
    - Detail backup power and failover capabilities.
    - Review formal incident response protocols.
  - Recommendations:
    - Consolidate systems under a unified platform.
    - Upgrade infrastructure with cloud-first strategy.
    - Implement cybersecurity framework (e.g., NIST).
  
- Future State Roadmap - A sequenced, five-year roadmap is proposed to modernize IT capabilities, align with business priorities, and position the organization to leverage



emerging technologies. The roadmap is structured into immediate, near-term (1–2 years), and long-term (3–5 years) actions.

- Immediate (0–12 months)
  - Infrastructure Stabilization
  - Upgrade critical network and server infrastructure to ensure reliability and security.
  - Implement baseline cybersecurity controls (MFA, endpoint protection, patch automation).
  - Cost Estimate: Of needs (hardware refresh, licenses, consulting).
  - Staffing Implications: Minimal net new FTEs; reliance on contractors/partners for implementation.
  - Service Delivery Enhancements: Improved uptime, reduced incidents, stronger security posture.
  - AI Skillup recommendations.
  - Provide ongoing tactical plan update process to ensure future growth, business needs and technology advancements are incorporated into future budget processes on an annual basis.
- Near-Term (1–2 years)
  - Cloud Adoption & Application Modernization
  - Migrate priority workloads to cloud platforms (hybrid model).
  - Begin phased retirement of legacy applications.
  - Introduce data governance framework.
  - Digital Workplace Enhancements
  - Expand collaboration tools (Teams/SharePoint/Slack equivalents).
  - Deploy mobile device management and secure remote access.
  - Cost Estimate: Of needs (cloud migration, licenses, training).
  - Staffing Implications: For cloud engineering, cybersecurity, and data analytics.
  - Emerging Tech Opportunities: AI-driven analytics, automation of routine IT tasks.
- Service Delivery Enhancements: Faster application delivery, improved data-driven decision-making, and enhanced employee productivity. Long-Term (3–5 years)
  - Advanced Automation & AI Integration including but not limited to improved permitting, payments, plan submission, robotic process automation and community engagement.
  - Cybersecurity Maturity
  - Implement zero-trust architecture and continuous monitoring.
  - Enterprise Architecture & Integration
  - Consolidate systems into a unified digital ecosystem.
  - Innovation & Emerging Tech
  - Explore secure transactions, IoT for operational efficiency, and AR/VR for training.
  - Cost Estimate: Of needs (enterprise-scale transformation, AI/automation platforms).



- Staffing Implications: For AI/ML, DevOps, cybersecurity, and enterprise architecture.
  - Service Delivery Enhancements: Proactive IT services, reduced downtime, enhanced customer and employee experience.
- Organizational Recommendations - To successfully implement and sustain the roadmap, the IT Division must evolve its organizational structure, governance, and workforce capabilities.
  - Governance & Structure
    - Establish an IT Governance Board with business and IT leadership to prioritize initiatives and align with strategic goals.
    - Create Centers of Excellence (CoEs) for Cloud, Cybersecurity, and Data Analytics to drive best practices and innovation.
    - Adopt a hybrid delivery model (internal staff + strategic vendor partnerships) for flexibility and scalability.
  - Staffing & Workforce Development
    - Staffing Growth: Incremental increases in specialized roles (cloud engineers, data scientists, cybersecurity analysts).
    - Cross-Training: Upskill existing staff in cloud, automation, and data analytics to reduce reliance on external consultants.
    - Succession Planning: Develop leadership pipelines to ensure continuity.
  - Training & Professional Development
    - Implement a continuous learning program with certifications (AWS/Azure, CISSP, ITIL, Agile/Scrum).
    - Encourage participation in industry forums and conferences to stay current with emerging technologies.
  - Resourcing
    - Secure multi-year funding commitments aligned with the roadmap phases.
    - Leverage cloud cost optimization and vendor negotiations to manage expenses.
    - Explore public-private partnerships or grants for innovation pilots.
  - Service Delivery Model
    - Transition from a reactive support model to a proactive service management model (ITIL-based).
    - Introduce KPIs and SLAs tied to business outcomes (uptime, user satisfaction, time-to-market).
    - Expand self-service portals and automation to reduce ticket volume and improve user experience.

❖ **Each deliverable report shall include the following minimum requirements:**

- ✓ Findings and Analysis – Provide a clear, evidence-based narrative of key results derived from assessments and stakeholder engagement, highlighting patterns, insights, and implications.
- ✓ Risks and Benefits – Present a balanced evaluation of the potential risks, benefits, and trade-offs associated with each recommendation to support informed decisions.



- ✓ Action Matrix – Deliver a structured framework of recommended actions, specifying the responsible parties, timelines, sequencing (immediate, near-term, long-term), dependencies, and required resources.
- ✓ Cost and Workload Estimates – Include order-of-magnitude costs and estimated work hours for each recommendation to guide resource allocation and planning.
- ✓ Implementation Timeline – Outline a phased schedule that illustrates when and how recommendations should be executed, ensuring logical sequencing and alignment with organizational priorities.

## Methodology

GTG's approach to assessment and strategic technology planning draws upon the collective expertise of our team, with a proven track record in delivering services to public agencies. In addition to this, our methodology is meticulously crafted to evaluate the City's current technological landscape, identifying both its strengths and weaknesses. This comprehensive technology assessment serves as the cornerstone for the development of the Information Technology Strategic Plan.

Central to GTG's methodology is a dedicated focus on engaging with department users of technology and key stakeholders shaping the City's business and operational directives. We take pride in conducting on-site, in-person interviews to gather all necessary information from staff for our assessments and recommendations. Our Information Technology Strategic Planning methodology is designed to institute processes that yield tangible and positive outcomes. The proposed work plan is structured across multiple phases, each seamlessly building upon the other, culminating in the creation of a robust Information Technology Strategic Plan for the City.

The initial phase lays the groundwork for effective communication and project success. Subsequently, the second phase is dedicated to a thorough assessment of the City's current technological landscape, analyzing how technology resources align with operational needs, identifying gaps, opportunities, and evaluating the City's technology service delivery and management.

Moving forward, the subsequent phase involves crafting the tools and vision essential for the future of the City's Technology Portfolio. Workshops and roadmaps play a pivotal role in fostering a comprehensive understanding of how this envisioned future can be effectively realized.

The final step follows a structured methodology to provide a Strategic Plan that derives strength from the insights garnered during the "Assessment" and "Vision" phases. This strategic plan incorporates recommendations and projections for future technological enhancements, as well as business and operational process improvements. This final phase includes review of the draft report by key city staff in a collaborative manner resulting in a co-developed plan between GTG and the City. The outcome is a forward-looking and actionable plan that positions the City for sustained technological success.



## Section E: Project Timeline and Work Plan

### PROJECT TIMELINE

Description	*Timeline
<b>Project Management</b>	4 months
Project Initiation	
Project Kickoff Meeting	
Overall (continual) Project Management	
<b>Discovery</b>	6 weeks
Assessment of all City Information Technology	
Infrastructure review	
Review Current practices, efficiencies, staffing, procurement, etc.	
Technology Trends and Review, identify improvements,	
Needs and Goals Assessment	
Gap Analysis	
<b>Vision</b>	4 weeks
Recommend Governance policies	
Proposed Cybersecurity improvements	
Staffing and Training recommendations	
Budgeting and Replacement Cycle	
Customer Satisfaction Improvements	
Phased Implementation Plan	
<b>Technology Master Plan Final</b>	6 weeks
Master Plan Draft	
Report Out to Council, Departments, & Divisions	
<b>Approximate Duration</b>	4 Months

**\*Note: All timelines are approximate and may run concurrently.**



## WORK PLAN

### PHASES OF THE PROPOSED WORK PLAN

#### 1. PROJECT INITIATION:

##### Planning Meeting:

During this phase, GTG aims to align our proposed work plan and schedule with stakeholders. This involves refining the detailed scope of work, project timeline, deliverables, project reporting methods, and participant roles. Timely progress reports and earned value reports will be submitted to the City, ensuring transparency and accountability.

##### Project Initiation Meeting:

To ensure comprehensive communication, this phase involves a meeting with City staff, including senior-level management and project sponsors. All staff involved in the project will participate, fostering an understanding of roles, responsibilities, goals, objectives, project approach, and timeline.

#### 2. ASSESSMENT PHASE:

This step entails a close collaboration with the organization's technology stakeholders to conduct a thorough assessment of existing technologies, staffing, and technology gaps. GTG will gather information to assess overall satisfaction with technology service delivery. The assessment results will inform the City's future vision for technology use.

#### 3. VISION PHASE:

Building upon the assessment, this phase focuses on planning the future. GTG's Technology Assessment evaluates various aspects, including governance, service delivery, application support, security, infrastructure, and administration. Workshops will be conducted with City system users to assess the current technology environment, identify barriers, and plan for future technology use.

#### 4. STRATEGIC PLAN:

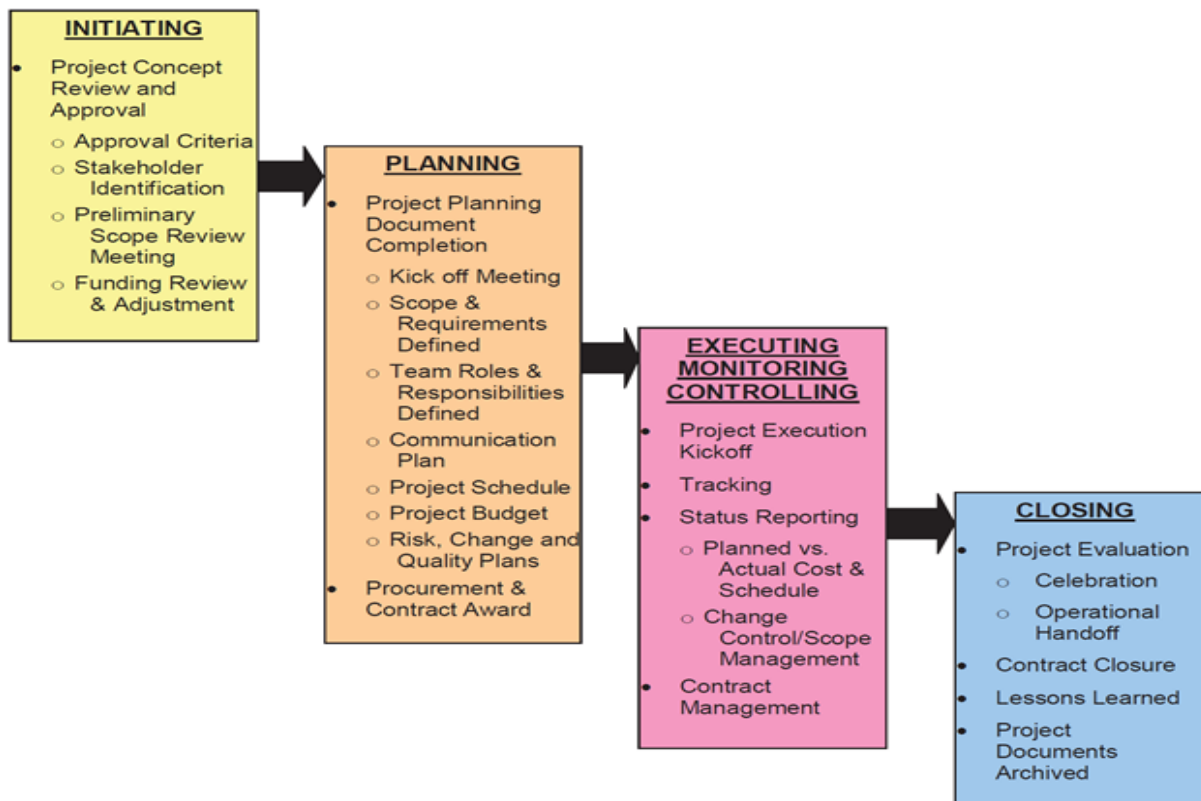
GTG will integrate findings from previous tasks and technical research to develop the City's Strategic Plans. These plans, incorporating input from stakeholders and independent research, will be presented professionally to multiple audiences, including the Executive Team and the Board if desired.



## Quality Assurance/Quality Control Program

GTG adheres to the Project Management Book of Knowledge waterfall process for effective monitoring and management of quality control throughout the project lifecycle. This comprehensive approach involves the establishment of approval criteria and quality standards during the initiating phase, integration of quality into project planning, meticulous tracking through the Executing, Monitoring, and Controlling phases, and the documentation of lessons learned and importation of documents during the closing phase, as depicted in the following image.

In addition to workshops and stakeholder interviews, GTG will have bi-weekly meetings with the City’s lead(s) as needed with a structured agenda including responsibilities, key tasks of project, risks and action items highlighted in easy to understand color formatting with **red** as critical, **orange** as urgent, **green** as completed and **blue** for in process. The agenda will also include a notes section for important discussion items from the previous meeting. Minutes of the meetings will be provided to memorialize decisions and progress made.





## Section F: Project Costs

### PROJECT COSTS

The total fixed cost to the City of East Palo Alto for a Five-Year Information Technology Strategic Plan is \$98,800 and includes all work to be completed by GTG as stated in this proposal. GTG will invoice East Palo Alto per milestone. Invoices are payable on net 30 terms from the date of invoice.

Description	Work/Hours*	Cost
<b>Project Management</b>	54	\$23,500.00
Project Initiation		
Project Kickoff Meeting		
<b>Discovery</b>	92	\$26,000.00
Assessment of all City Information Technology		
Infrastructure review		
Review Current practices, efficiencies, staffing, procurement, etc.		
Technology Trends and Review, identify improvements and risks		
Needs and Goals Assessment		
<b>Vision</b>	92	\$25,000.00
Recommend Governance policies		
Gap Analysis		
Proposed Cybersecurity improvements		
Staffing and Training recommendations		
Budgeting and Replacement Cycle		
Customer Satisfaction Improvements		
Phased Implementation Plan		
<b>Technology Master Plan Final</b>	82	\$22,000.00
Master Plan Draft		
Report Out to Council, Departments, & Divisions		
<b>Administration</b>	12	\$2,300.00
<b>Not to Exceed</b>	<b>332</b>	<b>\$98,800.00</b>

**\* GTG will invoice on a milestone basis; 20% Kick Off, 20% Discovery Completion, 30% Vision Completion, 30% presentation to Council.**  
**Out-of-scope work will be billed at \$195.00 per/hour.**



## Attachment A: References

<b>Reference 1</b>	
Organization name: South Tahoe Public Utility District	Contact and title: Chris Skelly, IT Manager
Address: 1275 Meadow Crest Dr., South Lake Tahoe, CA 96150	Phone number: (530) 543-6281 Email Address: cskelly@stpud.us
Effective date of contract: 2022	Value of Contract: \$75,000
Description of products/services provided: IT Strategic Plan; Disaster Recovery Plan, Security Audit and Penetration Test	

<b>Reference 2</b>	
Organization name: City of Newark	Contact and title: Ed Miranda, CIO/ IT Director
Address: 37101 Newark Blvd, Newark CA	Phone number: (510)578-4839 Email Address: edwin.miranda@newarkca.gov
Effective date of contract:2024/2025	Value of Contract: \$ 200,000
Description of products/services provided: IT Assessment and Broadband/Smart City Master Plan	

<b>Reference 3</b>	
Organization name: City of Victorville	Contact and title: Joe Haggard (currently with the City of Lancaster)
Address: 14343 Civic Drive, Victorville, CA 92393-5001	Phone number: (661) 723-6060 Email Address: <a href="mailto:jhaggard@cityoflancasterca.org">jhaggard@cityoflancasterca.org</a>
Effective date of contract: 2021	Value of Contract: \$75,000
Description of products/services provided: Victorville IT Strategic Plan	



## Attachment B: Staff Resumes

The following staff are fully available for this project with primary roles and commitment to its completion. Jeff Lewis and Clancy Priest as the managing consultants, with Mark Guenther as a subject matter expert (SME).

### Jeff Lewis, MPA, PMP, CGEIT – (GTG) Project Manager

#### TECHNOLOGICAL BUSINESS ALIGNMENT and LEADERSHIP

My career includes a blend of private, non-profit and public sectors providing vision, leadership and management excellence in the information technology field. I have excelled in transforming immature organizations into productive and mature business aligned entities. My goal is to use my experience assisting special districts, local and state governments through the strategic use of technology to develop cost-effective ways to enhance business services.

#### PERSONAL TRAITS

- Strategist, motivator and organizational leader.
- Visionary and strategic thinker.
- Recognized ability to solve problems and to think out of the box.
- Talent for seeing the “big picture”, pinpointing organizational objectives, and setting goals and priorities to achieve them.

#### ACCOMPLISHMENTS

- **Strategic Planning:** Development of strategic plans and governance processes.
- **Artificial Intelligence (AI) Planning:** Development of AI Master plans, data quality and governance solutions.
- **Broadband Solutions:** Creation of Broadband plans, networks and best practices.
- **Smart City:** Development and implement Smart City Solutions including support for the Internet of Things (IoT).
- **Cloud Strategy and Implementation:** Developed and Implemented Cloud based systems and contract checklist to improve services and protect agency assets.
- **Security:** IT Security audits and implementations protecting intellectual property.
- **Process Improvement:** Oversaw multiple business process improvement programs documenting processes and workflow including re-engineering business and computer processes to reduce computer down time by 90%.
- **Negotiation:** Negotiated multi-agency and public private partnerships to provide local and regional broadband networks and telecommunications.
- **Mobility:** Led e-commerce, e-business strategies and wireless infrastructure for field operations and community access.
- **Network Planning:** Architected enterprise wide network infrastructure.



# GOVERNMENT TECHNOLOGY GROUP, LLC

- **Business Systems:** Provided leadership in transitioning agencies from legacy systems to client and web-based platforms including multiple ERP systems.
- **Cost Oversight:** Led multiple efforts in reducing business cost.
- **Awards:** Obtained MISAC award for excellence 11 years in a row covering two agencies
- **Project Management:** Created project management program and materials.
- **Governance:** Develop governance programs and provide leadership and technical guidance on steering committee.
- **Training:** Coordinate departmental and information technology training including development of training materials.
- **Legislation:** Monitor and advise City Manager and Council on state legislation with potential impacts on information technology and telecommunications.
- **Systems Migration:** Migrated multiple business systems including establishing and directing a Y2K program converting 18 business systems in 3 years.
- **Auditing:** Audited phone records resulting in 48k refund and ongoing reductions.
- **Policies and Procedures:** Developed and implemented policies and procedures for legislative compliance and to follow best practices

## PROFESSIONAL EXPERIENCE

<b>City of Concord</b> Executive Level	Director of Information Technology 2014-2018
<b>City of Merced</b> Executive Level	Director of Information Technology 2004-2014
<b>City of Modesto</b>	Information Services Manager 1995-2004
<b>Sutter Tracy Community Hospital</b> Non-Profit, Executive Level	Information Systems Director 1994-1995
<b>E&amp;J Gallo Winery</b> Retail and Distribution	Systems Analyst 1993-1994
<b>City of Turlock</b>	Data Processing Coordinator 1984-1993

## AFFILIATIONS

Center for Information Security Multi-State Information Sharing and Analysis Center (MS-ISAC)  
Municipal Information Systems Association of California (MISAC)  
MISAC Education Committee  
States of California and Nevada National Association of Telecommunications Officers and Advisors (SCAN NATOA)  
Information Systems Audit and Control Association (ISACA)  
Project Management Institute (PMI)  
Kiwanis



## EDUCATION

**Masters Public Administration (MPA)**, Stanislaus State, Turlock CA  
**B.S.**, Computer Science, Stanislaus State, Turlock CA  
**Minor**, Business Administration, Stanislaus State, Turlock CA  
**Certified in the Governance of Enterprise IT (CGEIT)**

## Mr. Clancy Priest, IEEE – (GTG) Lead Technical Expert

Mr. Priest is a retired 30+ year municipal Chief Information Officer who has been part of several organizations as detailed in his résumé. Mr. Priest is currently an independent technology consultant offering a wide range of technical expertise. His education is in the technical field with a baccalaureate in engineering. Mr. Priest has a wide range of technical abilities with an emphasis on project and program management, with extensive experience in various forms of information technology and executive management. Mr. Priest has a vast knowledge base of the various forms of automation and of the continual technological evolutions that prevail in the technology profession.

## EDUCATION:

- Energy Systems Engineer  
Oberstufenzentrum für Elector-und Energietechnik, Berlin, Germany  
Major: Electro-Mechanical Engineering. (Baccalaureate)
- Energy Systems Practical Internship  
Ausbildungszentrum für Siemens Aktiengesellschaft, Berlin, Germany  
Practical Internship in Engineering Program. (Professional License)
- Commercial & Industrial Development Management  
University of California, Irvine  
2-year program for Project Management. (Certificate)

## QUALIFICATIONS:

- Strategic Technology Planning.
- Project management and oversight services.
- Change Management expertise.
- Independent Validation & Verification (IV&V) of projects.
- Telecommunications and Interoperability planning, including RoIP and P25 compliance.
- Public Safety technologies, including Police, Fire and Military.
- Business Process Review and engineering.
- Business Continuity and Disaster Recovery expertise.
- Network Systems (LAN, WAN, MAN), including infrastructure planning.
- Dataflow planning (routing, switching, etc.).
- Geographical Information Systems (GIS).
- Telephony telecommunications including Cellular, PBX and VoIP.
- Cable Franchise Agreements (PEG).
- eBusiness/eGovernment and World Wide Web presence.



- Inter- Intra- and Extranet planning and implementation.
- Enterprise Resource Planning (ERP) implementation.
- Document and Enterprise Content Management.
- Disaster Recovery, Database Management and System Security.
- Training and needs assessment, Technology Strategic Planning.
- Total Cost of Ownership (TCO) and Return on Investment (ROI) studies.
- Internal Service Fund (ISF) budget preparation and oversight.
- Inter-Departmental technology planning.

**EXPERIENCE:**

**Government Technology Group**

Principal, Information Technology Consultant, June 2019 to Present

**C. R. Priest, Consulting**

Sole Proprietor, Independent Information Technology Consultant, March 2001 to February 2002 and September 2012 to June 2019

**City of Hayward, California**

Director of Information Technology/CIO, February 2002 to September 2012 (Retired)

**City of San Buenaventura, (Ventura) California**

CIO, April 1999 to March 2001

**City of Chico, California**

Director of Information Systems, January 1996 to April 1999

**County of Riverside - GSA Purchasing and Material Services Department**

Departmental Information Systems Coordinator, September 1992 to January 1996

**RELATED PROFESSIONAL QUALIFICATIONS:**

- State License; Energy Systems Engineer issued by the Department of Industry and Commerce, Federal Republic of Germany
- State License; Energy Systems Technician issued by the Department of Industry and Commerce, Federal Republic of Germany
- City of Chico Management Academy Graduate (with curriculum from CSU Chico)

**VOLUNTEER WORK:**

- Advisory Committee Member/Speaker, Bay Area Technology Forum, 2008 - present.
- Technical advisor to the Bay Area UASI BayRICS Communication System



## Mr. Mark Guenther, CGCIO - (GTG) Systems and Plan Reviewer

Mr. Guenther is a retired municipal Chief Information Officer with a wide range of firsthand technical skills. Mr. Guenther is also a recently retired municipal Chief Information Officer who has been part of several organizations as detailed in his résumé. Mr. Guenther is currently an independent technology consultant offering a wide range of technical expertise. In both the CIO and consulting roles, he has overseen the successful implementation of citywide enterprise systems including finance (AP, GL, PR, Budget), community development (Permits) and utility billing functions including online access to permit and utility accounts for customers (Tyler Munis) for Hayward, California and Danville, California. Prior to focusing on IT management, he implemented numerous systems, both those which were developed in-house and others that were configured commercial packages which created automated systems for financial and community development functions.

### EDUCATION:

- Certified Government Chief Information Officer (CGCIO™)  
Rutgers University/Public Technology Institute, Newark, New Jersey
- Bachelor of Science  
University of San Francisco  
Major: Applied Economics
- Associate of Arts  
Diablo Valley College, Pleasant Hill, California  
Emphasis: Computer Science

### QUALIFICATIONS:

- 30+ years' experience in the information technology field
- Staff development and mentoring
- Project management and oversight
- Change Management expertise.
- Enterprise Resource Planning (ERP) implementation
- Permit and Inspection System implementation
- Public Safety System implementation, including Police and Fire
- Document and Enterprise Content Management
- Business Analysis and Business Process Review
- eBusiness/eGovernment and Web presence
- Internal Service Fund (ISF) budget preparation and oversight

### EXPERIENCE:

#### Government Technology Group

Principal, Information Technology Consultant, June 2019 to Present



**City of Hayward, California**

Director of Information Technology/CIO, September 2012 to May 2015 (Retired)  
Information Technology Manager, September 2002 to September 2012 (Retired)  
Programmer/Analyst, January 1990 to September 2002

**Western Exhibitors, Inc, San Francisco, California**

Data Processing Manager, April 1982 to January 1999

**Smart Connections Consulting LLC – William Pugh**

Mr. Pugh has over 25 years of experience in wired/wireless strategy of platform development and deployment of networking technologies for several private and public companies. Most recently over the past 10 years, working with cities on strategies for executing Smart City initiatives around Street lights, Smart Parking, Intelligent Traffic and Security. Several technologies include, but not limited to;

- Wireless solutions
- Digital Twins
- Artificial Intelligence
- Distributed Ledger Technologies
- Standards and Interoperability
- Cloud strategy and distributed Networking

Co- Founder (current) - True North Software Solutions

True North Software Solutions is a SaaS solution company that builds Digital Twins and operational dashboards for Private and Public Sector. As well as AI solutions for Intelligent Infrastructure.

The Co- Founder (current) - Smart Connections Consulting

Smart Connections Consulting LLC is responsible for delivering to its Private and Public-Sector clients technological thought leadership, guidance and practical best in class practice for solving their wired or wireless connected initiatives as well as roadmaps for open data and analytic objectives.

Director of Product Management - Sensity Systems (a Division of Verizon)

Platform definition, solution and product development of Smart City network nodes and cloud based management system. Creating a network that uses the lighting infrastructure as a means of delivering citywide services

**Focus Areas:**

- Smart Grid and Smart City

**Education**

Stanford Executive MBA



Business Management  
Stanford University  
Bachelor of Science  
Computer Science  
University of Phoenix

## Patent Holdings

Multi-Protocol and Network Resolution US 8,285,862  
Multi-Protocol and Network Resolution US 8,316,136  
Approach For Extending Battery Life Nodes Publication No. US-2014-0126346-A1

## Publications

Substation Automation- What does the intelligent grid have to do with it Smart Signals Could Make Commute Faster and Safer

Smart Connections Consulting LLC – CV for William Pugh  
Director of Product Management

Silver Spring Networks (Acquired by Itron)

Mr Pugh served as a solution lead for the Smart Grid company with over 25MM endpoint employed. He also lead the effort to build the line of business for the Distribution Automation application that would leverage the existing deployed infrastructure.

## Focus Areas:

- Common networking platform for multiple applications
- Ease of deployment, management and reporting
- Strategic delivery of roadmaps for the Smart Grid sector
- Business case development

## REGIONAL SOLUTIONS MANAGER - Harris Networks

Mr. Pugh served as the Regional Solutions Manager for Harris Networks. While in this position it was Mr Pughs responsibility to drive cutting edge technology and network connectivity into the US FedGov space as well as Federal agencies and cellular carriers within the Americas. In several instances while working with other agencies and government teams there were new advancements that were made resulting in patents and new service offerings for the likes of Telcel/RadioMoviles, Telefonica and TelMex. This was driven by point to point microwave technology and the benefits are still being realized Working Group Participation.

- IEEE – 6lo Working group and multiple collaboration groups
- IETF – Several working groups including 5G/IPv6
- Bluetooth SIG (Special Interest Group)
- GCTC Super Cluster – Wireless Technologies
- IEEE – Humancentric Privacy and Security WG
- NIST SP 1900-206 & SP 1900-207



## Attachment C: Piggyback Clause

This attachment discusses the possibility of other public agencies utilizing (or Piggybacking) the same terms and conditions from a contract or proposal originally made between Government Technology Group (GTG) and the City of East Palo Alto.

This clause provides flexibility for GTG to expand its contractual benefits to other entities while maintaining control over who is allowed to piggyback on their contracts. It also clarifies that each entity is independently responsible for its dealings with GTG as follows:

1. **Piggyback Option:** Other public agencies might wish to piggyback, meaning they wish to use the same contract terms and conditions that GTG has with another party.
2. **GTG's Discretion:** GTG retains the right to allow or disallow piggybacking on a case-by-case basis.
3. **Uniform Terms:** If GTG agrees to piggybacking, they will extend the same pricing, terms, and conditions to all entities, including political entities, special districts, and related non-profits.
4. **Independent Transactions:** Each entity engaging in piggybacking will conduct transactions in their own name, make payments, and be liable to GTG. The agency with whom GTG originally contracted will not be responsible for these additional transactions.



# EAST PALO ALTO CITY COUNCIL STAFF REPORT

---

**DATE:** November 4, 2025

**TO:** Honorable Mayor and Members of the City Council

**VIA:** Melvin E. Gaines, City Manager

**BY:** Orly Amey, Assistant to the City Manager  
Shiri Klima, Assistant City Manager

**SUBJECT:** City Council Strategic Priorities Fiscal Years (FY) 2025-27 Work Plan - First Quarter Status Update

---

**Recommendation**

Receive a first quarter update on the City Council Strategic Priorities FY 2025-27 Work Plan.

**Executive Summary**

This report provides an update on the City Council Strategic Priorities FY 2025–27 Work Plan, which outlines the projects and initiatives advancing the City Council’s adopted FY 2025–29 Strategic Priorities. The Work Plan serves as a roadmap for implementing the City Council’s strategic goals through coordinated, measurable actions across departments, ensuring continued alignment between City Council direction, community priorities, and City operations. This update pertains to the first quarter (Q1) of the Work Plan, which began on July 1, 2025, and ended on September 30, 2025.

**Alignment with City Council Strategic Plan**

This recommendation is primarily aligned with:

- Priority: Civic Engagement
- Priority: Comprehensive Housing
- Priority: Governance, Organizational Strength, and Fiscal Sustainability
- Priority: Land Use, Economic and Workforce Development
- Priority: Parks, Recreation, and Community Facilities
- Priority: Public Health, Safety, and Quality of Life
- Priority: Public Infrastructure and Utilities

### Background

On June 17, 2025, the City Council adopted its FY 2025–2029 Strategic Priorities and accompanying FY 2025-27 Work Plan, establishing a strategic framework with particular steps to guide the City’s policy direction, resource allocation, and program delivery. These documents represent a coordinated plan for addressing community needs and strengthening organizational capacity over the next several years. They are collectively available at [www.cityofepa.org/sites/default/files/fileattachments/city\\_council/page/13631/epa\\_strategicplan\\_7.1.25\\_final.pdf](http://www.cityofepa.org/sites/default/files/fileattachments/city_council/page/13631/epa_strategicplan_7.1.25_final.pdf).

The Council Priorities serve as overarching focus areas that shape how the City directs its efforts and investments. They reflect the collective input of residents, stakeholders, and community leaders who participated in a robust engagement process in the spring of 2025 to identify East Palo Alto’s most critical challenges and opportunities. By defining clear priorities, the City Council provided policy direction to the City Manager and ensured staff remained focused on initiatives that advance community well-being and measurable results.

The Council Council’s Strategic Priorities for FY 2025 through FY 2029 are:

- **Civic Engagement:** Provide diverse and inclusive opportunities for all EPA community members to participate in City meetings, have a voice in City affairs, and develop leadership skills for EPA youth.
- **Comprehensive Housing:** Increase the City’s housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and prevent displacement of existing residents.
- **Governance, Organizational Strength, and Fiscal Sustainability:** Strengthen the City’s internal capacity, transparency, and long-term financial health by improving core operation, investing in workforce and systems, and implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.
- **Land Use, Economic, and Workforce Development:** Support balanced development that attracts investment, strengthens local businesses, reduces economic leakage, and expands access to quality jobs and services that meet local needs.
- **Parks, Recreation, and Community Facilities:** Invest in the modernization and expansion of the City’s parks, recreation, and community facilities and services to increase residents’ access to open spaces and recreational opportunities.
- **Public Health, Safety, and Quality of Life:** Implement and enforce strategies to ensure public safety, improve the livability of neighborhoods, and prepare the City for disasters and emergencies.
- **Public Infrastructure and Utilities:** Maintain, modernize, and expand the City’s physical infrastructure (streets, sidewalks, utilities) to support existing homes and businesses, and new development.

The FY 2025–2029 Strategic Priorities and FY 2025-27 Work Plan were refined in tandem and adopted together to ensure alignment between strategic goals and implementation activities. While the Council Priorities establish the City’s long-term focus areas, the Work Plan translates those priorities into specific, actionable projects and programs that can be tracked and reported to the City Council and community. This report and Attachment 1 provide an update on the City’s progress implementing the Work Plan from July 1, 2025, through September 30, 2025.

### Analysis

The FY 2025–27 Work Plan includes 59 projects. In the Work Plan, 47 of these projects were either scheduled to continue in Q1 as carryforward projects from past years or to begin in Q1 if they are new, and 12 of these projects are scheduled to begin in later quarters. Of the 47 projects scheduled to begin in Q1, as of September 30, 2025, 1 project is complete, 38 projects are in progress, 5 projects are deferred, and 3 projects are delayed. The completed project is:

1. Develop Citywide Sewer Infrastructure Master Plan: The EPASD Board adopted a sewer system master plan on July 29, 2025.

The five deferred projects are:

1. Collaborate with the San Mateo County Libraries (SMCL) to Identify and Implement a Comprehensive Funding Strategy for Library (GOV-1): The fundraising strategy developed with the SMCL and SMCL Foundation is currently paused while the City determines whether the library project will move to the Civic Commons.
2. Finalize Architectural Design for the New East Palo Alto Library (PR-7): The project is currently on hold pending further direction related to the new Civic Commons project.
3. Negotiate with County to Finalize Acquisition of Beech Street (PR-9): The City and County will resume discussions about the trade of 2277 University for the Beech Street property when the County determines whether a sufficient affordable housing project can be built.
4. Launch a Residential Parking Permit Program (PH-4): The project timeline has been adjusted at the direction of the Mayor with further action deferred until at least January.
5. Design Roadway Improvements on Woodland Avenue (PI-11): The project is currently on hold pending funding availability.

The three delayed projects are:

1. Develop a 10-Year Fiscal Strategy and Address the Structural Deficit (GOV-3)
2. Update the Environmental Justice Element of the General Plan (PH-8)
3. Complete the Safety Element update to align with modern risks and community priorities, enhancing the City's resilience to natural hazards (PH-9)

Staff are reevaluating the approaches for these three projects to refine the overall process and identify the most effective next steps for moving them forward.

With only 3 of 59 projects delayed, and not counting the 5 deferred projects or the 12 projects not yet scheduled to begin, the City is 93.6% on schedule with this Work Plan.

Aside from progress, it is also critical to understand where in the City the workload of these strategic priority projects falls. Although many projects require cross-departmental collaboration, the Public Works Department leads 22 projects, the City Manager's Office leads 19 projects, the Community and Economic Development Department (CEDD) leads 11 projects, the City Clerk's Office leads 3 projects, and the Police and Finance Departments each lead 2 projects. Regardless of lead department, most projects require support and collaboration from other departments and divisions, including Finance, Human Resources, IT and the City Attorney's

## CONSENT ITEM 3.3

Office. Table 1 below shows the number of projects that each department/division leads.

Table 1. Strategic Priority Projects by Lead Department & Division

<b>Division</b>	<b>Projects</b>
CEDD – Building and Code Enforcement	2
CEDD – Housing	5
CEDD – Planning	3
CEDD – Rent Stabilization Program	1
City Clerk’s Office	3
City Manager’s Office - Administration	10
City Manager’s Office – Community Services	7
City Manager’s Office – Human Resources	1
City Manager’s Office – IT	1
Finance	2
Police	2
Public Works - Engineering	20
Public Works - Maintenance	1
Public Works - Environmental & Sustainability	1
<b>Total</b>	<b>59</b>

This is a list of only the strategic priority projects, which staff estimates to be approximately twenty percent of our work. The other roughly eighty percent of our workload is day to day operations. Still, this demonstrates that, with respect to the work Council has prioritized that is very publicly visible, some departments and divisions have many more projects than others. Public Works – Engineering is managing multiple public improvement projects in addition to their day-to-day operations. The City Manager’s Office – Administration is designed to lead special projects but relies on contributions from other departments for many.

A comprehensive list of all projects with correlating status updates is included in Attachment 1.

### **Next Steps**

Staff will proceed to work on the pending strategic priority projects and will provide a progress update on the second quarter implementation of the FY 2025-27 Work Plan in January 2026.

### **Fiscal Impact**

There is no fiscal impact for this item.

### **Public Notice**

The public was provided notice by making the agenda and report available on the City’s website and on a bulletin board located at City Hall: 2415 University Avenue, East Palo Alto.

**Environmental**

The action being considered does not constitute a “Project” within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline section 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect changes in the environment.

**Government Code § 84308**

**Applicability of Levine Act:** No, as this item does not entail an entitlement.

**Analysis of Levine Act Compliance:** Not applicable.

**Attachments**

1. Council Strategic Priorities Work Plan Update July 1, 2025, through September 30, 2025

Attachment 1: Council Strategic Priorities Work Plan Update July 1, 2025, through September 30, 2025

No.	Project Name	Project Description	Department	Division	Status	Start	Finish	Progress Details - Q1 FY 2025-26
<b>Strategic Priority: Civic Engagement</b>								
CIV-1	Develop Recommendations for Establishing a Youth Commission or Alternative Youth Civic Engagement Program	Enhance the existing process to establish a Youth Commission, expanding it to include diverse youth civic engagement opportunities and pathways for youth from all backgrounds to participate in City government via internships, civic leadership training, and mentorship.	City Manager's Office	Community Services	In Progress	7/1/2025	3/31/2026	During Q1, staff and consultants continued developing recommendations for a Youth Commission or alternative youth engagement model. Several co-design workshops were held with local youth to explore options for structure, membership, and goals.
CIV-2	Implement Sister City and Cultural Exchange Initiative	Formalize a sister city relationship with a city in the Kingdom of Tonga, including cultural exchanges and shared events, to foster long-term relationships and cultural, educational, and civic exchanges.	City Clerk	N/A	Scheduled to begin on 7/1/2026	7/1/2026	6/30/2027	Although this project is not scheduled to begin until FY 2026, staff have initiated early planning and coordination efforts. Internal objectives and deliverables have been defined, key stakeholders and community liaisons identified, and an outreach strategy developed to build support and engagement. Staff have also begun drafting the framework for the EPA-Tongan Sister Cities Committee and established a work plan that will be implemented closer to the project start date.
<b>Strategic Priority: Comprehensive Housing</b>								
CH-1	Complete Construction of 965 Weeks/Colibri Commons	Support the final construction activities and project closeout for Colibri Commons, creating 136 affordable housing units.	CEDD	Building and Code Enforcement	In Progress	7/1/2025	9/30/2025	Building inspections were finalized earlier this fall, with a temporary certificate of occupancy issued in September.
CH-2	Develop and Launch Home Repair Program	Offer grants or loans for home repairs to qualifying low-income residents.	CEDD	Housing	Scheduled to begin on 4/1/2026	4/1/2026	6/30/2027	Although the project is scheduled to begin in April 2026, City staff met with County staff to review the County's existing Minor Home Repairs Program and collaborated on developing program guidelines and eligibility criteria.
CH-3	Establish Rent Registry for Both Rent-Stabilized and Market-Rate Rental Units	Launch a new Rent Registry system to register and track all rental units in East Palo Alto, promoting transparency and rental stability.	CEDD	Rent Stabilization Program	In Progress	7/1/2025	3/31/2027	Staff researched rent registry ordinances, developed a work plan, and begun drafting the ordinance. Outreach was conducted in August with landlords and the City's rent data vendor, Tolemi.
CH-4	Research Feasibility of a Financial Empowerment and Foreclosure Prevention Program	Conduct research and internal analysis to assess the feasibility of creating a foreclosure prevention fund to support homeowners at risk of losing their homes.	CEDD	Housing	Scheduled to begin on 1/1/2026	1/1/2026	9/30/2026	Although the project is scheduled to begin in January 2026, staff issued an RFP in Q1.
CH-5	Research Feasibility of a First-Time Homebuyer Assistance Program	Research and assess down payment assistance models for eligible first-time homebuyers.	CEDD	Housing	Scheduled to begin on 10/1/2025	10/1/2025	9/30/2026	N/A
CH-6	Research Feasibility of a Residential Rental Inspection Program	Assess the feasibility of establishing a systematic rental inspection program to ensure safety, habitability, and compliance with health and building codes across residential rental properties.	CEDD	Building and Code Enforcement	In Progress	7/1/2025	6/30/2026	Staff is evaluating how other jurisdictions implement residential rental inspection programs. When this research is complete, staff will evaluate which, if any, models can be implemented in East Palo Alto, and what resources would be necessary to implement such a program. Staff tentatively plans to schedule a study session in Q4 of this fiscal year.

CH-7	Update the Inclusionary Housing Ordinance	Amend the Inclusionary Housing Ordinance to reduce constraints.	CEDD	Housing	In Progress	7/1/2025	6/30/2027	During Q1, staff continued coordination with 21 Elements and the Grand Nexus Study to inform potential updates to the Inclusionary Housing Ordinance. Following this work, a draft Memorandum of Understanding (MOU) with the County was prepared for review.
CH-8	Update the Zoning Code	Complete updates to the City's zoning code to comply with State housing requirements and streamline development review processes.	CEDD	Planning	In Progress	7/1/2025	6/30/2026	Staff are reviewing and identifying necessary updates to the Zoning Code and refining draft objective design standards. Draft Code amendments are expected to be completed in November for internal review, with presentations planned for the Planning Commission in January and the City Council in February.
<b>Strategic Priority: Governance, Organizational Strength, and Fiscal Sustainability</b>								
GOV-1	Collaborate with the SMC Libraries to Identify and Implement a Comprehensive Funding Strategy for Library	Pursue partnerships and fundraising strategies with San Mateo County Libraries, securing full funding for library construction.	City Manager's Office	CMO - Administration	Deferred	7/1/2025	6/30/2027	The fundraising strategy developed with the San Mateo County Libraries (SMCL) and SMCL Foundation is currently paused while the City determines whether the Library project will move to the Civic Commons.
GOV-2	Conduct Council Term Limit Policy Research	Analyze how other cities use term limits for elected officials and present options to City Council.	City Clerk	N/A	In Progress	10/1/2025	9/30/2026	The project is in its initial phase. Staff plan to coordinate with the City Attorney's Office to define the research scope and identify a list of comparable California cities for analysis.
GOV-3	Develop a 10-Year Fiscal Strategy and Address the Structural Deficit	Develop a strategy to reduce the City's budget deficit and keep services funded long term.	Finance	N/A	Delayed	7/1/2025	3/31/2026	Staff are reassessing the project approach to refine the process and determine the next steps.
GOV-4	Develop a Citywide Information Systems Master Plan	Create a long-term strategic plan for City technology investments, heightened cybersecurity, and infrastructure upgrades.	City Manager's Office	IT	In Progress	7/1/2025	6/30/2026	In September, the City issued an RFP for IT Strategic Planning Services to guide development of a comprehensive Information Systems Master Plan.
GOV-5	Implement a Centralized Grants Management System	Bring in a new system to manage the grants the City applies for and awards to community partners.	Finance	N/A	Scheduled to begin on 7/1/2026	7/1/2026	12/31/2026	N/A
GOV-6	Prepare 2026 Ballot Measure to Raise Revenue for Infrastructure Improvements and Public Facilities	Begin the public process of exploring a future bond measure to fund unfunded infrastructure and buildings.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	12/31/2026	Staff are preparing for a potential 2026 ballot measure to generate revenue for critical infrastructure and public facility improvements. Staff is working with a consultant to determine how to relay the fair and balanced information.
GOV-7	Update the City's Personnel Policies and Procedures	Update the City's Personnel Policies to align with best practices, support labor relations, and improve Human Resources management.	City Manager's Office	Human Resources	Scheduled to begin on 1/1/2026	1/1/2026	6/30/2027	Though the project does not begin until Q3, preliminary planning is underway, including development of the project work plan, milestones, and an approach for review.
GOV-8	Upgrade and Launch New City Website	Upgrade the City's website to be more user-friendly, mobile-accessible, and easier to navigate.	City Clerk	N/A	In Progress	7/1/2025	6/30/2027	Staff have evaluated the current website's functionality, user feedback, and design limitations, and identified key goals and success criteria for the new site. Work is in progress to develop the RFP scope.
<b>Strategic Priority: Land Use, Economic, and Workforce Development</b>								
LU-1	Conclude Measure HH Pilot Evaluation and Initiate Ongoing Workforce Development Program	Complete an evaluation of the Measure HH Pilot Workforce Development Program to assess impact and guide future workforce investments.	CEDD	Housing	In Progress	7/1/2025	6/30/2027	Staff gathered City Council input in July and extended the consultant's contract to complete the Measure HH Pilot Workforce Development Program evaluation.

LU-2	Create an Economic Development Strategic Plan Focusing on Small and Micro Businesses	Develop an Economic Development Strategy aimed at supporting small and micro businesses to grow local jobs and services.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	12/31/2025	Staff provided an update to the City Council on July 15 summarizing project progress and community engagement activities. A community workshop held on September 4 was well attended and generated valuable feedback from residents, business owners, and stakeholders. The consultant team began synthesizing input from the workshop and stakeholder interviews to refine and prioritize strategies that best reflect community and business needs.
LU-3	Design and Implement a "Pop-Up"/Sidewalk Vending Policy and Program	Develop regulations and a program for immobile sidewalk vendors, supporting equitable entrepreneurship while protecting health and safety.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	12/31/2025	Staff conducted research on sidewalk vending best practices across San Mateo County and developed a preliminary process outline and mapping tool to assess vendor activity and potential policy impacts. Findings and preliminary policy options were presented to the City Council on September 23 to inform development of a final policy framework. Staff also conducted field outreach in partnership with multiple departments and County Health representatives to engage local vendors and share information about the forthcoming policy.
LU-4	Implement Program to Distribute Community Resource Funds Grants for Small Business Assistance	Distribute grant funding to support assistance to small businesses.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	12/31/2026	The project was originally planned to launch as a standalone grant program with an RFP and agreements executed by the end of the year. However, staff determined it would be more effective to align the initiative with the City's Economic Development Strategic Plan. To that end, staff are consulting with the City's economic consultants to gather feedback on potential program structures, eligibility criteria, and administration models that would maximize direct support for the City's small, locally owned, and community-based businesses.
LU-5	Renovate the Cummings Loft Property into a Small Business Incubator	Renovate the City-owned Cummings Loft property, creating an incubator space for local entrepreneurs and startups.	Public Works	Engineering	In Progress	7/1/2025	9/30/2026	Design work has been completed, and Building Division approval has been secured. The project is currently out to bid.
<b>Strategic Priority: Parks, Recreation, and Community Facilities</b>								
PR-1	Complete Construction of Tenant Improvements at City Facilities	Perform facility improvements at the police station as well as the Tate Street office building.	Public Works	Engineering	In Progress	7/1/2025	9/30/2026	Design work was finalized in July, and staff subsequently reduced the scope of work. Construction at the Tate Street office and Police Department facilities is now underway.
PR-2	Conduct a Comprehensive Evaluation of Senior Service Agreements in East Palo Alto	Review the current service levels of operations for the older adult community and use the Age Friendly Action Plan to develop a roadmap for improvements.	City Manager's Office	Community Services	Scheduled to begin on 10/1/2025	10/1/2025	12/31/2026	Staff met with Senior Center, Inc. to discuss shared goals and priorities for the evaluation. Staff began working on a draft RFP.
PR-3	Construct Access Improvements at Rutgers Street Entrance to the Bay Trail	Complete improvements to open a pedestrian access point to the Bay Trail at Rutgers Street, expanding recreational access for residents.	Public Works	Engineering	In Progress	7/1/2025	12/31/2025	The construction contract was awarded by MidPen in August, and contract execution is underway.
PR-4	Create a Pilot Dog Park	Establish a pilot dog park at an existing park site.	City Manager's Office	Community Services	In Progress	7/1/2025	9/30/2026	Staff prepared, released and reviewed proposals related to an RFP for an engineer/project management consultant. The City Council awarded an agreement to CSWST2 to provide these services as of September 16, 2025, following a thirty-day RFP period.

PR-5	Establish a Joint Use Agreement with RCSD for Shared Recreation Sites	Pursue shared use agreements with local schools, increasing community access to recreational facilities.	City Manager's Office	Community Services	In Progress	7/1/2025	6/30/2026	Staff held preliminary discussions with District staff and prepared a multi-phased contract. Staff also review operational and liability considerations related to various staffing proposals, and HR staff met with the relevant union to consider the options.
PR-6	Expand EPACENTER Services and Programs Through City Funding	Fund new or expanded programs at EPACENTER, increasing access to the arts for the East Palo Alto community.	City Manager's Office	Community Services	In Progress	7/1/2025	6/30/2027	Staff received and reviewed EPACENTER's proposal in August and then went to the City Council in September. Staff then began drafting the contract.
PR-7	Finalize Architectural Design for the New East Palo Alto Library	Finalize the design plans for the new East Palo Alto library, providing modern spaces for learning, technology access, and community programming.	Public Works	Engineering	Deferred	7/1/2025	12/31/2026	The project is currently on hold pending further direction related to the new Civic Commons project, which will incorporate the future East Palo Alto Library as part of a larger civic campus development.
PR-8	Implement Priority Projects from the Parks, Recreation and Open Space Master Plan	Construct small-scale, visible park improvements such as benches, landscaping, and signage.	Public Works	Engineering	In Progress	7/1/2025	6/30/2027	Staff prepared, released and reviewed proposals related to an RFP for an engineer/project management consultant. The City Council awarded an agreement to CSWST2 to provide these services as of September 16, 2025, following a thirty-day RFP period.
PR-9	Negotiate with County to Finalize Acquisition of Beech Street	Continue negotiations to acquire County-owned property on Beech Street for future park expansion or community use.	City Manager's Office	CMO - Administration	Deferred	7/1/2025	12/31/2025	The City and County will resume discussions about the trade of 2277 University for the Beech Street property when the County determines whether a sufficient affordable housing project can be built.
PR-10	Plan for Development of New Civic Center Facility	Determine funding and begin planning for a new civic center that brings together a new larger library, city hall, police department offices, and park including track and field.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	12/31/2026	Staff actively pursued partnership and funding opportunities for this project, coordinated with project partners and design consultants regarding key design elements and partnership agreements, and explored a range of financing options to support future design and construction.
PR-11	Expand Access to YMCA Programming and Services for the Greater East Palo Alto Community	Collaborate with the YMCA to increase accessibility to recreation services for East Palo Alto residents who may otherwise be unable to participate.	City Manager's Office	Community Services	In Progress	7/1/2025	6/30/2027	The YMCA submitted a proposal, which City staff evaluated and brought forth to Council. City staff and the YMCA aligned on key performance indicators, program goals, accessibility measures, and strategies for gathering resident feedback.
<b>Strategic Priority: Public Health, Safety, and Quality of Life</b>								
PH-1	Expand Parking Enforcement Capacity	Increase resources to enforce parking rules across the City, addressing blocked driveways and long-term vehicle storage on public streets.	Police	N/A	In Progress	7/1/2025	12/31/2026	Staff researched best practices from other agencies and prepared a draft RFP for parking enforcement and staffing services.
PH-2	Implement a Crime Data Analytics Platform for the Police Department	Expand the Police Department's ability to analyze crime, traffic, and community safety trends to inform public safety initiatives.	Police	N/A	In Progress	7/1/2025	6/30/2027	The City is evaluating staffing needs to enhance the Police Department's analytical capacity. Staff is also monitoring the County Sheriff's Office's evaluation of new crime data analytics software to identify potential alignment or shared opportunities. Police Command staff will make recommendations to the City Manager, who may advance those recommendations to the City Council during mid-year or the FY 2026-27 Budget Process.
PH-3	Implement a Shopping Cart Abatement Program	Create a program to remove and prevent abandoned shopping carts across town.	City Manager's Office	CMO - Administration	Scheduled to begin on	1/1/2026	6/30/2027	N/A

PH-4	Launch a Residential Parking Permit Program	Implement a pilot parking permit program to manage parking availability and reduce congestion.	Public Works	Engineering	Deferred	7/1/2025	12/31/2026	The project timeline has been adjusted at the direction of the Mayor, with further action deferred until at least January. In the interim, staff in Public Works and the City Attorney's Office coordinated to prepare the next version of the draft ordinance.
PH-5	Launch Emergency Preparedness Program	Update the City's emergency operations plan, enhance communication systems, and provide training to staff and residents.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	6/30/2027	Staff are revising an Emergency Operations Plan (EOP) that prioritizes training, operational readiness, and interagency coordination. Key progress in Q1 included developing a comprehensive preparedness task list, replenishing emergency supplies, launching a new emergency webpage on the City's website, and conducting site visits to nearby Emergency Operations Centers in Menlo Park, Atherton, and San Jose. Staff also partnered with the American Red Cross on September 27 and successfully installed 125 smoke alarms in 33 homes.
PH-6	Maintain Senior/Disabled Individuals' Emergency Contact Database	Improve and expand the City's emergency contact list for seniors and people with disabilities.	City Manager's Office	Community Services	Scheduled to begin on 1/1/2026	1/1/2026	12/31/2026	N/A
PH-7	Strengthen the Clean City Program to Reduce Illegal Dumping	Expand the City's Clean City Program with new enforcement and education strategies to reduce illegal dumping and improve community cleanliness.	Public Works	Environ. & Sustain.	In Progress	7/1/2025	9/30/2026	On September 2, City Council authorized a MOU with Bay Area Community Resources to bring on a sustainability fellow to implement climate action strategies and expand education initiatives such as illegal dumping, composting, responsible recycling.
PH-8	Update the Environmental Justice Element of the General Plan	Complete the Environmental Justice Element update to strengthen policies addressing health disparities and environmental burdens.	CEDD	Planning	Delayed	7/1/2025	6/30/2026	Staff are reassessing the project approach to refine the process and determine the next steps.
PH-9	Update the Safety Element of the General Plan	Complete the Safety Element update to align with modern risks and community priorities, enhancing the City's resilience to natural hazards.	CEDD	Planning	Delayed	7/1/2025	6/30/2026	Staff are reassessing the project approach to refine the process and determine the next steps.
<b>Strategic Priority: Public Infrastructure and Facilities</b>								
PI-1	Assess Utility Operations and Prepare Transition Plan for Post-Lease Operations	Evaluate options for managing water, sewer, and solid waste utilities to ensure their long-term sustainability after their contracts expire.	City Manager's Office	CMO - Administration	In Progress	7/1/2025	6/30/2027	The project scope has been refined to focus on water operations as the City prepares for the end of the current water operations contract. Negotiations with the current service provider are underway to establish a contract extension of a few years in order to put out the RFP for the long-term vendor.
PI-2	Build Sidewalk and Pedestrian Safety Improvements on East Bayshore Road	Build new sidewalks along East Bayshore Road, enhancing pedestrian safety, ADA accessibility, and multimodal connectivity.	Public Works	Engineering	In Progress	7/1/2025	9/30/2026	The construction agreement was awarded in July, and contract execution has been underway.
PI-3	Collaborate with City of Palo Alto to Replace the Newell Street Bridge	Coordinate with Palo Alto to replace the Newell Street Bridge, improving flood protection and traffic safety between the cities.	Public Works	Engineering	In Progress	7/1/2025	6/30/2027	This is a joint project led by the City of Palo Alto with the City of East Palo Alto providing construction support. The project is progressing, though the schedule is managed by the lead agency.
PI-4	Collaborate with SFCJPA to Construct San Francisquito Creek Flood Protection Upgrades	Continue collaboration with the San Francisquito Creek Joint Powers Authority to enhance flood protection for residents and businesses.	Public Works	Engineering	In Progress	7/1/2025	6/30/2027	This is a regional project led by the San Francisquito Creek Joint Powers Authority (SFCJPA). In Q1, City staff continued to participate in coordination efforts and provided input as the SFCJPA advanced design studies and implementation planning.

PI-5	Collaborate with SFCJPA to Implement the SAFER Bay Project	Advance the SAFER Bay Project design to protect the community from tidal flooding and sea level rise impacts.	Public Works	Engineering	In Progress	7/1/2025	6/30/2027	The City is leading its portion of the project while coordinating closely with regional partners to ensure alignment across interconnected project segments. In Q1, design and planning efforts continued to advance the overall flood protection and resilience strategy.
PI-6	Conduct a Siting Study to Identify Locations for Additional Water Storage Tanks	Assess and identify suitable sites for new water storage facilities, enhancing emergency and drought resilience.	Public Works	Engineering	In Progress	7/1/2025	3/31/2026	The contract was executed, and the project officially kicked off in July. The consultant began the siting study in August.
PI-7	Construct a Bicycle and Pedestrian Overcrossing on University Avenue at US 101	Complete construction of a new overcrossing, improving safe pedestrian and bicycle access across University Avenue.	Public Works	Engineering	In Progress	7/1/2025	3/31/2026	Construction entered its final phase in July and August, and then staff began project closeout activities.
PI-8	Construct Full Trash Capture Devices to Meet Stormwater Compliance Requirements	Install trash capture devices in the stormwater system to comply with State mandates and reduce pollution in local waterways.	Public Works	Engineering	In Progress	7/1/2025	3/31/2026	Staff finalized project plans and bid documents, and the City Council awarded the construction contract to Ranger Pipelines on September 2, 2025. The construction is estimated to be complete by March 2025.
PI-9	Construct Mini Roundabouts to Replace Temporary Traffic Circles on Pulgas Avenue	Replace temporary traffic circles with permanent mini roundabouts, improving intersection safety and traffic management.	Public Works	Engineering	In Progress	7/1/2025	6/30/2026	City staff continued to work with the contractor and City Attorney's office on contract negotiation and execution.
PI-10	Create a Financing Strategy for Water Infrastructure Upgrades	Create a financing strategy for major water infrastructure improvements, leveraging grants and ratepayer resources.	Public Works	Engineering	Scheduled to begin on 10/1/2025	10/1/2025	12/31/2026	N/A
PI-11	Design Roadway Improvements on Woodland Avenue	Design comprehensive roadway improvements on Woodland Avenue from University Avenue to Newell Road.	Public Works	Engineering	Deferred	7/1/2025	6/30/2027	The project is currently on hold pending funding availability. Staff submitted a grant application to support the design phase, which would allow the project to move forward once funding is secured.
PI-12	Develop an Asset Management Database	Continue development of a database encompassing all City-owned infrastructure to improve asset tracking and long-term maintenance planning.	Public Works	Maintenance	In Progress	7/1/2025	9/30/2026	The City's consultant, Harris and Associates, developed additional GIS layers for the City's storm drain system in Q1.
PI-13	Develop Citywide Sewer Infrastructure Master Plan	Assess the current condition of the sewer system and create a long-term plan for replacements and repairs.	Public Works	Engineering	Complete	7/1/2025	7/31/2026	The EPASD Board adopted a sewer system master plan on July 29, 2025.
PI-14	Install Citywide Lighting Improvements – Phase II	Finish installing new streetlights and begin the next multi-year phase.	Public Works	Engineering	In Progress	7/1/2025	6/30/2027	Staff finalized and issued a request for bids (RFB) in Q1.
PI-15	Install New Traffic Signal and Complete Safety Upgrades on University Avenue at Runnymede	Upgrade the University Avenue / Runnymede Street intersection with traffic signal and pedestrian enhancements.	Public Works	Engineering	Scheduled to begin on 10/1/25	10/1/2025	9/30/2026	Preparation work for this project has allowed the project to progress ahead of schedule. In Q1, the City Council awarded a construction contract to Sposeto Engineering, Inc.
PI-16	Modernize Equipment and Complete Rehabilitation of the O'Connor Pump Station	Upgrade the O'Connor Pump Station's engines and electrical systems, improving stormwater management capacity.	Public Works	Engineering	Scheduled to begin on 10/1/25	10/1/2025	6/30/2027	Preparation work for this project has allowed the project to progress ahead of schedule. In Q1, staff completed the Phase I RFP package, executed the design contract for the Phase I scope, and solicited bids for associated piping improvements.



# EAST PALO ALTO CITY COUNCIL STAFF REPORT

---

**DATE:** November 4, 2025

**TO:** Honorable Mayor and Members of the City Council

**VIA:** Melvin E. Gaines, City Manager

**BY:** Jeff Liu, Chief of Police

**SUBJECT:** Continued use of Automated License Plate Recognition Systems for Enhanced Public Safety

---

## Recommendation

Adopt a resolution:

1. Authorizing the City Manager to enter into a five-year agreement with **Flock Group Inc. (Flock Safety)** for the continued provision of Automated License Plate Reader (ALPR) services in an amount not to exceed \$453,250.00;
2. Finding that awarding of the proposed agreement is exempt pursuant to East Palo Alto Municipal Code Section 2.84.060(17), which exempts certain purchases under applicable state, federal or local law, including “sole source”; and
3. Finding that the proposed action is exempt from the California Environmental Quality Act (CEQA) as not a “project” pursuant to sections 15378(b)(2) and 15378(b)(4) because it is a governmental administrative or fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant impact on the environment.

## Executive Summary

In 2024, the City Council approved a one-year pilot program to deploy Flock Automated License Plate Recognition (ALPR) cameras to enhance public safety in East Palo Alto. The system went live in December 2024 and has since proven effective, assisting the Police Department in solving numerous investigations. Based on these positive results, staff is recommending a five-year contract extension with Flock Safety. Approval will ensure continued access to this valuable technology to support crime prevention and investigations.

### **Alignment with City Council Strategic Plan**

This recommendation is primarily aligned with:

Priority: Public Health, Safety, and Quality of Life

### **Background**

In 2024, the City Council authorized a one-year pilot program with Flock Safety to assess the feasibility and benefits of Automated License Plate Reader (ALPR) technology. As part of the pilot, the City finalized Policy 428, launched a transparency portal, and committed to quarterly updates to the Council. The pilot was completed successfully, and staff is now recommending entering into a long-term sole source agreement with Flock.

### **Analysis**

#### **MORE ABOUT FLOCK TECHNOLOGY**

Flock Safety began operations in 2017 as a modern, lower-cost alternative to legacy ALPR systems. It has rapidly evolved into a dominant provider of ALPR technology in the Bay Area, with a closed network accessible only to customer agencies. Participation in this closed network is exclusive to Flock clients—providing a unique, non-duplicable capability that would be unavailable through other vendors.

Flock's ALPR system has been instrumental in assisting regional agencies in locating wanted vehicles and suspects connected to crimes that occurred in East Palo Alto. Because agencies input BOLO (Be-On-The-Lookout) information into the shared network, Flock cameras have enabled arrests well outside the City's boundaries when wanted vehicles were located by external partners.

#### **Key Features of Flock Technology:**

- Fixed Cameras photograph vehicles as they pass, capturing license plates, time, date, and general vehicle characteristics.
- The system stores captured images on Flock's encrypted servers for 30 days, after which the data is automatically and permanently deleted.
- In addition to plate reading, Flock uses vehicle fingerprinting—identifying distinguishing features like roof racks or bumper stickers—to track vehicles even when the license plate is obscured.
- Flock cannot access DMV data. Investigators must use CLETS to run plate queries separately.
- Each system user has an individual login. Every query requires an associated case number, and usage is logged and auditable.
- Investigative data can be downloaded as evidence and attached to case reports.

- Agencies can share data only on a case-by-case basis and must follow the same access and audit rules. Misuse may lead to account suspension.

Flock provides a public-facing transparency portal, accessible via the East Palo Alto Police Department’s website. The portal displays:

- Number of vehicle scans
- Number of BOLO hits
- Number of user-generated searches

Flock is compliant with California law:

- Prohibits use for immigration enforcement
- Disallows sharing with out-of-state agencies
- Ensures data ownership resides with the client, and data is never sold

## **THE UTILITY OF ALPR TECHNOLOGY**

ALPR systems are valuable investigative tools, especially in communities like East Palo Alto where law enforcement resources are limited. Flock enhances the Police Department’s ability to solve serious crimes.

## **ADDRESSING CONCERNS ABOUT ALPR TECHNOLOGY**

<b><u>Concern</u></b>	<b><u>Mitigation</u></b>
<b>Privacy Infringement</b>	Use is strictly for criminal investigations. Every access is logged and tied to a case number.
<b>Abuse Potential</b>	Built-in audit trails. Misuse triggers disciplinary action and can result in account suspension.
<b>Data Security</b>	All data is encrypted and stored in AWS GovCloud. No breaches have been reported.
<b>Chilling Effect</b>	Public education and policy transparency reduce fear of surveillance.
<b>Overreach</b>	Governed by Policy 428, with monthly audits and Council oversight.
<b>Bias Concerns</b>	ALPRs are objective and do not capture driver or pedestrian identities.
<b>Loss of Anonymity</b>	Vehicle data is stored temporarily and used only for investigating serious crimes.

## **REPORTED BREACHES OF ALPR DATA SHARING**

Recent media reports have raised concerns about instances where Automated License Plate Recognition (ALPR) data collected by Flock Safety had been shared with federal and out of state agencies, in violation of California law. Subsequent reviews indicate these breaches were not the result of system vulnerabilities. The common cause was that personnel working for Flock Safety customers granted access to agencies not authorized under California law.

The East Palo Alto Police Department conducts monthly Flock Safety audits, which are posted on our ALPR transparency webpage for public access. Our monthly audits have confirmed that every search has complied with established regulations and only California agencies have accessed our ALPR data. The only personnel who have been authorized to approve agency requests to access East Palo Alto Police ALPR data are our designated administrator and the Chief of Police, which contribute to our existing high level of control over our data.

In response to the reports of data breaches, Flock Safety implemented additional tools to assist agencies with auditing the use of their data. The department has turned on the new option of requiring a case number in addition to a valid search reason, prior to searching our database.

### **Identified Need for Expanded Community Coverage**

During the course of the City's pilot program with Flock Safety Automated License Plate Reader (ALPR) technology, staff conducted a review of current camera placements and investigative outcomes. This review identified several areas within the community where additional ALPR coverage would enhance our ability to investigate criminal activity, improve response times, and support ongoing public safety initiatives.

### **Proposal to Add Up to 5 Additional Cameras**

To address these identified coverage gaps and further strengthen our community's safety infrastructure, staff recommends that the City Council authorize the ability to add up to five (5) additional Flock Safety cameras as part of the contract renewal. This flexibility will allow the Police Department to strategically deploy new cameras in locations where data and investigations demonstrate the greatest need for enhanced monitoring and deterrence.

### **Sole Source Acquisition of Flock Technology**

During the City's one-year pilot program with Flock Safety automated license plate reader (ALPR) technology, staff learned that there is tremendous value in participating in the Flock Safety network of cameras. The ability to locate suspect vehicles within the Flock Safety network has proven to be critical to many investigations. Flock's closed network, which includes over 80 Bay Area law enforcement agencies, creates a robust database of shared information that significantly expands each agency's investigative capacity. This network is only accessible to Flock Safety clients and is comprised solely of Flock Safety client databases—meaning only agencies and private entities that are Flock customers can access and contribute to this shared

resource. Staff has found no comparable vendor offering a system that provides the City access to such a vast network with similar or better software functionality. The City can only access this closed database through the use of Flock technology, and access is strictly limited to Flock customers. This unique capability allows the City to receive and share information with other jurisdictions, greatly enhancing the ability to locate and apprehend wanted vehicles and subjects connected to criminal investigations, including violent crimes that have occurred in East Palo Alto when vehicles have been entered into the wanted vehicle system. The network’s effectiveness is further supported by the fact that Flock technology is consistently used by other agencies throughout the Bay Area to successfully locate suspect vehicles and aid in investigations. The Flock Safety network does not include any personally identifiable information beyond license plate data, and investigators must use separate, controlled law enforcement databases to obtain registered owner information. All data is owned by the client agency and is never sold or shared by Flock to private entities. The Flock Safety network is, therefore, a secure, client-only database that has proven to be a vital investigative tool during the City’s trial period with the technology.

**Fiscal Impact**

The total cost of the contract over the five-year term beginning November 1, 2025, is **\$453,250**, summarized as follows:

Year 1	Year 2	Year 3	Year 4	Year 5	Total
\$ 93,250	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 453,250

Because the contract period does not align with the City’s fiscal year (July 1 – June 30), the budgetary impact is distributed as follows:

FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	Total
\$ 62,167	\$ 91,083	\$ 90,000	\$ 90,000	\$ 90,000	\$ 30,000	\$ 453,250

The cost for FY2025-26 is included in the adopted budget, and no additional appropriation is required. Staff will incorporate the ongoing costs into the respective fiscal year budgets.

**Public Notice**

The public was provided notice by making the agenda and report available on the City’s website and on a bulletin board located at City Hall: 2415 University Avenue, East Palo Alto.

**Environmental**

The action being considered by the City Council is exempt from the California Environmental Quality Act (CEQA) because it is not a “project” pursuant to 15378(b)(4) because it is a fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant impact on the environment.

**Government Code § 84308**

**Applicability of Levine Act:** Yes.

**Analysis of Levine Act Compliance:** Not applicable

**Attachments**

1. Resolution
2. Flock quote

**RESOLUTION NO. XX – 2025**

**A RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF EAST PALO ALTO**

**AUTHORIZING THE CITY MANAGER TO ENTER INTO A FIVE-YEAR CONTRACT WITH FLOCK SAFETY FOR THE CONTINUED USE OF AUTOMATED LICENSE PLATE READER (ALPR) TECHNOLOGY AND NETWORK FOR ENHANCED PUBLIC SAFETY**

**WHEREAS**, the City of East Palo Alto has successfully been engaged in a pilot program with Flock Safety ALPR technology, which has proven to be a vital investigative tool for solving crimes and enhancing public safety; and

**WHEREAS**, the City has implemented robust data privacy, security, and compliance measures, including monthly audits, strict access controls, and adherence to California law prohibiting the sharing of ALPR data with unauthorized agencies; and

**WHEREAS**, Flock Safety has implemented additional auditing tools and security measures in response to concerns about data breaches, further enhancing the City’s ability to control and monitor access to ALPR data; and

**WHEREAS**, Flock Safety’s closed network, which includes over 80 Bay Area law enforcement agencies, creates a robust database of shared information that significantly expands each agency’s investigative capacity. This network is only accessible to Flock Safety clients, and is comprised solely of Flock Safety client databases—meaning only agencies and private entities that are Flock customers can access and contribute to this shared resource. Staff has found no comparable vendor offering a system that provides the City access to such a vast network with similar or better software functionality. The City can only access this closed database through the use of Flock technology, and access is strictly limited to Flock customers; and

**WHEREAS**, the City Council finds that entering into a five-year contract with Flock Safety will provide continuity of service, maintain high standards of data security and privacy, and support the City’s public safety objectives.

**NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO HEREBY:**

1. Finds the foregoing recitals are true and correct, and are incorporated by this reference into this action;
2. Authorizes the City Manager to negotiate, award, and execute a five-year contract with Flock Safety, in a form approved by the City Attorney, for the continued use of ALPR technology and network;
3. Directs staff to continue monthly audits, maintain the ALPR transparency portal, and ensure compliance with all applicable laws and policies; and

4. Finding that awarding of the proposed agreement is exempt ~~Waive the formal bid procedure~~ pursuant to East Palo Alto Municipal Code Section 2.84.0670(D17), which exempts certain purchases under applicable state, federal or local law, including “sole source”; and
5. Finding that the proposed action is exempt from the California Environmental Quality Act (CEQA) as not a “project” pursuant to sections 15378(b)(2) and 15378(b)(4) because it is a governmental administrative or fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant impact on the environment

**PASSED AND ADOPTED** this 7th day of October 2025, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

\_\_\_\_\_  
Martha Barragan, Mayor

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
James Colin, City Clerk

\_\_\_\_\_  
John D. Lê, City Attorney