EAST PALO ALTO CITY COUNCIL
REGULAR SESSION AMENDED AGENDA

Tuesday, April 7, 2026, 6:00 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, 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/87085561028

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: 870 8556 1028

International numbers available: https://zoom.us/u/aMWYF4KT

Pursuant to Government Code Section 54953, members of the council may appear remotely for the following reasons:

a. Teleconference Exception (Gov't Code § 54953(b)): None.
b. Just Cause (Gov't Code 54953(f)(A)(i)):
Councilmember: Martha Barragan
General description (Contagious illness prevents the member from attending the meeting in person (Id., subd. (j)(2)(B)) Affirmation (18 year or older participants) Admonitions: (a) video and audio must remain on; (b) disruption causes cease of council action. c. Emergency Circumstances (Gov't Code 54953(f)(A)(ii) (Approval Required)): None.

1. CALL TO ORDER AND ROLL CALL

2. APPROVAL OF THE AGENDA

3. APPROVAL OF CONSENT CALENDAR

3.1 Professional Services Contract for NPDES Compliance Services

Recommendation: Adopt a resolution authorizing the City Manager to award, negotiate, and execute an agreement with Stone Creek Environmental Consulting, in a form approved by the City Attorney, in an amount not-to-exceed $178,221 per year for a period of three years, with two optional one-year extensions, to provide National Pollutant Discharge Elimination System (NPDES) compliance services for the City.

3.2 Ramadan Proclamation

Recommendation:

Present the proclamation.

3.3 Autism Awarness Day Proclamation

Recommendation:

Present the proclamation.

3.4 Coach Horacio Proclamation

Recommendation:

Present the proclamation.

3.5 Mrs. Verna Winston Proclamation

Recommendation:

Present the proclamation.

3.6 Minutes of the March 17, 2026 Meeting

Recommendation: Adopt the minutes of the March 17, 2026, meeting.

4. CLOSED SESSION

4.1 CONFERENCE WITH LAW ENFORCEMENT AND/OR SECURITY PERSONNEL — THREAT TO PUBLIC SERVICES OR FACILITIES (Government Code Section 54957(a))

Consultation with:Valerie Armento, Acting City Attorney; Melvin Gaines, City Manager; Shiri Klima, Assistant City Manager; Orly Amey, Assistant to the City Manager; Jimmie Tulabing, IT Manager; and Government Technology Group, LLC, consultant on IT Strategic Plan.

5. PUBLIC COMMENT

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

7. APPROVAL OF EPASD CONSENT CALENDAR

7.1 Cash Disbursement Report for February 2026

Recommendation: Accept the cash disbursement report required pursuant to California Health and Safety Code Section 6794.

8. EPASD PUBLIC COMMENT

9. EPASD BOARD MEETING INFORMATIONAL REPORTS

9.1 Quarterly Update - East Palo Alto Sanitary District

Recommendation:

Receive an update from the Utility Manager regarding the East Palo Alto Sanitary District's (EPASD) quarterly activities.

10. ADJOURN EAST PALO ALTO SANITARY DISTRICT BOARD MEETING AND RECONVENE CITY COUNCIL REGUALR MEETING

11. INFORMATIONAL REPORTS

11.1 Automated License Plate Recognition (ALPR) Informational Update

Recommendation: Receive report.

12. SPECIAL PRESENTATIONS

13. PUBLIC HEARINGS

14. POLICY AND ACTION

14.1 Continued use of Automated License Plate Recognition Systems for

Enhanced Public Safety

Recommendation:

By motion, affirm authorization to continue using Flock Safety (Automated License Plate Reader (ALPR) services via a new agreement for a term of one-year with 2024 pilot study terms for an amount not to exceed $92,000.00, ending in December 2026.

14.2

Five-Year Information Technology Strategic Plan

Recommendation:

1. Adopting the City of East Palo Alto Five-Year Information Technology Strategic Plan for Fiscal Years 2026-2027 through 2030-2031;
2. Directing the City Manager to incorporate the Plan's recommended initiatives for Year 1 into the upcoming fiscal year 2026-2027 budget and Capital Improvement Program (CIP) planning processes;
3. Authorizing the City Manager to administratively amend and implement the Plan to address cybersecurity; and
4. Finding that proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.

15. COUNCIL REPORTS

15.1 Letter from Mayor Webster Lincoln

15.2 Letter from Councilmember Ruben Abrica

16. ADJOURNMENT

Upcoming meetings:

Regular Meeting	April 21, 2026	6:00 PM
Regular Meeting	May 5, 2026	6:00 PM
Budget Meeting	May 12, 2026	6:00 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 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: April 1, 2026
AMENDED: April 3, 2026

ATTEST:

James Colin
City Clerk

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

February 17, 2026

City of East Palo Alto
Public Works Department
Engineering Division
1960 Tale Street
East Palo Alto, CA 94303
Attention: Cartier Pham

Subject: City of East Palo Alto – Statement of Qualifications for Stormwater – NPDES Compliance Services

Stone Creek Environmental Consulting, LLC (Stone Creek) is pleased to present this competitive bid package to support the City of East Palo Alto (City) with implementation of their stormwater – NPDES program. Stone Creek is a leading firm providing stormwater management services, specializing in municipal stormwater management, permit compliance, and reporting. Colleen Hunt, owner, brings over 26 years of experience in environmental regulatory compliance. Stone Creek is a stable firm, with the potential for growth. Stone Creek is fully committed to providing the requested scope of services to the City.

Additionally, Stone Creek has teamed with EOA, Inc as a subconsultant to provide specialized support to the City. As the consultant for the San Mateo County-Wide Stormwater program, EOA brings a unique experience and understanding of the City's needs for NDPES Permit compliance.

Enclosed is our proposal. If selected, I will be the principal in charge, as well as the project manager. I am the company's officer authorized to contractually bind the firm and to negotiate a contract with the City. My contact information is in the header.

I look forward to working with your team.

Sincerely,

Colleen Hunt, CPMSM
Owner

Key Personnel Background

STONE CREEK environmental consulting

Colleen Hunt – Project Manager; Principal Compliance Specialist, has 26 years experience in water quality with 14 years experience in municipal stormwater. Former Environmental Scientist with the North Coast Regional Water Board for 18 years, including managing the municipal stormwater program between 2012 and 2017. Colleen has been a consultant since 2017.

Bob Legge – Lead Field Inspector, brings over nineteen years of environmental studies experience to Stone Creek, including seven years with the North Coast Regional Water Quality Control Board and seven years supporting outreach on the value of the Russian River. Bob has extensive field work experience, including construction site inspections and river cleanup events. He has been with Stone Creek for five years and has been the lead field inspector on constructions erosion and sediment control inspections, industrial and commercial inspections, OVTAs, and LID maintenance inspections. Experience includes drafting inspection reports, including documenting findings, deficiencies and issuing corrective action notices. He also has experience with drafting of Stormwater Management Plans and Annual Reports.

Adrienne Groves – Compliance Specialist, with experience supporting municipal, industrial, and commercial stormwater programs. At Stone Creek, Adrienne supports Bay Area municipal clients with Phase I and Phase II MS4 permit compliance, including Illicit Discharge Detection and Elimination (IDDE) program development, progressive enforcement frameworks, OVTAs, and construction and commercial/industrial site inspections. Previously, she worked as an Environmental Specialist at Recology, where she supported compliance with the Industrial General Permit (IGP), including SWPPP preparation, BMP implementation, and routine inspections.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Workplan

Project Background

The City of East Palo Alto (City) is subject to the requirements of the San Francisco Bay Regional Water Quality Control Board (SFBRWQCB) Municipal Regional Stormwater NPDES Permit Order No. R2-2022-0018, NPDES Permit No. CAS612008 (MRP 3.0). The permit was adopted on May 11, 2022 and went into effect July 1, 2022. Requirements are numerous and prescriptive. Some of the most relevant implementation measures include the following provisions:

- C.2. MUNICIPAL OPERATIONS
- C.3. NEW DEVELOPMENT AND REDEVELOPMENT
- C.4.INDUSTRIAL AND COMMERCIAL SITE CONTROLS
- C.5. ILLICIT DISCHARGE DETECTION AND ELIMINATION
- C.6. CONSTRUCTION SITE CONTROL
- C.7. PUBLIC INFORMATION AND OUTREAC
- C.8. WATER QUALITY MONITORING
- C.9. PESTICIDES TOXICTY CONTROL
- C.10. TRASH LOAD REDUCTION
- C.11 MERCURY CONTROLS
- C.12. POLYCHLORINATED BIPHENYLS CONTROLS
- C.13. COPPER CONTROLS
- C.14. BACTERIA CONTROL
- C.20. COST REPORTING
- C.21. ASSET MANAGEMENT PLAN
- C.22 ANNUAL REPORTS

The Scope of Work (SOW) for this RFQ is to assist the City with the planning and implementation of tasks necessary for compliance with the MRP 3.0, including utilizing and participating in San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) committees, subcommittees, and work groups.

Scope of Work

In accordance with the RFQ, the following SOW outlines the tasks and approach proposed by Stone Creek Team.

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Task 1 – Program Management, Coordination, and Regional Engagement

The Stone Creek Team will provide the City with overall assistance in stormwater program management, coordination, and regional engagement. The goal will be to assist the City in meeting stormwater permit requirements and coordinate active participation in SMCWPPP, including engagement and participation in regional projects and participation in the MRP renewal process. Under this task, the Stone Creek Team will provide the following services:

Attend Meetings with City Staff

The Stone Creek Team will attend a kick-off meeting at the start of the contract and four quarterly progress meetings with City staff. The kick-off meeting will be conducted to review and confirm the scope and schedule, as well as discuss relevant information needed for task implementation. The quarterly meetings will include discussion of project tasks, task status, presentation of findings and information, discussion on recommendations, and review of key decisions for ongoing task management and permit compliance. Quarterly meetings will also be used to provide City staff with updates on key compliance dates and City responsibilities to meet requirements.

Assumptions:

- Meetings will be held virtually. Additional meetings may be needed to keep projects on track. Such meetings will be tracked as part of the scope and budget for Task 2.

Deliverables: Meeting agendas and summary notes.

General Program Management

MRP 3.0 includes 22 sets of requirements for the implementation of Best Management Practices (BMPs). Many BMP requirements necessitate the involvement of multiple departments and complex compliance timelines. To support the City's tracking efforts, the Stone Creek Team will develop tools and resources to clearly document requirements, due dates, and documentation needed for compliance. Our Team will review all MRP 3.0 requirements, develop a guidance plan with actions, assign roles and responsibilities for City staff/departments and consulting services, and set up a system to efficiently track completed tasks and deadlines. Project management tools such as spreadsheets, Microsoft Planner, or Microsoft Project will be used in coordination with the City to track progress towards milestones and fully address compliance dates.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Deliverables: Guidance Plan; Project management track resources.

SMCWPPP Coordination

SMCWPPP was established in 1990 to reduce the pollution carried by stormwater into local creeks, San Francisco Bay and the Pacific Ocean. SMCWPPP is a partnership of the City/County Association of Governments (C/CAG) and 22 municipal agencies in San Mateo County, including the City of East Palo Alto. SMCWPPP operates with a Board, various committees, subcommittees and workgroups to plan and implement water quality compliance projects for compliance with the MRP. Participation in this collaborative effort is essential to the City's compliance with MRP 3.0.

As a member of SMCWPPP, the City is required to collaborate and coordinate with County-wide committees/subcommittees, discussions, and initiatives. For this task, the Stone Creek Team will assist the City in meeting these requirements by attending meetings, reviewing and commenting on documents developed by SMCWPPP, and providing general coordination with collaborative implementation measures of MRP 3.0.

Table 1 includes a list of all SMCWPPP committees. The Stone Creek Team will attend meetings as scheduled and will prepare meeting summaries that will be distributed to City staff. Table 1 also includes the anticipated number of meetings each committee will host during the fiscal year. Note, this task will not include attending the Stormwater Committee Meetings.

Table 1: SMCWPPP Committees and Meeting Frequency

Committee	Assumed Number of Meetings Per Year
Technical Advisory Committee	0 – If needed this committee meetings are combined with the Stormwater Committee meetings
New Development Subcommittee	2
Commercial/Industrial/Illicit Discharge	2
Watershed Monitoring Committee	1
Litter Workgroup	0 – combined with Trash Subcommittee
Trash Subcommittee	4
Stormwater Committee	Stone Creek will not attend these meetings
Municipal Maintenance Subcommittee	2
Pest Management and Parks Subcommittee	2

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Assumptions:

- Assumes 13 meetings for one fiscal year, with an average of 3.5 hours per meeting. As a cost savings, the Stone Creek Team will only attend in-person meetings when no virtual option is available.
- Assumes review of up to 4 draft documents prepared and distributed by SMCWPPP.

Deliverables: Meeting notes. Comments on draft documents.

Permit Renewal

This task will also include participation in the permit renewal process, which is already underway with the Regional Water Board. On behalf of the City, the Stone Creek Team will stay up-to-date on the permit renewal schedule and engage with SMCWPPP on renewal discussions and topics by attending renewal meetings, providing input, reviewing and commenting on the draft permit, updating City staff on permit renewal status, gathering input from City staff on high priority permit renewal topics, and representing the City's perspective on permit renewal topics and discussions.

Deliverables: Meeting notes. Comments on draft documents, including the draft MRP 4.0.

Task 2. Stormwater Program Implementation, Inspections, and Field Activities

---

For Task 2, the Stone Creek Team will provide technical support and implementation of permit requirements for portions of C.3, C.4, C.6, C.10, and C.22 of MRP 3.0 as described below.

Annual Report

The City is required to submit an annual report to the Regional Water Board summarizing all activities conducted during each fiscal year. The annual report is a template form that is created regionally and completed by each Permittee to provide the required information to demonstrate compliance with the MRP. Under this task, the Stone Creek Team will assist with the preparation of the FY 2025/2026 annual report. This task will include meeting with City staff to discuss compliance status of requirements, completing the report template, identifying areas of the form for City staff to populate, and conducting a comprehensive quality assurance review. The Stone Creek Team anticipates having a draft report for City review by September 15, 2026.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

The City will be responsible for finalizing the report and submitting it to the Regional Water Board.

Deliverables: Draft FY 2025/26 Annual Report.

Green Infrastructure Program

Section C.3.j. of MRP 3.0 requires the City to continue to implement their Green Infrastructure Plan (GI Plan). The GI Plan is intended to serve as an implementation guide and reporting tool during the permit term (and beyond) to provide reasonable assurance that Total Maximum Daily Load (TMDL) waste load allocations for PCBs and mercury will be met. The main objective of the GI Plan is to identify projects that, over the long-term, will shift storm drain infrastructure from "gray" to "green." In 2020, the City adopted a GI Plan, outlining their approach to implementing green infrastructure projects. Elements of the GI Plan include a list of projects and a prioritization process, including both jurisdictional and regional projects, project tracking, and mapping approach, as well as sizing and design guidance.

The City has made notable progress with implementation of its GI Plan, including updating planning documents to be consistent with GI Plan goals, working with non-municipal entities to educate and encourage GI in future projects, providing an up to date map to the public on the location of completed GI projects, successfully obtaining funding for GI projects, updating municipal codes and policies to ensure the City has the legal authority to implement GI in projects, and providing public education and outreach to the general public on the benefits of GI.

While the City has made significant progress with the implementation of the GI Plan, continued and ongoing actions are needed to remain in compliance with MRP 3.0.Under this task, the Stone Creek Team will assist the City with these actions, which include:

No-missed opportunities: MRP 3.0 requires that the City consider incorporating GI in all public projects where GI would not be otherwise required. Under this task, the Stone Creek Team will review the City's Capital Improvement Project (CIP) list to evaluate the potential for GI incorporation. This includes:

- Reviewing each annual and multiyear CIP project for potential GI applicability.-year CIP project for potential GI applicability.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

- Identifying **nonregulated projects** that could incorporate GI features even when C.3 is not triggered.**-regulated projects**
- Documenting feasibility and constraints.
- Maintaining a "GI Opportunity CIP List" for internal planning and grant readiness.

Numeric Implementation: MRP 3.0 requires the City to implement GI projects which are not already defined as Regulated Projects. Referenced as numeric retrofit requirements, the City is required to retrofit 1.76 acres to be treated with GI. Under this task, the Stone Creek Team will track projects to determine if they qualify for GI retrofit credits.

Also, as part of this task, and in support of both no-missed opportunities and numeric implementation requirements, the Stone Creek Team is available to review projects for the potential for GI, determine retrofit qualification, and review draft plans to ensure GI is incorporated within the requirements of MRP 3.0.

Deliverable: GI Opportunity CIP list. Other deliverables based on City direction for project review.

Business Stormwater Inspection Plan

Section C.4. of MRP 3.0 requires the City to implement an industrial and commercial site control program at all sites that could reasonably be considered to cause or contribute to pollution of stormwater runoff. This includes the implementation of an Industrial and Commercial Business Inspection Plan (BIP). This plan serves to categorize commercial and industrial sites by pollutant threat to water quality and outline required inspection frequencies, protocols to change inspection frequencies based on site performance and add and remove sites as businesses open and close. This plan is to be updated annually.

Under this task, the Stone Creek Team will conduct inspections that are due during the fiscal year as identified in the BIP, track inspection results, conduct follow-up inspections as needed, document inspections using an inspection form and photos, track findings, corrective actions, and compliance data, and provide the City with recommendations for enforcement, following the Enforcement Response Plan.

Upon completion of the inspections, the Stone Creek Team will complete the annual BIP update, incorporating the findings of the inspections and adjusting the inspection frequency based on findings and results. The facility list will be updated based on the City's business license records to confirm new businesses to include in the inventory.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Additionally, business no longer operating will be removed from the facility list based on inspection findings and City staff input.

Assumptions:

- Assumes up to 30 initial inspections and 6 follow up inspections annually.
- Budget and level of effort assumes 3 hours per facility, including scheduling, inspections, and reporting.

Deliverables: Inspection Reports. Corrective Action Recommendations, as needed. Updated BIP.

Construction Site Inspections

Section C.6. of MRP 3.0 requires the City to implement a construction site inspection and control program at all construction sites within the City's jurisdiction to prevent discharges of pollutants into storm drains. This includes monthly wet season inspections of all construction sites disturbing more than one acre of land, all hillside projects disturbing greater than or equal to 5,000 square feetand high priority sites determined by the City or the SFBRWQCB as having significant threat to water quality.

Under this task, Stone Creek will conduct monthly wet season construction site inspections. Wet season is defined as October thru April. Inspections will be conducted in accordance with MRP 3.0 section C.6.e.ii.3 with a focus on the adequacy and effectiveness of site-specific BMPs. All inspections will be recorded on an inspection form, documented with photos, and tracked in an electronic database. Stone Creek will issue verbal corrective actions for minor deficiencies and refer major deficiencies to the City for formal enforcement.

Assumptions:

- The proposed budget and level of effort are based on four projects inspected monthly for the entire wet season, for a total of 28 inspections. Budget and level of effort assume 4 hours per inspection, including preparation, scheduling, inspections, corrective action notifications, follow-up inspections as warranted, and reporting.
- The City will provide an inventory of projects needing inspections.

Deliverables: Inspection Reports. Corrective Action referrals, as needed.

New Development O&M Inspections

Section C.3.h.6 of MRP 3.0 requires the City to implement an O&M Inspection Plan for inspecting all pervious pavement systems that total 3,000 square feet or more,

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

stormwater treatment systems and hydromodification controls installed at Regulated Projects, offsite locations, and/or joint or Regional Projects (collectively referred to as C3 BMPs). The O&M Inspection Plan must include the following:

- Inspection procedures of all newly installed C3 BMPs,
- Operation and Maintenance inspection frequency of installed C3 BMPs at least once every five years, with at least 20% of projects inspected in a given fiscal year.

Under this task, the Stone Creek Team will provide guidance to the City for conducting C3 inspections. This will include providing the facilities that need to be inspected during the 2026/2027 fiscal year, project maps, inspection forms, and general guidance on conducting the inspections. This task will also include helping the City maintain the C3 inventory and adding new projects to the inventory as applicable.

Deliverable: Updated Inventory; Inspection Instruction Packet

Long-term Trash Reduction Plan

Section C.10 of MRP 3.0 requires the City to implement trash load reduction control actions including mandatory minimum full trash capture systems to meet the goal of 100 percent trash capture or no adverse impact to receiving waters from trash by June 30, 2025. The City has met this milestone with the installation of full trash capture devices and other institutional controls. Current requirements under C.10 are continued implementation of institutional controls and operation and maintenance requirements for full trash capture devices. This includes routine inspections of each device conducted at a frequency identified in the Asset Management Plan.

Under this task, the Stone Creek Team will coordinate with maintenance staff to ensure inspections are conducted in a timely manner and properly documented and review inspection records to determine if more frequent maintenance is required. The Stone Creek Team will incorporate all findings into the annual report as required for documentation of implementation of the Asset Management Plan.

Assumptions:

- Maintenance staff will conduct routine inspections of full trash capture devices.

Deliverables: Inspection Summary and Recommendations for Refinements; Updated Asset Management Plan, as applicable.

STONE CREEK environmental consulting

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

Task 3. Regulatory Monitoring, Bacteria TMDL, and Technical Compliance Support

As described in the RFQ, Task 3 is reserved for regulatory monitoring, bacteria Total Maximum Daily Load (TMDL) implementation requirements, and other technical compliance support. The City is not currently subject to bacteria TMDL requirements, so the Stone Creek Team is not including a scope of work for this element. However, the Stone Creek Team is heavily experienced in developing bacteria monitoring plans, conducting bacteria monitoring and source identification studies, and assisting municipalities in complying with bacteria TMDL requirements, so should the City need this assistance in the future with bacteria TMDL related tasks, the Stone Creek Team can develop a SOW, budget, and schedule to provide such services.

Aside from bacteria TMDL tasks, the Stone Creek Team has identified a number of high priority tasks that it recommends that the City initiate under Task 3 to remain in compliance with MRP 3.0 and prepare for new/enhanced requirements in MRP 4.0.

Consistent with the City's previous request for a list of other specific services that the Stone Creek Team can provide to assist with MRP compliance and Annual Report services, we recommend that the City move forward under Task 3 of this scope of service with the tasks listed below. These tasks are intended to support the City with MRP 3.0 compliance and preparation for new and enhanced requirements under MRP 4.0, which is scheduled for adoption in 2027. A brief description of the scope of work for each task suggested to be implemented under Task 3 is provided below. Further definition of the tasks listed below that the City chooses to move forward with can be provided during the development of the agreement between the City and Stone Creek, should our Team be selected to assist the City.

- **NPDES permit training for City staff (all provisions)** - The Stone Creek Team will provide one training workshop for City staff on a high priority topic selected by the City. Training will be either in-person or virtual as directed by the City. Budgets assume each training will be roughly 2 hrs.
- **Support for Mercury and PCB control programs (C.11/C.12) -** Provisions C.11 and C.12 require the City to implement a number of pollutant control programs to address PCBs and mercury impacts to the Bay. Under this task, the Stone Creek Team will meet with the City and review the requirements and identify which programs the City needs most assistance with. A technical memorandum

Stone Creek Environmental Consulting
8733 Lakewood Drive, Suite B
Windsor, CA 95492
colleen@consultingstonecreek.com
707-318-9415

will be developed with a summary of the meeting and recommendations for action the City needs to take for compliance with this permit requirement.

- **Asset Management Plan implementation and reporting (C.21)** – MRP provision C.21. requires the City to develop, update, and implement an asset management plan, including an O&M Plan. Under this task, the Stone Creek Team is available to assist with updates to the Asset Management Plan, oversee implementation of the O&M Plan, update asset inventories, and prepare annual reporting information.
- **Cost reporting assistance (C.20) -** The FY 24/25 annual report marked the first year in which the City was required to document costs expended on complying with the MRP. The countywide stormwater program (SMCWPPP) provided trainings for the City and other San Mateo County Permittees on using the cost reporting tool developed by EOA. Adequate reporting of costs for the City, however, requires additional assistance and processes that have not been established. This task will be conducted to assist the City with developing clear guidance and processes to track, document and report costs expended annually by the City. The Stone Creek Team will conduct one-hour virtual meetings with each applicable department (up to 4) to discuss and document current tracking of budgets and costs, as related to MRP compliance. Following these meetings, the Stone Creek Team will develop written recommendations and standard procedures on tracking costs by each department. These procedures will also provide a stand-alone resource for staff assigned to compile and report costs in future MRP annual reports.

The budget and level of effort for the Stone Creek Team to provide support services for these tasks should be considered preliminary and subject to change based on dialogue with City staff regarding the scope of services desired. Therefore, budget line items associated with Task 3 should be considered a placeholder due to the nature of the additional tasks being somewhat undefined. A more refined scope of services will be provided for one or more of the task areas listed above (as directed by the City), as well as the costs associated with these tasks, prior to execution of the final contract.

Kristin Kerr, M.S., P.E., QSD/P, Vice President-Administration

Kristin Kerr has over 25 years of consulting and project management experience for a range of projects related to stormwater and wastewater NPDES permit compliance at EOA. She has worked with Phase I municipal stormwater programs, as well as providing support for clients with the Phase II, Industrial and Construction Statewide Stormwater Permits. Kristin provides technical support for municipal maintenance, industrial/commercial inspections, illicit discharge, and trash control tasks for SMCWPPP, SCVURPPP and ACCWP. Kristin also provides technical support for new and redevelopment and green infrastructure for SMCWPPP and SCVURPPP. Kristin helped develop the SMCWPPP and SCVURPPP PLDA trash inspection program plan templates, inspection forms, fact sheets and training. She oversees PLDA inspections conducted by EOA staff for several municipal clients including Cities of Emeryville, Dublin, Menlo Park, and Daly City, and Alameda County

Jill Bicknell, P.E., Senior Managing Engineer

Ms. Bicknell is a water resources engineer who has worked in the field of stormwater quality management and permit compliance for over 30 years, specializing in assistance to Phase I and Phase II NPDES-permitted municipalities with implementation of LID techniques, green stormwater infrastructure (GSI) planning, stormwater treatment, technical guidance, and training. She provides technical support for "C.3" compliance to the Santa Clara and San Mateo countywide stormwater programs, including developing and updating C.3 guidance documents, conducting annual C.3/LID/GSI workshops and other trainings, and acting as an on-call technical resource for Permittee staff. She has assisted municipalities to develop tools for GSI planning, including GSI policies and ordinances, funding and implementation mechanisms guidance, design concepts, details and specifications, and conducted GSI feasibility assessments. She has also assisted municipalities with development and implementation of local GSI Plans and challenges with GSI design, siting, and maintenance. She is also currently assisting municipalities with asset management planning and tracking/reporting of costs associated with NPDES permit compliance

Jeff Sinclair, M.S., Senior Scientist

Mr. Sinclair has over 16 years of extensive experience in stormwater management and has led a range of projects related to asset management, cost reporting, green infrastructure, trash load reduction, data management, training, and internal audits. For nine years and up until 2022, he worked for the City of San Jose, gaining a unique perspective into the interdepartmental coordination needed to integrate stormwater policies and procedures into ongoing operations and capital programs. He led the development of the City of San Jose's first Green Stormwater Infrastructure Plan and designed implementation strategies that considered funding opportunities. He also led the development of San Jose's Green Stormwater Infrastructure Maintenance Field Guide and trainings to support condition assessments and maintenance. Since 2022, he has provided technical assistance to municipalities with

NPDES permit compliance activities relating to asset management, cost reporting, trash load reduction, green infrastructure planning/design, and other stormwater program elements. Mr. Sinclair has experience closing gaps and creating program improvements through internal audits as well as developing workplans, standard operating procedures, and data tracking systems. Recent projects include asset management plan development, condition assessment training and implementation, cost reporting guidance, and data analysis support.

Bonnie de Berry, M.S., CPSWQ, Managing Scientist

Ms. de Berry has over 25 years of experience managing consulting projects for both public and private sector clients. She specializes in water quality, stormwater management, and monitoring/assessment. Bonnie focuses on NPDES permitting, TMDL compliance, and stormwater best management practice (BMP) selection. She is responsible for coordinating all aspects of MRP Provision C.8 (Water Quality Monitoring) for SMCWPPP and SCVURPPP. She also develops and implements bacteria TMDL compliance programs which include identification of bacteria control measures through desktop and field based microbial source tracking methods. For example, Bonnie assisted the City of Pacifica develop the initial monitoring approach for the San Pedro Creek and Pacifica State Beach Indicator Bacteria TMDL that is now implemented through Provision C.14.b. On behalf of SMCWPPP and in coordination with the San Mateo Resource Conservation District, Bonnie designed and conducted a microbial source tracking desktop analysis and field investigation that informed the Pillar Point Harbor and Venice Beach Bacteria TMDL which is now implemented through Provision C.14.d. Bonnie also assisted the Cities of Sunnyvale and Mountain View develop their Enhanced Bacteria Control Plan (Provision C.14.a) and is now assisting them with implementing the associated water quality monitoring plan.

Colleen Hunt

Technical Professional Consultant
Owner

STONE CREEK environmental consulting

Background and Experience

Colleen Hunt has worked in the environmental regulatory field for 26 years, specializing in water quality and hazardous materials management. For 18 years Ms. Hunt was employed by the State of California at the North Coast Regional Water Quality Control Board. Her primary responsibility between 2012 and 2017 included managing the National Pollutant Discharge Elimination System (NPDES) stormwater program. For the past 8 years Ms. Hunt has continued her career in environmental regulatory management as a private consultant. Her knowledge of environmental regulations and requirements allows her to advise clients on direct compliance approaches leading to technical and cost-effective solutions. Ms. Hunt has worked with dozens of municipalities on storm water permit compliance by providing program assessment, reporting, training, compliance determination, collaborative planning, program improvement and field inspections.

Stone Creek Environmental Consulting, Santa Rosa, California
February 2020 to present
Company owner and technical consultant providing professional consulting services across multiple regulatory programs including stormwater management, hazardous material management, wastewater, and drinking water.

- Manage client accounts including contract negotiations, budgets, and deliverables.
- Meet and confer with clients to discuss technical requirements and implementation strategies.
- Assess client water quality programs for compliance with permits including drinking water, wastewater, and stormwater NPDES requirements; provide recommendations and options for filling compliance gaps.
- Draft technical compliance plans for municipal storm water programs including storm water management plans, trash implementation plans, facility pollution prevention plans, Total Maximum Daily Loads (TMDL) progress reports, annual reports, and monitoring reports.

Education

2000 – B.S., Environmental Studies Concentration in Hazardous Materials Management, Cum Laude, Sonoma State University, Rohnert Park, California

Certifications

Certified Professional in Municipal Stormwater Management No. 343

Professional Affiliations

California Stormwater Quality Association, Member
Center for Watershed Protection, Member

- Plan and conduct Best Management Practices effectiveness assessments including sediment reduction studies, water conservation outreach, and integrated pest management.
- Conduct inspections of facilities to determine if BMPs are effective and in compliance with permit requirements; inspection types include commercial and industrial facilities, low impact development BMPs, construction sites, industrial and commercial facilities and municipal facilities such as corporation yards. Includes reviewing erosion and sediment control plans and Low Impact Development (LID) plans and assessing sites for compliance with written submissions.
- Provide staff training on storm water permit components including illicit discharge detection and elimination, non-storm water discharges, best management practices, integrated pest management, spill prevention and response, and rain-ready preparedness.

ACTIVE PARTICIPANT IN STATE-WIDE STORM WATER INITIATIVES AND PROGRAM DEVELOPMENT

- Member of the California Stormwater Quality Association
- Member of the Center for Watershed Protection
- Co-chair the CASQA Phase II Permit Subcommittee
- Chair of the Bay Area Storm Water Manager Phase II Permit Subcommittee
- Participant in the Bay Area Municipal Stormwater Collaborative, past Co-Chair
- Certified Professional in Municipal Storm Water Management (#343) through EnviroCert International

Bob Legge

Technical Professional Consultant
Field Personnel

BACKGROUND

Bob Legge brings over sixteen years of environmental studies experience to Stone Creek, including seven years with the North Coast Regional Water Quality Control Board, seven years with the Russian River Keeper, and two years with Stone Creek. Bob has extensive field work experience during his career, including construction site inspections and river cleanup events.

Experience

Stone Creek Environmental Consulting, Santa Rosa, California
September 2021 to current

- Lead field personnel conducting On land Visual Trash Assessments, construction project erosion and sediment control inspections, industrial and commercial inspections, and post-construction maintenance inspections.
- Tracking inventory, drafting of inspection reports, manage inspection data, facility compliance determination, documenting findings, deficiencies and issuing corrective action notices.
- Drafting of Stormwater Management Plans and Annual Reports.

Education

2008 – B.S., Environmental Studies Concentration in Water Technology, Sonoma State University, Rohnert Park, California

Professional Affiliations

California Stormwater Quality Association, Member

Certifications

Certified Inspector Sediment and Erosion Control, #1338

Qualified Stormwater Practitioner, #24459

Key Clients

Provides services to North Coast Phase I Municipal Stormwater Permit clients including the Cities of Cotati, Healdsburg, Sebastopol, Ukiah, The County of Sonoma and The Sonoma County Water Agency. Additional clients served include The County of Mendocino and The Cities of East Palo Alto, Escalon and Ripon.

Jill Bicknell, M.S., P.E.

Senior Managing Engineer

jcbicknell@eoainc.com

Areas of Expertise

Stormwater Program Management
LID/Green Infrastructure
Hydromodification Management
NPDES Permit Compliance
Watershed Planning
Water Quality and Hydrology
Infrastructure Planning

Years of Experience

EOA: 31 Years
Prior to EOA: 14 Years

Education

M.S./Water Resources Engineering
Stanford University
B.S./Civil Engineering
University of Vermont

Registration/Certification

- Professional Engineer, CA

Ms. Bicknell is a water resources engineer who has worked in the field of stormwater quality management and permit compliance for over 30 years, specializing in assistance to Phase I and Phase II NPDES-permitted municipalities with implementation of LID techniques, green stormwater infrastructure (GSI) planning, stormwater treatment, technical guidance, and training. She provides technical support for "C.3" compliance to the Santa Clara and San Mateo countywide stormwater programs, including developing and updating C.3 guidance documents, conducting annual C.3/LID/GSI workshops and other trainings, and acting as an on-call technical resource for Permittee staff. She has assisted municipalities to develop tools for GSI planning, including GSI policies and ordinances, funding and implementation mechanisms guidance, design concepts, details and specifications, and conducted GSI feasibility assessments. She has also assisted municipalities with development and implementation of local GSI Plans and challenges with GSI design, siting, and maintenance. She has presented to numerous audiences about GSI and nature-based techniques. She is also currently assisting municipalities with asset management planning and tracking/reporting of costs associated with NPDES permit compliance.

Relevant Project Experience

Development of Green Stormwater Infrastructure Plans – Various Municipalities, 2017-2019

Ms. Bicknell led the development of GSI Plans for the County of San Mateo and the Cities of Santa Clara, Palo Alto, Los Altos, Mountain View, Cupertino, Los Altos Hills, Milpitas, Sunnyvale, and West Valley Communities for compliance with Provision C.3.j of the Bay Area Municipal Regional Stormwater Permit (MRP). Tasks included: identifying potential GSI projects and locations; updating related municipal plans; identifying funding options; compiling the GSI Plan; and assisting with outreach to city committee(s), city councils, and the public.

San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) Municipal Stormwater Management and NPDES Permit Compliance - SMCWPPP, 2009-ongoing

Ms. Bicknell assists SMCWPPP with guidance and technical support on stormwater controls and LID measures for new/redevelopment projects. Assistance has included development of and updates to the C.3 Regulated Projects Guide, checklists, and outreach flyers; conducting annual C.3/LID workshops; support for the New Development Subcommittee (NDS) and on-call technical assistance to permittees for C.3, LID, and hydromodification management issues.

Green Infrastructure Plan Development and Implementation Assistance – County of San Mateo, 2018-2022

Ms. Bicknell led the consultant team that developed a GSI Plan for the County of San Mateo and continued to help the County implement the GSI Plan. In addition to developing the GSI Plan elements, Ms. Bicknell worked with the County's GSI Work Group to identify department roles and procedures, developed a draft stormwater and drainage ordinance, and conducted an interdepartmental GSI Plan Implementation workshop. Subsequent tasks with the consultant team included: review of planned CIP road projects for GSI feasibility; review of opportunities for GSI near commercial properties; and development of County-specific GSI details.

Green Stormwater Infrastructure Feasibility Analysis – City of Santa Clara, 2022-2024

To meet NPDES permit requirements, the City of Santa Clara needs to install GSI retrofits that treat stormwater from a total of 5 acres of existing impervious surface in the City right-of-way. Ms. Bicknell led a team of EOA staff that analyzed the feasibility of GSI retrofits within three public streets in the City. During 2022, EOA conducted a preliminary desktop analysis of three streets identified by the City as potential candidates for GSI: Lincoln Street, Hope Drive, and Serena Way. The analysis was presented as part of a training workshop for City staff. The preliminary analysis concluded that Lincoln Street and Hope Drive offered potential opportunities for GSI retrofits. Based on these findings, the City retained EOA to conduct an initial feasibility study of Lincoln Street and Hope Drive. A detailed desktop analysis using GIS data on utility locations, parcel boundaries, and topography was conducted for sections of these streets, evaluating opportunities and constraints for bioretention and pervious pavement, followed by a field investigation to confirm the findings. Based on these analyses, EOA identified potential locations for GSI retrofits that would treat stormwater from more than 5 acres of impervious surface, and provided maps and sizing calculations to the City for preliminary design.

Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP) Municipal Stormwater Management and NPDES Permit Compliance – SCVURPPP, 1996 - Ongoing

Since 1996, Ms. Bicknell has served as Assistant Program Manager for SCVURPPP, a program to assist 15 agencies ("Co-permittees") in complying with their NPDES stormwater discharge permit requirements. She provides Program management and technical support to Co-permittee agencies, conducts training workshops, and assists preparation of the Program's annual reports, budgets, and work plans. Her specific focus has been preparing and providing guidance on Provision C.3 compliance, LID and GSI, including developing and updating the SCVURPPP C.3 Stormwater Handbook and conducting annual C.3/LID/GSI workshops and other trainings. She also led SCVURPPP's efforts to develop countywide tools for GSI planning, GSI funding and implementation mechanisms guidance, alternative compliance training and tools, and a GSI Handbook of design concepts, details and specifications.

Santa Clara Basin Stormwater Resource Plan -- SCVURPPP and Santa Clara Valley Water District, 2017-2019

As project manager, Ms. Bicknell worked with Santa Clara Valley Water District staff to develop a Stormwater Resource Plan (SWRP) for the Santa Clara Basin in Santa Clara County. She directed and helped complete the following tasks: 1) assembling required data; 2) preparing grant deliverables on data sources, watershed characteristics, and water quality issues; 3) preparing a stakeholder outreach plan; 4) conducting (with Paradigm Environmental) a methodology to identify and prioritize public parcels and street segments for potential GSI projects; 5) preparing the draft SWRP; and 6) leading Technical Advisory Committee (TAC) and stakeholder meetings and presentations. The Final Draft SWRP was submitted to the State Water Board in December 2018 and the Final SWRP certified by the State Water Board in August 2019.

Charleston Pump Station Realignment and Retention Basin Retrofit – City of Mountain View (Subconsultant to GHD), 2023 – Ongoing

Ms. Bicknell provided technical input on improvement alternatives for the City's Charleston Basin Retrofit project for integrating GSI to address requirements in Provision C.3 of the MRP and generate treated acres that could be counted toward the City's numeric impervious surface retrofit targets. When GSI retrofits at the Basin were determined to be infeasible, Ms. Bicknell performed a review of another alternative for retrofitting the High-Level Ditch in Shoreline Park to treat runoff from the Shoreline Amphitheater parking lot and other adjacent areas. She also provided technical review of the Alternatives Analysis Report and provided comments and input on permitting pathways to comply with existing and future MRP requirements.

Jeff Sinclair, M.S.

Senior Scientist

jsinclair@eoainc.com

Areas of Expertise

Stormwater Program Management
LID/Green Infrastructure
NPDES Permit Compliance
Watershed Planning
Water Quality and Hydrology
Infrastructure Planning
Data Management

Years of Experience

EOA: 18 months
Prior to EOA: 16 Years

Education

M.S./Environmental Studies
San Jose State University
B.S./Environmental Studies
San Jose State University

Mr. Sinclair has extensive experience in stormwater management and has led a range of projects related to trash controls, inspections, green infrastructure, data management, training, and internal audits. For nine years and up until 2022, he worked for the City of San Jose, gaining a unique perspective into the interdepartmental coordination needed to integrate stormwater policies and procedures into ongoing operations and capital programs. Mr. Sinclair has experience closing gaps and creating program improvements through internal audits as well as developing workplans, standard operating procedures, and data tracking systems. Since 2022, he has provided technical assistance to municipalities with NPDES permit compliance activities relating to asset management, cost reporting, trash load reduction, green infrastructure planning/design, and other stormwater program elements. Recent projects include asset management plan development, condition assessment training and implementation, cost reporting guidance, and data analysis support.

Relevant Project Experience

Cost Reporting Framework Guidance and Support – Various Clients, 2024 - present

Mr. Sinclair assisted municipalities in Alameda, Santa Clara, and San Mateo counties with developing cost reporting in compliance with Provision C.20 of the Municipal Regional Permit (MRP). For Alameda and San Mateo Counties, Mr. Sinclair reviewed cost reporting tables and met individually with permittees upon request to answer questions and walk through the cost reporting table to overcome areas of confusion. For Santa Clara County, he met monthly with a work group devoted to cost reporting to help provide guidance and answer questions. In addition, he developed a Frequently Asked Questions (FAQ) document as a useful reference. The FAQ is made up of a compilation of questions and responses provided either as part of the work group or separately that he tracked as they were presented. Mr. Sinclair continues to support permittees with tracking and reporting costs related to compliance with the NPDES permit.

Asset Management Plan Implementation – Various Clients, 2025 – present

Mr. Sinclair is assisting the Alameda, Santa Clara, and San Mateo Countywide programs with implementation of their asset management plans to varying degrees. He is guiding permittees through the next steps related to implementation and reporting including, holding meetings to go over the components of the asset management plan, sharing how to collect and manage asset data, leading a county-wide risk analysis (Santa Clara), and providing in-field trainings on conducting condition assessments.

Private Land Drainage Area (PLDA) Trash Inspection Program – City of Oakland, 2025 – present

The City of Oakland (City) is required to meet the Municipal Regional Permit Provision C.10 requirement of 100% trash load reduction by June 30, 2025. As part of this requirement the City must address trash from private properties that connect to the City's storm drain system. Mr. Sinclair developed the approach to conducting

inspections taking into consideration the short time to complete inspections and the unique aspects of Oakland. He defined the initial and follow-up inspection approaches as well as a self-certification process for certain qualifying properties. Mr. Sinclair documented the inspection program in a PLDA Trash Inspection Plan. He also assisted the City by reviewing outreach materials, website content, and notification letters for the program. Mr. Sinclair continues to track inspection data and provides it to the City via a database and dashboard.

East Palo Alto Asset Management Plan – East Palo Alto, 2025

Mr. Sinclair assisted the City of East Palo Alto with the development of their stormwater asset management plan. His focus was on developing the City's cost evaluation and forecasting section of the plan. This task involved gathering information on the total inventory of assets, types of assets, current maintenance, and current levels of internal coordination. In addition, Mr. Sinclair guided the City with forecasting costs by incorporating his professional knowledge and experience related to inspections and establishing prioritized frequencies.

Town of Hillsborough Asset Management Planning and Cost Reporting – Town of Hillsborough, 2025

Mr. Sinclair led the development of the Town of Hillsborough's asset management plan. He worked with the Town to compile their asset inventory, establish a risk-based prioritization approach for ongoing inspection and maintenance, and evaluated costs for the two fiscal years following the development of the plan. Mr. Sinclair met with the Town to compile details that would impact costs. This information was used for both the Asset Management Plan and to guide the Town through completion of their cost reporting table. Mr. Sinclair collected their initial draft cost reporting table, reviewed the inputs, updated equations as needed, and then reconvened with the Town to address any outstanding issues prior to reporting.

Stormwater Asset Management Plans and Condition Assessments – Various Clients, 2025

Mr. Sinclair assisted several municipalities (including City of Santa Clara, City of Campbell, Town of Los Gatos, City of Monte Sereno, and City of Saratoga) by developing their stormwater asset management plans per the requirements of Provision C.21 of the MRP for the September 2025 Annual Report. He helped each of the agencies to developed an asset management plan template that serves as an outline and provides example text for identifying and categorizing assets, characterizing the conditions of assets, prioritizing O&M activities, managing and analyzing asset data, and determining current and future costs. In addition, Mr. Sinclair created guidance for managing asset data and for conducting condition assessments, including tables that associate condition scores with specific guidelines.

Trash Load Reduction Plan Update – City of San Pablo, 2023 – 2024

The City of San Pablo (City) was required to submit an updated Trash Load Reduction Plan as described in Provision C.10.d of the MRP because it did not expect to meet the C.10.a 90% compliance benchmark by June 30, 2023, without offsets or credits. Mr. Sinclair supported the City with updating their C.10 Trash Load Reduction Compliance Plan with a schedule of implementation of additional trash load reduction actions sufficient to achieve compliance with the 90% benchmark (without offsets or credits), and 100% benchmark by June 30, 2025. He conducted an inlet sizing and drainage area analysis for trash capture device feasibility. Where trash capture device installation was infeasible or impracticable, Mr. Sinclair proposed programmatic controls (e.g. volunteer-led cleanups) based on benchmarking research and discussions with City staff. Mr. Sinclair led the development of an Arc GIS Online Dashboard to help manage data. (*Before EOA*)

Kristin Kerr, M.S., P.E., QSD
Managing Engineer
kakerr@eoainc.com

Areas of Expertise

NPDES Permitting
Wastewater Treatment Plant Permit Compliance
Stormwater Management
Data Management

Years of Experience

EOA: 25+ Years
Prior to EOA: 1 Year

Education

M.S./Environmental Engineering
University of California, Berkeley - 1993
B.S./Civil Engineering, summa cum laude
Tufts University, Massachusetts - 1992

Registration/Certification

- Professional Engineer, State of California
- Qualified SWPPP Developer/ Practitioner, State of California

Overview

Ms. Kerr has over 25 years of project management, task management and technical responsibility for a range of projects related to stormwater and wastewater NPDES permit compliance, wastewater treatment plant engineering, design and operation, biosolids management, chronic toxicity investigations, and environmental data management. Assists with Phase I, Phase II, Industrial and Construction stormwater NPDES permit compliance, developing Stormwater Management Plans, Stormwater Pollution Prevention Plans and annual reporting. She has worked in the following areas of municipal stormwater programs: municipal operations, new and redevelopment, green infrastructure, industrial and commercial control programs, illicit discharge detection and elimination, construction site control programs, and drinking water system discharges.

Relevant Project Experience

Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP) Municipal Stormwater Management and NPDES Permit Compliance – SCVURPPP, 1999 - ongoing
Currently facilitates the municipal maintenance, construction inspection, industrial/commercial and illicit discharge and detection, and the water utility ad hoc task groups and provides technical support for new and redevelopment, green infrastructure and trash control program tasks. Technical support includes development of guidance documents, fact sheets, template field forms, outreach material, data management systems and training. She has provided assistance updating the SCVURPPP C.3 Guidance Manual, developing the SCVURPPP Green Stormwater Infrastructure Manual, revising GI typical details, and inspector training for O&M inspections of C3 stormwater treatment control measures. She assisted the trash ad hoc task group with developing small and large trash full capture system inspection and maintenance field forms, data tracking templates, standard operating procedures, Private Land Drainage Area trash inspection program template and training. She attends CASQA Construction and Industrial Subcommittee meetings.

San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) Municipal Stormwater Management and NPDES Permit Compliance - SMCWPPP, 2011-ongoing
Facilitates subcommittees for municipal maintenance and industrial, commercial and illicit discharge control programs. For the municipal maintenance staff provided trainings on rural roads maintenance, corporation yard BMPs, trash full capture device maintenance and construction BMPs. Technical support includes development of guidance documents, data tracking templates, updates to inspection forms, Business Inspection Plan template, Enforcement Response Plan template and outreach material. Provides technical support to the new and re-development, construction site control and trash management programs including training presentations. Assisted the trash subcommittee with developing small and large trash full capture system inspection and maintenance field forms, data tracking templates, standard operating procedures, Private Land Drainage Area trash inspection program template and training. Provides in-kind services on behalf of SMCWPPP on regional projects related to unsheltered homeless populations and emergency fire fighting discharges.

Alameda County Clean Water Program (Clean Water Program) Municipal Stormwater NPDES Permit Compliance - ACCWP, 2011-ongoing
Currently serves as project manager and facilitates the industrial/commercial and illicit discharge subcommittee and municipal maintenance subcommittee. Support for the subcommittees includes developing guidance materials, trainings, and BMP outreach material. Previously assisted with develop and maintenance of the ACCWP Facility

Stormwater Inspection database, C3 Technical Guidance Manual updates and construction stormwater inspector training presentations. As project manager oversees assistance on tasks related to trash management, cost reporting, asset management, and unsheltered homeless populations.

Alameda County Public Works Department Municipal Stormwater NPDES Permit Compliance –April 2016-ongoing
Served as project manager to assist Alameda County implement MRP requirements. Project to date includes assistance with C.3 new development and redevelopment, C.6 construction site control program and C.10 trash control program. EOA conducts PLDA inspections on behalf of the County. EOA also assisted the County with development of their Green Infrastructure Plan including overall project management, identifying projects, tracking procedures, updating planning documents, general design guidelines, evaluating funding sources, and training for municipal staff.

City of Dublin Municipal Stormwater NPDES Permit Compliance – June 2022 – June 2027

Serves as project manager to assist the City of Dublin implement MRP requirements. Tasks to date include updating Corporation Yard Stormwater Pollution Prevention Plan, updating Enforcement Response Plan for C.3.h stormwater treatment measure O&M verification inspections, C.4 business inspections, C.5 illicit discharge inspections, C.6 construction site inspections and C.10 Private Land Drainage Area trash inspections, performing PLDA inspections, assistance with trash control planning and reporting, updating C.3 and C.10 project information in the ACCWP AGOL Tool, C.3 project reviews, and asset management condition assessments.

Private Land Drainage Area (PLDA) Inspections for Cities of Emeryville, Daly City, and Livermore – May 2025 – ongoing

Oversees staff conducting PLDA inspections for several municipalities. Inspections include initial inspections and follow up inspections. In addition, assists municipalities develop inspection related documents including notification letters, inspection forms, fact sheets, program plans, and warning letters.

Bonnie de Berry, MFS, CPSWQ
Managing Scientist
bdeberry@eoainc.com

Areas of Expertise

NPDES Permit Compliance
Stormwater Program Management
Microbial Source Tracking
Water Quality Monitoring
QAPP/SOP Development
Stormwater Management
Grant Writing
TMDL Compliance

Years of Experience

EOA: 13 Years
Prior to EOA: 16 Years

Education

MFS/Aquatic Chemistry
Yale University
BS/Natural Resources & Environmental Studies
University of Minnesota

Registration/Certification

- Certified Professional in Storm Water Quality™ #0726 - 2011

Ms. de Berry has over 25 years of experience managing consulting projects for both public and private sector clients. She assists San Francisco Bay Area municipal agencies with all facets of municipal stormwater NPDES permit compliance. She specializes in water quality, stormwater management, and monitoring/assessment. She directs watershed investigations and environmental analyses to address a wide variety of water related issues with an emphasis on nonpoint sources of pollution and water quality enhancement. Bonnie focuses on NPDES permitting, TMDL compliance, and stormwater best management practice (BMP) selection. She leverages her interdisciplinary background to develop technical solutions within a dynamic regulatory setting. She designs and implements environmental monitoring plans to identify sources of pollutants and aquatic habitat stressors such as trash, PCBs, bacteria (through microbial source tracking), and nutrients. She leads field studies using state-of-the-art techniques to calibrate simulations of pollutant fate and transport in surface and groundwater systems. Bonnie is skilled at coordinating stakeholder groups, presenting complex studies to a wide variety of audiences, and writing detailed technical documents, often for the purposes of reaching mutually beneficial outcomes from negotiations. She successfully manages schedule and budget commitments for both small and large contracts. Bonnie currently serves as co-chair of the California Stormwater Quality Association (CASQA) Monitoring and Science Subcommittee.

Relevant Project Experience

Sunnyvale-Mountain View Fecal Indicator Bacteria Monitoring / Source Identification Program, 2020-ongoing

As Project Manager, is assisting the Cities of Sunnyvale and Mountain View investigate potential sources of fecal indicator (FIB) bacteria to their MS4s and identify control measures. In 2020, when presented with third-party data suggesting that the Cities' MS4s were potentially contributing to FIB exceedances in local receiving waters, EOA assisted in the development of a report documenting potential FIB sources and existing and planned FIB control measures. A key outcome of the report was the development (in 2022) and ongoing implementation of a comprehensive FIB Monitoring and Source Identification Program (Program), which was subsequently adopted by the Regional Water Board as a Provision in the Bay Area Municipal Regional Stormwater NPDES Permit. The Program includes four components: a FIB geodatabase used to understand the extent of potential FIB sources, a conceptual model to prioritize MS4 catchments for monitoring, a field monitoring plan and Quality Assurance Program Plan (QAPP), and adaptive management measures. The field monitoring component includes monthly monitoring at prioritized MS4 outfalls, periodic creek walks for comprehensive outfall monitoring, and monthly receiving water monitoring. All samples are analyzed for FIB and human-specific (HF183) genetic markers to assess the spatial and temporal extent of these indicators. Follow-up special studies are conducted within MS4 catchments that have consistently elevated HF183 concentrations. Special studies include methods such as windshield surveys, manhole sampling, and CCTV, and have resulted in corrective actions to eliminate identified sources of HF183.

South Santa Clara County Phase II Municipal Stormwater Management and NPDES Permit Compliance, Santa Clara County, CA, 2013-ongoing

Ms. de Berry is assisting South Santa Clara County and their regional partners, the Cities of Morgan Hill and Gilroy, comply with all aspects of the 2013 Phase II NPDES Permit. Major tasks have included: development of a Regional Wasteload Allocation Attainment Program addressing the Pajaro River Fecal Coliform TMDL; design and implementation of a desktop and field based water quality monitoring program, including development of a Quality Assurance Project Plan consistent with the California Surface Water Ambient Monitoring Program (SWAMP); oversight of compliance with the "Trash Amendments;" negotiations with Central Coast Regional Water Board staff to determine mutually acceptable approaches to compliance; MS4 outfall and catchment mapping; facility mapping; public outreach strategies; and development of the Program Effectiveness Assessment and Improvement Plan (PEAIP). Ms. de Berry also prepares annual reports addressing PEAIP Implementation, TMDL Status, and Water Quality Monitoring.

San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) Municipal Stormwater NPDES Permit Compliance, 2024-ongoing

As contract manager, Bonnie leads a multi-disciplinary consulting team that assists the SMCWPPP Program Manager with implementation of the Program, including overall Program planning and management, budgeting and scheduling, and facilitation of Program committees, subcommittees, workgroups, and training workshops. Bonnie leads a team of EOA staff that assists. This includes assisting the Program's member agencies with all facets of municipal stormwater NPDES permit compliance, including permit requirements related to new and redevelopment, green infrastructure planning, water quality monitoring, PCBs/mercury source identification and control projects, trash controls, public outreach, and annual reporting.

Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP) and San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) NPDES Monitoring Compliance, 2013-ongoing

Ms. de Berry is assisting SCVURPPP and SMCWPPP with compliance with Provision C.8 (Water Quality Monitoring) of their municipal stormwater NPDES permit. From 2013 – 2022, monitoring was focused on bioassessment surveys, i.e., measurement of benthic macroinvertebrates, benthic algae, and physical habitat to assess biological conditions in creeks. With the reissuance of the NPDES permit in 2022, she developed new monitoring programs and associated Quality Assurance Project Plans (QAPPs) to evaluate the effectiveness of bioretention LID facilities and to measure discharges of trash from MS4 outfalls. She also coordinates pollutants of concern (PCBs and mercury) monitoring, pesticides & toxicity monitoring, and special studies to investigate sources of pollutants (low dissolved oxygen, bacteria, PCBs and mercury) and potential management actions. Bonnie represents SCVURPPP and SMCWPPP in regional workgroups and committees and prepares annual interpretive reports.

Team Experience

8733 Lakewood Drive, Suite B
Windsor, CA 95492

707-318-9415

colleen@consultingstonecreek.com

Stone Creek Environmental Consulting, LLC (Stone Creek) is a female owned, small business consulting firm specializing in environmental permitting and compliance. Stone Creek was founded in 2020. Although a recently formed company, Colleen Hunt, owner, brings over 23 years of experience in environmental regulatory compliance. Ms. Hunt established Stone Creek to provide exceptional, client-driven services with the dedication to develop streamlined and cost-effective regulatory compliance strategies.

Company Experience

PROVIDES CLIENTS WITH REGULATORY COMPLIANCE SUPPORT:

- Experience in navigating complex regulatory processes, including engaging in effective communication with regulatory agency representatives.
- Specializing in municipal Phase I and Phase II storm water program compliance and implementation.
- Supporting clients in developing cost-effective and streamlined compliance strategies focused at meeting regulatory mandates.
- Representing client position and perspective when negotiating with regulatory agencies. This includes effective advocacy when clients are confronted with unwarranted or unjustified requirements.
- Familiarity with regulatory agency obligations to the regulated community such as written directives, clear expectations and appropriate task deadlines, and citing appropriate statutory codes to justify requirements.
- Demonstrated strong technical writing skills applicable to the development of workplans, monitoring reports, annual reports, and other forms of compliance reports.

CITY OF UKIAH

REFERENCE: MR. ANDREW STRICKLIN, ENGINEER, 300 SEMINARY AVENUE, UKIAH, CA 95482; 707-463-6200

Stone Creek has been providing stormwater management services to the City of Ukiah since 2020. Projects completed include:

- Annual report preparation
- Commercial/industrial inspection program coordination
- Construction site inspections
- Facility Pollution Prevention Plan preparation
- Tracking of LID facility inventory
- LID maintenance inspections
- Coordinate, plan and implement a sediment reduction program including workplan development, field assessments, surface water sampling, draft summary reports with findings, conclusions, and recommendations
- Develop and provide annual municipal staff training on stormwater best management practices
- Develop a Trash Implementation Plan (TIP) including development of baseline trash generation levels and compliance strategy

ROLES AND RESPONSIBILITIES

Colleen Hunt - Program Manager and Lead Technical Consultant. Responsibilities include contract and budget management, track and manage due dates, develop key project strategies, develop compliance strategies, draft workplans and reports, and develop training materials.

Luis Rivera – Quality Assurance Review Responsibilities include reviewing and editing all project deliverables.

Bob Legge – Lead Field Inspector Responsibilities include scheduling and conducting construction site inspections and industrial and commercial inspections, develop inspection reports, and communicate corrective actions with responsible parties.

Adrienne Groves – Compliance Specialist TIP updates, including OVTA data collection, data management and synthesis, construction site corrective actions and compliance tracking, update enforcement response plan, and program effectiveness assessment planning.

CITY OF COTATI

REFERENCE: MR. CRAIG SCOTT, CITY ENGINEER, 201 WEST SIERRA AVE, COTATI, CA 94931 / 707-665-3620

Stone Creek has been providing stormwater management services to the City of Cotati since 2020. Projects completed include:

- Attend monthly coordination meetings as a representative of Cotati
- Annual report preparation
- Commercial/industrial inspection program coordination
- Construction site inspections
- Facility Pollution Prevention Plan preparation
- Tracking of LID facility inventory
- LID maintenance inspections; coordinate, plan and implement a sediment reduction program including workplan development, field assessments, surface water sampling, draft summary reports with findings, conclusions, and recommendations
- Develop and provide annual municipal staff training on stormwater best management practices
- Develop a Trash Implementation Plan (TIP) including development of baseline trash generation levels and compliance strategy.
- Track and maintain surface water and outfall monitoring data.

ROLES AND RESPONSIBILITIES

Colleen Hunt - Program Manager and Lead Technical Consultant. Responsibilities include contract and budget management, track and manage due dates, develop key project strategies, develop compliance strategies, draft workplans and reports, and develop training materials.

Luis Rivera – Quality Assurance Review Responsibilities include reviewing and editing all project deliverables.

Bob Legge – Lead Field Inspector Responsibilities include scheduling and conducting construction site inspections and industrial and commercial inspections, develop inspection reports, and communicate corrective actions with responsible parties.

Adrienne Groves – Compliance Specialist TIP updates, including OVTA data collection, data management and synthesis, construction site corrective actions and compliance tracking, update enforcement response plan, and program effectiveness assessment planning.

Example Project Description: Private Land Drainage Area (PLDA) Inspections

Client name: County of Alameda

Contact: Sharon Gosselin, Alameda County Stormwater Program Manager; 415-272-2568; sharon@acpwa.org

Services Provided: EOA provides ongoing MRP implementation support, including GI Plan development and implementation; GI and C.3 training for the Roads and General Services Agency; updates to the C.3/C.4/C.5/C.6 Enforcement Response Plans; C.3 and C.10 data entry into the County's AGOL Tool; and PLDA inspections. For PLDA inspections, EOA developed documentation for the program and a warning letter for follow up inspections. Additional services include trash management support such as updating baseline trash generation maps, identifying potential small full capture device locations, and GIS analysis of parcels. EOA staff have a standing monthly meeting with County staff to discuss the status of specific tasks and respond to County questions regarding MRP implementation, trash capture device locations, and GIS analysis of parcels. -capture device locations, and GIS analysis of parcels >10,000 sq ft. EOA staff have a standing monthly meeting with County staff to discuss the status of specific tasks and respond to County questions regarding MRP implementation.

Start/Completion: July 2023 – June 2028

Key EOA personnel involved: Kristin Kerr, Vishakha Atre, Prajna Shetty

Example Project Description: Feasibility Assessment of Public Sites for GSI Retrofits

Client: City of Santa Clara

Contact: Colleen Trostle, Deputy Director, Department of Public Works, 408-615-3099, ctrostle@santaclaraca.gov

Services Provided: EOA assisted the City in identifying feasible locations for installing GSI on public lands and in public rights-of-way to help meet the City's goals for meeting MRP GSI retrofit targets and supporting the City's Alternative Compliance Program. EOA conducted a feasibility analysis to determine the feasibility of GSI retrofits on three public streets: Lincoln Street, Hope Drive, and Serena Way. Work included a detailed desktop analysis of each site (which eliminated Serena Way) using existing conditions data such as topographic surveys, as-built plans, utility maps, soils data, transportation maps,

drainage delineation, and plans of proposed improvements provided by the City; field assessments of the remaining sites, and concept fact sheets providing the City with information for design bids.

Year of Completion: 2024

Key EOA Personnel: Jill Bicknell, Peter Schultze-Allen

Example Project Description: Asset Management Plan

Client: Town of Hillsborough

Contact: Doug Belcik, Associate Civil Engineer, (650) 375-7588, dbelcik@HILLSBOROUGH.NET

Services Provided: EOA led the development of the Town of Hillsborough's asset management plan. EOA worked with the Town to compile their asset inventory, establish a risk-based prioritization approach for ongoing inspection and maintenance, and evaluated costs for the two fiscal years following the development of the plan. EOA staff met with the Town to compile details that would impact costs. This information was used for both the Asset Management Plan and to guide the Town through completion of their cost reporting table. EOA collected their initial draft cost reporting table, reviewed the inputs, updated equations as needed, and then reconvened with the Town to address any outstanding issues prior to reporting.

Year of Completion: 2025

EOA personnel: Jeff Sinclair, Senior Scientist & Vishakha Atre, Managing Scientist

Example Project Description: Bacteria Monitoring

Client name: County of Santa Clara

Contact (email, address and telephone): Vanessa Marcadejas, Santa Clara County Stormwater Program Manager; 408-690-7602; vanessa.marcadejas@cep.sccgov.org

Description of scope of work: EOA is assisting South Santa Clara County and their regional partners, the Cities of Morgan Hill and Gilroy, comply with all aspects of the 2013 Phase II NPDES Permit. Major tasks have included development of a Regional TMDL Wasteload Allocation Attainment Program and associated Bacteria TMDL Monitoring Plan (and Quality Assurance Project Plan) addressing the Pajaro

River Fecal Coliform TMDL. The Monitoring Plan follows the CA Microbial Source Identification Manual, including desktop and field approaches to identify sources of bacteria in local receiving waters. EOA implements the Monitoring Plan by creating a Bacteria Geodatabase using ArcGIS software and by collecting field samples during a variety of climate conditions for analysis of fecal indicator bacteria and species-specific genetic markers. Over the past several years, EOA has also developed and implemented several bacteria special studies, including dry weather windshield investigations of urban catchments, pet waste reconnaissance in City parks, and wet weather monitoring of MS4 catchments. EOA assists the regional partners by developing annual Regional TMDL Status Reports which document ongoing bacteria control measures, recommend new control measures, and describe monitoring results.

Start/Completion: July 2013 – present

Key EOA personnel involved: Bonnie de Berry, Jeff Sinclair, Vishakha Atre

Stone Creek References

Kevin Booker, P.E.
Water Agency Principal Engineer
Sonoma Water
404 Aviation Blvd
Santa Rosa, CA 95403
707-521-1865
Kevin.Booker@scwa.ca.gov

Ruth LaBlanc
Sr. Manager, Environmental Health & Safety
Collins Aerospace
3530 Branscombe Road, P.O Box KK
Fairfield CA, 94533
O: +1 707.422.1880, Ext. 1895
C : +1 707.290.7630
ruth.leblanc@collins.com

EOA References

Julie Casagrande
Natural Resource Manager
Department of Public Works | Utilities and Watershed Protection
555 County Center, 5th Floor | Redwood City, CA 94063
Main 650.363.4100 | Direct 650.599.1457
jcasagrande@smcgov.org

Matthew Fabry, P.E.
Director
Public Works Department
330 W. 20th Ave. | San Mateo, CA 94403
650.522.7309
mfabry@cityofsanmateo.org

Negative History

There is no negative history to report by either Stone Creek or EOA.

Schedule for Stormwater NPDES Program Compliance Services

Assumes contract start date will be July 1, 2026

	Task Description	Task Roles and Responsibilities	2026						2027					
			Q3			Q4			Q1			Q2		
			J	A	S	O	N	D	J	F	M	A	M	J
	Task 1. Program Management, Coordination, and Regional Engagement													
Task 1	Attend Meetings with City Staff	Stone Creek	Kick off Meeting			Quarterly Meeting #1			Quarterly Meeting #2			Quarterly Meeting #3		
Task 1	General Program Management	Stone Creek	Draft Guidance Plan											
Task 1	SMCWPPP Coordination	Stone Creek	On-going											
Task 1	Permit Renewal	Stone Creek	On-going											
	Task 2. Stormwater Program Implementation, Inspections, and Field													
Task 2	2026 Annual Report	Stone Creek, EOA	Draft 25/26 Annual Report		Final Annual Report									
Task 2	Green Infrastructure Program	EOA												
Task 2	Business Stormwater Inspection Plan	Stone Creek	Conduct CII Inspections			Final Inspection Records and Summary Report	Update Business Inspection Plan							
Task 2	Construction Site Inspections	Stone Creek				Monthly Site Inspections	Monthly Site Inspections	Monthly Site Inspections	Monthly Site Inspections	Monthly Site Inspections	Monthly Site Inspections	Monthly Site Inspections		Final Inspection Records and Summary Report
Task 2	New Development O&M Inspections	Stone Creek										LID Maintenance Inspections	Final Inspection Records and Summary Report	
Task 2	Long-term Trash Reduction Plan	EOA	On-going											
	Task 3 Regulatory Monitoring, Bacteria TMDL, and Technical Compliance^													
Task 3	Staff NPDES Permit Training	EOA	Create a training plan*											
Task 3	Storm drain inlet marking compliance reporting	Stone Creek	Compliance Evaluation		Reporting									
Task 3	Mobile Inspection Program	Stone Creek	Develop program		Inspections									
Task 3	MS4 Map Updates	EOA	Develop a plan and schedule for updating the MS4 Map											
Task 3	Mercury and PCB Programs	EOA	To be determined based on City direction											
Task 3	Unsheltered Population Program	EOA				Review current program			Summary of compliance needs	Assist with program implementation				
Task 3	Asset Management Plan Implementation and Reporting	Stone Creek, EOA	On-going											
Task 3	Cost Reporting Assistance	EOA	On-going											

^as these tasks are undefined suggested, this is a tentative schedule. The schedule will be updated if the City approves these tasks as part of the contract.

* The training plan will include a schedule for trainings needed during the FY.

Cost Estimate

Tasks		Stone Creek							EOA								
Task #	Task Description	Project Manager/Principal Compliance Specialist	Quality Assurance	Compliance Specialist I	Lead Field Inspector	General Administration	Total Hours	Stone Creek Labor Costs	Principal	Senior Managing Engineer	Managing Scientist I	Senior Scientist I	Associate Scientist I	Total Hours	EOA Labor Costs	ODC 10% Markup	Total Labor Costs
		$297	$330	$188	$199	$119			$338	$334	$296	$228	$175				
1	Project Management, Coordination, and Regional Engagement	78	8	116	8	25	235	$52,181	4	4	8	0	0	16	$5,056		$57,237
2	Stormwater Program Implementation, Inspections and Field Activities	84	11	96	204	26	421	$90,316	2	8	16	0	10	36	$9,834		$100,150
3	Enhanced Services for High Priority MRP Areas	18	0	0	0	0	18	$5,346	0	8	23	11	20	62	$15,488		$20,834
	Proposal Total						674	$147,843						114	$30,378	$0	$178,221

2026 Billing Rates

Classification	Rate, $
Quality Assurance	$330
Principal Compliance Specialist	$297
Senior Compliance Specialist	$255
Compliance Specialist II	$209
Compliance Specialist I	$188
Field Inspector	$199
Intern	$119
Administrative Assistance	$119

Direct Costs Cost + 10%

Mileage: Standard Federal Rate

Rates are subject to a 4% annual increase.

Environmental and Public Health Engineering

EOA 2026 FEE SCHEDULE

The following fee schedule covers personnel rates for EOA, Inc. staff.

Our charges are divided into two categories: personnel, and direct expenses. A new fee schedule is issued at the beginning of each calendar year. Charges for all work, except where other arrangements have been made, are based on the new schedule of charges.

PERSONNEL

Personnel charges are for any technical, clerical or administrative work necessary to perform the project. Work tasks include geologic and environmental consulting, engineering and computer services, regulatory liaison, and report preparation. Personnel hourly rates by classification are as follows:

Principal	$338	Senior Project Manager	$289
Senior Managing Engineer/Scientist I	$334	Senior Technical Specialist	$285
Managing Engineer/Scientist III	$329	Senior Engineer/Scientist III	$274
Managing Engineer/Scientist II	$310	Senior Engineer/Scientist II	$249
Managing Engineer/Scientist I	$296	Senior Engineer/Scientist I	$228
Associate Engineer/Scientist III	$217	Technician, Administrative Manager	$137
Associate Engineer/Scientist II	$207	Clerical/Computer Data Entry	$97
Associate Engineer/Scientist I	$175		
Assistant Engineer/Scientist	$158		

Charges for professional services are in increments of one quarter-hour. Depositions/legal testimony charged portal-to-portal, at 200% of standard rates, with a four-hour minimum charge. In accordance with California Civil Procedure 2037.7, where applicable, the minimum fee must be paid prior to commencement of testimony. Preparation for court cases is charged on a time-and-materials basis as outlined in this fee schedule.

DIRECT EXPENSES

Reimbursement for expenses directly related to services provided will be charged at cost plus 10%. Examples of such direct expenses include:

- Costs of sub-consultants or subcontractors
- Costs of special fees (insurance, permits, etc.)
- Costs of copying, drafting, blueprints, etc. (EOA copies charged at $0.10 each for B&W, $0.35 each for color. Large format $0.15/sq ft for B&W, $0.50/sq ft for color)
- Costs of color map production supplies (color ink and large format paper)
- Costs or rental of special equipment. Daily use fees of monitoring equipment charged at the following rates:
  - Single-parameter field meter - $10/day
  - Multi-parameter field meter and sonde - $100/day
- Costs of authorized travel and related expenses
- Automobile mileage directly related to services, at current IRS rate.

INVOICES

Invoices are prepared and submitted on a monthly basis, as either final or progress billings and are payable upon receipt unless prior arrangements have been made. Interest of 1-1/2% per month, or the maximum rate allowed by law, is payable on accounts not paid within 30 days.

EOA, Inc. • Mailing: PO Box 31714 • Oakland, CA, 94062 • Tel: (510) 832-2852
Office: 3214 College Ave. • Berkeley, CA 94705

Cost Estimate

Tasks		Stone Creek							EOA								
Task #	Task Description	Project Manager/Principal Compliance Specialist	Quality Assurance	Compliance Specialist I	Lead Field Inspector	General Administration	Total Hours	Stone Creek Labor Costs	Principal	Senior Managing Engineer	Managing Scientist I	Senior Scientist I	Associate Scientist I	Total Hours	EOA Labor Costs	ODC 10% Markup	Total Labor Costs
		$297	$330	$188	$199	$119			$338	$334	$296	$228	$175				
1	Project Management, Coordination, and Regional Engagement	78	8	116	8	25	235	$52,181	4	4	8	0	0	16	$5,056		$57,237
2	Stormwater Program Implementation, Inspections and Field Activities	84	11	96	204	26	421	$90,316	2	8	16	0	10	36	$9,834		$100,150
3	Enhanced Services for High Priority MRP Areas	18	0	0	0	0	18	$5,346	0	8	23	11	20	62	$15,488		$20,834
	Proposal Total						674	$147,843						114	$30,378	$0	$178,221

RESOLUTION NO. XX – 2026

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

AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES CONTRACT WITH STONE CREEK ENVIRONMENTAL CONSULTING IN A FORM APPROVED BY THE CITY ATTORNEY, IN AN AMOUNT NOT-TO-EXCEED $178,221 PER YEAR FOR A TERM OF THREE YEARS WITH AN TWO OPTIONAL ONE-YEAR EXTENSIONS, TO PROVIDE NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES) COMPLIANCE SERVICES FOR THE CITY

WHEREAS, the City is subject to the requirements of the San Francisco Bay Regional Water Quality Control Board (SFBRWQCB) Municipal Regional Stormwater NPDES Permit Order No. R2-2022-0018, NPDES Permit No. CAS612008 (MRP 3.0); and

WHEREAS, the City engages in collaborative efforts to implement MRP 3.0 through the San Mateo Countywide Water Pollution Prevention Program (SWCWPPP); and

WHEREAS, the SMCWPPP operates with a Board, various committees and workgroups to plan and implement water quality compliance projects for compliance with the MRP 3.0, and participation in this collaborative effort is essential to the City's compliance with MRP 3.0; and

WHEREAS, the city requires professional stormwater support to ensure compliance with MRP 3.0; and

WHEREAS, the City issued a request for qualifications (RFQ) on January 30, 2026, and

WHEREAS, on February 17, 2026, the City received one (1) proposal from Stone Creek Environmental Consulting which meets all of the criteria of the RFQ; and

WHEREAS, staff negotiated the cost of these services to $178,221 per year for a term of three years.

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 incorporated by this reference into this action; and

2. Authorizes the City Manager to award, negotiate, and execute an agreement with Stone Creek Environmental Consulting, in a form approved by the City Attorney, in an amount not-to-exceed $178,221 per year for a period of three years, with two optional one-year extensions, to provide National Pollutant Discharge Elimination System (NPDES) compliance services for the City; and
3. Finds that the proposed action does not constitute a "Project" within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline sections 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect

changes in the environment, and 15308 as the proposed action would enhance and protect the environment by limiting the occurrence of discharges in violation of applicable law, including the Clean Water Act.

PASSED AND ADOPTED this 7th day of April 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Webster Lincoln, Mayor

ATTEST:

James Colin, City Clerk

APPROVED AS TO FORM:

John D. Lê, City Attorney

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: Cartier Pham, Assistant Civil Engineer
Anwarbeg Mirza, City Engineer
Humza Javed, Public Works Director

SUBJECT: Professional Services Contract for NPDES Compliance Services

Recommendation

Adopt a resolution:

1. Authorizing the City Manager to award, negotiate, and execute an agreement with Stone Creek Environmental Consulting, in a form approved by the City Attorney, in an amount not-to-exceed $178,221 per year for a period of three years, with two optional one-year extensions, to provide National Pollutant Discharge Elimination System (NPDES) compliance services for the City; and

2. Finding that the proposed action does not constitute a "Project" within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline sections 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect changes in the environment, and 15308 as the proposed action would enhance and protect the environment by limiting the occurrence of discharges in violation of applicable law, including the Clean Water Act.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Public Health, Safety, and Quality of Life

Background

The City of East Palo Alto is subject to the requirements of the San Francisco Bay Regional Water Quality Control Board (SFBRWQCB) Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Permit Order No. R2-2022-0018. NPDES Permit No. CAS612008 (MRP 3.0).

The City engages in collaborative efforts to implement MRP 3.0 through the San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). The SMCWPPP was established in 1990 to reduce the pollution carried by stormwater into local creeks, San Francisco Bay and the Pacific Ocean. The SMCWPPP operates with a Board, various committees and workgroups to plan and implement water quality compliance projects for compliance with MRP 3.0. Participation in this collaborative effort is essential to the City's compliance with MRP 3.0. The majority of the duties pertaining to stormwater compliance fall within the Public Works department – primarily between the Engineering Division and Environmental Division, although other duties can spill over to divisions within the Community and Economic Development Department as well.

Analysis

To ensure compliance and implementation of MRP 3.0, the City published a Request for Qualifications (RFQ) for providing NPDES compliance services on January 30, 2026. The RFQ was posted on the City website and was forwarded to numerous firms. On February 17, 2026, the City received one (1) proposal from Stone Creek Environmental Consulting (Stone Creek).

Stone Creek's proposal was reviewed by Engineering Division staff based on a set list of criteria, which included the overall quality of the proposal, the firm's qualification and delivery of similar projects, the proposed scope of work, the firm's client references, and schedule/manpower allocation.

Staff determined that the proposal satisfactorily meets all of the qualification criteria listed in the RFQ, and therefore recommends award of the NPDES Compliance Services contract to Stone Creek Environmental Consulting.

Through this contract, Stone Creek Environmental Consulting will assist the City with planning and implementing tasks necessary for compliance with MRP 3.0, including utilizing and participating in San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) committees and work groups as representatives of the City. The scope of this contract includes, but is not limited to, the following:

- Program Management
- Coordination and Regional Engagement
- Annual Reporting
- Green Infrastructure Reporting
- Business Stormwater Inspection Plan
- Construction Site Inspections
- Long-term Trash Reduction Plan

- New Development O&M Inspections
- Staff NPDES Permit Training
- Storm Drain Inlet Marking Compliance Reporting
- Mobile Inspection Program
- MS4 Map Updates
- Mercury and PCB Programs
- Unsheltered Population Program
- Asset Management Plan Implementation and Reporting
- NPDES Compliance-related Professional Support Services

The full scope of services is included in this report as Attachment 2.

The proposed agreement would authorize the City to execute a professional services contract with Strone Creek Environmental Consulting to support NPDES program compliance. The contract would not exceed $178,221 annually for a three-year term beginning each August, with an additional two optional one-year extensions. Approval would allow the City to maintain compliance with state stormwater regulations and continue to be an active participant in the countywide stormwater program.

Stone Creek Environmental Consulting is a leading firm providing stormwater management services, specializing in municipal stormwater management, permit compliance, and reporting. Stone Creek staff has prior experience working with the State of California North Coast Regional Water Quality Control Board, where they were responsible for managing the NPDES stormwater program. Stone Creek staff are also active participants in Statewide Stormwater Initiatives and Program Development as members of the California Stormwater Quality Association, members of the Center for Wastewater Protection, participants in the Bay Area Stormwater Management Phase II Permit Subcommittee, Bay Area Municipal Stormwater Collaborative, and are certified professionals in the Municipal Stormwater Management (through EnviroCert International).

Fiscal Impact

The funds will be included in the FY26-27 Budget.

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. Alternatively, pursuant to Section 15308, the proposed action enhances or protects the environment by limiting the occurrence of discharges in violation of applicable law, including the Clean Water Act.

Government Code § 84308

Applicability of Levine Act: No, as the proposed action was competitively bid.

Analysis of Levine Act Compliance: Not applicable.

Attachments

1. Resolution
2. Proposal: Stone Creek Environmental Consulting
3. Cost Proposal

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: James Colin, City Clerk

SUBJECT: Ramadan Proclamation

Recommendation

Present the proclamation.

Attachments

1. Proclamation

PROCLAMATION OF THE CITY OF EAST PALO ALTO CELEBRATING THE HOLY MONTH OF RAMADAN

WHEREAS, the City of East Palo Alto boasts a small but growing Muslim community representing a wide array of backgrounds, from African Americans, to Arabs, and other nationalities, as well as those who grew up Muslim, as well as converts; and

WHEREAS, the Bay Area has one of the highest concentrations of Muslims in the nation with approximately 250,000 residents from ethnically diverse backgrounds; and

WHEREAS, Muslims represent small business owners, city staff and officials, civic leaders, and residents that have enriched East Palo Alto's historically multiethnic and culturally rich communities; and

WHEREAS, Ramadan, represents one of the five pillars of Islam, and is, above all, a time of introspection and spiritual reinvigoration for the entire *umma,* that is the global Arabic community; and

WHEREAS, civic responsibility and social justice is at the heart of Islamic teachings, as evidenced by the words of the Prophet Muhammad (peace be upon him), "Allah will aid a servant (of His) so long as the servant aids his brother," one whose spirit of mutual aid and care for one another mirrors our own city's ethos; and

WHEREAS, during the month of Ramadan, Muslims are obliged to partake in acts of alms-giving (or *zika* in the Arabic), thus underscoring the religion's alignment with the values of our beloved city, and

WHEREAS, the observance of the Muslim holy month of Ramadan commences at dusk in March, and continues for one lunar month, from sunrise to sunset each day.

NOW, THEREFORE, the City Council of the City of East Palo Alto, celebrates Ramadan and expresses its deepest appreciation to the Muslims of East Palo Alto and throughout the Bay Area and world on this occasion; and we affirm our commitment to ensuring that our City values remain welcoming and compassionate to all peoples and that we pursue policies that respect the dignity and rights of all working people, regardless of race, religion, immigration status, or country of origin, and the City Council urges the people of East Palo Alto to join in celebrating the holy month of Ramadan and taking this month to honor the Muslim community and reflect on the health and wellbeing of family, friends, and fellow citizens.

Dated: April 7, 2026

Webster Lincoln, Mayor

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: James Colin, City Clerk

SUBJECT: Proclamation for Autism Awareness Day

Recommendation

Present the proclamation.

Attachments

1. Proclamation

CITY OF EAST PALO ALTO PROCLAMATION RECOGNIZING WORLD AUTISM AWARENESS DAY – APRIL 2, 2026

WHEREAS, the United States was founded on the principle that all people are created equal and deserve dignity, respect, and equal opportunity throughout their lives; and

WHEREAS, the City of East Palo Alto is committed to fostering an inclusive community that uplifts and supports individuals of all abilities, including the millions of Americans on the autism spectrum whose diverse perspectives enrich our society; and

WHEREAS, approximately 5.4 million American adults and 1 in 36 children have been diagnosed with autism, and while their experiences vary widely, their talents and potential are too often misunderstood or overlooked; and

WHEREAS, individuals on the autism spectrum may face barriers to education, employment, health care, and social inclusion, and children with autism may encounter bullying and inequitable access to resources; and

WHEREAS, early diagnosis and access to supportive services can significantly improve outcomes, helping individuals with autism develop communication skills, achieve independence, and thrive in their communities; and

WHEREAS, inclusive education, access to assistive technologies, equitable health care, and supportive community networks are essential to ensuring that individuals with autism have every opportunity to succeed; and

WHEREAS, families, caregivers, educators, service providers, and advocates play a vital role in supporting individuals on the autism spectrum and strengthening inclusive communities; and

WHEREAS, increasing public awareness, understanding, and acceptance of autism is critical to breaking down stigma, promoting safety, and building a more compassionate and equitable society;

NOW, THEREFORE, BE IT PROCLAIMED, that the City Council of the City of East Palo Alto hereby recognizes April 2, 2026, as World Autism Awareness Day in the City of East Palo Alto; and

BE IT FURTHER PROCLAIMED, that the City encourages all residents to learn more about autism, to listen to and uplift the voices of individuals on the autism spectrum, and to work together to build a more inclusive, supportive, and welcoming community for all.

Dated: April 7, 2026

Webster Lincoln, Mayor

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: James Colin, City Clerk

SUBJECT: Proclamation Honoring Coach Horacio

Recommendation

Present the proclamation.

Attachments

1. Proclamation

CITY OF EAST PALO ALTO PROCLAMATION HONORING COACH HORACIO AND THE RAVENSWOOD JUNIORS SOCCER CLUB

WHEREAS, since 2015, Coach Horacio has served as a dedicated and inspirational leader within the Ravenswood Juniors Soccer Club and the City of East Palo Alto, transforming a local initiative into a vital and supportive space for youth and families; and

WHEREAS, through his commitment to service, Coach Horacio has gone beyond coaching by investing his own time and resources into improving local parks and public fields, contributing to the physical and social vitality of the East Palo Alto community; and

WHEREAS, Coach Horacio has cultivated a mission-driven environment where soccer serves not only as a sport, but as a platform for mentorship, character development, and leadership, instilling values of resilience, teamwork, and discipline in the youth he serves; and

WHEREAS, under his leadership, the Ravenswood Juniors Soccer Club has expanded to serve over 350 youth annually, providing opportunities for children ranging from four-year-old beginners to competitive U17 players; and

WHEREAS, Coach Horacio has worked to eliminate financial barriers by prioritizing affordability, low participation fees, and scholarship opportunities, ensuring that all youth, regardless of economic background, have access to organized sports and positive development opportunities; and

WHEREAS, through his unwavering dedication, Coach Horacio has become a beloved and trusted figure among East Palo Alto families, helping to strengthen community bonds and foster a brighter, healthier, and more unified future.

NOW, THEREFORE, BE IT PROCLAIMED, that the City Council of the City of East Palo Alto hereby recognizes and honors Coach Horacio for his outstanding service, leadership, and lasting contributions to the youth and families of our community; and

BE IT FURTHER PROCLAIMED, that the City of East Palo Alto extends its deepest gratitude for his continued commitment to uplifting and empowering the next generation.

Dated: April 7, 2026

Webster Lincoln, Mayor

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: James Colin, City Clerk

SUBJECT: Proclamation Honoring Mrs. Verna Winston

Recommendation

Present the proclamation.

Attachments

1. Proclamation

PROCLAMATION OF THE CITY OF EAST PALO ALTO
HONORING THE LIFE AND LEGACY OF MRS. VERNA MAE WINSTON

WHEREAS, the City of East Palo Alto joins family, friends, and the broader community in mourning the passing of Mrs. Verna Mae Winston, who departed this life on March 21, 2026; and

WHEREAS, Mrs. Winston was born on May 24, 1934, in Rayne, Louisiana, and carried with her a rich cultural heritage that she shared generously throughout her life; and

WHEREAS, she was one of the first Black families to reside on Addison Avenue in East Palo Alto, helping to shape and strengthen the fabric of the community through resilience, pride, and perseverance; and

WHEREAS, Mrs. Winston was a devoted and longtime resident of East Palo Alto, making her home in the Palo Alto Park community since 1955, where she raised her family and contributed to the unity and spirit of the neighborhood; and

WHEREAS, she faithfully served as Vice President of the Palo Alto Park Mutual Water Company, offering her time, leadership, and wisdom in support of safe, reliable water service to the community; and

WHEREAS, Mrs. Winston was a woman of deep faith and extraordinary service, serving as a founding member of the St. Vincent de Paul Society at St. Francis of Assisi Catholic Church in East Palo Alto, where she dedicated over 53 years as Treasurer, a testament to her unwavering commitment and trustworthiness; and

WHEREAS, her contributions extended beyond leadership into the heart of community life, where she was celebrated for her Creole cooking—including her renowned gumbo and black rice—and was recognized in local publications for sharing her culinary gifts; and

WHEREAS, she brought joy and fellowship to others through community gatherings and cultural celebrations, including Zydeco music events that brought people together through food, music, and fellowship; and

WHEREAS, Mrs. Winston's life was defined by compassion, generosity, strength, and a deep commitment to service—values that will continue to inspire generations to come;

NOW, THEREFORE, BE IT RESOLVED, that I, Mayor of the City of East Palo Alto, on behalf of the City Council and the residents of East Palo Alto, do hereby honor and celebrate the life and legacy of Mrs. Verna Mae Winston; and

BE IT FURTHER RESOLVED, that we extend our heartfelt condolences to her children, family, and loved ones, and express our profound gratitude for her many years of service and lasting contributions to this community; and

BE IT FURTHER RESOLVED, that this proclamation be presented to her family as a lasting tribute to a remarkable woman whose legacy of service, faith, and community spirit will never be forgotten.

Dated: April 7, 2026

Webster Lincoln, Mayor

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

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 March 17, 2026, City Council Meeting Minutes.

Attachments

1. March 17, 2026, Minutes

EAST PALO ALTO CITY COUNCIL
REGULAR SESSION MINUTES

Tuesday, March 17, 2026, 6:00 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 Lincoln at 6:05

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

1. APPROVAL OF THE AGENDA

Councilmember Romero moved to approve the agenda, seconded by Councilmember Barragan. The motion passed unanimously.

2. APPROVAL OF CONSENT CALENDAR

Councilmember Romero requested to pull items 3.4 (Residential Permit Parking Program Ordinance Second Reading) and 3.5 (Gloria Well Way Repairs & Hydrant Replacement Program) for separate discussion.

Motion: Councilmember Romero moved to approve the consent calendar absent items 3.4 and 3.5, seconded by Councilmember Barragan. Motion passed unanimously.

3.1 Monthly Cash Treasury Report for January 2026

3.2 Adding Assistant City Clerk – Confidential Position to the List of Approved Positions and Reclassifying the Office Assistant Position in the City Clerk's Department.

3.4 Residential Permit Parking Program Ordinance (RPP) Second Reading

Councilmember Romero expressed appreciation for staff's work on commercial vehicle regulations but raised concerns about potential unintended consequences. He noted that while the ordinance exempts ordinary consumer pickup trucks like Ford F-150s, Toyota Tundras, and Chevy Silverados, there are questions about larger trucks such as Ford F-250s and three-quarter ton trucks that may be considered commercial vehicles but are used by residents for both work and family purposes. He emphasized the need for discretion and measured enforcement.

Staff responded that commercial vehicle classification is generally weight-based, and parking enforcers would need to use discretion to determine whether vehicles are personal trucks versus commercial vehicles.

During public comment, Gail Dixon expressed strong opposition to the prevalence of large trucks in neighborhoods, stating they create barriers and impact quality of life. She called for limits similar to other cities and suggested some vehicles might be associated with illegal activities. Mario also spoke against allowing commercial vehicles in residential areas, arguing that companies should not be permitted to park their vehicles in front of residential properties and that the policy enables businesses to avoid proper storage costs.

Motion: Councilmember Dinan moved to waive the second reading and adopt the ordinance adding new chapter 10.40 (Residential Permit Parking Program) to the East Palo Alto Municipal Code and find the proposed action exempt from CEQA. Councilmember Barragan seconded. Councilmember Romero voted no, expressing preference to see the impact of the $350,000 parking enforcement program before implementing this ordinance. Motion passed 3-1.

3.5 Gloria Well Way Repairs & Hydrant Replacement Program

Councilmember Romero inquired about project management responsibilities, noting a 15 percent markup by Veolia. Utility Manager Matt Vining confirmed that Veolia would be managing the project.

Motion: Councilmember Romero moved to approve the Gloria Way well repairs and hydrant replacement program. Councilmember Barragan seconded. Motion passed unanimously.

3.6 Approval of Administrative Amendment to Paragraph 2.2 of the Peninsula Clean Energy Joint Powers Agreement Reflecting the Name Change of Peninsula Clean Energy Authority to WestLight Energy

3.7 Ordinance Adopting 2026 California Building Standards Code, Adopting Reach Codes for Existing Buildings, and Ratifying Ordinance No. 59-2025 of the 2025 District Fire Prevention Code

3.8 Notice of Probable Violation: Underground Safety Board Decision

3.9 Minutes of the February 24, 2026 Meeting

3.10 Proclamation of the City Of East Palo Alto Celebrating César E. Chavez Birthday, His Legacy and That of Farmworkers And the Work of the Chavez Family Vision Inc. Organization

4. CLOSED SESSION

5. PUBLIC COMMENT

Gail Dixon addressed the council regarding street markings that were removed by Caltrans during highway improvements. She expressed frustration that it has taken three years to

address the issue despite previous quick resolution of similar problems. She criticized the Public Works response time and demanded completion within two weeks, threatening further action if not resolved.

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

The City Council meeting was adjourned at 6:23 PM to convene the East Palo Alto Sanitary District Board Meeting, with Mayor Lincoln chairing in the absence of the board president.

7. APPROVAL OF EPASD CONSENT CALENDAR

7.1 Cash Disbursement Report for January 2026

Councilmember Romero inquired about temporary staffing services appearing in disbursements. Staff clarified that while permanent positions are fully staffed, temporary staffing supports specific projects such as records compilation.

> Motion: Councilmember Dinan moved to approve the EPASD consent calendar. Councilmember Barragan seconded. Motion passed unanimously.

8. EPASD PUBLIC COMMENT

Gail Dixon, serving on the sanitary advisory committee, reported that information emerged during a recent meeting suggesting developers, rather than sanitary district staff, have been causing delays in infrastructure projects. She expressed concern that the sanitary district had been unfairly blamed for issues actually caused by developer non-compliance.

9. ADJOURN EAST PALO ALTO SANITARY DISTRICT BOARD MEETING AND RECONVENE CITY COUNCIL REGUALR MEETING

The Sanitary District meeting was adjourned and the City Council meeting reconvened at 6:28 PM.

10. INFORMATIONAL REPORTS

11. SPECIAL PRESENTATIONS

11.1 The San Francisco Peninsula 2025–2028 Strategic Plan

John Hutar, President and CEO of the San Mateo County Silicon Valley Convention and Visitors Bureau, presented alongside Georges Safi, General Manager of the Four Seasons

Silicon Valley at East Palo Alto. The organization, founded in 1971, rebranded as the San Francisco Peninsula in 2022 and launched a new strategic plan.

The presentation highlighted their marketing efforts featuring East Palo Alto businesses, including Brothers Brewing, and outlined their three strategic pillars: supporting destination asset development, maximizing destination experience, and building organizational excellence. Key initiatives include advocating for San Mateo County Event Center upgrades, developing tournament-grade sports facilities, and creating an annual destination event.

Councilmember Romero questioned whether Event Center upgrades would preserve the county fair's legacy role. Hutar confirmed they sponsor fair-related events and see value in accommodating both the ten-day fair and year-round usage.

Councilmember Dinan, drawing on his musical background, inquired about live music promotion efforts. The organization is working on improved event calendaring and community outreach to better capture and promote local entertainment options.

Councilmember Barragan asked about tourism promotion specifically for East Palo Alto. Staff confirmed Four Seasons events appear on their website and noted their goal to identify unique local experiences at various price points, including food trucks alongside high-end dining.

Georges Safi announced plans for a food truck serving weekday lunches starting May 1st and highlighted Four Seasons' participation in the "Flavors of the Peninsula" program with reduced-price menus.

11.2 Peninsula Clean Energy

Shalini Swaroop, Chief Operating Officer of Peninsula Clean Energy, presented on the organization's evolution and local impact. PCE serves 97 percent of San Mateo County as a joint powers authority providing clean, cheaper electricity while handling the complexity of compliance and procurement for member cities.

Local accomplishments in East Palo Alto include 116 completed EV charging ports, $22,000 in heat pump water heater replacements at city facilities, and fleet EV charging development. Over the past decade, East Palo Alto customers have received $4.6 million in savings—equivalent to a week of free electricity annually—along with $467,000 in community reinvestment.

The organization is changing its name to Westlight Energy to reduce confusion with PG&E, better reflect their expanded service area including Los Banos, and capture the spirit of progress and partnership. The name change requires approval from all member cities and will be official in late June.

Upcoming initiatives include completing EV fleet projects, launching residential solar and storage programs, and continuing bilingual outreach through partnerships with local organizations. East Palo Alto has been designated as a "quick start community" for the Equitable Building Decarbonization program, enabling free home electrification for income-qualified residents.

Mayor Lincoln inquired about HVAC rebates for low-income residents. Swaroop confirmed programs offer free electrification for qualifying households and up to $3,500 incentives for heat pump water heaters for general market customers.

Councilmember Romero asked about electric vehicle adoption strategies given reduced federal subsidies. PCE focuses on multifamily charging infrastructure, installing low-level charging at every parking spot rather than expecting residents to share limited chargers. He also inquired about potential partnerships with the city's senior assistance programs, which Swaroop welcomed.

Councilmember Dinan suggested exploring EV charger integration with the city's $5 million lighting infrastructure project, particularly for street parking areas. He emphasized the need for better community outreach to increase program awareness.

During public comment, Mario criticized the programs as additional taxation and questioned their environmental benefits. Councilmember Romero and Councilmember Dinan responded by emphasizing PCE's 10 percent discount compared to PG&E rates and the importance of clean energy for addressing climate change.

12. PUBLIC HEARINGS

13. POLICY AND ACTION

13.1 Implementation Plan for the Economic Development Strategic Plan

Assistant to the City Manager Denise Garcia presented the implementation plan for the Economic Development Strategic Plan adopted in January 2026. The plan serves as a roadmap for building a strong, inclusive local economy through three main goals: supporting homegrown businesses, attracting investment and jobs, and making East Palo Alto investment-ready.

Staff developed two implementation approaches. Option A focuses on foundational initiatives using existing staff and limited consultant support, estimated at $100,000-$150,000 annually. It emphasizes improving business climate, strengthening small business support, streamlining permits, and coordinating with workforce partners. Option B represents a fully built-out program requiring new dedicated staff positions including an Economic Development Manager and Specialist, representing significant ongoing investment.

Currently, only 20 percent of the assistant city manager position is available for economic development work. The city has no dedicated economic development staff, despite having 20 staff members in the Community and Economic Development Department.

Councilmember Dinan supported Option A but suggested evaluating whether one of the 20 CEDD positions could be converted to pure economic development, noting that dedicated staff would better serve the community than consultants. Other council members endorsed Option A given current budget constraints.

Motion: Councilmember Romero moved to approve Option A as the city's five-year implementation plan, recognize Option B as potential future expansion, and provide feedback on implementation priorities. Councilmember Barragan seconded. Motion passed unanimously.

13.2 2025 Annual Housing Element Progress Report and 202 5 General Plan Annual Progress Report

Planning Division's Michelle Huang and Housing Project Manager Yajaira Morales presented the state-required annual progress reports. The General Plan Annual Progress Report showed 22 percent of programs completed, 39 percent in progress, 17 percent ongoing, and 22 percent not yet started or in pipeline.

Key 2025 accomplishments included environmental justice element outreach, development code amendments introducing permit adjustment processes, bus stop improvements, and completion of the US 101/University Avenue overcrossing project. The city also strengthened IT capacity, expanded community services programming, and advanced strategic initiatives including emergency preparedness updates.

For housing element progress, the city has achieved 221 units (27 percent) toward its RHNA 6 allocation of 829 units through 2031. Progress is strongest in lower income categories: 41 extremely low income units (54 percent of target), 97 low income units (102 percent of target), and 48 very low income units. Higher income categories show 14 moderate income and 21 above moderate income units completed.

Councilmember Dinan raised concerns about the city's housing production shortfalls, noting East Palo Alto fell short 196 moderate income units and 216 above moderate income units in the previous RHNA cycle. He emphasized the revenue implications, stating that building market rate housing generates millions in annual property tax revenue while contributing to overall housing supply. He criticized the "broken housing market" perspective and advocated for building housing at all income levels.

Councilmember Romero countered that supply and demand arguments are "reductive" in an imperfect housing market where developers pursue highest returns. He emphasized the importance of inclusionary requirements and using affordable housing funds for projects the market won't provide, warning against creating a "displacement vortex" without affordable housing protections.

Public comment included criticism of continued housing development in the small city, calls for moderate income housing, concerns about traffic and congestion, philosophical opposition to treating housing as a commodity, and suggestions for alternative revenue sources like increasing taxes on large corporations.

Motion: Councilmember Romero moved to accept the housing element and general plan annual progress reports and direct staff to submit them to appropriate state authorities. Mayor Lincoln seconded. Motion passed unanimously.

14. COUNCIL REPORTS

Councilmember Barragan provided information about local counseling and support services available to the community, including We Hope, Love Never Fails, CORA, Children's Health Council through the school district, Ravenswood Wellness Partnership, One East Palo Alto, and Star Vista. She suggested inviting these organizations to present brief overviews at future meetings to increase community awareness of available services.

Councilmember Romero supported this suggestion and specifically highlighted the need to address youth housing and supportive housing for homeless youth. He proposed elevating discussions about utilizing county and local funds to create a plan for this needed form of housing assistance.

15. ADJOURNMENT

Mayor Lincoln adjourned the meeting at 8:12 PM, noting an upcoming study session on Tuesday, March 24, 2026, at 6 PM to discuss the inclusionary housing ordinance.

EAST PALO ALTO SANITARY DISTRICT STAFF REPORT

DATE: **April 7, 2026**

TO: Honorable Members of the City of East Palo Alto City Council, Governing Board to the East Palo Sanitary District, a Subsidiary of the City of East Palo Alto

VIA: Melvin E. Gaines, General Manager

BY: Tomohito Oku, District Treasurer
Jessica Y Caballero, Financial Services Manager

SUBJECT: **Cash Disbursement Report for February 2026**

Recommendation

Accept the cash disbursement report required pursuant to California Health and Safety Code Section 6794.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Governance, Organizational Strength, and Fiscal Sustainability
Priority: Public Health, Safety, and Quality of Life

Background

On November 15, 2023, the San Mateo Local Area Formation Commission ("LAFCo") unanimously approved the City of East Palo Alto's application requesting that the East Palo Alto Sanitary District ("District" or "EPASD") be made a subsidiary of the City of East Palo Alto.

On October 1, 2024, the reorganization of the District as a subsidiary of the City of East Palo Alto (City), and the City Council its governing board, became effective. Prior to and since that time, staff has worked diligently toward a peaceful and smooth transition. To that end, one aspect of that transition has required staff to review local rules and regulations of EPASD that may require amendment in light of the reorganization.

California Health and Safety Code (H&S) Section 6794 allows the Board to adopt a procedure

that provides for checks or warrants to pay claims and demands without approval by the Board of Directors before payment if the District Treasurer determines that the demands are payable within the District's approved budget.

On December 3, 2024, the Board adopted an ordinance amending various provisions of the Sanitary District Code including Section 303 Appointed Positions, which authorizes District Treasurers to perform duties including the deposit and withdrawal of funds of the District, issuance of checks or warrants to pay claims and demands without approval by the Board before payment if the District Treasurer determines that the demands are payable within the District's approved budget.

Furthermore, H&S Section 6794 requires staff to present cash disbursements to the Board at the next regular Board meeting and seek Board approval if demands exceed the District's approved budget.

This staff report is provided for informational purposes and details all cash disbursements for the month ending February 2026, as approved by the District Treasurer. As of February 28, 2026, actual expenses remain within the District's approved budget. Year-to-date expenditures total $3.9 million, compared to the amended budget of $6.8 million, representing 58% of the budget spent to date.

Analysis

The following cash disbursements have been approved by the District Treasurer pursuant to the District Code Section 303, and are hereby reported to the Board:

EPASD Cash Disbursement Reports
For Period Ending February 28, 2026

Name	Invoice Number	Description	Check Amount
ADP	H856	EPASD PAYROLL FEES	$ 76.40
AppleOne, Inc	01-7240300	Staffing Services	$ 1,521.60
AppleOne, Inc	01-7246074	Staffing Services	$ 1,521.60
AppleOne, Inc	01-7248927	Staffing Services	$ 1,517.28
CALIF PUBLIC EMPLOYEES'	H857	EPASD HEALTH PREMIUM	$ 10,300.15
COMCAST	1003422841	Recurring charges for ACC#708960844 EPASD FEB 2026	$ 416.76
COMCAST	8155 20 007 0165362	Recurring charges for ACCT#8155 20 007 0165362 for FEB 2026 EPASD	$ 466.31
Electro-Motion, Inc.	87763299	ANNUAL MAINTENANCE 80KW	$ 1,367.00
Electro-Motion, Inc.	87806636	1x 8D BATTERY CHANGE, TWO TECHNICIANS REQUIRED	$ 693.59
Everon, LLC	160381401	BRIVO STANDARD READER LICENSE, EXTENDED SERVICE	$ 75.00
Everon, LLC	160381402	EXTENDED SERVICE PROTECTION	$ 54.99
Everon, LLC	160381403	EXTENDED SERVICE PROTECTION EPASD	$ 150.00
Everon, LLC	160381404	Service at EPASD	$ 56.53
FASTRAK VIOLATION PROCESS	T842651576851	Violation number T842651576851	$ 21.75
FREYER & LAURETA INC.	26-097	JAN 2026 EPASD MASTER PLAN UPDATE	$ 4,361.75
Image Auto	47738	EPASD SMOG INSPECTION ON 2010 DODGE DAKOTA	$ 79.75
Image Auto	47745	EPASD REPLACEMENT OF A FAULTY BATTERY AND SMOG 2006 DODGE	$ 568.84

Manual Checks have three-digit check numbers.

EPASD Cash Disbursement Reports
For Period Ending February 28, 2026
(Continued)

Name	Invoice Number	Description	Check Amount
Marquee Pest Management, Inc.	209230	SERVICE FOR E.B.S	$ 125.00
Marquee Pest Management, Inc.	209231	R&M Ants/Roach /GP	$ 77.00
PACIFIC GAS & ELECTRIC	2164215266-0 01/26	PACIFIC GAS & ELECTRIC EPASD 2164215266-0 for 12/22/25-1/21/26	$ 201.93
Recology San Mateo County	60537438	Waste for month of JAN 2026	$ 378.34
Star Elevator Inc	INV-24339-M5R8	Regular Semi Annual Service for Elevator for Feb 2026	$ 457.81
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	HR - EPASD Network Solutions November	$ 2.25
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	HR - EPASD Attached Teams November	$ 8.00
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	HR - EPASD Exchange November	$ 20.00
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - General Office Supplies	$ 47.22
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - Catering for Meeting 12.11.2025	$ 144.64
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - Catering for Meeting 12.11.2025	$ 25.97
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - General Office Supplies	$ 132.93
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - Membership	$ 16.47
U.S.BANK CORPORATE PAYMENT SYSTEM	Jan-26	Utility Manager - Building Maintenance	$ 1,560.00
VEOLIA WATER NORTH AMERIC	385576 1/13	WATER BILL FOR EPASD FOR 1/5/26-2/5/26 acct#385576	$ 367.18
VEOLIA WATER NORTH AMERIC	386303 1/13	Charges for account 386303 1/6/26-2/5/26 EPASD	$ 104.19
WEST BAY SANITARY DISTRIC	2025/26-066	Maintenance services agreement 01/2026	$ 160,917.23
WILLDAN FINANCIAL SERVICE	010-64931	Impact fee Nexus study, financial feasibility analysis and transportation infrastructure, utilities	$ 1,585.00
Grand Total			**$ 189,420.46**

Manual Checks have three-digit check numbers.

Fiscal Impact

There is no budget impact by this action as the year-to-date cash disbursements did not exceed the District's approved budget.

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 proposed action is not a "project" under California Environmental Quality Act (CEQA) pursuant to CEQA Guideline section 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: No, as the proposed action involves no entitlement.

Analysis of Levine Act Compliance: Not applicable.

Attachments: None.

EAST PALO ALTO SANITARY DISTRICT STAFF REPORT

DATE: April 7, 2026

TO: East Palo Alto Sanitary District Board Members

VIA: Melvin E. Gaines, General Manager

BY: Matthew Vining, Utility Manager

Marissa Silva, Administrative Assistant

SUBJECT: Quarterly Update - East Palo Alto Sanitary District

Recommendation

Receive an update from the Utility Manager regarding the East Palo Alto Sanitary District's (EPASD) quarterly activities.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Promote Housing, Economic and Workforce Development
Priority: Promote Health & Public Safety
Priority: Ensure Our Financial and Organizational Health

Background

The East Palo Alto Sanitary District (EPASD) became a subsidiary district of the City of East Palo Alto October 1, 2024. The City Council serves as the governing board of the District and, pursuant to Chapter 2.12.150 (Subsidiary Districts) of the Municipal Code, the City Manager serves as the District's General Manager.

Since the transition, City staff have focused on maintaining reliable sewer service while integrating District operations into City administrative, financial, and operational processes. Staff have also coordinated with regulatory agencies and stakeholders regarding the governance of the District.

In addition, the City has strengthened financial administration, developed a long-term Capital Improvement Program (Sewer System Master Plan), and reviewed operational procedures and fees. Staff is working to update fees and procedures and advance engineering and capital project projects. The East Palo Alto Sanitary District Advisory Committee provides input and

recommendations on District operations and capital planning.

Analysis

City staff has overseen EPASD infrastructure and facilities since October 1, 2024. Initial efforts have focused on maintaining reliable operations while documenting and evaluating existing assets, procedures, and operational activities. Key activities include the following:

1. Continuing Reliable Operation

The City engaged West Bay Sanitary District (WBSD) to provide operational and maintenance services for the East Palo Alto Sanitary District (EPASD) infrastructure. City staff continues to meet regularly with WBSD to coordinate operations and develop updated operational plans and procedures for EPASD.

Key operational steps being taken include:

- Implementation of a public outreach program in coordination with WBSD. As part of this effort, a Fats, Oils, and Grease (FOG) holiday outreach video was distributed to reinforce the District's reimplemented FOG compliance program.
- Completion of quarterly FOG inspections for all qualifying businesses. The District and WBSD emphasize an educational approach during inspections and work collaboratively with businesses to ensure compliance with Board-adopted regulations.
- Ongoing closed-circuit television (CCTV) inspections of the sewer collection system to update the preventative maintenance cleaning schedule and reassess high-frequency maintenance locations ("hot spots").
- Completion of CCTV inspections for the entire EPASD collection system, totaling approximately 33.6 miles, to better evaluate system condition and identify necessary infrastructure improvements.
- Performance of eleven minor mainline repairs by WBSD to maintain reliable system operations.
- Development of an updated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS) by WBSD, providing the City with improved access to infrastructure data and maintenance records.
- Coordination between City staff, WBSD, and Fisher Compliance to fully implement the Sewer System Management Plan (SSMP) in accordance with State Water Resources Control Board requirements, which was adopted by the Board in July 2025.
- Implementation of a Spill Emergency Response Plan (SERP) in coordination with WBSD and Fisher Compliance.
- Ongoing reporting of sanitary sewer overflows (SSOs) through the California Integrated Water Quality System (CIWQS) in compliance with regulatory requirements.

2. Financial Administration

The City has also implemented improvements to EPASD financial management processes, including:

- Establishment of financial procedures integrating EPASD operations into the City's financial systems while maintaining appropriate separation of District funds.
- Development of the EPASD Master Fee Schedule to consolidate, update, and formalize fees associated with District services, permits, and regulatory programs. The schedule establishes a comprehensive list of charges related to sewer services, engineering review, inspections, permits, and administrative functions, coordinated with the City's Master Fee Schedule.

3. Engineering and Capital Projects

Engineering and infrastructure planning efforts include:

- Closing out existing engineering contracts while continuing progress toward completion of active projects under new engineering firms.
- Completion and closeout of the Sanitary Sewer Replacement Capital Improvement Project (Ranger Pipeline)
- Completion of Light Tree Project
- Engagement of new engineering consultants, F&L and EKI, both of which have previously worked with the City and/or the District, ensuring continuity of institutional knowledge and project history.
- Review of infrastructure projects and system data to support development of the Sewer System Master Plan.

4. Developing Long-Term Capital Improvements

EPASD has identified several factors that will guide the development of a long-term Capital Improvement Program (CIP), including asset age, asset condition, system capacity, and anticipated development within the District.

Key planning activities include:

- Beginning and completing design on CIP 1.1 and 1.2 projects in 2026
    - CIP 1.1: Pipeline replacement on sections of Menalto Ave, Poplar Ave, Ralmar Ave and Eliot Dr.
    - CIP 1.2: Pipeline replacement on sections of Larkspur Dr. And a section of trunk line along the bay trail between Beech St. And O'Connor St.
- Projecting to begin construction on CIP 1.1 in 2027

- Projecting to begin construction on CIP 1.2 in 2028
- Completion and approval of the 2025 Sanitary Sewer Master Plan. The plan identifies existing system deficiencies related to both condition and capacity, evaluates anticipated development flows, establishes operating criteria for system improvements, and outlines a long-term capital improvement program with opinions of probable project costs and implementation timelines.
- Use of the Master Plan as a working document to guide infrastructure planning and support system upgrades needed to accommodate existing and future development.
- Identification of high-priority capital improvement projects, with updates to be provided to the Board as projects advance.
- Ongoing development of a Nexus Study to establish impact fees associated with future development and increased sewer demand within the District.
- Continued evaluation of sewer service charges for the District.

5. Facility, Fleet, and Vendor Improvements

Since the transition to a subsidiary district, staff has also undertaken improvements and maintenance activities related to EPASD facilities, fleet, and operational contracts.

Key activities include:

- Painting and minor maintenance improvements to the EPASD administrative and operations building to improve facility conditions and safety.
- Repairs to EPASD fleet vehicles to ensure reliable operational capacity for field activities.
- Review and updates to vendor contracts supporting District operations, including engineering, compliance, and maintenance services, to ensure alignment with City procurement standards and operational needs.

6. City Department Coordination and Integration

As EPASD operations have been integrated within the City structure, staff has also worked to coordinate processes with other City departments.

Key coordination efforts include:

- Integration of EPASD operational and administrative processes with City departments including Public Works, Planning, Building, Finance, and City Manager’s Office.
- Coordination with Planning and Building staff to review development projects and ensure sewer capacity and infrastructure requirements are addressed during project review.
- Participation in interdepartmental meetings to align infrastructure planning with future development and capital projects throughout the City.

- Development of internal processes that allow EPASD to work collaboratively with City departments on development projects, infrastructure improvements, and long-term planning initiatives.

7. East Palo Alto Sanitary District Advisory Committee

As part of the process led by the San Mateo Local Agency Formation Commission (LAFCo) to establish EPASD as a subsidiary district of the City of East Palo Alto, an Advisory Committee (AC) was formed. The AC provides recommendations to the Board on administrative and financial matters, including budgets, capital improvement planning, and service rates.

The Advisory Committee worked closely with staff and consultants during development of the EPASD Master Plan and will continue collaborating with staff as the nexus study progresses. The AC has also discussed sewer service fees, which staff will bring forward for review and consideration.

The Advisory Committee meets every other month and receives operational updates, including coordination with WBSD. The committee has reviewed audit reports for FY 2023–2024 and FY 2024–2025, participated in discussions regarding sewer service charge studies, and provided input on the development of the EPASD annual budget.

Staff recommends that the City Council, acting as the governing board of the East Palo Alto Sanitary District (EPASD), receive and file this report. The update summarizes operational, financial, and planning activities undertaken since the District's transition to a subsidiary district and outlines ongoing efforts to maintain reliable sewer service, strengthen administrative processes, and advance long-term infrastructure planning. Staff will continue implementing the Sewer System Master Plan, developing capital improvement projects, and providing updates to the Board as these efforts progress.

Next Steps

Staff will continue to implement these operational, financial, and planning improvements for the District and will bring forward action items for the Board to consider.

Fiscal Impact

There is no fiscal impact associated with the contents of this staff report.

Public Notice

The public was provided notice by making the agenda and report available on the EPASD website, City of East Palo Alto's website and on a bulletin board located at East Palo Alto 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.

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 7, 2026

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

By motion, affirm authorization to continue using Flock Safety (Automated License Plate Reader (ALPR) services via a new agreement for a term of one-year with 2024 pilot study terms for an amount not to exceed $92,000.00, ending in December 2026.

Executive Summary

This report summarizes the City's use of Flock Group Inc.'s Flock) ALPR technology (Flock Safety) to support public safety, investigations, and crime prevention. Through the pilot program and ongoing deployment, staff have developed a clear understanding of the system's capabilities and limitations.

The Police Department has implemented strong safeguards, conducted regular audits, and maintained transparency through public reporting. Based on this experience, staff recommend continuing using Flock Safety to enhance investigative effectiveness and community safety.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Public Health, Safety, and Quality of Life

Background

On September 27, 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.

During the pilot study period, the City:

- Adopted Policy 428,
- Launched a public transparency portal
- Committed to quarterly updates to the Council.

On November 4, 2025, staff presented an overview of the Flock Safety. Councilmembers raised questions regarding data security, and the Council continued the item to December 2, 2025, to allow Flock representatives to respond.

On December 2, 2025, staff and Flock representatives addressed Council questions and security concerns. That same evening, the City Council authorized the City Manager to enter into a three-year agreement with Flock Safety.

Contract Status and Negotiations

Since the Council's approval, staff commenced negotiation of contract terms with Flock. Flock, however, has not agreed to include a standard "termination for convenience" clause and has instead required full payment for the three-year term in the event of early termination if the contract is not terminated for a breach.

Because these terms do not adequately protect the City's interests, staff is proposing to execute a new one-year agreement under the original 2024 pilot study terms at a cost of $92,000, expiring in December 2026. Under these terms, the City may terminate for convenience (switch off the product), but Flock would be guaranteed one-year of fees.

Staff will return to the City Council for an extension if it requires additional appropriations.

In the interim, staff will continue to:

- Publish monthly audit reports,
- Provide quarterly updates to the City Council, and
- Maintain transparency and opportunities for public input.

Community Engagement and Policy Enhancements

Public concerns have grown across the Bay Area regarding potential misuse of ALPR data, including access by out-of-state or federal agencies. Most public criticisms of Flock Safety, including the events that led to Mountain View canceling its agreement with Flock, are related to incidents that occurred prior to the City of East Palo Alto's launch of its pilot ALPR program in September 2024. These earlier events do not reflect the safeguards, oversight practices, or system configurations used by the East Palo Alto Police Department.

Many law enforcement agencies have strengthened safeguards to prevent unauthorized access

to ALPR data. For example, the San José Police Department adopted new safeguards, such as reducing data retention to 30 days, restricting camera placements near sensitive locations, and requiring detailed justification and approvals for external data requests. These policy updates align with EPAPD policy 428 and how the East Palo Alto Police Department has already been operating its ALPR system since 2024.

In February 2026, staff met with members of the Indivisible Palo Alto+ Group to discuss use of Flock Safety. Following that meeting:

- The City revoked the City of El Cajon's access to East Palo Alto ALPR data.
- Staff incorporated contract language, modeled after the City of Oakland, restricting Flock's ability to use City data for artificial intelligence training.

Community feedback following the meeting indicated increased understanding of the City's safeguards and operations. This also reflects the City's commitment to continuously monitoring its use of Flock Safety and willingness to strengthen safeguards when vulnerabilities are discovered.

Oversight and Data Security

The Police Department actively manages and audits use of Flock Safety to ensure strict compliance with department policy and data security standards.

Key safeguards include:

- Monthly audits of all system activity,
- Restricted approval authority for data sharing (limited to the Chief of Police and a designated administrator),
- Mandatory case numbers, crime classifications, and justification for every search, and
- Multi-factor authentication for all users.

To date, audits have found no unauthorized access or policy violations from the City's use of Flock Safety during the period of pilot study period up to and including the City's current interim use of the product. The Department remains highly attentive to community concerns and is committed to protecting the data entrusted to us, using information collected using Flock Safety solely to support legitimate criminal investigations and enhance community safety.

Analysis

Historically, the absence of timely license plate information has hindered investigations in East Palo Alto.

For example:

- In 2023, investigators could not identify the vehicle involved in a fatal hit-and-run on Kavanaugh Drive despite extensive canvassing and video review

- In 2024, detectives could not identify potential witnesses to a fatal stabbing near University Avenue and Bell Street because surveillance footage did not capture a readable license plate

Flock's technology directly addresses these gaps by providing objective, time-sensitive vehicle data.

Since deployment during the pilot study period in December 2024, the system has supported numerous investigations and improved the Police Department's ability to:

- Identify suspect vehicles,
- Locate witnesses, and
- Resolve investigation and disposition of serious crimes more quickly.

ALPR systems like Flock Safety are particularly valuable in resource-constrained environments, where technology can extend investigative capacity. Flock's technology has proven to be a highly effective investigative tool across Bay Area jurisdictions, helping agencies quickly identify suspect vehicles, locate witnesses, and solve crimes that might otherwise remain unresolved.

Flock Safety provides the majority of ALPR systems in the region, and its cooperative sharing network gives investigators access to a broad, multijurisdictional search platform that extends well beyond city boundaries. East Palo Alto engaged Flock and adopted ALPR technology to implement a more efficient and cost-effective strategy for addressing vehicle related crime, improving investigative capabilities, and strengthening community safety through timely, reliable access to critical license plate data.

Overview of Flock Technology

Flock founded in 2017, provides a modern and cost-effective camera and ALPR platform widely used across the Bay Area. Its closed network connects participating law enforcement agencies, enabling regional data sharing for legitimate investigations.

Key Features

- Fixed cameras capture license plates, timestamps, and vehicle characteristics.
- Data is encrypted and automatically deleted after 30 days.
- Vehicle "fingerprinting" identifies unique features (e.g., decals, roof racks).
- The system does not access DMV databases; officers must use CLETS separately.
- All searches require documented justification and are logged for audit purposes.
- Data sharing occurs only on a case-by-case basis and is subject to strict controls.

Flock Safety 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 Be-On-The-Lookout (BOLO) information into the shared network, Flock cameras have enabled arrests well outside the City's boundaries when wanted vehicles were located by external partners.

Transparency and Public Accountability

The City maintains a public transparency portal through the Police Department's website. The portal provides:

- The City's ALPR policy.
- Monthly audit logs.
- System usage metrics (e.g., scans, searches, BOLO hits).
- A list of agencies with which data is shared.
- Clear prohibitions the:
    - Use for immigration enforcement.
    - Sharing with federal or out-of-state agencies.
    - Sale of data.

Addressing Reported Data Breaches

Recent media reports have highlighted instances where Flock data was improperly shared by other jurisdictions. Subsequent reviews indicate these breaches were not the result of system vulnerabilities. The common cause was that systems were improperly configured to prevent data sharing. Flock has assured the City that these software configuration issues are resolved and should not replicate with the City's use of Flock Safety. Additionally, City staff have been trained or made aware of ways to prevent or spot this issue in the future should it ever arise. To that end, Flock has rolled out additional tools to assist agencies with auditing use of their data. The Department has turned on the new option of requiring a case number, crime offense code, in addition to a valid search reason, prior to searching our database.

The incidents that have occurred in other jurisdictions do not reflect the safeguards, oversight practices, or system configurations used by the East Palo Alto Police Department. East Palo Alto regularly monitors data sharing and ensures the system is properly configured to prevent unauthorized sharing. .

Conclusion

The City's experience demonstrates that Flock Safety is an effective and, if well-managed, can be a potent tool for enhancing public safety. The Department has implemented strong safeguards, maintained transparency, and ensured compliance with all legal requirements based on lessons learned from other jurisdictions, even though staff is unaware of similar issues cropping up during the City's use of Flock Safety.

Continuing the use of Flock Safety will strengthen investigative capabilities, improve response to serious crimes, and support community safety while maintaining strict data protections.

Staff recommend that the City Council affirm continued use of the system.

Fiscal Impact

There is no fiscal impact associated with this report. The City Council has already appropriated $92,000.00 for ALPR technology in FY 2025-26.

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: The signatory for the agreements is Dan Haley of Flock Safety. Staff is unaware of any other parties or participants relevant to the Council's consideration of this item.

EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: **April 7, 2026**

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, IT Manager
Shiri Klima, Assistant City Manager

SUBJECT: **Five-Year Information Technology Strategic Plan**

Recommendation

Adopt a resolution:

1. Adopting the City of East Palo Alto Five-Year Information Technology Strategic Plan for Fiscal Years 2026-2027 through 2030-2031;
2. Directing the City Manager to incorporate the Plan's recommended initiatives for Year 1 into the upcoming fiscal year 2026-2027 budget and Capital Improvement Program (CIP) planning processes;
3. Authorizing the City Manager to administratively amend and implement the Plan to address cybersecurity; and
4. Finding that proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.

Executive Summary

The City of East Palo Alto's consultant Government Technology Group (GTG) has prepared a comprehensive Five-Year Information Technology Strategic Plan (the Plan) to serve as a roadmap for modernizing the City's digital infrastructure and service delivery. Following an in-depth four-month assessment, the Plan identifies critical capability gaps. To address these challenges, the Plan proposes a phased five-year roadmap organized by fiscal year, prioritizing a fiscal investment in technology, cybersecurity hardening, and the modernization of the City's core technology applications. Council adoption of the Plan establishes a formal policy framework

and financial blueprint to shift the City from a reactive technical posture to a proactive, secure, and resilient digital environment that better serves the community and facilitates improved internal service delivery.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Governance, Organizational Strength, and Fiscal Sustainability

Background

On November 4, 2025, the City Council authorized the City Manager to enter into an agreement with Government Technology Group (GTG) to lead the City's first formal IT strategic planning effort. This initiative was driven by the recognition that many City systems had historically been implemented independently without a unified framework, resulting in data silos and operational inefficiencies.

The development of the Plan involved a robust methodology between November 2025 and March 2026, including stakeholder interviews with every City department and division, a technical infrastructure audit, and benchmarking against peer municipalities. The result of this collaborative process is a five-year plan beginning in fiscal year 2025-2026 that provides actionable recommendations and a phased implementation roadmap, including budgeting recommendations, aligned with the City's operational needs and long-term vision.

This effort directly supports the City's broader strategic priorities by improving internal capacity, strengthening governance, and enhancing service delivery.

Analysis

The City of East Palo Alto's Technology Environment

The City's current technology environment reflects a very foundational state. Typical for municipal organizations, the City operates a hybrid model that combines on-premise infrastructure with cloud-based applications. This approach has allowed the City to maintain continuity while gradually adopting modern tools.

However, the state of the City's current technology environment is largely the product of incremental decisions rather than coordinated planning. Systems that support core functions (such as finance, permitting, and document management) often operate independently, requiring manual workarounds and limiting data sharing across departments. This is not the way modern cities work technologically.

At the infrastructure level, the City has established essential components, including secure network connectivity, backup systems, and cybersecurity controls. These provide a necessary

foundation, but they are not yet part of a fully integrated or strategically managed ecosystem. The result is an IT environment that is stable in the short term but increasingly difficult to scale, secure, and maintain over time.

Current State Assessment

Under the leadership of the City's first ever IT Manager, the IT Division provides essential helpdesk services, supports critical systems, and has implemented some foundational security measures aligned with recognized frameworks. However, the City's current technology environment requires strategic enhancements to handle modern performance demands. Certain cybersecurity aspects related to the Plan will be presented to the City Council in closed session during its April 7, 2026, regular meeting.

The IT team currently consists of two full-time staff members supporting a citywide workforce of approximately 126 employees. This equates to a staffing ratio of 1:63, which is more than double the industry benchmark of 1:27 for small municipal organizations. IT staff frequently performs routine technical support tasks rather than focusing on higher-value strategic planning, cybersecurity hardening, or process improvements. Furthermore, in Fiscal Year 2025–2026, the total IT expenditure budget is $1,891,374 which accounts for only 3.0% of the total City operating budget, below the industry average of 5.49%, reflecting a historical underinvestment in the City's organizational technology infrastructure.

While departments report high satisfaction with the current IT team's helpdesk knowledge and responsiveness, the assessment revealed that the City's overall technology landscape is fragmented and largely reactive. For example, business processes in areas such as financial management and permitting are often supported by multiple tools that do not integrate, requiring manual intervention, increasing the potential for error. The City's core business systems, specifically the Caselle (Finance/HR) and Trakit (Planning/Land Use Workflow Software) systems, are widely viewed as siloed and difficult to use. The Caselle system, for example, was reported to be largely misaligned with current organizational workflows, leading to manual workarounds in Finance and HR that amount to the equivalent of 1 FTE's effort per week. Trakit, which serves the core functions of the Building, Planning, and Housing Divisions is several versions behind current industry standards and lacks essential modern features such as online application submission, mobile inspection software, and integrated electronic plan reviews. This technological lag forces staff into time-consuming, paper-based processes and duplicate data entry which can lead to errors.

The assessment demonstrates that many inefficiencies are not the result of individual system failures, but rather the absence of coordination across systems and departments. In other words, our IT landscape has been built haphazardly rather than thoughtfully, intentionally, and holistically. This finding underscores that the City's primary challenge is not simply technology replacement, but the need for a coordinated approach to how technology is selected, implemented, and managed.

Lastly, while core infrastructure is functional (though not optimal), it lacks documented standard operating procedures.

Gap Analysis

The gap analysis is one of the most critical components of the Plan because it defines the difference between the City's current capabilities and the level of performance required to support modern municipal operations.

The gap analysis identifies gaps across several interconnected areas. Infrastructure gaps include aging systems and the absence of a formal lifecycle management approach. Application gaps are particularly significant, as several core systems lack the functionality, integration, or scalability expected of modern platforms.

Equally important are governance gaps. There is no formal IT governance structure that guides the purpose, policy, priorities and decision-making processes. Technology initiatives are often driven by immediate departmental needs rather than a coordinated citywide strategy. This leads to duplication of systems and inefficient use of limited municipal funds. The absence of formalized decision-making structures and standards has led to inconsistent technology investments and limited accountability for outcomes. Organizational gaps, including staffing and capacity constraints, further limit the City's ability to implement and sustain improvements.

Regarding digital service delivery, which is largely expected by the public in the 21st century, there is currently no centralized digital interface for residents to access services. This lack of a Resident Portal (311/CRM) forces residents into in-person or phone-based interactions, which is inefficient and increasingly misaligned with community expectations.

Lastly, concerning data and analytics, GTG observed that data is scattered across multiple systems with no centralized reporting or analytical capability. This gap limits the City's ability to use data for informed decision-making and performance tracking.

Organizational Recommendations

The proposed technology improvements in the Plan cannot succeed without corresponding organizational changes; the consultant's recommendations make clear that technology improvements alone will not resolve the City's current challenges. Lasting progress requires changes to how technology is governed, staffed, and funded.

The Plan calls for a shift in how the City views IT, from a basic support function to a strategic asset that enables core operations and service delivery. To support this shift, it recommends establishing a formal governance structure, led by the City Manager or designee, to ensure technology decisions are aligned with City priorities and applied consistently across departments. This structure includes a two-tier model: an IT Executive Committee to provide strategic oversight and an IT Business Committee to coordinate operational needs. Together, these bodies will strengthen accountability and ensure departments play an active role in shaping technology investments.

The Plan also identifies staffing as a significant constraint. To maintain existing systems and implement future initiatives, the City will need to expand IT capacity over time and incorporate specialized expertise in key areas such as cybersecurity and Geographic Information Systems (GIS). These functions are increasingly critical as the City's technology environment becomes more complex and exposure to risk increases.

In addition, the Plan emphasizes the need for a more proactive and sustainable funding approach. GTG recommends exploring the potential establishment of an Internal Service Fund (ISF) and a structured technology replacement program to support lifecycle management of IT assets. Implementation of such funding mechanisms would require further analysis, including development of a comprehensive cost baseline, cost allocation methodology, and lifecycle planning framework. These items will be evaluated as part of future budget and financial planning efforts

Prioritizing IT funding will require difficult trade-offs. The City may need to reallocate resources from other program areas or draw on reserves in the short term to build a stable funding base. However, this investment is essential. Strengthening IT capacity is not only necessary for future innovation, such as Smart City initiatives, expanded GIS capabilities to improve services, and the use of artificial intelligence; but also for delivering basic services that residents rely on every day, including permitting and service request management. Currently, the City is not adequately funding these foundational IT needs.

Taken together, these recommendations establish the operational foundation necessary to support the City's long-term technology goals. Building on this foundation, the Plan outlines a phased Implementation Plan and Roadmap that identifies the specific projects, sequencing, and timelines needed to move these improvements forward.

Implementation Plan and Roadmap

The Five-Year Information Technology Strategic Plan is operationalized through a structured, phased roadmap that shifts the City from its current reactive posture to a modern, "Managed" digital environment. The roadmap is organized by fiscal year (FY 2026/27 through FY 2030/31) and employs a comprehensive project numbering and categorization system to ensure every initiative is easy to track from planning to execution. It is important to note that even if all five years are implemented, City staff identified even more IT projects that are reasonable and valuable, but we cannot do more over the next five years than is identified in this Plan.

Roadmap Design and Methodology

To provide transparency and facilitate multi-year budgeting, each initiative is assigned a unique Project ID (e.g., A1 for Applications, SEC1 for Security, S1 for Service Delivery). These IDs correlate directly with the Future Projects Matrix (Appendix C), which provides:

- Detailed Project Descriptions and Rationale: Explaining the "why" behind each investment.
- Confidence Scores: Ranking projects based on their expected operational benefit and strategic alignment (with scores of 9–10 representing foundational imperatives).

- Projected Cost Ranges: Providing "Low" and "High" initial estimates alongside anticipated annual maintenance costs.
- Dependencies: Identifying which projects must be completed before others can begin (e.g., hiring staff before launching complex software replacements).

Network and Security projects will be discussed with the City Council during closed session.

Phase 1: Building the Foundation (Year 1 – FY 2026/2027)

The first year is characterized by "Foundational Projects" designed to fix the City's critical governance gaps.

- Enterprise Resource Planning (ERP) Decision Point: The City will initiate a Business Process Review (A1.1) for Finance and HR. This review will determine whether to remediate or replace the existing Caselle system.
- Digital Front Door: Redesigning the City Website and creating a staff Intranet (A4) will begin immediately to improve resident accessibility and internal information sharing, consistent with applicable law, including the American with Disabilities Act (ADA; e.g., WCAG 2.0).
- Governance and Policy: Formalizing the formation of an IT Executive Committee (D4) and adopting a "Dig Once" Broadband Policy (D10) will establish the necessary oversight for long-term infrastructure health, as well as preliminary planning for pending Civic Center technology infrastructure.

To support the Year 1 (FY 2026/27) implementation of the Plan, the following table summarizes the foundational projects required to stabilize the City's IT environment and prepare for major enterprise system upgrades. These projects focus on critical staffing, governance, and assessment needs.

Table: Year 1 Foundational Projects Summary

Project ID	Project Name	Low-Cost Estimate	High-Cost Estimate	Duration (Months)
A1.1	**ERP/Financial Business Process Review**	$100,000	$120,000	9 – 12
A4	**Website Update & Intranet Implementation**	$80,000	$120,000	6 – 12
A5.1	**GIS Assessment & 5-Year Plan**	$38,000	$75,000	3 – 9
A5.2	**GIS Consulting Assistance**	$50,000	$78,000	Ongoing
D4	**IT Governance Enhancements**	$0	$5,000	2 – 5
S4	**Digitization of Paper Records**	Variable	Variable	Foundational*

*Note: Costs for Project S4 are estimated at $1,000 per 10,000 documents scanned; the total cost will depend on the final scope of conversion defined by the City.

Phase 2: Enterprise System Transformation (Year 2 – FY 2027/2028)

Once foundational governance and infrastructure improvements are in place, Phase 2 focuses on implementation of the City's core enterprise platform and related business system improvements, modernizing financial, HR, vendor, and operational processes through an integrated ERP environment.

- **ERP Implementation - Foundational (A1):** This comprehensive multi-year project replaces siloed financial and HR systems with a unified platform to streamline municipal business processes.
- **Backfill Staff (A1.3):** This initiative provides temporary personnel support to handle routine departmental duties while core staff focus on the intensive ERP implementation.
- **Budget Development and Reporting Tools (A25):** This project implements modern software to improve the accuracy and efficiency of the City's financial planning and public reporting processes.
- **Vendor Self Service (A1.2):** This module of the enterprise system provides an online portal for vendors to manage their information and track payments, reducing manual administrative tasks.
- **Human Resource Management (A1.4):** This project integrates personnel management and benefits administration into the City's core digital platform to improve organizational efficiency.
- **Cal Card Processing (A1.5):** This initiative automates the tracking and reconciliation of City purchasing cards within the financial system to enhance fiscal oversight.
- **Time and Attendance Improvements (A1.6):** This project modernizes employee time-tracking and leave management to eliminate manual errors and improve data accuracy.
- **Project Manager/Consultant - ERP Assistance (S1.2):** This initiative hires external experts to provide specialized oversight and leadership for the complex transition to a new enterprise system.
- **Citywide GIS Enhancements (A5):** This initiative expands **Geographic Information Systems** capabilities to support data-driven decision-making and improved public service delivery.
- **Training for end users and IT staff (S2):** This program provides the necessary education and skills development to ensure City employees can effectively use and maintain new technology investments.

Phase 3: Optimization and Innovation (Years 3–5 – FY 2028/2029 to FY 2030/31)

Once core enterprise systems are implemented, Phase 3 focuses on integrating platforms, digitizing services, and leveraging data, automation, and modern tools to improve service delivery, operational efficiency, and community access.

- **Replace existing planning/land use workflow software (A3):** This project modernizes building, planning, and housing workflows by replacing the aging Trakit system with a modern, integrated digital platform.
- **Online Payments (A9):** This initiative provides a secure digital interface for residents to pay municipal fees and permit costs online.

- **Electronic Plan Review (A13):** This project integrates digital submission and review tools into the land management system to transition the City away from inefficient paper-based processes.
- **Housing Management (A3):** This system manages housing-specific data and workflows as a key integrated component of the City's broader land use platform.
- **Contract Management (A21):** This project centralizes the tracking and execution of City contracts to improve organizational governance and fiscal accountability.
- **Grant Management (A22):** This initiative streamlines the application and tracking process for municipal grants to ensure better oversight and transparency.
- **Document Management Optimization (A15):** This project refines how official City documents are stored and retrieved to reduce departmental data silos and improve efficiency.
- **Enterprise File Management (A16):** This initiative promotes the citywide adoption of a unified digital filing system to replace fragmented and reactive data storage.
- **Digitization of Paper Records (S4):** This project converts physical archives into digital formats to improve accessibility and ensure long-term record preservation.
- **Automated records retention and policy (D11):** This initiative establishes automated rules for document storage and deletion to ensure legal compliance and efficient data management.
- **Citywide camera infrastructure (SEC5):** This project upgrades and integrates the City's physical security camera network to enhance community public safety.
- **Phone system improvements (I4):** This project modernizes telecommunications and integrates systems across departments to improve internal and external communication.
- **Mobile Livescan (A29):** This technology provides portable fingerprinting capabilities to assist staff with background checks and field law enforcement duties.
- **Evaluate alternatives to replace Survey Monkey (A31):** This project identifies more robust or secure platforms for gathering community feedback and data.
- **New Tech Support Staff (S1.1):** This initiative increases IT capacity by adding staff to move toward industry staffing benchmarks and support the implementation of foundational projects.
- **Integration with ERP, EAM, Fleet and Housing Mgmt (A36):** This project ensures core enterprise systems are fully integrated to eliminate manual data entry and operational silos.
- **Enterprise Asset Management (A18):** This system tracks and manages City physical assets to enable more efficient and predictive maintenance of public infrastructure.
- **Work Order Management (A18.1):** This tool facilitates the digital tracking and assignment of maintenance tasks within the Public Works department.
- **Fleet Management System (A19):** This initiative automates the tracking of City vehicle maintenance, fuel usage, and lifecycle planning.
- **Project Management System (A33):** This project provides a unified tool for planning and tracking City initiatives to ensure transparency and accountability.
- **Establish Project Management Lead (PMO) (A33.1):** This role provides dedicated leadership to oversee the citywide approach to project execution and methodology.
- **Create Agency Wide Approach to Projects and Manual (A33.2):** This initiative standardizes project management across the City through formal procedures and a central reference manual.

- **CRM/311 (C1):** This project launches a "Digital Front Door" portal for residents to report issues like potholes and track their status in real time.
- **Public Meeting and Agenda management (A11):** This initiative modernizes how City Council meetings and agendas are prepared and shared with the public to improve transparency.
- **Crime analysis tool (A34):** This project implements advanced data analytics to help law enforcement identify crime patterns and improve public safety.
- **AI Chatbot (A13):** This initiative pilots automated digital assistants to handle routine public inquiries and improve service efficiency.
- **Replace citation processing system (A39):** This project modernizes how the City processes and tracks municipal citations to improve accuracy and revenue collection.
- **Dashboard and/or Digital Twin (A37):** This initiative creates visual data tracking tools for key performance measures to support data-driven decision-making.
- **VR training simulator (A35):** This project provides immersive virtual reality environments for staff training in public safety or technical operations.
- **Improve or replace CivicRec system (A17):** This project enhances or replaces the current recreation management system to improve community access to programs.
- **Legal document management system (A40):** This initiative implements a specialized system for managing legal records and workflows to ensure confidentiality.
- **Field training management system (A28):** This project automates the tracking and evaluation of training for field-based staff to ensure professional standards are met.

Fiscal Impact

There is no immediate fiscal impact associated with the acceptance of this report or the formal approval of the Plan. Approval of the Plan establishes the policy framework and financial blueprint for the City's technology investments over the next five fiscal years, but does not constitute an immediate appropriation of funds.

Staff recommends that the City Council direct the City Manager to incorporate the Plan's recommended Year 1 Foundational Projects into the upcoming Fiscal Year 2026-2027 budget and Capital Improvement Program (CIP) planning processes. Following this initial phase, staff will continue to bring subsequent years' projects forward for consideration during each following annual budget cycle.

To achieve long-term fiscal sustainability, the Plan proposes exploring the potential establishment of an Internal Service Fund (ISF) and a structured technology replacement program to support lifecycle management of IT assets. Implementation of such funding mechanisms would require further analysis, including development of a comprehensive cost baseline, cost allocation methodology, and lifecycle planning framework. These items will be evaluated as part of future budget and financial planning efforts.

The City will need to begin approaching IT costs as a standard cost of doing business rather than something to add on if the budget allows. That means other cuts need to occur – or the City needs to utilize its reserves until revenues increase – to make way for IT expenditures.

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 proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or 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 does not involve an entitlement.

Analysis of Levine Act Compliance: Not applicable.

Attachments

1. Resolution
2. Five-Year Information Technology Strategic Plan

RESOLUTION NO. XX– 2026

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

ADOPTING THE CITY OF EAST PALO ALTO FIVE-YEAR INFORMATION TECHNOLOGY STRATEGIC PLAN FOR FISCAL YEARS 2026-2027 THROUGH 2030-2031, DIRECTING THE INCORPORATION OF YEAR 1 INITIATIVES INTO THE FISCAL YEAR 2026-2027 BUDGET AND CAPITAL IMPROVEMENT PROGRAM PLANNING PROCESSES, AND AUTHORIZING THE CITY MANAGER TO ADMINISTRATIVELY AMEND AND IMPLEMENT THE PLAN TO ADDRESS CYBERSECURITY.

WHEREAS, on November 4, 2025, the City Council authorized the City Manager to enter into an agreement with Government Technology Group (GTG) to lead the City of East Palo Alto's (City) first formal Information Technology (IT) strategic planning effort; and

WHEREAS, GTG conducted a comprehensive four-month assessment between November 2025 and March 2026, which included stakeholder interviews with every City department, a technical infrastructure audit, and benchmarking against peer municipalities; and

WHEREAS, the resulting Five-Year Information Technology Strategic Plan ("the Plan") identifies critical capability gaps across infrastructure, applications, and governance and serves as a roadmap for modernizing the City's digital infrastructure and service delivery; and

WHEREAS, the Plan proposes a phased roadmap organized by fiscal year, prioritizing investments in technology, cybersecurity hardening, and the modernization of core technology applications to transition the City from a reactive technical posture to a proactive and resilient digital environment; and

WHEREAS, this recommendation aligns with the City Council's strategic priority of Governance, Organizational Strength, and Fiscal Sustainability; and

WHEREAS, Council adoption of the Plan establishes a formal policy framework and financial blueprint to facilitate improved internal service delivery and better serve the community.

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

1. Finds the foregoing recitals true and correct and incorporated by reference into this action; and

2. Adopts the City of East Palo Alto Five-Year Information Technology Strategic Plan for Fiscal Years 2026-2027 through 2030-2031; and

3. Directs the City Manager to incorporate the Plan's recommended Year 1 foundational initiatives into the upcoming Fiscal Year 2026-2027 budget and Capital Improvement Program (CIP) planning processes;

4. Authorizes the City Manager to administratively amend and implement the Plan to address cybersecurity; and

5. Finds action being considered does not constitute a “Project” within the meaning of the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines section 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.

PASSED AND ADOPTED this 7th day of April 2026**,** by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Webster Lincoln, Mayor

ATTEST:

James Colin, City Clerk

APPROVED AS TO FORM:

John D. Lê, City Attorney

2026

City of East Palo Alto
2415 University Avenue
East Palo Alto CA 94303

Five Year Information Technology Strategic Plan

GOVERNMENT TECHNOLOGY GROUP, LLC

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

GTG
2930 Geer Rd Suite 273
Turlock, CA 95382
(209) 678-3077
Projects@GovTechGroup.net

Table of Contents

City of
EAST PALO ALTO
California

About East Palo Alto

East Palo Alto is a dynamic, steadily evolving municipality in San Mateo County, California, situated along the western shoreline of the San Francisco Bay. As of the 2020 U.S. Census, the city is home to 30,034 residents. Its location places it at a strategic midpoint between San Francisco and San Jose, anchoring the community squarely within the heart of Silicon Valley—one of the world's most influential centers of technology, research, and innovation.

The City's physical setting is defined by both natural and urban boundaries. To the north and east, the San Francisco Bay provides expansive waterfront views and ecologically significant wetlands. Menlo Park borders the City to the west, while Palo Alto—home to Stanford University and numerous global technology firms—lies directly to the south across San Francisquito Creek. The Bayshore Freeway (U.S. Route 101) serves as a major transportation corridor and a symbolic dividing line, with East Palo Alto's primary residential and commercial districts located northeast of the freeway and Palo Alto's neighborhoods to the southwest.

Today, East Palo Alto reflects a narrative of resilience, cultural richness, and forward-looking progress. Its growing economic base, diverse community, and commitment to equitable development continue to define its identity as an integral and increasingly influential part of the broader Bay Area innovation ecosystem.

The City of East Palo Alto's Overall Strategic Vision

Council Priorities: Guiding Vision for Strategic Action and Community Investment

The Council Priorities represent the City of East Palo Alto's highest-level strategic focus areas, serving as a compass for how municipal resources, policies, and initiatives are directed. These priorities are not abstract ideals—they are the product of a comprehensive and inclusive engagement process conducted in Spring 2025, during which residents, community leaders, and key stakeholders came together to articulate the City's most pressing challenges and promising opportunities.

Through this collaborative effort, the City Council distilled a shared vision into a set of actionable priorities that reflect the values, aspirations, and lived experiences of East Palo Alto's diverse community. By formally adopting these priorities, the Council provided clear policy guidance to the City Manager and empowered staff to align their work with initiatives that promote equity, resilience, and measurable improvements in quality of life.

These priorities now serve as a strategic framework for decision-making, budget allocation, and program development—ensuring that every effort undertaken by the City is purpose-driven, community-informed, and results-oriented.

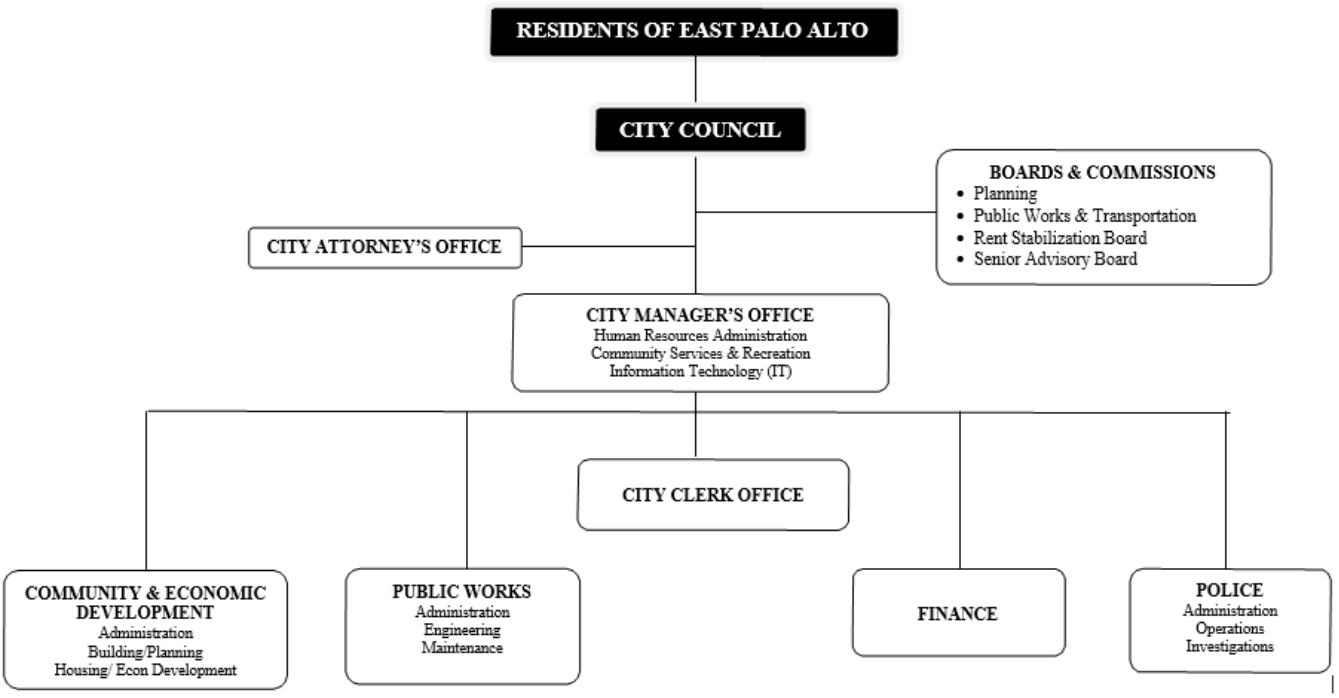
City Council's Strategic Priorities for Fiscal Years 2025 through 2029

- **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 operations, 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.

Mission Statement

The City of East Palo Alto provides responsive, respectful, and efficient public services to enhance the quality of life and safety for its multi-cultural community.

CITY OF EAST PALO ALTO
CITY ORGANIZATIONAL CHART
FY 2025-2026 Budget



Executive Overview

Executive Overview

Objective

The City of East Palo Alto (City) has initiated the development of a comprehensive five-year Information Technology (IT) Strategic Plan to guide the evolution of its digital infrastructure and services. To inform of this effort, the Government Technology Group, LLC (GTG) conducted a thorough assessment of the City's information technology environment during November 2025 through March 2026. This evaluation encompassed a holistic review of the City's current IT services, organizational structure, and the alignment of technology resources with core municipal functions. It also examined staffing capacity, system support requirements, and the governance and management frameworks that underpin IT service delivery.

The resulting strategic plan will serve as a roadmap for modernizing and enhancing the City's technological capabilities over the next five years. It will identify key priorities, recommend actionable initiatives, and establish a framework for continuous improvement—ensuring that IT investments are aligned with the City's operational needs and long-term vision. In alignment with the City's overarching Mission and Vision, the following statements articulate the guiding Mission, Vision, and Values for the City's Information Technology function.

Mission

- Deliver expert, responsive, and courteous technical support for all City employees, ensuring seamless operation of hardware and software systems across departments.
- Maintain high availability and reliability of mission-critical IT infrastructure, proactively monitoring and resolving issues to safeguard uninterrupted municipal operations.
- Design and conduct effective training programs on standard City software applications, empowering staff to maximize productivity and adopt best practices in digital workflows.
- Develop and implement forward-thinking, cost-efficient technology strategies that enhance operational efficiency and align with the City's long-term service delivery goals.
- Support cross-departmental data initiatives by assisting with the extraction, compilation, and analysis of information housed in City systems, enabling informed decision-making and improved public service outcomes.

The City’s IT Vision

- Develop and implement a comprehensive Information Technology Strategic Plan that aligns with the City’s mission, values, and long-term vision — fostering innovation, operational excellence, and fiscal responsibility. The plan will guide the delivery of secure, scalable, and advanced technology solutions that empower City staff, enhance service delivery to residents, and support the evolving needs of elected officials. Through strategic investment, stakeholder collaboration, and continuous improvement, the City will ensure its IT programs are resilient, cost-effective, and professionally managed.

Values

- ✓ Deliver exceptional, community-focused service in a fiscally responsible way, which is responsive, reliable, and timely—ensuring public trust through consistent performance and accountability.
- ✓ Champion the City's strategic direction by aligning technology initiatives with its mission, vision, and organizational goals, translating business needs into actionable, measurable outcomes.
- ✓ Safeguard the integrity and confidentiality of information assets, proactively protecting City and customer data from unauthorized access, misuse, or compromise.
- ✓ Ensure the resilience and reliability of technology infrastructure, enabling uninterrupted service delivery and supporting the operational continuity of City functions.
- ✓ Foster a culture of innovation and continuous improvement by leveraging emerging technologies, streamlining processes, and cultivating collaborative partnerships across departments and regional agencies to enhance public service delivery.

Description of Process

Strategic IT Assessment and Implementation Roadmap

An in-depth assessment was conducted to evaluate the City of East Palo Alto's current IT service delivery model against recognized industry standards and best practices. This comprehensive review validated the IT Division's existing framework and identified opportunities to enhance efficiency and cost-effectiveness. The ultimate goal is to support the City's commitment to streamlining and modernizing its IT operations through a robust strategic planning process.

The strategic planning effort, informed by industry benchmarks, surfaced five critical dimensions essential for the successful implementation and sustainability of IT programs:

1) **IT Decision-Making**

   Establish clear roles, responsibilities, and governance processes to guide sound IT investment decisions and ensure alignment with organizational priorities.

2) **Applications**

   Prioritize the adoption of "commercial off-the-shelf" (COTS) enterprise class software solutions. Regular training and business process reviews will ensure staff can leverage new features and functionalities to enhance support for core municipal operations.

3) **Technical Infrastructure**

   Maintain an internal service fund dedicated to the lifecycle management of network related hardware, software, databases, and network infrastructure. This fund will ensure the City's technology backbone remains resilient, scalable, and secure.

4) **Service Delivery**

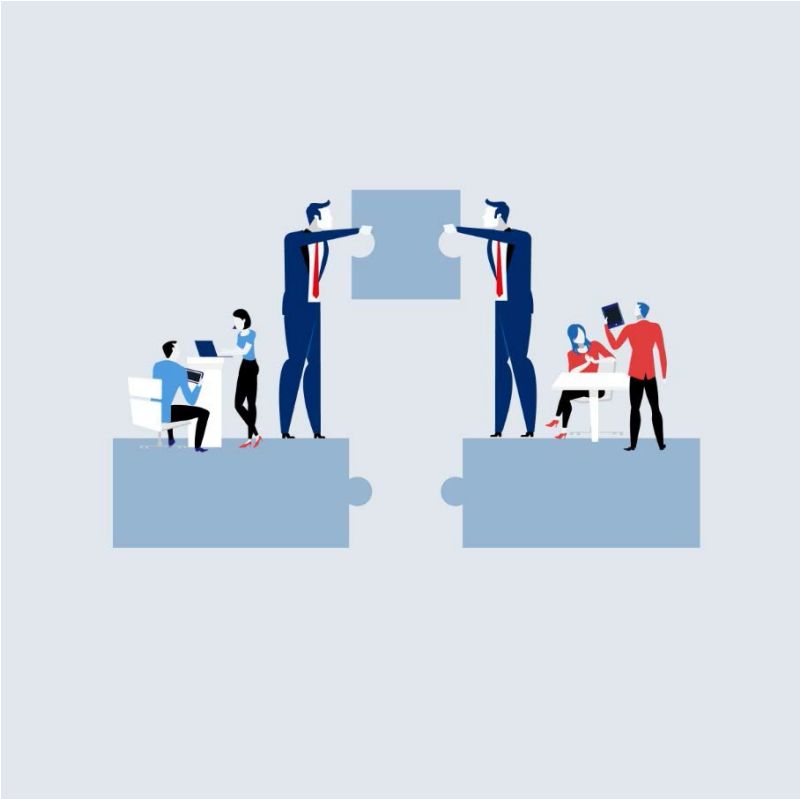
   Design an organizational IT structure and staffing model that meets the evolving needs of internal stakeholders and the broader community. The model must support daily operations and provide expertise for critical technology services.

5) **Community Access and Engagement**

   Implement systems that enhance transparency, accountability, and resident engagement. These platforms should support business functions while fostering inclusive access to City services.

This strategic plan serves as a guiding framework to help the City allocate time and resources effectively, prioritize operational needs, and remain agile in adopting emerging technologies. Its success hinges on broad understanding, consistent application, and active use across departments.

The Information Technology Strategic Planning process is built on the principle of continuous improvement. As a living document, it informs operational decisions and long-term planning. Achieving its full potential requires sustained commitment from City leadership, staff, and stakeholders, along with adherence to the overarching strategic vision.



Strategic Planning

Strategic Planning

Overview of an Information Technology Strategic Plan (ITSP)

An ITSP is a foundational document that articulates the comprehensive, technology-enabled business management processes an organization employs to guide its operations, service delivery, and long-term growth. It serves as a critical decision-making framework, ensuring that IT initiatives are aligned with organizational priorities and implemented in a structured, value-driven manner.

More than a tactical checklist, the ITSP functions as a dynamic roadmap for translating the broader IT strategy into actionable steps. While the IT strategy defines how technology will support the organization's success, the strategic plan operationalizes that vision—identifying specific areas where IT can deliver measurable business value, enhance service outcomes, and optimize resource utilization.

Strategic Alignment and Flexibility

The objectives embedded within an ITSP are intentionally aligned with the organization's overarching mission, vision, and strategic goals. However, the plan must remain adaptive—capable of accommodating emerging technologies, evolving business priorities, and shifts in stakeholder expectations. This flexibility ensures that IT investments remain relevant and responsive to both internal needs and external pressures.

According to Gartner, a leading IT research and advisory firm, a well-constructed IT strategic plan clearly delineates:

1) What must be done to achieve strategic outcomes
2) In what priority should those actions be executed
3) How success will be measured, using defined key performance indicators (KPI's) and benchmarks

Strong KPIs for local government IT and business systems should balance service reliability, user experience, cybersecurity, financial stewardship, and strategic value. The best programs don't track dozens of metrics—they focus on a concise set that leadership can actually use to make decisions. For a City the size of East Palo Alto, the agency should focus on 10-15 KPI's total.

The following is a practical, government-focused KPI set organized by category:

1. Service delivery and support
2. Cybersecurity and risk
3. Asset and lifecycle management
4. Project and strategic delivery
5. Financial management
6. Business systems effectiveness
7. Customer / public experience

Foundational Elements of the Plan

To be effective, the ITSP should begin with a review of the organization's broader strategic plan. This step ensures that IT initiatives are not developed in isolation but are instead designed to support and amplify the

organization's core objectives, whether improving operational efficiency, enhancing public service delivery, or fostering innovation.

Key components of a robust IT strategy plan include:

1) Mission Statement: A concise declaration of what the IT function aims to achieve and how it supports the organization's strategic direction.
2) Strategic Objectives: Clear goals that reflect both current priorities and future aspirations, with built-in flexibility to adapt to change.
3) SWOT Analysis: A structured assessment of internal strengths and weaknesses, as well as external opportunities and threats. This analysis helps identify gaps between current capabilities and desired outcomes, informing resource allocation and risk mitigation strategies.
4) Technology Asset Inventory: A review of existing IT assets to uncover underutilized tools or platforms that may offer strategic advantages if leveraged more effectively.

Investment Prioritization and Resource Planning

A critical outcome of the strategic planning process is the prioritization of IT investments. The plan should identify which projects, platforms, and initiatives warrant funding and attention based on their potential to deliver organizational value. This prioritization must be grounded in a realistic assessment of available resources, including:

1) Current IT Budget: A financial overview that supports strategic decision-making and ensures fiscal responsibility.
2) Departmental Capacity: An evaluation of staffing, skill sets, and operational bandwidth to execute the plan effectively.
3) Governance and Accountability: Clear roles, responsibilities, and oversight mechanisms to ensure transparency and alignment across departments.

Conclusion

Ultimately, an ITSP is not a static document but a living framework that guides the organization's technology journey. It empowers leadership to make informed decisions, fosters cross-functional collaboration, and ensures that IT serves as a strategic enabler of organizational success. By grounding technology initiatives in business value and aligning them with long-term goals, the plan becomes a catalyst for innovation, resilience, and continuous improvement.

IT Best Practices: A Strategic Imperative for Municipal Success

Information Technology (IT) best practices have evolved into a dynamic, strategic, and indispensable asset for modern organizations. For municipalities like East Palo Alto, these practices are not merely technical guidelines—they are foundational to achieving operational excellence, enhancing public service delivery, and ensuring long-term sustainability. Any organization implementing an ITSP must embrace these principles to guide consistent, informed, and future-ready technology decisions.

This framework outlines key strategies, desirable behaviors, and guiding principles rooted in industry best practices. It provides the criteria, constraints, and flexibility necessary to align technology investments with organizational goals, foster cross-departmental collaboration, and promote responsible innovation.

🔑 Key Strategies for Municipal IT Excellence

- Maximize Value Through Strategic Investment
  - Prioritize programs, business systems, and applications that deliver the greatest benefit to the City while optimizing human and financial resources.

- Advance Automation Across Core Functions
  - Develop both strategic and tactical approaches to leverage automation and Artificial Intelligence to streamline and optimize key municipal operations including documenting management, workflow coordination, predictive project management, data-driven decision making and enhanced interdepartmental collaboration.

- Enable Borderless Digital Government Services
  - Leverage digital portal platforms, websites, social media, kiosks, and mobile apps—to provide residents with seamless access to information and services, regardless of location or device.

- Modernize Selection and Implementation Practices
  - Align procurement and deployment policies with industry standards to enhance transparency, agility, and effectiveness in project evaluation and execution.

- Strengthen Network Security and Compliance
  - Continuously support cybersecurity initiatives and regulatory compliance to safeguard municipal systems and protect resident data.

- Empower Public Safety Through Technology
  - Invest in IT solutions that enhance the capabilities of public safety departments, enabling faster response times, improved coordination, and better protection for the community.

🤝 Desirable Behaviors That Foster IT Success

- Establish Collaborative IT Governance
  - Promote joint decision-making across departments through a formal governance structure that ensures alignment, accountability, and shared ownership of technology initiatives.
- Commitment to Disciplined Investment
  - Utilize dedicated funding mechanisms—such as internal service funds or asset replacement funds—to ensure sustained support for technology infrastructure and innovation.
- Encourage Business Ownership of IT Projects
  - Empower departments to lead and co-own IT initiatives, fostering engagement, problem-solving, and efficient use of staff resources.
- Favor Off-the-Shelf Solutions Over Custom Development
  - Adopt commercial off-the-shelf (COTS) software to reduce development time, lower costs, and benefit from vendor-supported upgrades and security.
- Promote Reuse and Enhancement of Existing Systems
  - Before replacing technology, evaluate opportunities to expand or improve current systems to maximize return on investment and minimize disruption.
- Ensure Program Sustainability
  - Every new or expanded IT initiative must include provisions for adequate staffing, infrastructure, and long-term support to ensure its success and resilience.

🧭 Guiding Principles for IT Governance and Strategy

- Commitment to Service Excellence
  - IT must be a catalyst for delivering high-quality, responsive services to residents and internal stakeholders.
- Support Business Needs to Serve the Community
  - Technology decisions should be driven by the operational needs of departments and the expectations of the public.
- Align Investments with Strategic Priorities
  - Focus IT spending on initiatives that support the City's strategic goals, adhere to standards, and promote system integration.
- Foster Responsible Technology Use Through Governance
  - Safeguard the City's and residents' data from unauthorized access, misuse, or breaches through robust security protocols and privacy practices.

- Protect Information Assets
    - Safeguard the City's and residents' data from unauthorized access, misuse, or breaches through robust security protocols and privacy practices.

🧩 Additional Best Practices for Implementation Success

- Adopt Proven Frameworks Thoughtfully
    - Use reference frameworks such as Information Technology Infrastructure Library (ITIL), Control Objectives for Information and Related Technologies (COBIT), and International Organization for Standardization) (ISO) to guide IT management. These frameworks offer valuable structure but should be adapted to fit the City's culture, scale, and operational realities.

- Secure Executive Sponsorship
    - Senior leadership must actively support IT initiatives by providing clear direction, mandate, and sustained commitment. Their involvement is critical to embedding governance and driving change.

- Focus on Quick Wins to Build Momentum
    - Prioritize achievable goals early in each project to demonstrate value, build trust, and maintain stakeholder engagement. Early successes reinforce long-term commitment and investment.

- Equip Teams with the Right Tools
    - Invest in modern, reliable tools that enable automation, streamline workflows, and support measurable service delivery improvements. Empowered teams deliver better results, faster.

Macro-Level Shifts: Digitization, Virtualization, and Value Creation

Across the municipal sector, activities, processes, and resources are rapidly being digitized and virtualized. This transformation is fueled not only by the exponential growth in computing capacity and network speed, but also by a broader shift toward wider demand. While early digitization efforts focused on cost avoidance and operational efficiency, today's imperative is to enhance customer value and implement more responsive systems.

Smart Communities: From Technology-Centric to Resident-Centric

One of the most visible trends affecting local governments is the rise of Smart Communities—defined as places where traditional networks and services are optimized through digital solutions for the benefit of residents and businesses. Historically, Smart Community initiatives have leaned heavily on technology infrastructure, often at the expense of resident engagement. However, the true promise lies in integrating public-facing services with internal digital transformation. Areas of focus typically include energy management, environmental sustainability, mobility, and civic engagement. Yet these external improvements are only possible when internal system finance, permitting, inspections, asset management—are modernized and interoperable.

Digital Transformation: A Foundational Imperative

Digital transformation refers to the holistic integration of digital technologies into all facets of an organization, fundamentally altering how value is created and delivered. For municipalities, this transformation has profound implications for residents, businesses, and other stakeholders. These interrelated trends are particularly salient:

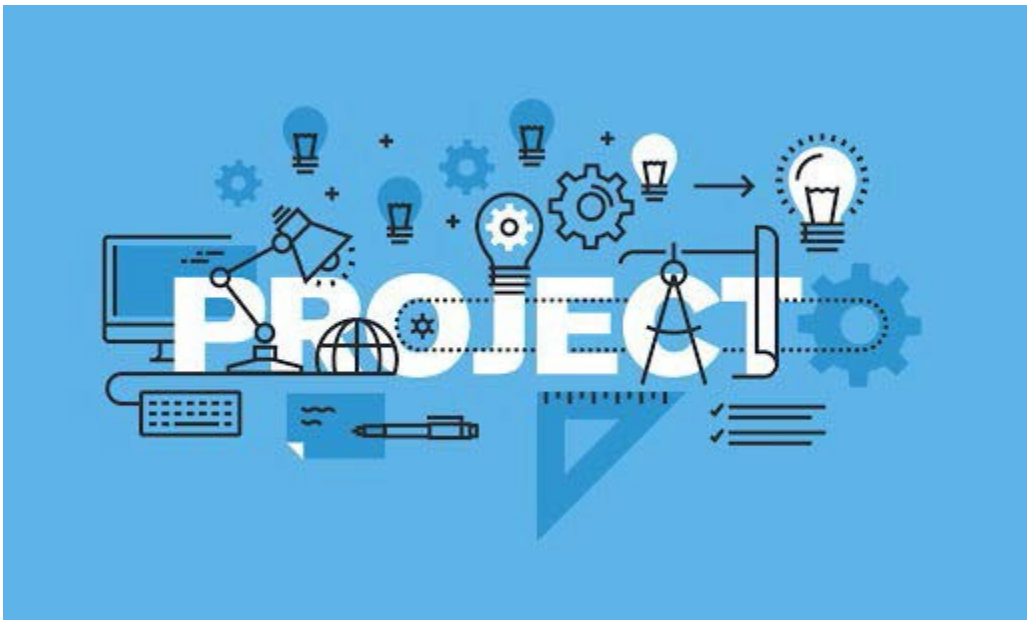
- Cloud Services: Agencies are increasingly shifting from on-premises infrastructure to cloud-based platforms for applications, data storage, and network functions. This reduces the need for server management while introducing new costs and dependencies on third-party providers. It also unlocks access to modern, web-based applications that were previously out of reach.
- Broadband as a Utility: High-speed, always-on internet access is no longer a luxury—it is a prerequisite for digital transformation. Agencies without robust broadband infrastructure face significant disadvantages in service delivery, economic development, and civic inclusion.

Fiber Optics: The Backbone of Connectivity

Fiber optics have emerged as the gold standard for broadband deployment. Unlike wireless, cellular, or hybrid fiber-coaxial (HFC) networks, fiber offers unmatched speed, bandwidth, and reliability. Its ability to transmit light through ultra-thin glass strands minimizes latency and interference, making it essential for backhaul connectivity and future-proof infrastructure. Fiber's superiority is especially critical in environments where wireless signals are obstructed, or copper networks degrade performance.

Cybersecurity: The Non-Negotiable Foundation

As digital systems proliferate, so do vulnerabilities. Cybersecurity is no longer a technical afterthought—it is a strategic imperative. Operational technologies are particularly susceptible to exploitation, with risks ranging from data theft to system hijacking. Threats such as deepfakes, spoofing, and social engineering are increasingly sophisticated, targeting both individuals and institutions. Effective cybersecurity requires a blend of robust technologies, disciplined practices, and continuous education. Agencies must invest in training staff to recognize frauds, scams, enforce secure protocols, and build resilience against evolving threats.



Project Purpose and Process

Project Purpose

The City has initiated a five year Strategic Plan to provide clear direction for planning, procuring, implementing, and managing both current and future information technology investments. This effort is designed to establish a coherent vision and a practical roadmap for leveraging technology in support of the City's mission and long- term- service goals.

The Strategic Plan is intended to serve as the City's primary guide for aligning technological demand with available resources. By articulating priorities and defining a structured approach to modernization, the City aims to strengthen its ability to balance growing expectations for reliable, secure, and innovative technology services with the staffing and funding required to deliver them effectively.

Statement of Requirements Addressed

All requirements outlined in the scope of work have been fully satisfied through the development of the City's Information Technology Strategic Plan (ITSP). The engagement comprises the following core deliverables:

- Current State Assessment
- Gap Analysis
- Future State Roadmap
- Organizational Recommendations

Each deliverable incorporates the required ITSP elements, including comprehensive findings and analysis, evaluation of risks and benefits, detailed action matrices, cost and workload estimates, and phased implementation timelines.

Across these components, GTG has addressed all required content areas:

IT Strategy

Stakeholder interviews and focus groups with City leadership, department heads, and staff informed a set of actionable, service-delivery–focused recommendations spanning short-, mid-, and long-term horizons. The ITSP identifies opportunities to expand digital services, strengthen data-driven decision-making, promote equitable access, and evaluate emerging technologies—including AI, RPA, advanced analytics, and cloud-based tools. Sequences, cost considerations, and staffing implications are fully integrated.

IT Risk Assessment

The assessment applies recognized public-sector frameworks (NIST CSF, CIS Controls, ISO/IEC standards) to evaluate cybersecurity posture, resiliency, disaster recovery, business continuity, and backup procedures. Key vulnerabilities—including unsupported systems, single points of failure, outdated policies, and staffing limitations—are identified, with prioritized mitigation strategies and associated resource and cost requirements.

Technical Infrastructure

A comprehensive review of hardware, networks, storage, and cloud services has been completed, supported by a full inventory and condition assessment. The analysis evaluates scalability, interoperability, cybersecurity readiness, and alignment with municipal best practices. Recommendations address lifecycle

management, modernization of legacy systems, cloud adoption, and integration opportunities across enterprise platforms.

IT Organizational Structure and Personnel

The City's organizational structure, staffing levels, governance practices, and use of contracted services were evaluated to identify strengths and gaps. A role and skills assessment informs recommendations related to organizational improvements, staffing levels, role distribution, training and professional development, and the balance between internal staff and contracted resources. Change management considerations, phasing, and cost implications are included.

Collectively, these deliverables meet all requirements specified for the engagement and provide the City of East Palo Alto with a clear, actionable, and strategically aligned path for modernizing and strengthening IT service delivery.

Process

GTG conducted a comprehensive assessment of the City of East Palo Alto's Information Technology (IT) systems and service delivery model. GTG was able to execute a robust evaluation by leveraging on-site and virtual interviews, document reviews, and remote analysis of IT service delivery mechanisms.

The assessment aimed to provide a holistic understanding of the City's current IT environment, identify strengths and gaps in service delivery, and offer strategic recommendations aligned with industry standards and municipal best practices.

Methodology

GTG's approach was structured around three core activities.

1) Stakeholder Engagement:

- Interviews were conducted with a broad cross-section of City staff, including representatives from multiple departments and divisions. These sessions focused on understanding user experiences, service expectations, and satisfaction levels with current IT support.

2) Document and Infrastructure Review:

- GTG reviewed available documentation related to IT systems, policies, and procedures. This included network diagrams, staffing models, and technology inventories. The review provided insight into the operational framework and governance of IT services.

3) Comparative Research and Benchmarking:

- The City's IT service delivery model was benchmarked against industry best practices and peer municipalities of equivalent size, budget, staffing levels, and application portfolios. This comparative analysis helped identify opportunities for cost savings, operational efficiencies, and service enhancements

Departmental Participation

All City departments and divisions actively participated in the assessment process. Each group contributed valuable perspectives through structured on-site and remote interviews, which were designed to elicit feedback on IT service quality, responsiveness, and alignment with departmental needs. These insights were instrumental in shaping the overall evaluation and identifying areas for improvement.

IT Organization Review

The review of the City's IT organization focused on evaluating its capacity to deliver reliable, secure, and responsive technology services. Key components of this review included:

Policy and Practice Alignment:

- GTG assessed the City's IT policies and operational practices against recognized industry standards to determine their adequacy and effectiveness.

Technology Infrastructure Analysis:

- A remote evaluation of the City's existing technology infrastructure was conducted, including systems architecture, hardware and software assets, and network capabilities. This analysis helped identify potential vulnerabilities, redundancies, and modernization opportunities.

Staffing and Service Delivery Evaluation:

- Interviews with IT personnel provided insight into staffing levels, skill sets, workload distribution, and service delivery processes. GTG evaluated whether the current organizational structure and resources were sufficient to meet the City's evolving technology needs.

The assessment provided GTG with a detailed understanding of its current IT landscape and actionable recommendations for enhancing service delivery. By aligning with industry best practices and leveraging comparative insights, the City is well-positioned to improve operational efficiency, strengthen stakeholder satisfaction, and modernize its technology infrastructure in support of long-term strategic goals.

Information Technology Overview

Current State Overview

Infrastructure

The City of East Palo Alto operates an IT environment that reflects a functional architecture for a small municipality, but with several maturing elements that position it for greater resilience, modernization, and security. The environment blends traditional on-premise infrastructure with cloud-based services, balancing control over sensitive systems with the flexibility of modern SaaS platforms.

Transformation across critical areas range from workflow modifications to substantial organizational/operational shifts, and together they signal a clear need for focused, coordinated action. Each area represents an opportunity to strengthen the City's technology environment, enhance service delivery, and improve operational efficiency.

Core Infrastructure Overview

The City currently maintains a quasi-hybrid IT model that integrates locally hosted systems with cloud services. This approach supports operational continuity and allows departments to use modern tools without sacrificing control over critical data. The environment is anchored by several (albeit needing improvements) components:

- Network security technologies such as Next Gen Firewalls (NGFW), virtual private networks (VPN), and intrusion prevention, to protect internal systems.
- Structured backup and recovery workflows that safeguard data and support business continuity during outages or disasters.

Networking and Connectivity

Municipal operations rely on high-speed, secure fiber-optic connectivity linking City Hall, the Police Department, CEDD and Public Works at the Tate Street office, and other facilities. This connectivity is provided by an outside vendor and supported with:

- Enterprise-grade firewalls that enforce security policies and protect against external threats.
- Switches and routers that provide reliable internal connectivity and available VLAN segmentation for sensitive systems.
- VPN access for secure remote work, particularly for staff who manage confidential information.

This network backbone ensures that public safety systems, administrative applications, and public-facing services remain available and responsive.

Data Center and Server Environment

The City maintains a small, secure, climate-controlled on-premise server room that houses its core computing environment. Supporting functions:

- Server virtualization infrastructure – Efficiently deploy multiple solutions in a shared space.
- Environmental controls such as temperature regulation, fire suppression (wet), and physical access restrictions.
- Support for applications that require local hosting due to policy, performance needs, or data sensitivity.

This on-premise environment remains essential for systems that cannot/should not yet transition to the cloud.

Cloud Solutions

To improve operational efficiency and service delivery, the City uses a growing portfolio of cloud-based applications (SaaS). These solutions typically support:

- Finance, HR, Permitting, and other administrative functions.

Security and Compliance

The City's IT environment is governed by state and federal cybersecurity standards, including:

- NIST Cybersecurity Framework 2.0 .
- Criminal Justice Information Services (CJIS) v6.0 integrates NIST 800-53 r

Minimum set of security compliances for all Government agencies that manage criminal justice

- Regular patching, endpoint protection, and monitoring to reduce vulnerabilities.

These standards guide how systems are configured, how data is overseen, and how staff access is managed.

Disaster Recovery and Business Continuity

The City employs a multi-layered backup strategy that includes:

- On-site backups for rapid restoration of recently changed data.
- Off-site or cloud-based backups to protect against local disasters.

- Virtualized recovery options, enabling systems to be rebuilt on new hardware or in the cloud if needed.

While the City can recover from a major outage, the current process may require 24–48 hours on average **depending on the severity of the event and available resources**. Enhancing this capability—through more frequent snapshots, automated failover, and a unified Business Continuity/Disaster Recovery plan—would significantly improve resilience.

Strategic Considerations Moving Forward

As the City continues to modernize, several opportunities emerge:

- Upgrade Network Core to a modern architecture
- Revise all IT workflows to cover the larger IT operations and incorporate automation for efficiency
- Document standard operating procedure and comprehensive BC/DR (Business Continuity and Disaster Recovery) plan in the event of a cyber-attack.
- Create a true hybrid network for all beneficial cloud applications and on-premises systems.
- Revise network and cybersecurity monitoring. Document a process for executing Penetration (PEN) Testing and security audits for Internal IT and all systems in use by the City

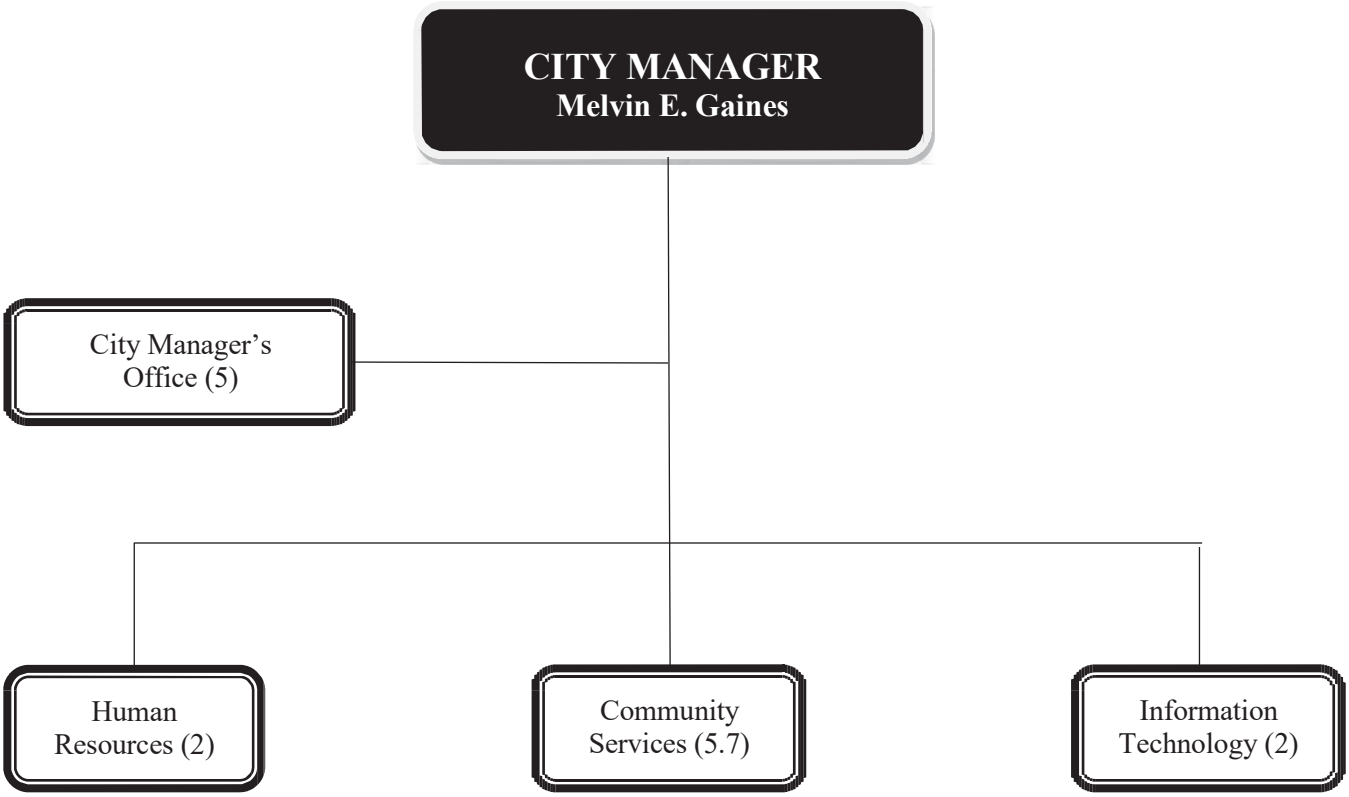
Applications

The IT team supports a broad ecosystem of business applications that collectively enable the City to conduct its operational and strategic objectives. This portfolio spans general-use platforms—including office productivity suites, collaboration tools, and other foundational applications used across all departments—as well as specialized systems designed to meet the unique functional requirements of individual service areas. These specialized tools often support mission-critical activities such as permitting, inspections, asset management, public safety operations, and community-facing services.

By maintaining, securing, and optimizing this diverse application environment, the IT team ensures that each system effectively contributes to the City's overarching business case, albeit work and resource intensive. Their work enables departments to operate efficiently, share information seamlessly, and deliver services in a manner that is consistent, transparent, and aligned with organizational goals. This combination of broad utility applications and targeted operational systems forms the backbone of the City's technology landscape and is essential to sustaining reliable, high-quality municipal service delivery.

These applications are listed in the accompanying Network and Security Plan furnished separately.

IT Management/Supervision



Staffing

The City's IT service delivery capacity is currently supported by two full-time positions: an Information Technology Manager and an Information Technology Specialist I/II. With a citywide workforce of 125.95 FTE, this equates to one IT FTE for every 63 staff members, a ratio that is significantly higher than typical benchmarks for municipal organizations of comparable size.

Stakeholder feedback consistently reflects high satisfaction with IT support and customer service. Departments describe the IT team as responsive, knowledgeable, and committed to meeting organizational needs. At the same time, interviews reveal a common concern: IT is significantly understaffed and lacks the resources necessary to fully support the City's growing operational and strategic demands.

In a workgroup of this size, the IT Manager is routinely required to perform tasks that would normally be assigned to technical support staff. This dynamic represents an inefficient use of managerial capacity and limits the Manager's ability to focus on higher-value responsibilities. To be effective, an IT Manager should be positioned to oversee operations and personnel, engage with departments to understand evolving needs, and lead strategic planning efforts that guide the City's technology investments and modernization initiatives. Without adequate staffing, these essential functions are constrained, reducing the City's ability to advance its technological environment in a proactive and sustainable manner.

Budget

The City budgets its information technology expenditures through the General Fund Reserve SubFund- for Information Services, which serves as the primary mechanism for accumulating resources to acquire, upgrade, and maintain technology assets. For fiscal year 2025-26, the total IT expenditure budget allocated is $1,891,374, (which represents the Info Services Reserve Total Expenditures less Overhead Allocation). This total includes both ongoing IT operations (e.g., personnel, licensing, and support services) and project-related expenditures (e.g., system implementations, upgrades, and capital investments).

	General Fund F110	Info Services Reserve F111	Equipment and Vehicle Reserve F112	Insurance Reserve F113	Development Pass Through F117	Eliminating	Total
Expenditures							
City Council	264,605	7,500	-	-	-		272,105
City Attorney	1,340,060	1,000	-	70,000	50,000		1,461,060
City Clerk	462,550	118,678	-	-	-		581,228
City Manager	5,834,445	556,969	-	-	-		6,391,414
Finance	1,738,522	224,614	-	-	-		1,963,136
Community Development	3,722,148	60,806	-	-	500,000		4,282,954
Public Works	6,468,764	87,903	70,000	-	-		6,626,667
Police	15,996,413	270,244	120,500	-	-		16,387,157
Non-Departmental							
Major Capital	-	-	-	-	-		-
Insurance and Settlements	-	-	-	1,066,347	-		1,066,347
IT Operations	-	563,660	-	-	-		563,660
Other Non-Departmental	1,426,731	-	-	-	-		1,426,731
Overhead Allocation	(2,307,892)	(184,160)	-	(155,657)	-		(2,647,709)
Total Expenditures	**34,946,346**	**1,707,214**	**190,500**	**980,690**	**550,000**	**-**	**38,374,750**

The City's total operating budget for fiscal year 2025-26 is $61,265,685 (which represents the City Total less Capital Improvement Funds and Overhead Allocation).

	General Fund and Internal Reserves	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	City Total	Successor Trust Fund	GRAND TOTAL
Expenditures							
City Council	272,105	-	-	7,500	279,605	-	279,605
City Attorney	1,461,060	42,500	-	47,000	1,550,560	1,400	1,551,960
City Clerk	581,228	-	-	-	581,228	-	581,228
City Manager	6,391,414	2,950,000	-	-	9,341,414	-	9,341,414
Finance	1,963,136	8,326	62,671	59,400	2,093,533	27,593	2,121,126
Community Development	4,282,954	2,866,133	-	-	7,149,087	-	7,149,087
Public Works	6,626,667	1,916,966	169,267	5,856,227	14,569,127	-	14,569,127
Police	16,387,157	320,000	-	-	16,707,157	-	16,707,157
Non-Departmental							
Capital/Technology	-	2,500,000	1,223,122	300,000	4,023,122	-	4,023,122
Insurance and Settlements	1,066,347	-	-	-	1,066,347	-	1,066,347
IT Operations	563,660		-	15,040	578,700	-	578,700
Other Non-Departmental	1,426,731	107,201	-	3,527,143	5,061,075	1,613,925	6,675,000
Overhead Allocation	(2,647,709)	855,802	190,210	1,584,413	(17,284)	17,284	-
Total Expenditures	**38,374,750**	**11,566,928**	**1,645,270**	**11,396,723**	**62,983,671**	**1,660,202**	**64,643,873**

The total IT operating budget of $1,891,374 is 3.0% of the total City operating budget of $61,265,685.

Key Issues

Issues

"IT Governance is the most important factor in generating business value from IT"

Peter Weill*, Director of the Center for Information Systems Research, CISR, and Senior Research Scientist at MIT Sloan School of Management

*Peter Weill, *IT Governance (Boston Massachusetts: Harvard Business School Press, 2004)*

Organizationally, it is recommended that the City implement several best practices. The City has formed an IT Governance Committee to assist in establishing organizational priorities related to technology. This committee should have a charter that addresses the critical need to keep the committee strategic and not allow delegation to staff by members of the group. GTG recommends creating a subgroup such as an IT Business Committee that is more technical and tactical in nature to provide regular updates on major technology projects and initiatives, evaluate IT technology's best practices and provide recommendations to the IT Executive Committee, and to serve as a technology operations coordination and communication vehicle among departments. The committee should be made up of subject matter experts and those with strong technical skills to test and evaluate innovative processes for the City. Along with governance, a detailed IT plan should be updated annually. A well-thought-out committee structure should be established to foster communication between disparate stakeholders who consume IT resources.

Proper use of IT Governance can leverage the ingenuity of the City of East Palo Alto's staff while ensuring compliance with the City's mission and guiding principles. Well-designed, well-understood and transparent mechanisms promote desirable IT behaviors, and senior management awareness of how IT governance works. An IT governance framework also has the added advantage of relieving IT from the position of being the sole decision maker of which projects or resources should have priority over others.

Developing a cohesive enterprise information governance discipline requires the work of many individuals and an unambiguous accountability structure to enforce clearly defined information policies and procedures. This becomes more important as technology investment costs rise, modern technologies rapidly come into the market, integrated information needs increase, and

regulatory requirements push organizations to start managing information as a business asset.

IT Governance is defined by five key decision types that specify who should be contributing and who will be authorizing. These decisions are governed by three primary governance mechanisms.

- The first and most visible are the decision-making structures. These are the organizational committees and roles that define where decisions are made.

- The second feature is formal communication and how IT governance decisions are made in the organization. Along with senior management support, Weill's study found that the more management communicated formally about the governance mechanisms, the more effective the governance.

- The third feature is the alignment processes. This is where input and recommendations are found, and this is where the action occurs. These are the budget process, project tracking, exception processing, and performance measures.

In the centralized IT operating model, all IT infrastructure and application services throughout an organization are delivered by a single internal IT organization. Innovation and efficiency are the desired goals of the IT system in every organization. In general, the centralized approach can promote a more efficient and controlled organization.

The ability to improve service delivery and uptime is often tied to technological advances and process improvements. From an IT perspective, business agility is often a product of streamlined decision making based on greater visibility of necessary data. It is considered a best practice for policy and governance to be centralized for optimum security and compliance.

Enterprise Systems

During the needs assessment departmental interviews, it quickly became apparent that the City does not take advantage of the productivity and transparency gains realized by many other cities that use modern enterprise-class systems for Land Management (including permitting, planning, and public works functions); Geographic Information Systems (GIS); and Enterprise Resource Planning (ERP) including all financial and human resources functions.

Most departments saw the need to reduce or eliminate current manual processes. Naturally, enterprise class systems can automate these processes, but they also remove information/data silos which allow departments across the organization to operate from a unified, real-time data source, enhancing transparency, accuracy and strengthening data-driven decision-making. The existence of different siloed systems and the lack of citywide availability of information was identified by all departments. It is inherently inefficient when only a single workgroup has access to information that should be available to all relevant staff members.

The current financial system, Caselle, requires manual effort and workarounds to perform the

most basic, minimum financial functions required. Most departments see it as siloed system lacking wider functionality such as approval workflow and human resources functionality.

The current permitting system, Trakit, performs basic permitting functions, but it is lacking wider functionality (such as online application submission, online payments, electronic plan review capabilities, online inspection scheduling and mobile inspection software, GIS integration, and workflow) available in modern planning/land use workflow software.

As a first step in acquiring and implementing these systems, a qualified consulting firm should be retained to perform a workflow and business process review effort—paired with a gap analysis and support in developing RFPs for a new ERP and Land Management System.

The City would also benefit from engaging a qualified GIS consultant to begin the process of building a centralized citywide GIS system that would be integrated with a new Land Management system.

Regarding other city-wide systems, every department identified redesigning the City website as a high priority, as well as replacing the back-end system used by staff for updating content, which was viewed as outdated and difficult to use.

The implementation of a 311/Constituent Relationship Management (CRM) system was mentioned by City Council and was also identified by every department as a critical need. A modern centralized system for all constituent interactions—including service requests, outreach, and follow-ups, with a mobile app for use by residents and businesses to report issues, is also a high priority.

The need to implement an Enterprise Asset Management system (EAM) was a priority for Public Works to track asset life, maintenance, and capital planning and budgeting. Doing so can provide significant cost savings in managing and maintaining our costly infrastructure.

Enhanced IT Strategic Priorities

Outlined below are issues and trouble areas uncovered through research and remote information gathering in response to the initial questions put forward by the City of East Palo Alto's request for proposal.

The key issues revealed in this report point to a need for:

- Strengthen IT staffing levels to align with recognized industry standards and ensure sustainable service delivery.
- Refine the formal IT Governance and Technical Business Committee's framework to guide decision-making, prioritization, and accountability.
- Increase and stabilize IT funding to meet industry benchmarks and support modern, reliable systems.
- Improve IT cost allocation methodologies to ensure transparency and equitable distribution of technology expenses across departments.
- Address significant training gaps by expanding professional development for IT staff and providing

comprehensive end user training.

- Leverage external expertise and contracted resources to support complex projects and specialized systems.
- Modernize and standardize hardware across the organization to improve performance, security, and user experience.
- Conduct an evaluation of cloud services to identify opportunities for moving on-premise systems to a more scalability, resilience, and cost efficiency system.
- Maintain all systems at current patch and update levels to strengthen security and operational stability.
- Create enhanced GIS data management practices that ensure all departments have access to accurate, well maintained geospatial information within a single system.
- Improve and consolidate document management capabilities to support efficient storage, retrieval, retention, and compliance.
- Strengthen contract management processes to improve oversight, performance tracking, and vendor accountability.
- Undertake a comprehensive, organization-wide business process review to streamline workflows and identify modernization opportunities.
- Consider replacement of the City's ERP system to maximize functionality, reporting, and operational efficiency.
- Consider replacement of the current land management system to support permitting, planning, and code enforcement.
- Implement improved file management and collaborative document sharing practices using current systems such as SharePoint, Laserfiche, and other related tools.
- Engage external subject matter experts to address specialized user needs and support complex operational requirements.
- Expand and enhance public facing online services, including improved access to City financial data and digital service offerings.
- Evaluate opportunities to expand broadband infrastructure to support Internet of Things deployments (IoT, which is a network of physical devices embedded with sensors, software and connectivity that allows them to collect, exchange, and act on data autonomously), Smart City initiatives (solutions leverage technology and data to enhance urban living, improve infrastructure, and promote sustainability and efficiency in city operations, including IoT, artificial intelligence, and big data analytics), and future innovation.

Information Technology Capability Gaps

Interviews and feedback from the City staff regarding their business systems, IT infrastructure and security identified several gaps between existing IT capabilities and the technology services required to support the organization's strategic priorities, operational efficiency, and service delivery expectations. Addressing these gaps will help modernize systems, improve cybersecurity, enhance user experience, and enable more data-driven decision-making.

1. Governance and Strategic Alignment

Current State:
Technology initiatives are often driven by immediate operational needs rather than a coordinated governance structure.

Gap:
Lack of a mature formal IT governance framework to prioritize technology investments, manage risk, and align projects with organizational objectives.

Desired State:
A structured IT governance model that includes executive oversight, project prioritization processes, and clear decision-making authority. This includes creating a charter for the IT Executive Committee that will oversee strategy and an IT Business Committee that will review technical needs of the City for standardization, innovation and taking advantage of in-house expertise.

Impacts if Unaddressed:
Without a formal governance structure, technology decisions may continue to be made in a reactive and decentralized manner, leading to inconsistent priorities, duplication of systems, and inefficient use of resources. The City may experience increased cybersecurity and operational risks due to lack of coordinated oversight and standards. Additionally, technology investments may not align with broader organizational goals, limiting the City's ability to modernize services, improve operational efficiency, and effectively support long-term strategic initiatives.

Projects that address the Gap: SCORING – 9-10 Critical/ 7-8 High/ 1-6 Moderate

#	Project Name	Rationale	Score
1	IT Executive Committee Charter and Governance Framework	Establishes formal decision-making authority, escalation paths, and executive accountability for technology investments. Eliminates reactive, siloed decision-making by creating a structured two-tier committee model (Executive oversight + IT Business Committee). Directly aligns technology with organizational strategic objectives	**9/10** Critical

#	Project Name	Rationale	Score
2	Technology Management Platform	Implements a centralized system for monitoring all IT projects, resource allocation, and ROI/Cost avoidance. Enforce prioritization across departments	**8/10** High
3	Annual Technology Strategic Plan (5yr Roadmap)	Creates a publicly accountable technology roadmap aligned to the City's capital improvement program and community goals, which enables proactive budgeting rather than reactive spend	**9/10** Critical

BEST PRACTICE -

- COBIT 2019 – Enterprise IT Governance
- ISO/IEC 38500 Principles for governing IT investments
- PMBOK Framework guides project prioritization and portfolio governance

2. Application Modernization

Current State:
Several business systems are aging, siloed, or require significant manual processes and workarounds.

Gap:
Limited integration between systems and reliance on legacy applications that reduce efficiency and increase maintenance costs.

Desired State:
Modern, integrated applications that support digital workflows, improve data sharing across departments, reduce manual effort, and take advantage of AI advances once the City's application foundation and data quality are in place.

Impacts if Unaddressed:
If application modernization is not addressed, the City will likely continue to experience inefficiencies caused by duplicate data entry, manual workarounds, and limited information sharing between departments. Aging systems may become increasingly difficult and costly to maintain, and vendor support may diminish over time, increasing operational risk. In addition, the City's ability to improve service delivery, implement digital services, and leverage emerging technologies such as automation and artificial intelligence will be constrained by fragmented systems and inconsistent data. Over time, this may also result in reduced staff productivity, slower decision-making, and increased frustration for both employees and residents who rely on City services.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	Application Portfolio and Assessment Rationalization	A comprehensive audit of all business systems using the TIME model identifies quick win eliminations, consolidation opportunities, and migration candidates. Without this baseline, modernization investment risks being misallocated	**9/10** Critical
2	Enterprise Integration Platform/API Gateway	Deploys middleware (Mulesoft, Azure API Management) to connect siloed applications without full replacement. Enables real-time data sharing between HR, Finance, and other organizations. This is the layer that makes AI and analytics initiatives viable	**8/10** High
3	ERP Core Platform Upgrade or Replacement	ERP Systems are the most significant bottleneck to digital transformation – Evaluation and execution to a system e.g., Oracle Cloud, Workday will eliminate manual workarounds, consolidate redundant systems, and provide a single source of truth for Finance, HR, and operational data	**8/10** High

BEST PRACTICE –

- TOGAF (The Open Group Architecture Framework) Methodology for application portfolio rationalization
- ISO/IEC 205010 – Defines quality characteristics for modern software systems
- TIME Model (Tolerate, Invest, Migrate, Eliminate) Guides prioritization of legacy vs modern systems

3. Data Management and Analytics

Current State:
Data is stored across multiple systems with limited centralized reporting or analytics capabilities.

Gap:
Inconsistent data governance, limited reporting capabilities beyond manual use, and insufficient ability to leverage data for decision-making.

Desired State:
A centralized data strategy with improved reporting, dashboards, and analytics capabilities to support operational and strategic decision-making.

Impacts if Unaddressed:

If improvements to data management and analytics are not made, the City will continue to rely on fragmented and manually compiled information to support decision-making. This can result in inconsistent reporting, reduced confidence in data accuracy, limited visibility into operational performance and lack of trust and transparency for the community. Departments may spend considerable time gathering and reconciling data rather than analyzing it to inform policy and operational improvements. Additionally, the City's ability to identify trends, measure program outcomes, and make data-driven decisions will remain limited, potentially affecting service delivery, financial planning, and strategic initiatives. Over time, the lack of a coordinated data strategy may also hinder the City's ability to support transparency, performance management, and future technologies that rely on high-quality, well-governed data.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	Enterprise Data Governance Program	Establishes data stewardship roles, data dictionary, lineage tracking, and quality standards across all departments. Governance is the prerequisite that determines whether all downstream analytics investments succeed or fail	**10/10** CRITICAL
2	Data warehouse/Data Lake implementation	Centralizes structured and unstructured data from all City systems into a single analytical environment (e.g., Azure Synapse, Snowflake, or AWS Redshift). Eliminates manual Excel-based reporting, enables cross-departmental analytics, and provides the data foundation for AI and predictive modeling.	**9/10** CRITICAL
3	Business intelligence (BI) and Executive dashboard platform	Deploying a self-service BI tool e.g., Power BI, Tableau connected to trusted and governed data sources replaces manual report compilation for operational performance, financial status and other KPI's. Reducing report cycle from days to minutes	**9/10** CRITICAL

BEST PRACTICE –

- DAMA-DMBOK - Data Management Body of Knowledge is the authoritative guide for enterprise data governance practices.
- ISO 8000 - defines data quality standards critical for analytics integrity.
- The NIST Privacy Framework - governs how resident data is managed in centralized data environments.

4. Infrastructure and Cloud Readiness

Current State:
A mix of on-premises and cloud solutions exists, but cloud adoption is not guided by a formal strategy.

Gap:
Limited scalability and inconsistent architecture standards for infrastructure and cloud services.

Desired State:
A well-defined hybrid or cloud-first strategy that improves scalability, resilience, and disaster recovery capabilities.

Impacts if Unaddressed:
If infrastructure and cloud readiness are not addressed, the City may face challenges in scaling systems to meet growing demands, leading to performance bottlenecks and service disruptions. Inconsistent architecture and lack of standardization can increase complexity, operational inefficiencies, and maintenance costs. Without a formal cloud strategy, disaster recovery and business continuity capabilities may be limited, leaving critical systems vulnerable to downtime during outages or disasters. Over time, failure to modernize infrastructure may also hinder adoption of modern technologies, reduce agility in responding to community needs, and increase long-term IT costs.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Hybrid Cloud Strategy & Architecture Blueprint**	Defines which workloads belong on-prem, in public cloud (GovCloud), or in a hybrid model, with total cost of ownership analysis for each. Without this blueprint, cloud migration proceeds inconsistently, creating technical debt, security gaps, and unpredictable costs. This is the architectural foundation for all subsequent infrastructure investments.	**9/10** CRITICAL
2	**Network Infrastructure Modernization (SD-WAN / SASE)**	Software-Defined WAN and Secure Access Service Edge replace aging MPLS-based connectivity with dynamic, cloud-optimized routing. Enables secure split-tunneling for cloud applications, improves performance for remote workers, and reduces WAN costs by 30-50% while increasing resilience. Critical for cloud-first strategy success.	**8/10** HIGH

3	**GovCloud Migration Program (Prioritized Workloads)**	A phased migration of email, collaboration, backup, and development environments to Azure Government or AWS GovCloud reduces on-premises hardware dependency, improves scalability, and moves capital expenditure to predictable operational expenditure. Cybersecurity & Infrastructure Security Agency (CISA)-compliant cloud environments also improve security posture.	**8/10** HIGH

BEST PRACTICE –

- NIST SP 800-146 - provides the authoritative cloud computing taxonomy and deployment model guidance for government entities.
- ISO/IEC 17788 - defines the cloud computing vocabulary and conceptual model.
- CSA STAR - provides a certification framework for assessing cloud provider security.

5. Digital Services and Customer Experience

Current State:
Some services require manual processes or in-person interactions.

Gap:
Limited digital service options and online self-service capabilities for customers and stakeholders.

Desired State:
Expanded digital services, improved online portals, and modern communication tools that enhance customer engagement and accessibility.

Impacts if Unaddressed:
If digital services and customer experience gaps are not addressed, residents and stakeholders may continue to face inefficient, time-consuming, and inconsistent service interactions. Manual or in-person processes limit accessibility, reduce convenience, and may frustrate customers, potentially lowering public satisfaction and trust. The City may also miss opportunities to streamline internal workflows, increase staff productivity, and reduce operational costs. Over time, failure to modernize digital services could hinder adoption of emerging technologies, limit data-driven insights from customer interactions, and put the City at a competitive disadvantage compared to other municipalities offering more modern, user-friendly digital experiences.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Unified Resident Self-Service Portal**	A single, authenticated web and mobile portal enabling residents to pay bills, apply for permits, submit service requests, and check case status 24/7 eliminates in-person and phone bottlenecks. Municipalities with mature self-service portals report 40-60% reduction in counter and call center volume. Dramatically improves resident satisfaction and staff productivity simultaneously.	**9/10** CRITICAL
2	**Online Permitting, Licensing & Inspection System**	Digitizing the permitting lifecycle (application, payment, review, inspection scheduling, certificate issuance) reduces processing time from weeks to days and eliminates paper-based workflows in Public Works, Planning, and Building departments. Directly generates measurable economic development impact by accelerating construction and business licensing timelines.	**9/10** CRITICAL
3	**CRM / 311 Service Request Management Platform**	A modern CRM system (e.g., Salesforce Government Cloud, Microsoft Dynamics 365, or Salesforce) routes resident service requests to the correct department, tracks resolution status, and provides performance reporting. Eliminates lost requests, reduces duplicate effort, and provides data to identify highest-volume service pain points.	**8/10** HIGH
4	**Digital Accessibility Audit & Remediation Program**	A systematic audit of all public-facing digital properties against WCAG 2.1 AA standards, followed by a prioritized remediation program, ensures the City meets ADA Section 508 obligations and serves all residents equitably — including those with visual, auditory, and motor disabilities. Mitigates significant legal liability.	**8/10** HIGH

BEST PRACTICE –

- WCAG 2.1/2.2 - ensures digital services are accessible to residents with disabilities, a legal requirement under ADA Section 508.
- ISO 9241- provides human-centered design principles for government portals.
- USWDS - (U.S. Web Design Systems) provides a proven, research-backed component library specifically for government digital services.

6. Workforce and IT Capacity

Current State:
IT staff focus heavily on operational support and system maintenance.

Gap:
Limited capacity to focus on innovation, strategic initiatives, GIS, and emerging technologies. Related to GIS, the City has limited capabilities including:

- Incomplete data
- Data quality
- Unresolved data needs
- Lack of GIS best practices
- Limited capacity to focus on innovation, strategic initiatives, and emerging technologies.

Desired State:
An IT workforce with the resources, skills, and tools needed to support modernization, cybersecurity, and strategic technology initiatives either with in-house staff or consultant expertise to fill gaps in expertise that do not require full time assistance.

Impacts if Unaddressed:
If workforce and IT capacity gaps are not addressed, the City's IT team may remain overextended on routine operational tasks, limiting their ability to pursue innovation, modernization, and strategic projects. Critical initiatives such as implementing modern technologies, improving cybersecurity, or optimizing workflows could be delayed or executed poorly due to lack of expertise and bandwidth. This may result in slower adoption of digital services, reduced efficiency, and increased reliance on outdated systems. Over time, insufficient IT capacity can lead to higher risk of system failures, security incidents, and missed opportunities to leverage technology for improved service delivery, ultimately impacting both staff productivity and community satisfaction.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**IT Skills Assessment & Workforce Development Roadmap**	A structured skills inventory against Skills Framework for the Information Age (SFIA, which is a global framework that defines the skills and competencies required by professionals in the digital world, particularly in information and communication technologies) competency levels across all IT roles identifies specific gaps in cybersecurity, cloud, data engineering, and GIS. Produces a targeted training investment plan, eliminating the inefficiency of generic training that does not address actual capability shortfalls. Directly reduces consultant dependency and builds institutional knowledge.	**8/10** HIGH
2	**GIS Platform Modernization & Specialist Capacity**	Geographic Information Systems are foundational to Public Works, Planning, utilities, emergency management, and community engagement. Modernizing to ArcGIS Enterprise Online or QGIS with dedicated GIS specialist capacity unlocks spatial analytics capabilities that directly support infrastructure planning, 311 routing, and community services optimization.	**8/10** HIGH
3	**Managed Service Provider (MSP) Partnership for Strategic Gap Coverage**	Engaging a vetted MSP or virtual CIO service for specific functions (cloud architecture, cybersecurity, application development) fills expertise gaps that do not justify a full-time hire. Provides access to specialist talent at a fraction of direct employment cost, with scalability to increase or decrease engagement as needs evolve.	**7/10** HIGH
4	**IT Career Ladder, Succession Planning & Retention Program**	The public sector faces severe competition from private industry for technology talent. A formal career ladder with clear advancement criteria, competitive compensation benchmarking, and a structured succession plan for critical roles reduces turnover risk and ensures institutional knowledge is retained. High IT staff turnover is among the most disruptive and costly non-cyber risks a municipality faces.	**8/10** HIGH

BEST PRACTICE –

- SFIA - provides a globally recognized 7-level competency framework for IT roles, enabling objective skills gap analysis and career pathing.
- IEEE 1484 - defines competency standards for technology professionals.
- CompTIA's - Government framework addresses public-sector-specific skills requirements including security clearances, procurement, and policy compliance.

7. Automation and Emerging Technologies

Current State:
Many processes remain manual or require redundant data entry across systems.

Gap:
Limited use of automation, artificial intelligence, and workflow tools to improve efficiency.

Desired State:
Increased use of automation, workflow platforms, and AI-enabled tools to streamline operations and improve service delivery.

Impacts if Unaddressed:
If automation and emerging technology gaps are not addressed, the City will continue to rely on manual, repetitive processes that consume staff time and increase the likelihood of errors. Opportunities to improve operational efficiency, reduce costs, and accelerate service delivery will be missed. Departments may struggle to respond quickly to changing demands or leverage data for decision-making. Over time, the lack of adoption of AI and workflow tools can hinder innovation, slow digital transformation efforts, and reduce the City's ability to provide modern, responsive services to residents and stakeholders. Additionally, staff may experience increased workload and frustration due to inefficient processes. This could result in high staff turnover and stagnation in customer service.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Robotic Process Automation (RPA) Center of Excellence (CoE)**	Establishing an RPA CoE with a platform (e.g., UiPath, Microsoft Power Automate, or Automation Anywhere) and a prioritized automation backlog targets the highest-volume repetitive processes first — data entry, report generation, form processing, and invoice matching. Municipalities typically achieve 60-80% time reduction on automated processes, freeing staff for higher-value work.	**8/10** HIGH

#	Project Name	Rationale	Score
2	**Low-Code / No-Code Workflow Automation Platform**	Platforms like Microsoft Power Platform or ServiceNow enable business users to build department-specific workflows, approval chains, and forms without IT involvement. This democratizes automation, reduces the IT development backlog, and accelerates digital transformation across departments that lack dedicated technical staff.	**8/10** HIGH
3	**AI Readiness Assessment & Responsible AI Governance Framework**	Before deploying AI tools, the City must assess data quality, establish bias auditing processes, define acceptable use policies, and ensure compliance with Institute of Electrical and Electronics Engineers (IEEE) 7000 and emerging state AI regulations. This governance-first approach prevents the reputational and legal risks of algorithmic decision-making errors in public service contexts.	**9/10** CRITICAL
4	**AI Pilot Projects: Chatbot / Virtual Assistant & Predictive Maintenance**	A resident-facing AI chatbot (integrated with the self-service portal) manages routine inquiries 24/7, reducing call center load. A predictive maintenance model applied to fleet, HVAC, and infrastructure sensor data shifts maintenance from reactive to proactive, measurably reducing emergency repair costs. Both are high-ROI; low-risk AI applications appropriate as municipal AI pilot programs.	**8/10** HIGH

BEST PRACTICE –

- IEEE 7000 - provides the ethical framework for AI system design in public-sector contexts where algorithmic decisions affect residents.
- ISO/IEC 42001- is the first international standard for AI management systems, establishing governance for responsible AI deployment.
- Gartner's RPA Center of Excellence framework - guides scalable automation program governance.

8. IT Investment – Replacement Fund and IT Budget

Current State:
The City's information technology environment relies on a wide range of hardware, software systems, infrastructure, and cybersecurity tools that support core municipal operations and public services. While

many of these technologies are critical to daily operations, funding for lifecycle replacement and modernization has historically been addressed on an ad hoc or project-by-project basis rather than through a structured, sustainable funding model.

Departments are currently making independent decisions about when to replace technology based on their own budgets and informal judgment, rather than following standardized lifecycle guidelines. This lack of consistency leads to inefficient use of resources and avoidable waste.

The current IT operating budget primarily supports ongoing operational costs such as licensing, maintenance agreements, telecommunications services, and limited equipment replacement. However, it does not consistently include dedicated lifecycle funding for major infrastructure components, enterprise systems, or emerging technology investments.

Gaps:
Several gaps exist between the current funding approach and industry best practices for sustainable technology management:

- **Lack of a Centralized Dedicated Technology Replacement Fund:** There is no formalized replacement fund to support the planned lifecycle replacement of servers, network equipment, end-user devices, and critical infrastructure. Current purchases by departments are done in a siloed manner resulting in potential waste of limited resources. The lack of a central formalized replacement fund limits the City's ability to plan and fund equipment replacements on a systematic and predictable basis.

  Assets Typically Included in a Replacement Fund

  - **End-User Devices**
    - Desktops, laptops, tablets
    - Mobile devices (city-issued)
  - **Infrastructure**
    - Servers (on-prem or hybrid)
    - Storage systems
    - Network equipment (switches, routers, firewalls, wireless access points)
  - **Security Tools**
    - Endpoint protection
    - SIEM/log management systems
    - Backup and disaster recovery solutions
  - **Telecommunications**
    - Phone systems (VoIP infrastructure)
    - Call center platforms
  - **Enterprise Systems & Software**
    - ERP/financial systems
    - Permitting, utility billing, public safety systems
  - **Specialized / Departmental Systems**
    - GIS platforms

- SCADA
- Body cams, Radios, or other public safety tech

Standard Lifecycle (Replacement Schedules)

Lifecycle definitions are the backbone of the fund. Typical ranges:

- **Desktops:** 4–5 years
- **Laptops:** 3–4 years
- **Tablets/Mobile Devices:** 2–3 years
- **Servers:** 4–6 years
- **Storage Systems:** 5–7 years
- **Network Equipment:** 5–7 years
- **Security Appliances (Firewalls, etc.):** 4–6 years
- **Enterprise Software:** 5–10 years (major upgrades/replacements)
- **Telephony Systems:** 7–10 years

- **Limited Lifecycle Planning:** Technology assets are not consistently funded based on standardized lifecycle schedules, increasing the risk of aging equipment and deferred replacement.
- **Reactive Budgeting:** Technology investments are often addressed reactively when systems fail, become unsupported, or require urgent upgrades rather than through proactive planning.
- **Insufficient Base Budget for Strategic Initiatives:** The current base IT budget primarily supports maintenance and operational activities, leaving limited capacity for training, modernization, innovation, cybersecurity enhancements, and emerging technologies such as artificial intelligence or advanced analytics.
- **Increased Risk Exposure:** Deferred replacements and underfunded modernization increase risks related to system reliability, cybersecurity vulnerabilities, vendor support limitations, and service disruptions.
- **Unpredictable Capital Demands:** Without structured replacement planning, large technology expenses may arise unexpectedly, creating budget volatility and competing with other capital priorities.

Desired State:
A sustainable funding framework should be established to support both the **ongoing operational needs of the IT environment and the planned lifecycle replacement of technology assets**.

This includes:

- Establishing a **Technology Replacement Fund** or **Internal Service Fund** to support predictable lifecycle replacement of infrastructure and devices.
- Developing **multi-year technology lifecycle schedules** aligned with industry standards.
- Expanding the **base IT operating budget** to include recurring funding for cybersecurity, cloud services, data management, and emerging technologies.
- Implementing **long-range technology financial planning** aligned with the City's Capital Improvement Program (CIP) and strategic priorities.

- The fund should be refilled on an annual basis to ensure sustainability and withstand economic fluctuations.

Impacts if Unaddressed:
If these gaps remain unaddressed, the City may experience increasing operational risks, higher long-term costs due to emergency replacements, reduced ability to adopt modern technologies, and potential disruptions to critical municipal services. Deferred modernization and limited funding for emerging technologies hinder innovation, reduce operational efficiency, and increase cybersecurity and compliance risks. Over time, inadequate IT investment can erode system reliability, constrain the City's ability to implement strategic initiatives, and compromise the long-term sustainability of technology infrastructure and services.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Technology Replacement Fund (Internal Service Fund) Establishment**	A formally established Internal Service Fund with annual contributions calculated from asset lifecycle schedules eliminates reactive, emergency technology spending. Funded from departmental chargebacks, this model makes technological costs predictable, equitable, and self-sustaining. Government Finance Officers Association (GFOA) and International City Management Association (ICMA) both recommend this structure as a best practice for municipal IT sustainability.	**10/10** CRITICAL
2	**IT Asset Management (ITAM) System & Lifecycle Inventory**	Deploying an ITAM platform (e.g., Lansweeper, ServiceNow ITAM, or Ivanti) that tracks every hardware and software asset with purchase date, warranty status, support end-of-life, and replacement date provides the data foundation for lifecycle fund contributions and procurement planning. Without this inventory, lifecycle planning is guesswork.	**9/10** CRITICAL
3	**Multi-Year IT Capital Improvement Plan (CIP Integration)**	Formally integrating IT capital needs into the City's 5-year Capital Improvement Program ensures technology investments compete on equal footing with physical infrastructure projects. Provides the City Council and Finance with a predictable horizon of technology capital requirements and eliminates budget volatility caused by deferred replacement.	**9/10** CRITICAL

4	**IT Total Cost of Ownership (TCO) Model & Chargeback Framework**	Developing a transparent TCO model for each major system — including licensing, support, infrastructure, and staff time — enables fair departmental chargeback, accurate make-vs-buy analysis, and cost-justified modernization decisions. Departments that see the actual cost of aging systems are significantly more willing to fund modernization initiatives.	**8/10** HIGH

BEST PRACTICE –

- ISO 55000 - establishes systematic asset lifecycle management aligned to financial planning.
- ITIL 4's (Information Technology Infrastructure Library version 4) - Financial Management for IT practice provides service-based cost modeling and chargeback frameworks.
- GFOA (Government Finance Officers Association) - best practices specifically address technology replacement fund structures, lifecycle schedules, and capital improvement program integration for municipalities.

9. Local Government Project Management

Current State:
Project management practices across the organization are largely decentralized and inconsistent. Individual departments manage projects using their own methods, tools, and documentation standards. While some projects utilize basic planning documents or schedules, there is no standardized project management framework, governance model, or enterprise-level visibility into project portfolios.

Project prioritization, resource allocation, and project reporting are often performed informally or within departmental silos. There is limited use of standardized templates, project lifecycle methodologies, or centralized reporting dashboards. As a result, executive leadership may have limited visibility into project status, risks, interdependence, budget versus actual expenditures, and overall project performance; currently, this process is completely manual (as in the strategic priorities excel spreadsheets) or communicated verbally from employee to supervisor.

This environment is common in many local governments where project management practices evolve organically without formal governance or methodology.

Gap:
The City lacks a formal, enterprise-wide project management framework to ensure consistent planning, execution, monitoring, and reporting of projects.

Key gaps include:

- No standardized **project management methodology or lifecycle framework**
- Lack of **centralized project governance or Project Management Office (PMO)**
- Limited **enterprise visibility into project portfolios, priorities, and resource utilization**
- Inconsistent **project documentation, change management, and reporting practices**
- Lack of standardized **project performance metrics and dashboards**

Without formal governance and processes, projects may be initiated and managed without clear prioritization, consistent oversight, or coordination across departments.

Desired State:
The City will establish a standardized, enterprise-wide project management framework that enables consistent planning, governance, execution, and oversight of municipal projects.

Key elements of the desired state include:

- Implementation of a **formal project management methodology** (e.g., PMI)
- Establishment of a **centralized PMO or project governance structure**
- Standardized **project lifecycle stages** (initiation, planning, execution, monitoring, and closeout)
- Implementation of **prioritization processes**
- Centralized **portfolio management and reporting dashboards**
- Standardized **templates, documentation, and project tracking tools**
- Improved **cross-department coordination and resource management**
- Alignment of projects with **strategic goals, capital improvement plans, and council priorities**

A structured PMO approach enables local governments to coordinate complex projects across departments, improve accountability, and ensure projects remain aligned with organizational priorities.

Impact if Unaddressed

If this gap is not addressed, the City may experience increasing challenges in managing projects effectively across the organization.

Potential impacts include:

- Increased risk of **project delays, cost overruns, or scope changes**
- Limited visibility for leadership into **project progress, risks, and resource demands**
- Inefficient use of staff resources due to **duplicate or uncoordinated projects**
- Overburdened staff **working on too many projects at same time**
- Reduced ability to **prioritize projects aligned with strategic goals**

- Difficulty managing **large or complex initiatives such as capital improvement, technology modernization, or digital transformation projects**
- Reduced accountability and transparency in the use of public funds
- Loss of institutional knowledge due to inconsistent project documentation

Over time, the lack of standardized project management practices may hinder the City's ability to deliver major initiatives efficiently and effectively.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Project Management Office (PMO) Establishment & Charter**	Establishes a formal PMO with a clear charter defining scope, authority, governance structure, and reporting relationships. The PMO serves as the organizational hub for project standards, portfolio visibility, and cross-department coordination. Without a PMO, all other PM investments lack an owner and enforcement mechanism. Municipalities with a functional PMO consistently deliver projects closer to schedule and budget than those without.	**10/10** CRITICAL
2	**Enterprise Project Management Methodology (PMI PMBOK Adoption)**	Standardizes the project lifecycle — initiation, planning, execution, monitoring, and closeout — across all departments using PMI PMBOK 7th edition as the governing framework. Provides a common language for project communication, consistent expectations for deliverables at each stage, and defensible documentation practices that protect the City in audits, grant reporting, and public accountability contexts.	**10/10** CRITICAL
3	**Project Portfolio Management (PPM) Platform Implementation**	Deploys a centralized PPM tool (e.g., Microsoft Project Online, Smartsheet Gov, or ServiceNow SPM) providing executive leadership with real-time visibility into all active projects, resource allocation, budget status, schedule health, and risk indicators. Eliminates the current state of fragmented spreadsheets and informal status reports. Enables data-driven prioritization decisions and prevents staff overloading.	**9/10** CRITICAL

#	Project Name	Rationale	Score
4	**Project Prioritization Framework & Annual Portfolio Review Process**	Implements a scored prioritization model that evaluates all proposed projects against strategic alignment, cost, risk, resource impact, and community benefit before approval. Establishes an annual portfolio review cycle tied to the budget and CIP process. Currently, projects are initiated without consistent criteria, leading to resource conflicts, unfinished initiatives, and misalignment with Council priorities.	**9/10** CRITICAL
5	**Standardized Project Templates, Documentation & Lifecycle Toolkit**	Develops and deploys a complete library of standardized project templates: project charters, RACI matrices, risk registers, change control forms, status report formats, lessons learned templates, and closeout checklists. Eliminates the current inconsistency where each department invents its own documentation. Templates reduce the administrative burden on project managers while ensuring all critical information is captured consistently.	**9/10** CRITICAL
6	**Executive Project Dashboard & Portfolio Reporting System**	Builds a role-based executive dashboard providing City Manager and Council with a real-time portfolio health view — schedule performance, budget variance, milestone status, and risk flags — across all active projects. Replaces informal verbal updates and disconnected spreadsheets with a single authoritative source. Increases accountability, enables early intervention on at-risk projects, and demonstrates responsible stewardship of public funds.	**9/10** CRITICAL
7	**Resource Capacity Management & Workload Balancing Program**	Implement a formal resource capacity management process that maps staff availability against project demand before projects are approved. Directly addresses the identified gap of overburdened staff working on too many projects simultaneously. Prevents the common municipal failure mode where ambitious project portfolios stall because the same small group of subject matter experts is assigned to too many initiatives at once.	**8/10** HIGH

#	Project Name	Rationale	Score
8	**Change Management Framework for Technology & Organizational Projects**	Establishes a formal change management discipline — covering stakeholder analysis, communication planning, training coordination, and adoption measurement — for all significant technology and organizational change initiatives. Technology projects that lack change management consistently underperform adoption and ROI. This is especially critical for the City's ERP, GIS, and digital services transformations planned across the 5-year roadmap.	**8/10** HIGH
9	**Project Management Training & Certification Program for City Staff**	Delivers role-based PM training aligned to PMI standards for all staff involved in managing or supporting projects — from department directors approving projects, to project leads executing them, to IT staff managing technical workstreams. Includes a pathway for key staff to achieve PMP or CAPM certification. Builds internal PM capability that reduces dependence on external consultants for project governance.	**8/10** HIGH
10	**Lessons Learned Repository & Continuous Improvement Program**	Creates a structured lessons learned repository capturing outcomes, risks that materialized, decisions made, and improvement recommendations from every completed project. Feeds directly into the annual methodology review cycle. Prevents the recurring pattern where the same project management mistakes are repeated across departments because institutional knowledge is never captured or shared.	**8/10** HIGH

BEST PRACTICE –

- PMI PMBOK 7th Edition - This is the authoritative project management standard providing principles-based guidance applicable to government project portfolios of all sizes.
- PRINCE2 Agile - Provides a complementary framework for technology and iterative projects common in digital transformation programs.
- ISO 21502 - This is the international standard for project management guidance, providing language-neutral definitions and process guidance.
- ICMA (International City/County Management Association) - Provides local-government-specific PM guidance addressing the unique constraints of public sector project delivery including procurement, public accountability, and cross-departmental coordination.

10. GIS Capability Gap Analysis

Current State:
The City's Geographic Information Systems (GIS) capabilities are limited and decentralized. GIS usage is primarily restricted to basic mapping functions, with minimal integration into core business processes. Data is often siloed across departments, inconsistently maintained, and in some cases managed through manual or non-spatial tools such as spreadsheets. There is limited staff expertise dedicated to GIS, and existing tools are underutilized with a lack of standards. Public-facing GIS services, such as interactive maps or open data portals, are minimal or nonexistent.

Gap:
The City lacks a modern, enterprise GIS framework that supports cross-departmental collaboration, data-driven decision-making, and efficient service delivery. Key gaps include:

- Absence of a centralized GIS strategy and governance model
- Limited integration between GIS and enterprise systems (e.g., permitting, asset management, public works)
- Inadequate data standards, quality control, and lifecycle management
- Insufficient staffing and training to support GIS needs of city
- Lack of accessible, user-friendly tools for both staff and the public
- Minimal use of GIS for advanced analytics, planning, and operational insights

Desired State:
The City operates a robust, enterprise GIS program that serves as a foundational platform for data visualization, analysis, and decision-making. GIS is fully integrated with key business systems and supports real-time, spatially enabled workflows across departments. Standardized data governance ensures accuracy, consistency, and accessibility of geospatial data. Staff are trained and empowered to use GIS tools effectively, and the public has access to interactive maps and open data resources that enhance transparency and engagement.

Impact if Not Addressed:
Failure to enhance GIS capabilities will limit the City's ability to effectively plan, manage infrastructure, and respond to community needs. Departments will continue to operate in silos, leading to inefficiencies, duplicated efforts, and increased operational costs. Decision-making will rely on incomplete or outdated information, increasing the risk of errors and missed opportunities. This includes manual processes to obtain GIS results which are prone to errors. Additionally, the City may fall behind peer agencies in leveraging data for innovation, grant opportunities, emergency response, and community engagement.

Projects that address the Gap:

#	Project Name	Rationale	Score
1	**Enterprise GIS Strategy, Governance Model & Charter**	Establishes a formal GIS governance structure including a designated GIS program owner, data stewardship roles, enterprise standards, and a multi-year GIS roadmap aligned to the City's Technology Strategic Plan. Without governance, all downstream GIS investments produce inconsistent, siloed results. This is the prerequisite that determines whether GIS projects succeed or fragment.	**10/10** CRITICAL
2	**GIS Specialist Staffing & Dedicated Capacity**	Engages a dedicated GIS specialist (likely contracted) with proficiency in ArcGIS Enterprise and ArcGIS Online to own data quality, departmental support, and platform administration. Current underutilization of the existing ESRI investment is directly attributable to the absence of dedicated GIS expertise. A specialist multiplies the value of every other GIS investment.	**10/10** CRITICAL
3	**Enterprise GIS Data Quality Assessment & Standards Implementation**	Conducts a full inventory and quality assessment of all existing geospatial datasets across departments. Establishes data standards, metadata requirements, coordinate system standards, and lifecycle management policies aligned to **FGDC and ISO 19115**. Data quality is the single most critical factor determining whether GIS analytics produce actionable insights or misleading outputs.	**9/10** CRITICAL
4	**GIS Integration with Enterprise Systems (ERP, Land Management, Asset Management, Public Works)**	Connects ArcGIS Enterprise to the City's ERP, Land Management, and Asset Management systems via API or ETL (Extract, Transform, Load) pipelines, enabling spatially enabled workflows in permitting, infrastructure maintenance, utilities, and fleet management. Integration eliminates duplicate data entry, reduces manual reconciliation errors, and allows staff to see work orders, permits, and assets in their geographic context in real time.	**9/10** CRITICAL

#	Project Name	Rationale	Score
5	**ArcGIS Enterprise Online Upgrade & Platform Modernization**	Migrates from the current underutilized ArcGIS desktop/online environment to a fully configured ArcGIS Enterprise Online deployment with role-based access, departmental apps, and mobile field data collection. The existing ESRI investment is underperforming due to configuration gaps and lack of enterprise deployment. Modernizing the platform enables all other GIS capabilities at no additional licensing cost.	**9/10** CRITICAL
6	**GIS Field Data Collection & Mobile Workforce Enablement**	Deploys ArcGIS Field Maps and Survey123 for mobile field data collection by Public Works, Code Enforcement, Utilities, and Parks staff. Replaces paper forms and manual data re-entry with real-time, GPS-stamped digital records that feed directly into enterprise GIS datasets. Reduces data errors by eliminating the paper-to-digital transcription step and accelerates infrastructure condition reporting cycles.	**9/10** CRITICAL
7	**Public-Facing GIS Web Portal & Interactive Maps**	Launches a public-facing GIS web portal (ArcGIS Hub or similar) providing residents with interactive maps for zoning, permits, public works projects, parks, and community resources. Increases transparency, reduces staff time spent answering routine location-based inquiries, and aligns with California open government mandates. Also enables community participatory mapping for planning and engagement initiatives.	**8/10** HIGH
8	**GIS-Enabled Emergency Management & Situational Awareness Dashboard**	Build a real-time situational awareness dashboard for emergency operations integrating GIS layers for infrastructure, utilities, public safety resources, vulnerable populations, and incident locations. Enables the Emergency Operations Center to make spatially informed response decisions during fires, floods, and other incidents. Directly addresses the gap in emergency response coordination identified in the impact analysis.	**9/10** CRITICAL

#	Project Name	Rationale	Score
9	**GIS Staff Training Program (Citywide & Departmental)**	Delivers a structured, role-based GIS training program covering ArcGIS Online for general staff, ArcGIS Enterprise administration for IT, and specialized spatial analytics training for planning, public works, and utilities. Existing tools are underutilized because staff lack proficiency. Training converts the platform investment into measurable operational value across every department that touches geospatial data.	**8/10** HIGH
10	**Spatial Analytics & Advanced GIS Capabilities (Predictive & Planning)**	Deploys ArcGIS Pro with spatial analytics extensions to enable predictive infrastructure failure modeling, equity analysis for service distribution, traffic and pedestrian pattern analysis, and climate vulnerability mapping. Elevates GIS from a mapping tool to a strategic decision-support platform. Directly addresses the 'minimal use of GIS for advanced analytics' gap and positions the City to leverage GIS for state and federal grant applications requiring spatial data evidence.	**8/10** HIGH

BEST PRACTICE –

- ESRI ArcGIS Enterprise and ArcGIS Online - Best practices provide the deployment and governance guidance for the City's existing platform investment.
- OGC (Open Geospatial Consortium) standards - Ensure interoperability between GIS systems and enterprise applications.
- FGDC (Federal Geographic Data Committee) Content Standard for Digital Geospatial Metadata - is the federal metadata standard for all government geospatial datasets.
- ISO 19115 - Defines the international standard for geospatial metadata schemas.
- The NIST Privacy Framework - Governs how location data — which can be sensitive — is overseen in public-sector GIS environments.

PROJECT SUMMARY SCORECARD

Total Projects	Critical (9–10)	High Value (8)	Sections Covered
48	**30**	**18**	**12**

1. Governance & Strategic Alignment

COBIT 2019 | ISO/IEC 38500 | PMBOK

GAP	DESIRED STATE
Lack of mature formal IT governance framework to prioritize investments, manage risk, and align projects with organizational objectives.	Structured IT governance with executive oversight, project prioritization, and clear decision-making authority including IT Executive Committee and IT Business Committee.

Project	Score	Standard
IT Executive Committee Charter & Governance Framework	**9/10** CRITICAL	*COBIT 2019*
Annual Technology Strategic Plan (5-Year Rolling Roadmap)	**9/10** CRITICAL	*COBIT 2019*
Technology Portfolio Management Platform	**8/10** HIGH	*COBIT 2019*
IT Policy & Standards Library Development	**8/10** HIGH	*COBIT 2019*

2. Application Modernization

TOGAF | ISO/IEC 25010 |

GAP	DESIRED STATE
Limited integration between systems and reliance on legacy applications that reduce efficiency and increase maintenance costs.	Modern, integrated applications supporting digital workflows, improved data sharing, reduced manual effort, and AI-readiness.

Project	Score	Standard
Application Portfolio Assessment & Rationalization (TIME Model)	**9/10** CRITICAL	*TOGAF*
Enterprise Integration Platform / API Gateway	**9/10** CRITICAL	*TOGAF*
ERP / Core Platform Upgrade or Replacement	**8/10** HIGH	*TOGAF*
Document & Records Management System Modernization	**8/10** HIGH	*TOGAF*

3. Data Management & Analytics

DAMA-DMBOK | ISO 8000 | NIST Privacy Framework

GAP	DESIRED STATE
Inconsistent data governance, limited reporting beyond manual use, and insufficient ability to leverage data for decision-making.	Centralized data strategy with improved reporting, dashboards, and analytics supporting operational and strategic decision-making.

Project	Score	Standard
Enterprise Data Governance Program	**10/10** CRITICAL	*DAMA-DMBOK*
Cloud Data Warehouse / Data Lake Implementation	**9/10** CRITICAL	*DAMA-DMBOK*
Business Intelligence & Executive Dashboard Platform	**9/10** CRITICAL	*DAMA-DMBOK*
Open Data Portal for Community Transparency	**8/10** HIGH	*DAMA-DMBOK*

4. Infrastructure & Cloud Readiness

NIST SP 800-146 | ISO/IEC 17788 | CSA STAR

GAP	DESIRED STATE
Limited scalability, inconsistent architecture standards, and no formal cloud strategy guiding adoption.	Well-defined hybrid or cloud-first strategy improving scalability, resilience, and disaster recovery with GovCloud adoption.

Project	Score	Standard
Hybrid Cloud Strategy & Architecture Blueprint	**9/10** CRITICAL	*NIST SP 800-146*
GovCloud Migration Program (Prioritized Workloads)	**8/10** HIGH	*NIST SP 800-146*
Network Infrastructure Modernization (SD-WAN / SASE)	**8/10** HIGH	*NIST SP 800-146*
Infrastructure as Code (IaC) & Configuration Management	**8/10** HIGH	*NIST SP 800-146*

5. Digital Services & Customer Experience

WCAG 2.1/2.2 | ISO 9241 | U.S. Web Design System

GAP	DESIRED STATE
Limited digital service options and online self-service capabilities for residents and stakeholders.	Expanded digital services, improved online portals, and modern communication tools enhancing engagement and accessibility.

Project	Score	Standard
Unified Citizen Self-Service Portal	**9/10** CRITICAL	*WCAG 2.1/2.2*
Online Permitting, Licensing & Inspection System	**9/10** CRITICAL	*WCAG 2.1/2.2*
CRM / 311 Service Request Management Platform	**8/10** HIGH	*WCAG 2.1/2.2*
Digital Accessibility Audit & Remediation (WCAG 2.1 AA)	**8/10** HIGH	*WCAG 2.1/2.2*

6. Workforce & IT Capacity

SFIA | IEEE 1484 | CompTIA Government

GAP	DESIRED STATE
Limited capacity for innovation and strategic initiatives; specific gaps in cybersecurity, cloud, data engineering, and GIS skills.	IT workforce with resources, skills, and tools to support modernization, cybersecurity, and strategic initiatives.

Project	Score	Standard
IT Skills Assessment & Workforce Development Roadmap	**8/10** HIGH	*SFIA*
IT Career Ladder, Succession Planning & Retention Program	**8/10** HIGH	*SFIA*
GIS Platform Modernization & Specialist Capacity	**8/10** HIGH	*SFIA*
Managed Service Provider (MSP) / vCISO Partnership	**8/10** HIGH	*SFIA*

7. Automation & Emerging Technologies

IEEE 7000 (Ethical AI) | *ISO/IEC 42001* |

GAP	DESIRED STATE
Limited use of automation, AI, and workflow tools; many processes remain manual with redundant data entry.	Increased use of automation, workflow platforms, and AI-enabled tools to streamline operations and improve service delivery.

Project	Score	Standard
AI Readiness Assessment & Responsible AI Governance Framework	**9/10** CRITICAL	*IEEE 7000 (Ethical AI)*
Robotic Process Automation (RPA) Center of Excellence	**8/10** HIGH	*IEEE 7000 (Ethical AI)*
Low-Code / No-Code Workflow Automation Platform	**8/10** HIGH	*IEEE 7000 (Ethical AI)*
AI Chatbot / Virtual Assistant & Predictive Maintenance	**8/10** HIGH	*IEEE 7000 (Ethical AI)*

8. IT Investment — Replacement Fund & Budget

ISO 55000 (Asset Mgmt) | ITIL 4 | GFOA Best Practices

GAP	DESIRED STATE
No dedicated technology replacement fund, reactive budgeting, and insufficient base budget for strategic initiatives.	Sustainable funding framework including a Technology Replacement Fund, multi-year lifecycle schedules, and CIP integration.

Project	Score	Standard
Technology Replacement Fund (Internal Service Fund) Establishment	**10/10** CRITICAL	*ISO 55000 (Asset Mgmt)*
IT Asset Management System & Lifecycle Inventory	**9/10** CRITICAL	*ISO 55000 (Asset Mgmt)*
Multi-Year IT Capital Improvement Plan (CIP Integration)	**9/10** CRITICAL	*ISO 55000 (Asset Mgmt)*
IT Total Cost of Ownership (TCO) Model & Chargeback Framework	**8/10** HIGH	*ISO 55000 (Asset Mgmt)*

9. Local Government Project Management

PMI PMBOK 7th Ed. | PRINCE2 | ISO 21502 |

GAP	DESIRED STATE
Decentralized, inconsistent project management practices; no PMO, no standardized methodology, and no enterprise portfolio visibility.	Standardized enterprise-wide project management framework with a PMO, formal methodology, portfolio dashboards, and cross-department resource management.

Project	Score	Standard
Project Management Office (PMO) Establishment & Charter	**10/10** CRITICAL	*PMI PMBOK 7th Ed.*
Enterprise PM Methodology (PMI PMBOK Adoption)	**10/10** CRITICAL	*PMI PMBOK 7th Ed.*
Project Portfolio Management (PPM) Platform	**9/10** CRITICAL	*PMI PMBOK 7th Ed.*
Project Prioritization Framework & Annual Portfolio Review	**9/10** CRITICAL	*PMI PMBOK 7th Ed.*

10. GIS Capability

ESRI ArcGIS Best Practices | OGC Standards | FGDC | ISO 19115

GAP	DESIRED STATE
Limited, decentralized GIS usage restricted to basic mapping; no enterprise GIS strategy, governance, or integration with business systems.	Robust enterprise GIS program as a foundational platform for data visualization, analysis, and spatially enabled workflows across all departments.

Project	Score	Standard
Enterprise GIS Strategy, Governance Model & Charter	**10/10** CRITICAL	*ESRI ArcGIS Best Practices*
GIS Specialist Staffing & Dedicated Capacity	**10/10** CRITICAL	*ESRI ArcGIS Best Practices*
Enterprise GIS Data Quality Assessment & Standards	**9/10** CRITICAL	*ESRI ArcGIS Best Practices*
GIS Integration with Enterprise Systems (ERP/LMS/EAM/PW)	**9/10** CRITICAL	*ESRI ArcGIS Best Practices*

Confidence scores reflect expected operational benefit, strategic alignment, and transformation impact. Projects scored 9–10 represent foundational investments that enable all subsequent modernization.

Recommendations

The data collected for this report supports a set of **clear, actionable recommendations** that will help the City of East Palo Alto strengthen, modernize, and stabilize its future IT service delivery. These recommendations reflect patterns observed across interviews, infrastructure reviews, operational assessments, and comparative benchmarks with similar sized municipalities. Together, they outline a path toward a more resilient, secure, and service oriented- technology environment.

The City may have an opportunity to build a new Civic Center — including a library, city hall, police station and park with track and field — if the voters approve a ballot measure allotting the funding. The recommendations below take this into account. Projects that can benefit from a new City Hall i.e., consolidate keycard systems, have been identified as future projects. They should be reevaluated if/when the City builds a new City Hall and corresponding facilities that would support innovation for the community.

The most relevant conclusions and recommendations, **in order of importance**, are:

1) **Come to a decision point to improve or replace the existing the City's ERP system (Caselle).**

Recommendation: Establish a clear decision regarding whether to improve or replace the City's use of the Caselle ERP system. Staff interviews revealed a consistently elevated level of dissatisfaction with the system's functionality, usability, and alignment with departmental needs and citywide needs. To validate these concerns and chart an informed path forward, the City should engage an external subject matter expert (e.g., Government Financial Officers Association (GFOA)) to conduct a comprehensive review of the current Caselle configuration, business processes, and system utilization. This independent assessment will help determine whether Caselle can be remediated through configuration changes, training, and module expansion, or whether the City should begin planning for a transition to a more suitable ERP solution. If the decision is made to replace Caselle, the business process review can be utilized by a qualified consultant to assist in RFP creation, response evaluation, and vendor selection.

2) **Replace the existing planning/land use workflow software (Trakit).**

Recommendation: Replacement of the City's Trakit system should focus on implementing a platform with current standards, strengthening user proficiency, and ensuring the system is configured to support actual business needs moving forward. The current system is several versions behind, and this lag has limited the organization's ability to take advantage of key features and improvements that a more modern system offers. In several departments, staff have postponed adopting certain business processes while waiting for updates that could address missing or incomplete capabilities. This has contributed to the inconsistent use of Trakit and reduced the system's overall value to operations. A more intentional approach is needed to realign departmental workflows and service delivery expectations. It should be noted, Trakit is built on dated technology and is a risk due to limited support. Updates alone would not provide the capabilities of modern planning/land use systems or correct the limitation of limited support staff.

A comprehensive business process review (BPR) is strongly recommended to guide replacing Trakit. Such a review would document how departments currently use Trakit, identify gaps between system capabilities and operational needs, and highlight opportunities to streamline workflows. This BPR would also help verify that the system should be replaced. The BPR can be utilized by a qualified consultant to assist in

RFP creation, response evaluation, and vendor selection. The outcome should be a clear roadmap for improving system utilization across departments and divisions, ensuring that a Trakit successor is positioned to support efficient, transparent, and accountable service delivery in addition to integrating with the City's ERP system.

3) **Implement a Customer Relationship Management Portal (CRM/311) to facilitate residents.**

Recommendation: Implement a secure, user-friendly Customer Portal (CRM/311) that functions as the City's unified digital front door, giving residents a single, intuitive place to access services, information, and transactions. The portal should streamline routine interactions, increase transparency into City processes, and expand opportunities for self-service while upholding strong standards for accessibility, equity, and data protection.

- Evaluate commercial off-the-shelf (COTS) resident portal platforms, existing ERP/CRM modules that can integrate with current systems.
- Prioritize solutions with mobile app capabilities, robust integration capabilities, security certifications, and proven municipal deployments.
- Connect to permitting, work order, billing, document management, and other systems to avoid duplicating data entry.
- Ensure consistent master data (addresses, parcels, customer records) across systems.
- Assign a business owner (e.g., City Manager's Office or a central service department) and a technical owner (IT) for ongoing management.
- Establish standards for content, service definitions, Service Level Agreements (SLA), and change management.
- Train staff on how to process portal-originated requests and communicate with residents through the platform.
- Develop internal standard operating procedures (SOP) to ensure timely responses and consistent service quality.
- Maintain alternative access channels (phone, in-person, mail) for residents who cannot or prefer not to use digital services.
- Partner with libraries, community centers, and local organizations to support residents in using the portal where appropriate.

4) **Update the City Website and create an Intranet to assist City Staff.**

Recommendation: The website and Intranet will serve as a "Unified Digital Front Door" for the City. This project updates the City Website and includes a secure, intuitive, and fully integrated intranet that strengthens internal communication, streamlines access to resources, and supports staff productivity across all City departments. Redesigning the city website is a high priority, as well as replacing the website content management system used by staff for updating content which was viewed as outdated and difficult to use. Both the website and the intranet could be provided by one single system/vendor or a separate system/vendor.

Updating the city website will provide residents and businesses with easier access to services, better communication & transparency, increased equity & accessibility, service request integration resulting in faster problem reporting & response, stronger civic engagement, cost & time savings

for residents and the city, and a more positive public perception of the city in general. Improvements to the back-end system for updating information by city staff will increase efficiency and keep website content current.

The intranet should reduce reliance on email, eliminate information silos, and serve as the single authoritative source for City policies, forms, procedures, and organizational updates. By consolidating information and tools into a trusted environment, the City can improve operational consistency, enhance transparency, and ensure staff have what they need to perform their work efficiently.

A well-designed intranet becomes the City's internal "home base" — a centralized, reliable, and easy-to-navigate platform where employees can quickly find information, collaborate with colleagues, and complete routine tasks without searching across multiple systems. It provides a cohesive digital workspace that supports day-to-day operations, reinforces organizational standards, and enables departments to share knowledge in a structured, sustainable way.

- Centralize information: Provide one location for policies, procedures, forms, templates, HR resources, IT help, and department pages.
- Improve communication: Offer news, announcements, alerts, and leadership messages in a structured, searchable format.
- Support collaboration: Enable teams to share documents, calendars, and project updates using integrated tools.
- Enhance efficiency: Reduce time spent searching for information or requesting routine documents.
- Strengthen organizational culture: Promote transparency, recognition, and cross-departmental awareness.

5) **Provide Citywide GIS data management improvements serving all Departments.**

Recommendation: GIS has historically been implemented in a fragmented, department-by-department manner, resulting in a collection of tools and datasets that do not function as a cohesive, Citywide system. This siloed approach has limited the City's ability to fully leverage geospatial information for strategic planning, operational coordination, and data-driven decision-making.

Today, GIS plays a critical role in helping the City aggregate, visualize, and analyze the extensive data required to address complex issues across all departments. Because GIS spans nearly every discipline, it provides a shared framework for communication and supports collaborative decision making- among City staff, partner agencies, and the community. GIS is also a foundational piece for becoming a Connected Community/Smart City.

During GTG's interviews with City staff, nearly every department identified GIS as an essential tool for their operations and expressed a desire for expanded capabilities. This widespread reliance underscores the need for expertise and sustained funding to strengthen the City's GIS program and ensure it can meet current and future organizational demands.

6) **Enhance the current document management system.**

Recommendation: The City's current document management practices fall short of supporting the day-to-day and strategic needs of its departments, largely because existing tools—such as Laserfiche, SharePoint, and other platforms—are not being used in a coordinated or optimized way. A more intentional, enterprise-wide approach would allow the organization to modernize how information is created, stored, shared, and preserved.

Departments rely on a mix of legacy file shares, individual storage habits, and partially configured systems. This fragmentation leads to inconsistent document handling, duplicated files, unclear version control, and difficulty locating authoritative records. It also increases the burden on staff who must navigate multiple systems without a unified structure or governance model.

A comprehensive document management strategy—supported by clear standards, governance, and modern tools—would create measurable improvements across the organization:

- Reduced storage requirements through consolidation, deduplication, and lifecycle management aligned with the City's retention schedule.
- Stronger security by applying consistent access controls, audit trails, and permissions across all departments.
- Improved regulatory compliance, particularly for records retention, public records, and departmental documentation obligations.
- Faster and more accurate retrieval, supported by metadata standards, search optimization, and centralized repositories.
- Enhanced collaboration through shared workspaces, version control, and real-time co-authoring.
- More efficient responses to Public Records Act (PRA) requests, with better indexing, clearer ownership of records, and reduced manual searching.
- More reliable backup and disaster recovery, enabled by cloud-based redundancy and standardized storage practices.

Beyond the technical gains, a modernized document management environment would deliver important organizational value. Staff would spend less time searching for information and more time on service delivery. Departments would operate with greater consistency and transparency. The public would experience faster, more accurate responses, and improved access to information. These "intangible" benefits—efficiency, clarity, accountability, and trust—are often the most meaningful outcomes of a well-designed document management program.

7) **Institute better file management and document sharing (OneDrive/SharePoint/LaserFiche).**

Recommendation: Expanding adoption of Microsoft Office 365—particularly OneDrive and SharePoint—positions the City to modernize collaboration, strengthen information governance, and improve responsiveness to both internal and external demands. A more intentional, enterprise-wide rollout will help standardize how departments create, store, share, and retrieve information, reducing fragmentation and improving overall operational efficiency.

A broader, more structured deployment of Office 365 enables departments to work from a common

platform with consistent practices. SharePoint team sites, standardized document libraries, and OneDrive for individual workspaces create a unified environment where staff can collaborate in real time, maintain version control, and reduce reliance on email attachments. This shift supports a more agile, mobile-ready workforce and aligns with modern expectations for digital delivery.

Expanding SharePoint and OneDrive usage directly supports more efficient PRA responses by centralizing documents, improving searchability, and reducing the time spent locating records across disparate systems. Metadata, retention labels, and structured libraries help ensure that documents are stored in predictable locations with clear ownership and lifecycle management. This reduces risk, enhances transparency, and supports compliance with state records laws.

A well-designed Office 365 environment strengthens the City's information governance posture. Features such as role-based access controls, audit trails, automated retention policies, and secure external sharing help protect sensitive information while enabling appropriate collaboration. Integrated workflow tools—such as Power Automate—can streamline routine processes, reduce manual steps, and improve consistency across departments.

To ensure the expansion is effective and sustainable, the City should engage a SharePoint subject-matter expert to lead the design and configuration of departmental and enterprise sites. This expertise is essential for:

- Developing a scalable information architecture that reflects how the City works
- Creating standardized templates for department sites, document libraries, and workflows
- Establishing governance practices that balance flexibility with control
- Training staff and building internal champions to support long-term adoption
- Ensuring integrations with existing systems are secure, efficient, and future-ready

This structured approach accelerates adoption, reduces rework, and ensures the City realizes the full value of its Office 365 investment.

8) **Training for both IT staff and end users has become a major pain point.**

Recommendation: Training for both IT staff and end users stands out as one of the most pervasive and urgent needs identified across all GTG interviews with City personnel. Currently, the City does not have uniform requirements for ability to use certain software, nor does it provide uniform training on its software. Staff consistently expressed that their ability to fully utilize the City's systems and applications is limited by uneven skill levels, inconsistent training opportunities, and the absence of a structured, ongoing learning program. Strengthening organizational proficiency will require a more intentional approach to developing both technical and operational competencies.

A more robust training model would help the City close longstanding knowledge gaps, reduce reliance on informal peer support, and improve the overall return on investment in enterprise systems. This includes elevating IT staff capabilities—particularly in areas such as system administration, cybersecurity, and application support—while also ensuring end users receive practical, -role specific- instruction that enables them to work more efficiently and confidently.

Several pathways could address this need:

- **Establish a dedicated in-house HR/IT training position** to design curriculum, deliver regular training sessions, maintain documentation, and coordinate with departments on emerging needs, or:
- **Leveraging external training providers** to deliver specialized or advanced instruction, particularly for complex systems such as ERP, Land Management, GIS, and cybersecurity platforms.
- **Developing a structured, ongoing training program** that includes onboarding, refresher courses, system specific modules, and just--in--time- learning resources.
- **Ensuring IT Staff are provided ongoing training** in technologies used by the City including cyber security, Microsoft systems, networking and innovation to make a few.

Taken together, these steps would create a sustainable training framework that supports continuous improvement, strengthens system adoption, and enhances the City's overall operational effectiveness

9) **Improving contract management within the organization with technology.**

Recommendation: Adopt an industry-standard procurement and contract management system that manages the full lifecycle of contract activity—from initial creation and collaboration through negotiation, execution, tracking, and renewal. Such a platform provides consistent, transparent, and compliant handling of every document and workflow step, ensuring alignment with organizational policies and reducing reliance on ad-hoc practices. While DocuSign will strengthen the digital signature component, it represents only one element of a much broader process. An end-to-end contract management framework should be developed to define workflows, roles, responsibilities, and approval paths. Establishing this structure will reduce confusion, eliminate common pain points, and significantly improve efficiency, accountability, and regulatory compliance across the organization.

10) **Create Comprehensive Technology Policies covering key operational, security, and governance.**

Recommendation: Information Technology policies are foundational to the effective, secure, and accountable operation of a modern municipal government. As cities expand their reliance on digital systems to deliver services, manage sensitive data, support internal operations, and engage residents, the need for clear and comprehensive IT policies becomes increasingly critical. These policies establish the governance framework that guides how technology is selected, implemented, secured, and maintained across the organization.

Well-defined IT policies promote consistency in decision making, reduce operational and cybersecurity risks, and ensure compliance with legal, regulatory, and industry standards. They also help align technology investments with organizational priorities, improve transparency, and reinforce public trust by demonstrating

responsible stewardship of taxpayer-funded systems and data. By adopting and enforcing a cohesive set of IT policies, the City can create a stable foundation for innovation, operational efficiency, and long-term-digital resilience.

As part of this IT Strategic Plan project, the City will be provided with policies that have won the Municipal Information Systems of California 10 plus years in a row. GTG recommends amending these to meet the City's needs and implementing them in the City with the IT Executive committee, in addition to evaluating other policies the City may need, i.e., an Artificial Intelligence policy or policies.

11) **Improving staffing levels within IT based on industry standards.**

Recommendation: Enhance IT staffing levels to meet the growing demand for services and support across the organization. Conduct a focused internal assessment, through IT Governance, of current staffing capacity to identify gaps that limit IT's ability to deliver timely and effective services. Given the natural fluctuations in organizational priorities and workload, this assessment should be repeated annually and include consideration of supplemental external resources when appropriate.

Feedback from multiple departments indicates strong appreciation for the quality of work delivered by the IT team; however, they consistently noted that current staffing levels are insufficient to keep pace with expanding operational needs. To sustain service quality, support organizational growth, and ensure responsiveness to stakeholders, increasing IT staffing and associated resources is essential.

EPA's current staffing level places its IT-to-employee ratio well outside published norms and expanding the explanation helps underscore both the quantitative gap and the strategic implications for the organization.

Workforce.com's 2023 (https://workforce.com/news/ratio-of-it-staff-to-employees), benchmarking shows that small organizations average an IT staffing ratio of roughly 1:27, with the highest published ratio in that category at 1:34 . Against that backdrop, EPA's current ratio of 1:63—two IT staff supporting 126 FTE—reflects a level of understaffing that is nearly double the upper boundary of industry norms. This gap is consistent with stakeholder feedback indicating that IT performs well but lacks the capacity to meet growing organizational needs.

A ratio this high typically signals:

- Insufficient capacity for proactive work, including modernization, cybersecurity hardening, and process improvement.
- Increased operational risk, as a small team must support a broad application portfolio, infrastructure, and end-user needs without redundancy.
- Reduced resilience where staff absences, turnover, or surges in demand can quickly degrade service levels.
- Limited specialization, forcing generalists to stretch across domains that normally require dedicated expertise.

Adding two additional IT positions would bring EPA to four total IT staff, improving the ratio to 1:32—

squarely within the published best-practice range for small organizations. This shift does more than simply align EPA with benchmarks; it materially changes the division's ability to operate strategically rather than reactively.

EPA's needs, as reflected in interviews and operational realities, extend beyond general IT support. Structuring the added positions to include fractional specialization would directly address gaps that are increasingly critical for municipal operations:

- Fractional GIS specialists support the citywide demand for mapping, spatial analysis, and data-driven decision-making, especially as nearly every department relies on GIS.
- Fractional security specialists strengthen cybersecurity posture, supports compliance, and reduce risk exposure in an environment where small IT teams are disproportionately vulnerable.

This blended approach allows EPA to gain targeted expertise without the cost of multiple full-time specialist positions, while still improving baseline capacity for day-to-day support and long-term planning.

12) **Improve funding of IT and their systems based on industry standards.**

Recommendation: Enhance and stabilize funding for IT resources across the organization by increasing general fund support or establishing an Internal Service Fund (ISF) to more accurately distribute and recover technology costs. An ISF—commonly used in governmental accounting—allows the City to track IT goods and services provided to departments on a cost reimbursement basis. Implementing this model improves transparency, aligns costs with actual consumption, and provides a sustainable mechanism for funding the City's information technology needs.

The total IT operating budget for FY 2025/26 is $1,891,374, which is 3.0% of the total city operating budget of $61,265,685. According to Deloitte's *2023 Global Technology Leadership Study*, the average tech budget as a percentage of revenue is 5.49%, up from 4.25% in 2020. https://www.deloitte.com/us/en/programs/chief-executive-officer/articles/global-technology-leadership-survey.html

While public sector organizations often spend less than the average, this lower range reflects historical underinvestment, not reduced need. In addition to staff productivity, IT now directly supports core service delivery, data security and privacy compliance, continuity of operations, public access, and transparency, as well as cost control.

Based on financial data from the California State Controller's Office, guidance from the League of California Cities, and peer benchmarking from MISAC, cities in California with populations between 10,000 and 50,000 typically allocate approximately 3%–5% of total operating budgets to information technology.

Underfunding IT does not reduce costs — it shifts costs into system failures, emergency repairs, cybersecurity incidents, manual workarounds, and staff inefficiency. Maintaining outdated systems or limited staffing raises financial, legal, and reputational risks well beyond the cost of proactive investment. Most relevantly, service delivery to residents suffers greatly when IT is underfunded.

Cybersecurity alone requires increased investment. Cyber threats are increasing in frequency, cost, and

sophistication, particularly for public-sector and nonprofit organizations. Industry guidance increasingly treats cybersecurity as essential infrastructure, not discretionary spending.

13) **Providing more efficient, economical, and updated hardware systems.**

Recommendation: Establish a dedicated IT Asset Replacement Fund to ensure timely, consistent, and strategic replacement of all hardware systems. This fund would provide a stable mechanism for maintaining technologically viable equipment and aligning infrastructure with evolving organizational needs. It should operate independently from the IT Division's internal service operational costs and be structured as a capital fund that receives annual updates and appropriations as part of the City's broader budget process. Creating this fund strengthens long-term planning, reduces unexpected fiscal impacts, and supports a modern, reliable technology environment.

14) **Develop Policies for evaluating the use of Cloud services.**

Recommendation: The City should develop formal policies, standards, and evaluation criteria to guide all software procurement decisions, including consideration of Software as- a- Service (SaaS) solution. A well-defined cloud policy must incorporate a full Total Cost of Ownership (TCO) analysis—covering software licensing, required- hardware or infrastructure, ongoing maintenance, service level agreements, and the level of onsite IT support needed. This approach ensures that cost reduction opportunities are fully understood and aligned with the City's long term financial and operational goals.

The policy should also clearly articulate expectations regarding the operational tradeoffs associated with cloud adoption. Once an application is migrated to the cloud, the City relinquishes direct control over resolving hardware and software issues and becomes reliant on the cloud provider's technical capabilities, service levels, and responsiveness. Understanding this shift in responsibility is essential for risk management and service continuity planning.

Additionally, the City's internet connectivity and redundancy become mission critical- components of cloud readiness. Each application under consideration for cloud deployment should undergo an assessment of its bandwidth requirements and potential impact on network performance to ensure reliable access for staff and the public.

Potential Benefits of Cloud Computing:

- **Scalability:** Ability to rapidly scale computing resources up or down based on demand.
    - **Cost Optimization:** Opportunity to shift from capital expenditure to predictable operational expenditure.

- **Device and Location Flexibility:** Access to applications through a web browser from any location or device, including desktops, laptops, tablets, and smartphones.
- **Reduced IT Maintenance Burden:** Routine maintenance, updates, and patches are managed by the cloud vendor, freeing internal IT resources for higher value- work.
- **Multitenancy- Efficiencies:** Shared infrastructure across multiple customers can reduce overall costs.
- **Enhanced Business Continuity:** Cloud providers typically offer geographically redundant data centers, improving disaster recovery capabilities and reducing operational risk to the City.

15) **Keep all City's systems compliant with all necessary upgrades and updates.**

Recommendation: Establish a structured, organization wide update and upgrade schedule for all mission critical systems through the IT governance process. A disciplined approach to system lifecycle management ensures that departments are consistently operating- with current, secure, and fully supported technology.

Planned upgrades must be paired with proactive communication and targeted user training, so staff understand new features, workflow changes, and performance improvements introduced with each release. This combination of technical updates and user readiness maximizes the value of system enhancements.

A predictable and professionally managed upgrade program enables the organization to benefit from vendor improvements, reduce unplanned downtime, and lower long- term maintenance costs. Each proposed upgrade should be supported by a risk evaluation that identifies -operational vulnerabilities, assesses potential business impacts, and provides a clear justification for prioritizing the update.

16) **Utilize outside subject matter experts to address user needs.**

Recommendation: When a technology initiative exceeds the internal skillset of the IT division, the organization should engage external subject matter experts to ensure successful implementation. A structured assessment—such as a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis—should be used to determine whether outside expertise is warranted. This evaluation provides an objective framework for identifying capability gaps, assessing project complexity, and confirming that external support is the most effective path forward.

Whenever external resources are utilized, it is essential that a formal knowledge transfer process be completed at the conclusion of the engagement. This ensures that IT staff gain the necessary skills to support, maintain, and enhance the system long term, reducing future dependency on outside

assistance- and strengthening organizational capacity.

17) **Implementation of AI**

Recommendation: EPA has many foundational issues that need to be addressed including:

- Workflows are the foundation for several reasons, they identify ownership of tasks and hand offs through any process which improves efficiency. They also lay the groundwork for any initiative where the city plans to introduce modern technology or augmented processes
- Data needs to be treated as a valuable asset. Provenance, governance, and subsequent use will rely on the foundational measures and processes put in place. This includes quality of the data, where the data is housed and for how long. Access to the data and auditability of use.
- Land use, asset management, GIS, and integration. The City should work on these key issues while planning the roadmap to using AI to improve services where it makes sense for the organization as a whole.

AI has the promise of transforming government operations by automating tasks, accelerating document production, and improving constituent services. But before it is put into Proof of Concept (POC), Pilot, or anything other than road mapped, the foundation to support it needs to be validated. AI is a technology tool that is only as good as the foundation it is deployed on or in.

Key Areas of Impact

- Agencies are deploying Generative AI (GenAI) to draft reports, summarize meetings, analyze large datasets, and generate code. These tools reduce administrative burden, accelerate project timelines, and allow staff to focus on higher-value work.

- AI-powered virtual assistants—such as the multilingual, 24/7 chatbot are improving access to information, reducing call volumes, and providing more consistent and personalized support.

- Advanced AI tools can process and interpret large volumes of unstructured data, including public comments, historical budget data, and regulatory filings. These capabilities help agencies identify trends, evaluate policy impacts, and support more informed decision-making.

AI is increasingly used to strengthen cybersecurity through anomaly detection, automated threat analysis, and continuous monitoring. At the same time, agencies are adopting structured governance frameworks to ensure responsible use, protect privacy, and maintain human oversight. These frameworks emphasize transparency, auditability, and alignment with local, state, and federal compliance requirements.

Challenges and Implementation Considerations

Despite its promise, integrating AI into government operations presents several points of consideration:

- Bias and Equity Risks — AI models may replicate or amplify existing inequities if not properly trained and monitored.

- Data Privacy and Security — Sensitive information requires strict controls, encryption, and access governance.
- Governance and Accountability — Agencies must establish clear policies for model selection, validation, monitoring, and human review.
- Workforce Readiness — Staff need training to understand AI outputs, manage risks, and integrate tools into daily workflows.

Most agencies are adopting human-in-the-loop approaches, ensuring AI augments—not replaces—professional judgment, particularly in areas involving public safety, regulatory decisions, or financial impacts. Following NIST (RMF) NIST Risk Management Framework will serve as the most up to date best practice

Evolution of AI Capabilities

Artificial Intelligence, Generative AI, and Agentic AI represent a progression in capability and autonomy:

- Artificial Intelligence (AI) — Systems that perform tasks requiring human-like reasoning, such as classification, prediction, and pattern recognition.
- Generative AI (GenAI) — Models that create added content (text, images, code) based on learned patterns, enabling rapid drafting, summarization, and ideation.
- Agentic AI — Is used in local government to improve services by autonomously managing tasks such as processing permitting, managing customer inquiries (311), and improving workflow. Agentic Ai enhances efficiency and responsiveness, allowing governments to better meet the needs of the community.

Together, these technologies offer EPA a pathway to modernize operations, improve service delivery, and strengthen data-driven governance, provided they are implemented with robust safeguards and clear accountability structures.

18) **Evaluate the expansion of broadband to support Smart City Technology and the Internet of Things (IoT).**

The internet of things (IoT) has given rise to the smart home and smart office, with automated, internet-controlled devices like water, sewer and street sensors, thermostats, security systems, and other connected infrastructure. Now, urban areas around the world are investing in IoT to create Smart Cities/Connected Communities, which are designed to improve livability, workability, and sustainability through data and technology.

As technology plays an increasingly influential role in the way we live, work and play, cities have seen benefits of putting it to use in improving sustainability and the services they provide to the community. A Smart City uses modern, connected technology and data sharing to bring together

government, private sector, and non-profits to drive positive resident / social impact in continuously innovative ways.

From City Employees to Next-Generation Workers
While many agencies focus on transportation, public safety, and utility needs, it may come as some surprise that by far the biggest source of Digital Value is in equipping city workers. "A lot more work has to be done than is being done…the same number of workers will now be able to achieve a lot more." — Dr. Sumit D. Chowdhury Gaia Smart Cities. Investment in next-generation workers will be a smart investment for local government and its residents.

Resident Experience: Making Cities Livable, Clean, and Fun
Resident experience means delivering benefits for both residents and visitors. Those benefits come from improving the city's ability to monitor what is happening and adjust accordingly. For example, sensors can monitor air quality, noise, and allergens. Remote street kiosks share those and other real-time insights on traffic, transportation, restaurants, and events.

Facilitate more economic development
As experienced by cities across the US, consolidating City initiatives under a single 'Smart City' brand, offers an attractive and compelling value proposition for attracting investment from public and private partners.

Recommendation: Create a dig-once policy and develop standards to organically grow broadband infrastructure in the community. Consider the development of a Broadband Master Plan that will identify key issues for broadband in the community including:

1) finding out where your community stands;
2) define goals;
3) have a plan to get the broadband you need to support the community.

This does not mean for the City becomes an Internet Service Provider but to seek methods to improve City services connecting city facilities and parks while evaluating the need to improve broadband infrastructure for the community via a Public Private Partnership (PPP).

Communities heading into 2026/2027 without broadband capabilities must evaluate how they will keep pace.

Government agencies that invest in broadband and smart city technologies will benefit their staff, residents, and businesses. Investing broadband infrastructure will not only improve services but could result in long term revenue enhancements for a City.

Network and Security Plan Recommendations

A companion report (provided separately) entitled ***Network and Security Plan Recommendations*** presents a confidential assessment of the City's current information security and network environment, along with a ***Security Projects List*** containing prioritized recommendations to strengthen resilience, reliability, and overall risk posture. As municipal operations become increasingly dependent on digital systems, the need for a secure, well-architected, and proactively managed technology infrastructure is critical to maintaining service continuity, protecting sensitive data, and preserving public trust.

Recommendation Summary - Gap Analysis

The foregoing list of recommendations are summarized in the following matrix.

Strategic Area	Current State	Desired Future State	Gap Identified	Recommended Actions
ERP System (Caselle)	Current ERP system is widely viewed as difficult to use and misaligned with organizational needs.	ERP system is fully aligned with organizational workflows and modern fiscal management practices.	Misalignment between system capabilities and operational needs; staff dissatisfaction.	Conduct external review of Caselle; determine whether to reconfigure or replace; perform business process review to support potential ERP replacement. Develop roadmap for improvement and/or RFP if replacement is required.
Planning/land use workflow software (Trakit)	System is several versions behind and lacks required functionality; inconsistent use across departments.	Modern planning/land use workflow software aligned with current workflows and regulatory needs.	Outdated platform limiting functionality and staff adoption.	Conduct Business Process Review; evaluate replacement system; develop roadmap and RFP if replacement is required.
Customer Portal / CRM / 311	No centralized digital interface for residents to access services.	Unified customer portal providing streamlined digital access to city services.	Lack of centralized service access and transparency.	Implement CRM/311 customer portal; integrate with permitting, billing, and service systems; assign ownership and establish SOPs.
City Website & Staff Intranet	Website backend content management system outdated; internal information scattered across systems.	Unified Digital Front Door provided by modern public website and centralized staff intranet.	Inefficient internal communication and outdated public-facing systems.	Upgrade/replace backend content management system, redesign website; implement integrated intranet; centralize staff resources and communication.
GIS Data Management	GIS tools fragmented across departments.	Unified citywide GIS program supporting cross-department collaboration and planning.	Lack of coordinated geospatial data governance.	Develop citywide GIS strategy; invest in expertise and infrastructure; support cross-departmental GIS integration.

Strategic Area	Current State	Desired Future State	Gap Identified	Recommended Actions
Document Management	Multiple systems used inconsistently (Laserfiche, SharePoint, file shares).	Enterprise document management strategy with standardized storage and governance.	Fragmented document practices causing inefficiency and duplication.	Implement centralized document management strategy; define metadata, governance, retention standards.
File Sharing & Collaboration (Office 365)	Limited or inconsistent adoption of OneDrive and SharePoint.	Unified collaboration platform across departments.	Inconsistent information governance and collaboration tools.	Expand Office 365 adoption; develop SharePoint architecture; train staff; implement standardized templates and workflows.
IT Training	Training opportunities inconsistent; staff skills uneven.	Continuous training program for IT staff and end users.	Skill gaps and reliance on informal support.	Establish formal training program; consider dedicated IT trainer or external providers.
Contract Management	Contract processes fragmented and inefficient.	End-to-end contract lifecycle management system.	Lack of standardized procurement and contract workflows.	Implement contract management system integrated with digital signatures and approval workflows.
IT Governance Policies	Limited or outdated IT policy framework.	Comprehensive technology governance and security policies.	Inconsistent standards for technology usage, security, and governance.	Develop and implement IT policies including AI governance and cybersecurity standards.
IT Staffing	IT staffing ratio is 1:63 employees per IT staff.	Staffing aligned with industry norms (~1:32).	Significant understaffing limiting strategic work.	Add at least two IT positions; incorporate GIS and cybersecurity specialization.
IT Funding	IT budget ~3.0% of total city operating budget.	Sustainable funding aligned with municipal IT funding benchmarks outlined in the following table.	Chronic underinvestment in technology infrastructure.	Increase IT funding; consider Internal Service Fund model for cost transparency.
Hardware Lifecycle	Hardware replacement not consistently planned.	Strategic lifecycle management for IT assets.	Aging equipment and reactive replacement.	Establish IT Asset Replacement Fund for planned hardware refresh cycles.

Strategic Area	Current State	Desired Future State	Gap Identified	Recommended Actions
Cloud Adoption Policy	No formal cloud evaluation framework.	Structured cloud policy with risk and cost evaluation.	Lack of governance for SaaS procurement and deployment.	Develop cloud policy with total cost of ownership analysis and service standards.
System Upgrades	Updates and Upgrades not consistently scheduled.	Organization-wide lifecycle management process.	Risk of outdated or unsupported systems.	Establish structured upgrade schedule with risk assessment and training.
External Technology Expertise	Limited internal capacity for specialized projects.	Strategic use of external subject matter experts.	Skill gaps in advanced implementations.	Conduct SWOT analysis to determine when to use external consultants; require knowledge transfer.
Artificial Intelligence	AI not yet implemented; foundational issues remain.	Responsible AI roadmap supported by strong data governance.	Lack of workflow clarity, data governance, and readiness.	Strengthen workflows and data governance; develop AI roadmap and governance framework.
Broadband & Smart City Infrastructure	Broadband and IoT strategy limited.	Connected community infrastructure supporting smart city technologies.	Lack of strategic broadband planning.	Develop broadband master plan and “dig once” policy; explore public-private partnerships.

Information Technology Funding Benchmarks

Information technology funding benchmarks and best practices are outlined in the table below, which highlights the maturity level of an organization's IT capabilities that are typical at each funding level.

The City's current IT environment largely aligns with the lower maturity level, indicating the need to increase investment, strengthen cybersecurity, and transition toward a more strategic, service-oriented IT model.

Municipal Information Technology Budget Benchmark Comparison (for City Population ~30,000)

Category	Low Maturity / Underfunded	Moderate / Typical	High Maturity / Strategic
IT Budget ($)	$1M – $2.25M	$2.25M – $4.5M	$4.5M – $9M
IT Spend per Capita	$30 – $75	$75 – $150	$150 – $300+[1] [2]
IT Staffing (FTE)	2 – 4	4 – 8	8 – 15[3]
Staffing Model	Mostly reactive, generalists	Mix of generalists + some specialization	Specialized roles (security, cloud, data)[3] [8]
Cybersecurity Investment	Minimal / ad hoc	5–10% of IT budget	10–20% with formal program[5] [4]
Infrastructure	Aging, on-prem heavy	Hybrid (on-prem + cloud)	Cloud-first, modernized systems[2]
Systems Integration	Siloed departments	Partial integration	Enterprise-wide integration[4]
Service Delivery	Manual, paper-based processes	Some online services	Fully digital services & automation[7]
IT Governance	Informal / decentralized	Basic governance structure	Formal IT governance + strategic plan[1]
Capital Planning	Reactive replacements	Planned lifecycle (3–5 yrs)	Long-term capital strategy (5–10 yrs)[1]
Vendor Dependence	High (outsourced heavily)	Balanced internal + vendor support	Strategic vendor partnerships[3]

Category	Low Maturity / Underfunded	Moderate / Typical	High Maturity / Strategic
Data & Analytics	Limited reporting	Some dashboards / reporting	Data-driven decision-making culture[2]

IT Funding Benchmark and Best Practice Sources

[1] *Government Finance Officers Association – Budgeting best practices and IT investment benchmarks*
[2] *Gartner – IT spending benchmarks and maturity comparisons*
[3] *International City/County Management Association – Local government staffing and organizational trends*
[4] *Center for Digital Government – Digital maturity and systems integration*
[5] *National Association of State Chief Information Officers – Cybersecurity priorities and investment trends*
[6] *Deloitte – Digital government transformation insights*
[7] *GovTech – Municipal IT spending and service delivery trends*
[8] *CompTIA – Public sector IT workforce trends*

Future Projects Matrix

Strategic planning defines a clear organizational strategy and aligns it with the goals and objectives the organization seeks to achieve. It operates at a broad, enterprise level—guiding long-term growth, shaping multi-year priorities, and ensuring that day-to-day decisions support the organization's mission and vision.

Where **strategy** clarifies *why* certain actions matter, the **plan** outlines *how* those actions will be conducted. Effective strategic planning integrates these elements, enabling the organization to chart the most effective path forward. Appendix B includes a matrix of project objectives developed through this process, providing a structured view of the initiatives that will help advance the goals of this strategic plan.

Due to rapidly evolving market conditions and ongoing changes in technology pricing, detailed cost estimates have not been included for each initiative within this IT Strategic Plan. Current market research does not provide a sufficiently reliable basis for developing accurate, defensible project-level budgets for each project/task shared by the City at this time. The project matrix focuses on foundational and strategic priorities in addition to security related costs. Projects not included in the 5-year plan or identified in future years can be reevaluated for inclusion using the recommended tactical plan updated process. At that time, updated market assessments and vendor engagement will identify cost estimates that will be more precise for budgeting and funding requirements. This approach ensures financial decisions are based on the most current and relevant data while maintaining alignment with the City's long-term technology objectives.

The initiatives in the matrix represent a foundational set of opportunities rather than a complete inventory of all future projects. As the organization progresses, its needs, priorities, and operational environment will continue to evolve. Maintaining flexibility ensures the City can adapt to emerging challenges and opportunities. With this in mind, the matrix should be viewed as a starting point for strengthening the City's information technology environment and enhancing the IT Division's service delivery model. With this understanding, future projects not included in the 5-year plan, should be evaluated and prioritized on an ongoing basis by the City's internal IT Executive Committee based on funding capacity and staff availability.

Acknowledgements

GTG extends its sincere appreciation to the many individuals and organizations whose insights, collaboration, and generous contributions of time were essential to the development of this report. Their engagement and candor significantly informed the guidance, analysis, and conclusions presented herein.

- **City of East Palo Alto Leadership and Staff**
  We extend our gratitude to the management and personnel across multiple departments who contributed their perspectives, operational knowledge, and candid feedback. Their commitment to public service and openness to dialogue reflect the exceptional caliber of East Palo Alto's municipal workforce.
- **Information Technology Division**
  Special thanks to the IT Division for their invaluable cooperation throughout the assessment process. Their willingness to engage in interviews, provide documentation, and clarify technical workflows greatly enriched our understanding and analysis.
- **Municipal Information Systems Association of California (MISAC)**
  We acknowledge MISAC and its dedicated members for their collegial spirit and transparency. Their readiness to share internal practices, lessons learned, and strategic insights provided a broader context and benchmarking foundation that informed this report's recommendations.

GTG is grateful for the collective contributions that made this work possible. The professionalism, candor, and thoughtfulness demonstrated by all participants reflect a shared commitment to continuous improvement and to strengthening the effectiveness of public service delivery. Their engagement meaningfully informed the insights and recommendations presented in this report.

Appendix A – Governance Structure

The following is an example of best practice for governance in a local government setting.

IT Governance Decision Matrix			
	IT Manager	**ITBC**	**ITEC**
IT Principles & Policies	Reviews/Recommends		Decides
IT Architecture	Decides	Gives Input	
IT Infrastructure	Decides	Gives Input	
Business Applications	Reviews/Recommends/Decide[1]	Gives Input	Decides[2]
IT Investment	Reviews/Recommends/Decide[1]	Recommends	Decides[2]

1) **The IT Manager may approve investments and applications below the $10,000 or 40 hour thresholds. Project Request Forms should be submitted for projects above these thresholds. A service desk ticket should be created for request below these thresholds.**

2) **The IT Executive Committee approves investments and applications above the $10,000 and 40 hour thresholds and is the sounding board for small projects not approved by the IT Division.**

Roles of I.T. Governance

Information Technology Executive Committee (ITEC)

The ITEC leads the City in defining and managing the business requirements of the City. The committee supports the development of enterprise information strategies, high-level policies, and standards; overseeing information technology investments; and creating a secure and efficient information management environment. This must be done in the proper context of business strategies and operational requirements. In discharging its responsibilities, the Committee shall have the sole authority to, and shall, do the following:

1. Develop annual IT Business Strategy
2. Approve Technical Standards
3. Set and provide commitment to IT Principles
4. Identify business needs that are candidates for technology solutions
5. Review, authorize, sponsor, and prioritize enterprise technology efforts
6. Recommend to the City Manager Technology CIP and special Operating Budgets
7. Stay abreast of project progress and resolve high level issues
8. Resolve Escalation items between IT and Departmental Request

Desirable Behaviors:

1. Holistic view of business and IT
2. Identify strategic technologies and standards
3. Consider IT as another business investment
4. Reduce Costs
5. Improve Customer Service
6. Enhance internal and community communications
7. Centralized Purchasing
8. Standardized Project
9. Methodology Information

Technology Officer:

The Information Technology Officer will chair the ITEC and make decisions on IT architecture and infrastructure. The IT Officer is responsible for providing input and recommendations for the use of modern technology (hardware, software, and policy) and better use of existing information assets. The IT Officer will work with the ITEC and Executive Management Team to provide education, strategic direction, coordination, and support for the technologies needed for an enterprise information framework.

Membership

The IT Executive Team is composed of representatives from the City Manager's office, Finance, and IT, and two to four representatives of the executive management team, preferably one member from public safety.

Information Technology Business Committee (ITBC)

This ITBC will meet on an as needed basis and be responsible for giving input on IT Architecture, IT Infrastructure, Business Application needs and developing cost benefit analysis in the direction of the ITEC.

Committee Roles

1. Research and analyze process improvement initiatives
2. Recommend common platforms, standards, and infrastructure changes
3. Communicate strategic project management updates
4. Help to identify and coordinate enterprise technology needs
5. Understand the basic levels of technology and impacts on integration
6. Technical exchange of information
7. Conduct research and/or gather resource requirements requested by the ITEC
8. Demonstrate the improvements in business processes expected from proposed technology

Desirable Outcomes

1) Provide Summarized Business Analysis to ITEC
2) Enhance Customer Communications
3) Communicate Strategic Plan and updates to Departments
4) Assist Business Units to see benefits rather than inconveniences

ITEC Charter Example

City of East Palo Alto
Information Technology Executive Committee Charter

The Information Technology Executive Committee (ITEC) is responsible for aligning Information Technology, innovation, and social media activities with the City Council goals and City of Concord's strategic vision, mission, and objectives.

1. **Purpose**

   The ITEC has been established to identify and prioritize major technology projects, initiatives, proposals, recommend organization IT best practices, and assist with IT strategic planning. In doing so, the committee serves as a major coordination and communication vehicle among departments.

2. **Committee Structure**

   The ITEC consists of the City Manager or designee, Director of Information Technology, Finance Director and Directors of City Departments that are actively engaged in the application of information systems to fulfill their business needs.

   The City Manager or designee will be the committee sponsor/champion. The Director of Information Technology will chair the committee and serves to provide counsel to the committee.

   The ITEC is to set overall City information technology direction with the goal to achieve maximum benefit within the allocated resource levels. This effort warrants direct participation by the Department Directors. If a Director cannot attend the meeting, they are not to send an alternate. Directors may bring their staff to the meeting to discuss specific items. In addition, other staff may be requested to participate as appropriate.

3. **Procedure**

   a. The ITEC meets during the budget process and is needed for mid-year requests or as called by the committee sponsor or chair.

   b. The ITEC, on recommendation from the Information Technology Department, reviews and makes recommendations to the Committee on matters related to all City Information Technology projects and may include the following:

      i. Information Technology mission, strategy, and long-range plan

ii. Annual budget and long-term priority setting for new and ongoing projects
iii. Standardizing hardware and software
iv. Funding recommendations
v. Best Practice recommendations
vi. Interdepartmental coordination

Committee members may be assigned specific tasks or may provide presentations to clarify project definition, to commit and schedule their department resources (personnel and equipment) to timely completion of reviewing project requests and making recommendations in an enterprise manner on matters before the Committee.

City information technology projects planned for the annual budget approval process or initiated during the course of the year will be submitted to the ITEC for review. The committee will recommend a course of action to the City Manager and the Department Director initiating projects that are consistent with the City's information technology long range plan and strategy.

The Information Technology Division provides a list of Information Technology projects for review and prioritization by the Steering Committee. Information provided will include an estimate of the Total Cost of Ownership representing costs required to accomplish each project and to maintain each solution for a period of 5 years. A formal project submission form and approval process by the ITEC is required before information technology projects are undertaken by the City.

ITBC Charter Example

City of East Palo Alto
Information Technology Business Committee Charter

1) **Purpose**

This team will meet at a minimum on a quarterly basis and be responsible for giving input on IT Architecture, IT Infrastructure, Business Application needs and developing cost benefit analysis in the direction of the ITEC.

The ITBC has been established to provide regular updates on major technology projects and initiatives, evaluate technology IT best practices and provide recommendations to the IT Executive Committee, and to serve as a technology operations coordination and communication vehicle among departments.

2) **Committee Structure**

The ITBC consists of the *(insert appropriate IT Operations Lead/Manager title here) or* designee and at least one staff member from each City Department that has a good technical understanding and is actively engaged in the application of information systems to fulfill their business needs. It is anticipated larger departments may have multiple members on the committee.

The IT Director or designee will be the committee sponsor/champion. The *(insert appropriate IT Operations Lead/Manager title here)* will chair the committee and serve to provide counsel to the committee.

The ITBC Committee Roles include:

- Research and analyze process improvement initiatives
- Recommend common platforms, standards, and infrastructure changes
- Communicate strategic project management updates
- Help to identify and coordinate enterprise technology needs
- Understand the basic levels of technology and impacts on integration
- Technical exchange of information
- Conduct research and/or gather resource requirements requested by the ITEC
- Demonstrate the improvements in business processes expected from proposed technology.

Desirable Outcomes

- Provide Summarized Business Analysis to ITEC
- Enhance Customer Communications
- Communicate Strategic Plan and updates to Departments
- Assist Business Units to see benefits rather than inconveniences

Appendix B - Future Projects Matrix

The following matrix outlines the project objectives identified through the strategic planning process and is intended to help the organization focus on the actions necessary to advance the goals of this strategic plan. These initiatives represent key opportunities to strengthen the City's information technology environment and enhance the IT Division's service delivery model.

While the matrix provides a structured starting point, it is not intended to serve as an exhaustive list of all potential projects. As the City's needs evolve and progress is made, additional initiatives may emerge. Maintaining flexibility will ensure that the organization can adapt to changing priorities and continue to improve its technology capabilities over time. (**Sent by separate file**).

Appendix B - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
Application Projects								
A1	Improve or replace the existing the City's ERP system (Caselle).	Current system's functionality, usability, and alignment with citywide needs should be evaluated and decide whether to replace or attempt to improve implementation. Functions supported: Budgeting, Accounting, Procurement, Payroll, Financial Reporting, Vendor Self Service, Cal Card, HRIS, Contract Tracking	All	A1.1 Bus process & then Replacement, A1.3 Backfill staff	$1,100	$1,900 initial for implementation and project consultants then $225 annually to replace ERP	18	24
A1.1	Business Process Review of Financial process related to ERP	Perform a Business Process and Workflow Analysis of the City's foundational business processes. Results in business system requirements documentation and RFP including evaluation/ranking and contract negotiation to replace existing system.			$100	$120	9	12
A1.2	Vendor self service online capabilities	Part of new ERP, allowing vendors to submit invoices, register, submit W2s	Finance	ERP replacement, A1.3 Backfill staff	Included in ERP			
A1.3	Backfill ERP functions with temporary staff	This is essential for a successful project without overloading staff. This includes key positions in Finance and HR. The number of staff can vary but the recommendation is for 3-4 staff.	Finance, HR	ERP A1	$200	$400		
A1.4	Human Resources Management	Should be part of new ERP, but require standard HR functions found in modern HCM, HRIS systems including employee training tracking, performance management, leave case management, position control, length of service, benefits, mandatory reporting, to replace manual processes.	HR	ERP replacement A1	Included in ERP			
A1.5	Cal Card processing improvements	Should be part of new ERP, replacing current manual excel based submission and approvals	Finance	ERP replacement A1	Included in ERP			
A1.6	Time and Attendance processing improvements	Should be part of new ERP, but other providers such as Telestaff, Executime, Workday, etc.	Finance	ERP replacement A1	Included in ERP			
A2	Citywide online payments	Currently piloting Stripe, but ideally modern ERP, Land Management, Recreation and other systems would provide this capability in the future. Cost included in foundational systems of ERP, Land Management and Recreation Possible consulting services to assist staff estimated at 10k per system	All	ERP A1, Land Mgmt A3, Recreation	$0	$30		

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
A3	Replace the existing land management system (TrakIt).	Current system is lacking functionality found in modern Land Management Systems and should be replaced.	CEDD, PW			$500 initial for implement ation and project consultant s plus $75 annually	12	18
A3.1	Electronic Plan Review	To avoid another Siloed system, this capability should be incorporated in the Land Management system or include language for integration.		Land Mgmt A3	Included in Land System			
A3.2	Housing Management	Could be included in Land Management or separate system integrated with LM		Land Mgmt A3				
A4	Update the City Website, implement a new website content management system, and create an Intranet	Website: Muni Code for municipal code updates is 18 months behind in posting updates. Intranet: Need centralized place to access and share documents, policies, shortcuts to enterprise systems, etc. Goal to improve downstream capabilities 1) integrated service request portals 2) improve public access to information and forms 3) better internal document access 4) support future CRM/311 This project includes cleaning up existing website before implementing new one in the timeline	All	A4.1	$80	$120	6	12
A4.1	Website Consulting Professional Expertise	Expertise to assist staff in completing the Website and Intranet projects in a timely manner	All		$20	$40	1	2
A5	Citywide GIS	Provide Citywide GIS data management improvements serving all Departments Overall budget would be determined by outcome of GIS Assessment	CEDD, PW, CMO	A5.1 GIS Assessment, A5.2 GIS Consulting Assistance	TBD		Ongoing	
A5.1	GIS Assessment	Perform a GIS assessment with key stakeholders and produce a 5 year plan.			$38	$75	3	9
A5.2	GIS Consulting Assistance	GIS Consultant to assist City 10 hours per week reporting to IT Manager			$50	$78		
A6	Enhance current document management system.	Existing tools such as Laserfiche are not being used in a coordinated or optimized way. Include online access to public documents.	PIO, CMO, CED				6	12

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
A7	Institute better file management and document sharing (OneDrive/SharePoint).	Expand adoption of OneDrive, SharePoint. 1) include outside resources for SharePoint Design; $20-60k 2) Provide training administratively for IT and Use for end users: $10-$15k **Benefits:** •Increased efficiency and productivity. By sharing data and documents, city employees can work together more efficiently and productively. This leads to faster project turnaround times, improved decision-making, and better citizen outcomes. •Improved communication, collaboration and document sharing. C15 This leads to a more cohesive and unified workforce, who can better serve the public. Increased transparency and accountability. Collaborative data and document sharing improves transparency and accountability within city government by making it easier for citizens to access public information. This also help ensure city employees be accountable for their actions. •Reduced costs. Collaborative data and document sharing reduces operational costs because it can eliminate the need for employees to duplicate work.	All		$25	$70	6	12
A8	Improving contract management within the organization with technology.	Implement an industry standard procurement and contract management system	All					
A10	Redaction tool for information subject to PRA	Redacting private information is time consuming effort. Outside counsel is sometimes used. For Axon video need ability to block out child's face.	City Attorney, PIO	Document /File Management (A6/A7)				
A11	Improve meeting management system including agenda management within the organization. Currently using Granicus/Peak.	Include hybrid/online meeting capability, **AI enabled minutes automation** (for example Otter.Ai) would be helpful.	Clerk, CMO		$20 Annually	$40 annually	3	6
A12	AI based system to help create staff reports that uses previous city reports as basis.	Madison AI was piloted and found to be helpful.	CEDD/Housing.	AI Policy and Data Quality Review, Document/File Management (A6/A7)	$4	$7		
A13	AI based system or chatbot to enable public inquiry of internal data, such as building codes or questions about permit/inspection processes.	Part of website redesign. Indy Chat Bot was mentioned as used by nearby city.	CEDD/Building	Website redesign and new website content management system, Foundational Systems	$8 initially plus $8 annually	$10	2	4

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
A14	Grant tracking system	Both for grants received by city and grants given by city. Potential to include in ERP system, 1-2 months Stand a lone system 2-4 months	CEDD/Housing, Public Works, Community Services				1	2
A15	Replace loan management tool	Ameri-Net replacement (adopted from County) - loan management tool for housing difficult and costly, but lack of competition	CEDD/Housing					
A16	Community engagement platform.	Online town hall forum for residents to share comments on projects or initiatives	CMO	A4 Website			4	8
A17	Recreation system improvement or replacement	Improve or replace implementation of CivicRec and integrate better with new website and ERP. CivicRec is an industry standard system. Recommendation is to perform a business process review to take improve understanding and take advantage of existing features.	Community Services		$20	$40	6	12
A18	Enterprise Asset Management System	Implement EAM including work order management, preventive maintenance scheduling, and field operations support, asset lifecycle, asset maintenance, general park use. Integrated with citywide GIS. State of the art Enterprise Asset Management systems include integrated preventative maintenance capabilities.	Public Works, SD, Community Services		$320	$640	12	24
A18.1	Work Order Management System	Handle maintenance logs, preventative maintenance, regulatory testing, assets, inventory. Should be part of Enterprise Asset Mgmt System to avoid another silo'd system.	PW (Water), SD	EAM implementation A18				
A19	Fleet Management System	Implement Fleet Management System, possibly part of citywide EAM. Procurement process 2-4 months Implementation 3-6 months	Public Works, Community Services	EAM implementation A18			5	10
A20	Event Management System	Accessible from website, online reservations for event facilities	Community Services		$60	$98	3	6
A25	Budget Development and reporting tools	Should be part of new ERP Costs estimate for a standalone system	Finance	ERP replacement A1	$80	$150	8	12
A27	eBid Procurement Platform	Digitizes the bidding and contract award process for all city bids			$20	$28	1	3
A28	Field Training Management Software	Implement software to support mandated officer training	PD		$120	$160	3	6
A29	Replace EDS property billing system	System is used to track parcel info for sewer charges submitted to county for property tax bills.	SD					
A30	Implement CMMS and HSEQ for sewer	Long term project is the need for a Computerized Maintenance Management System and Health, Safety, Environment, and Quality System, will be critical to bringing operations brought in-house	SD	Decision on In-House or not	$300	$600	6	9
A31	Implement Customer Service Enterprise Software	Long term project is the need for a Customer Service Enterprise System, will be critical to bringing operations brought in-house. Could possibly be new module of citywide ERP	PW (Water), SD	Decision on In-House or not	$150	$200	9	12

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
A32	Implement SCADA system	Long term project is the need for a Supervisory Command and Data Acquisition System, will be critical to bringing operations brought in-house.	PW (Water), SD					
A33	Implement Project Management System	System to assist staff with managing projects of all types. Initial Implementation 3-12 months to evaluate process for agency and gain buy in and create standard project management documentation. This task could be done internally or with assistance with a Project Management Institute (PMI) professional. Project management updates would be shared in regular staff meetings and governance meetings. PMI Assistance - $30-$50 Software Internal or External	CMO	A33.1, A33.2	TBD, Software Standard		6	9
A33.1	Establish Project Management Lead (PMO)	Identify responsible and accountable position to lead project management effort.			$0	$0		
A33.2	Create Agency Wide Approach to Projects and Manual	Create a formal project management manual for EPA's approach to projects.		A33.1	$30	$50		
A34	Crime Analysis Tool	Software (e.g., Peregrine) that can aggregate data from systems like RIMS, TurboData, and Clets to support investigations and public safety planning.	PD					
A35	VR Training simulator	Implement virtual reality-based training tools for public safety scenario planning	PD					
A36	Integrations	Needs from Interviews: 1) Fleet to ERP 1) Interfaces run 10k-20k 2) 2-4 months per interface		1) ERP System A1 2) Fleet System A19	$10	$20	2	4
A37	Dashboard and/or Digital Twin for Key Performance Measures (KPI's)	It creates a single pane of glass for a city's visualization and transparency for the community. 1) need to determine KPI's to track 2) Evaluate Quality of data and where it resides 3) Engaging consultant with dashboard creation skill set 4) Potential need for 3rd party tools			$60	$100	4	6
A38	Evaluate Survey Monkey alternatives	Evaluate alternatives to Survey Monkey for community surveys, Governance Business Committee to determine standard for citywide use.					3	6
A39	Evaluate citation processing system alternatives	Users are dissatisfied with current system and alternatives should be evaluated.			$50	$80	9	12

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
A40	Legal Document Management System	Implement a Legal Document Management System with case management, automated calendaring system with triggers, ability to assign case numbers, workload management, expiration dates tracker, and records management (records retention/dispositioning and effective search tools) functionality.						
Community Access Projects								
C1	Implement a Constituent/Customer Portal (CRM/311)	Tool to assist residents from the website or a mobile app improving transparency and improving efficiencies in operations. Examples of use: 1) For water leak reporting 2) reporting signs down 3) graffiti 4) potholes, etc….	All	Website A4	$35	$55	3	6
C3	Tech, software and Wi-Fi for senior and teen residents in city parks/facilities and libraries	Program that provides access to laptops, software or systems, internet access/Wi-Fi especially to serve seniors and teens in parks, libraries, city facilities.	Community Services, CMO					
C4	Kiosk Systems	Entrance, parks key City locations for 24/7 access by the community to City information.		New City Hall	$10	$20	2	4
C5	Continue to implement Standardize on Enhanced Connected Lighting -	This is a Smart city project that has the potential to do much more than mere lighting control. With the ideal solution it can offer energy savings as well as improve public safety, be the conduit for other applications across the lighting network for Smart Water, gunshot detection and even support the delivery of Wi-Fi - Note that the numbers are difficult to calculate as it does depend on a few factors (How many poles does the city own? will there be power at each pole or are the poles "bank switched" will there be additional applications leveraging the network as its more cost effective to do it all at once) - The projected costs are assuming the city owns 10K poles and will have power to each and a lighting management application.		Network Security is in place GIS is available for asset tracking Staffing /Recourses are available to support smart use cases			4	9
Decision Making Project								
D1	ISF Creation	Implement an internal service fund for technology, timing depends on budget cycle and staff to support	IT, Finance, All	Determine if a fit for City	$0	$15	2	12
D2	Disaster/Continuity Program Enhancements - Update Policies and Procedures	Implement Business Continuity/Disaster Recovery recommendations.	IT, All	In Process		$18	2	5
D3	Policies and Procedures - Update documents per Industry Standards	1) AI Policy 2) IT Policies that support the MISAC Excellence award while improving maturity level of IT Department	IT, All	Determine if in house or with assistance	$0	$30	12	24

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
D4	Governance	Enhance the Technology Governance Program 1) Adopt Charter 2) Identify Business Committee - ITBC Provides evaluation of technology for ITEC Provides communication platform for projects		Determine if in house or with assistance	$0	$5	2	5
D5	IT Asset Replacement Fund	Develop a schedule of replacement items based of industry standards and obtain approval via the IT Governance Process. This project will smooth out replacement cost and the effort it takes to support dated assets. Examples: 1) Desktops 3-5 years 2) Mobile Devices 3-5 years 2) Servers 5 Years 3) Network Equipment 7 Years 4) Software Business Systems 10 Years 5) Council Chamber upgrades 12-15 Years	Need to know current cost of existing systems	Scope	$100	$400	1	3
D6	Develop onboarding and offboarding policy/checklist for security	GTG provided sample employee transition policy.	CMO	Determine if in house or with assistance	$0	$10	2	5
D7	Develop policy and procedure around calendar visibility to other staff	To allow more efficient staff scheduling of meetings. Current default is private.	CMO	Governance Team Review	In House	In House	1	3
D8	Implement automated records retention and policy including Nomenclature Review for Document Retention and Management	Create standardized retention terminology to improve efficiency and retrieval of stored data and documents	CMO, Clerk, All	Governance Team Review	$15	$40		
D9	Dig Once Policy & Development Standards for Broadband	The interview process touched on improving broadband in the community multiple times. The City should implement a Dig Once policy and Development standards which reduces cost of building out broadband in the community to support City communications, community broadband, Wi-Fi in the parks to name a few benefits. At a minimum, the City should implement a dig once policy which includes adding conduit to new or repairs of infrastructure.	CMO, IT		$10	$15	3	6
Service Delivery Projects								
S1	Increase Funding of IT Department to Industry Standards	IT expenditures are below industry norms and most needs assessment interviews recognized resource challenges for IT. If the City desires to improve efficiencies and productivity and innovate to improve services to the community, the budget should be evaluated for increase. **The estimated range for funding increases for the city to reach the Moderate level in the IT Maturity Matrix are shown.** ***The projects in this list and the security items will increase the IT investment to a mid-level of moderate for the City in comparisonns to others of similiar size.***			$560,000	$1,200		

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
S1.1	New Tech Support Staff	Based on industry standards, the IT Division should add staff to meet the demands of the City and take advantage of new technologies and innovation. This will result in Improved service delivery to the organization in alignment with industry standards. 1 IT Analyst/Engineer 2) Salary should align with EPA's salary schedule needs across agency 3) Estimate includes 40% for benefits	All	Increase IT Funding S1	$140	$175		
S1.2	ERP Project Implementation Assistance	Engage Project Manager/Consultant assistance to ensure the ERP Implementation is managed in a timely manner with ERP expertise.	All	Depends on Scope	$100	$175	12	36
S2	Training	Training for both IT staff and end users has become a major pain point. Annual cost dependent on need and retention of skills learned "Business Systems identified include: 0365 (Outlook Online, Teams, OneDrive) 1) Training should result in the development of Subject Matter Experts (SME's) that can provide training on Business systems annually or when updates occur 2) Training should be incorporated into an annual regular business cycle in addition to in conjunction with new upgrades	All		$13	$30	Varies	Annually
S4	Digitizing paper files	Major project to scan and store current paper files in digital format, including metadata and OCRing documents for easy retrieval. 1) the City should define a taxonomy before conversion to assist with finding information 2) Determine the scope of documents to be converted 3) Estimates $1k per 10,000 documents 4) Possible RFP to obtain assistance to digitize documents	All					
S4.1	Biggest Loser Contest	Adhere to City retention policies cleaning up E-mail and local drive folders (S: as an example)	All		In House	In House	12	18
Technical Projects								
T1	New Civic Center technology opportunities	Opportunity to install latest technology across multiple areas	CMO, IT		Included in Bond			
T3	Access control system	Citywide access control system with key cards	CS, PW	Pending new civic center approval	Included in New City Hall			
T2	Conference room technology	Create meeting room technology standards and implement that technology citywide. Cost per Room Time dependent on purchasing rules.	CMO	Pending new civic center approval	$5	$15	1	3
T4	Whistleblower hotline	Confidential way for employees to notify management of issues. Mentioned Lighthouse.	CMO, HR					

Appendix C - Future Projects Matrix

ID #	Project/Task	Description/Comments	Department	Dependency	in Thousands		Estimate in Months	
					Low	High	Min	Max
T5	Sunridge RMS integration with county dispatch system	Work with county to finish implementation of integration to auto populate dispatch information into incident reports.	PD	Pending Negotiation with County				
T6	Replace aging Public Safety Radio System		PD		$1,000			
T7	Citywide camera infrastructure	citywide camera network to deter crime and aid investigations	PD, CMO, Community Services	Create Standard 1st				
T8	Mobile LiveScan	Implement mobile fingerprinting devices to enable in-field biometric identification	PD					
T9	Integrate sanitation district network	Currently a separate network that should be integrated with citywide network and include communications redundancy	SD, IT	Pending new civic center approval				
T10	Phone system improvements, integrate sanitary district phones	Develop phone tree, auto attendant with triage capabilities, include Sanitary District.	CMO, SD					

Appendix C: City of East Palo Alto – Information Technology Strategic Plan - Project Schedule

Project Number	Project Description	FY 26/27				FY 27/28				FY 28/29			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY 2026/2027												
D2	Disaster/Continuity Program Enhancements												
SEC2	Network/Security Project												
SEC23	Password Enforcement and MFA												
SEC17	Network/Security Project												
SEC7	Network/Security Project												
SEC1	Network/Security Project												
S1.2	Project Manager/Consultant - ERP Assistance												
A1.1	Financial and foundational Business Process Review - Foundational												
	Includes identification of modernization or replacement options/decision												
A36	*Includes Integration with Land Management, EAM and Fleet systems*												
A4	Website/Intranet - Foundational												
A4.1	Website Consulting Professional Expertise												
A5.1, 5.2	GIS Expertise for GIS Assessment - Foundational												
SEC22	Network/Security Project												
SEC20	Network/Security Project												
D4	IT Governance Enhancements - Ongoing												
D3	*IT Policies and Procedures*												
D9	*Dig Once Policy & Broadband Development Standards*												
	Create Agency Wide Technology Standards												
C5	*Lighting Infrastructure (Smart Standards, Nema)*												
T7	*Create Camera Standard*												
	A/V for Rooms and New City Hall												
D6	*Onboarding and Offboarding Policy/Procedure*												
D7	*Policy on Calendar visability/availability*												
SEC2	Network/Security Project												
S4	Document Management - Foundational												
	Digitize Documents												
	Biggest Loser Contest												
SEC12	Network/Security Project												
SEC21	Network/Security Project												
SEC 24	Network/Security Project												
A27	eBid procurement platform												
SEC3	Network/Security Project												
SEC 4	Network/Security Project												
SEC 5	Network/Security Project												

City of East Palo Alto – Information Technology Strategic Plan - Project Schedule

Project Number	Project Description	FY 26/27				FY 27/28				FY 28/29			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY 2027/2028												
SEC14	Network/Security Project												
SEC19	Network/Security Project												
SEC16	Network/Security Project												
SEC13	Network/Security Project												
A1	ERP Implementation - Foundational												
A1.3	*Backfill Staff*												
A25	*Budget Development and Reporting Tools*												
A1.2	*Vendor Self Service*												
A1.4	*Human Resource Management*												
A1.5	*Cal Card Processing*												
A1.6	*Time and Attendance Improvements*												
S1.2	Project Manager/Consultant - ERP Assistance												
A5	Citywide GIS Enhancements												
S2	Training for end users and IT staff												
	FY 2028/2029												
A3	Replace existing Land Management System - Foundational												
A36	*Includes Integration with ERP, EAM, Fleet and Housing Mgmt*												
A2	*Online Payments*												
A3.1	*Electronic Plan Review - part of Land Management Implemention*												
A3.2	*Housing Management - possibly part of Land Management Implemention*												
SEC18	Network/Security Project												
A8	Contract Management												
SEC10	Network/Security Project												
A14	Grant Management												
A6	Document Management Optimization - official documents in Laserfiche												
A7	Enterprise File Management - citywide adoption of Sharepoint - OneDrive												
S4	Digitization of Paper Records												
D8	Automated records retention and policy												
T7	Citywide camera infrastructure												
T10	Phone system improvements, integrate sanitary district phones												
T8	Mobile Livescan												
A38	Evaluate alternatives to replace Survey Monkey												

City of East Palo Alto – Information Technology Strategic Plan - Project Schedule

Project Number	Project Description	FY 29/30				FY 30/31				Future Years			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY 2029/2030												
SEC10	Security Project												
S1.1	New Tech Support Staff - Needed to support Foundational Projects												
A36	*Includes Integration with ERP, EAM, Fleet and Housing Mgmt*												
A18	Enterprise Asset Management												
A18.1	Work Order Management												
A19	Fleet Management System												
A36	*Includes Integration with ERP*												
A33	Project Management System												
A33.1	Establish Project Management Lead (PMO)												
A33.2	Create Agency Wide Approach to Projects and Manual												
C1	CRM/311												
A11	Public Meeting and Agenda management												
A34	Crime analysis tool (ie Peregrine)												
A13	AI Chatbot												
A39	Evaluate alternatives and replace citation processing system												
SEC11	Security Project												
	FY 2030/2031												
A37	Dashboard and/or Digital Twin for Key Performance Measure Tracking												
A35	VR training simulator												
SEC12	Security Project												
A17	Improve or replace CivicRec system												
A40	Legal document management system												
A28	Field training management system												

City of East Palo Alto – Information Technology Strategic Plan - Project Schedule

Project Number	Project Description	FY 29/30				FY 30/31				Future Years			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Future Plans or Re-evaluate in tactical plan process												
	The following projects/tasks were brought to our attention during interviews. These projects should be reviewed for inclusion in future years as foundational systems are completed and staff resource/bandwidth is available to complete in a timely manner with quality results.												
A10	Redaction tool for information subject to PRA												
A12	Improve meeting management system including agenda management												
A15	Replace Ameri-Net loan management tool												
A16	Community engagement platform-online town hall forum for residents												
A20	Event management system, online reservations												
A29	Replace EDS property system - tracks parcel info for sanitary district charges												
A30	CMMS and HSEQ systems for sanitary district												
A31	Customer service enterprise water customer billing system - may be part of ERP												
A32	SCADA system												
A35	VR training simulator												
C3	Tech/software/wifi for senior and teen residents in parks/libraries/senior center												
C4	Kiosk computer systems for resident use in public spaces												
C5	Enhanced connected lighting/Smart city projects												
	Cost to be determined by scope and standard chosen in year 1												
D1	ISF creation												
D5	IT Asset replacement fund												
S1	Increase IT funding to Industry standards												
T1	New Civic Center technology opportunities												
T3	Access control system												
T2	Conference room technology												
T4	Whisleblower hotline												
T5	Sunridge RMS integration with county dispatch system												
T6	Replace aging Public Safety Radio System												
T9	Integrate sanitation district network												
T11	Signage - citywide digital signage												

March 18, 2026

Ms. Gina Sudaria
Superintendent
Ravenswood City School District
2120 Euclid Avenue
East Palo Alto, CA 94303

Re: Request to Consider Renaming Cesar Chavez Middle School

Dear Ms. Sudaria and Members of the Ravenswood City School District Board of Trustees,

I write to you today in my capacity as Mayor of East Palo Alto to respectfully request that the Ravenswood City School District initiate a community-centered review process regarding the name of Cesar Chavez Middle School. I do so not lightly, and with deep respect for the farmworker movement that has meant so much to our community and to the Latino families who call East Palo Alto home.

Yesterday, the New York Times published a comprehensive investigative report detailing serious and credible allegations of sexual abuse against Cesar Chavez, including abuse of multiple women and minors spanning decades. Among those who have now come forward is Dolores Huerta, Chavez's closest collaborator and co-founder of the United Farm Workers, who disclosed that she was sexually assaulted by him. The United Farm Workers union, the Cesar Chavez Foundation, and elected officials across the country, including the Congressional Hispanic Caucus, have called for removing his name from public landmarks. Commemorative events nationwide have been canceled as communities reckon with these allegations.

I want to be clear: this request is not about erasing the history of the farmworker movement or diminishing the real and lasting gains that movement delivered for working families. The rights that farmworkers won, and the sacrifices made to secure them, deserve to be honored and taught to our students. This is about the values we affirm each day when we name a school. Our children, especially our young women and girls, deserve to learn in a building whose namesake reflects the full scope of what we expect of community leaders: courage, integrity, and respect for every person's dignity.
I encourage the District to approach this through a transparent, inclusive community engagement process, one that invites the voices of parents, students, teachers, longtime residents, and community

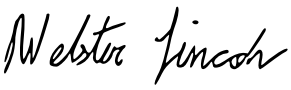
organizations. Decisions of this kind carry the most meaning and durability when they reflect a community's collective values, rather than being imposed from above.

As one possibility for the Board's consideration, I would suggest exploring the name **Barack Obama Middle School**. President Obama represents a figure of profound historical significance to our community and to the nation, a barrier-breaking leader who has demonstrated an enduring commitment to equal justice, educational opportunity, and public service. Naming our school in his honor would send a powerful and affirming message to every child who walks through those doors about what is possible. I recognize, however, that the naming process belongs to the community, and I offer this only as a starting point for discussion.

East Palo Alto has always been a community of resilience, heart, and purpose. I am confident that, given the opportunity to reflect together on who we wish to honor in the halls of our schools, our community will rise to this moment with the thoughtfulness and care it deserves. I am happy to meet with you, the Board, or community stakeholders to support this process in any way that is helpful.

Thank you for your leadership and your dedication to the students and families of East Palo Alto.

With respect,



Webster Lincoln
Mayor, City of East Palo Alto

March 26, 2026 Under Council Reports, 'Farmworkers Day"
April 7 East Palo Alto City Council Meeting

I sent the following note, as an individual, to the Ravenswood Elementary School District in regards to an agenda item to discuss the renaming of the currently named Cesar Chavez Ravenswood Middle School

hi everyone. I am not able to attend meeting tonight but wanted to offer brief comments

1. **I think having the middle school as Ravenswood Middle School is best option in renaming.**

In addition, many of us have always emphasized the Farmworkers Movement recognizing all those who toil the soil around the world to produce food for the rest of us as the real heroes, aside from individual leaders that emerge.

2. **In that spirit I would encourage you and the labor unions to consider renaming the holiday as "Farmworkers Day" as many entities, including the State of California are considering doing.**

Thank you for your consideration

Ruben Abrica