



CITY OF MARTINEZ

**CITY COUNCIL AGENDA
July 16, 2014**

TO: Mayor and City Council
FROM: Alan Shear, Assistant City Manager
SUBJECT: Grand Jury Response to Planning for Technology
DATE: July 8, 2014

RECOMMENDATION:

Approve and authorize the Mayor to sign the attached responses to the Grand Jury Report #1404, “Planning for Technology” by the 2013-2014 Contra Costa Grand Jury.

BACKGROUND:

The California Constitution established Grand Juries in each county. With respect to public agencies, Grand Juries are authorized to “investigate and report upon the operations, accounts and records of the officers, departments, functions, and the method of performing the duties of any such city and make such recommendations as it may deem proper.” A governing body has 90 days to respond to the presiding judge of the superior court on findings contained in a Grand Jury Report.

In May, the City of Martinez (as well as other public agencies in Contra Costa County) received the attached Grand Jury Report titled “Planning for Technology” (Attachment A) which contained recommendations specific to certain jurisdictions. Accordingly, the attached draft responses (Attachment B) are presented for the City Council’s consideration to transmit to the presiding judge. The Grand Jury expects to receive the City’s response by August 6, 2014.

FISCAL IMPACT:

Responding to the Grand Jury reports required staff time.

ACTION:

Motion to approve and authorize the Mayor to sign the attached response letter to the Grand Jury Report #1404, “Planning for Technology” by the 2013-14 Contra Costa Grand Jury.

Attachments:

- A. Grand Jury Letter & Report
- B. Draft Letter to the Contra Costa County Civil Grand Jury

APPROVED BY:


Interim City Manager

May 6, 2014



Philip A. Vince, City Manager
525 Henrietta Street
Martinez, CA 94553

Dear Mr. Vince:

Attached is a copy of **Grand Jury Report No. 1404, 'Planning For Technology'** by the "2013-2014" Contra Costa Grand Jury. As City of Martinez is a subject of the report, this report is being provided to you at least two working days before it is released publicly in accordance with California Penal Code section 933.05(f).

Section 933.05(a) of the California Government Code requires that a person or entity that is the subject of a report shall respond to each finding in the report by indicating one of the following :

- (1) The respondent agrees with the finding;
- (2) The respondent disagrees with the finding; or
- (3) The respondent partially disagrees with the finding.

If the respondent wholly or partially disagrees with a finding, the respondent shall specify the portion of the finding that is disputed, and shall include an explanation of the reasons therefore.

In addition, Section 933.05(b) requires that the respondent reply to each recommendation of the report by stating one of the following actions:

1. The recommendation has been implemented, with a summary describing the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation.
3. The recommendation requires further analysis. This response should explain the scope and parameters of the analysis or study, and a time frame for the matter to be prepared for discussion. This time frame shall not exceed six months from the date of the publication of the Grand Jury Report.

4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation thereof.

Please be aware that Section 933.05 specifies that no officer, agency, department or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report. Please ensure that your response to the above noted Grand Jury report complies in form and substance with the legal requirements for such responses. We expect your response, no later than **AUGUST 6, 2014** under the Penal Code.

Please send a copy of your response in hard copy to the Grand Jury, as well as a copy by e-mail in Word to clope2@contracosta.courts.ca.gov .

Sincerely,



Stephen D. Conlin, Foreperson
2013-2014 Contra Costa County Civil Grand Jury

Enclosure

**A REPORT BY
THE 2013-2014 CONTRA COSTA COUNTY GRAND JURY**
725 Court Street
Martinez, California 94553

Report 1404

PLANNING FOR TECHNOLOGY

Towards an Integrated, Strategic Approach

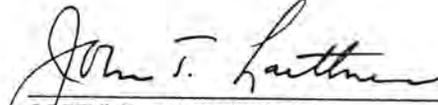
APPROVED BY THE GRAND JURY:

Date: 04/24/2014


STEPHEN D. CONLIN
GRAND JURY FOREPERSON

ACCEPTED FOR FILING:

Date: May 5, 2014


JOHN T. LAETTNER
JUDGES OF THE SUPERIOR COURT

Contra Costa County Grand Jury Report
PLANNING FOR TECHNOLOGY

Towards an Integrated, Strategic Approach

TO: All Contra Costa County Cities

SUMMARY

The use of technology by cities has increased dramatically over the past 20 years, from simply playing a support role in providing desktop computers and network servers to being a catalyst for productivity and touching virtually every department operation. As demand for technology applications has expanded, the need for cities to develop integrated plans has become critical.

Technology budgets of cities have increased significantly over the past few years. Some cities in Contra Costa County spend over 6% of their total funding on technology. Industry experts estimate that municipal technology budgets typically range between 5-7% of total city budgets.

Strategic planning is essential for the largest cities, which offer a variety of services, but even the smallest cities face increasing technological demands for communication, efficiency and safety. Furthermore, access to information around the clock is a baseline public expectation, no matter the city size. Demand for access to local government services via the Internet will continue to increase.

Cities would benefit from developing a five-year plan to ensure effective and economical use of technology. Each plan should include an analysis of the technology investments and a detailed budget. The plan should also identify objectives and needs that are common to multiple departments within the city to increase efficiency and cost savings. Finally, each plan should be reviewed on an annual basis by city staff and updated as appropriate.

METHODOLOGY

Information was obtained from:

- Surveys completed by all 19 cities in Contra Costa County

- Interviews with municipal technology managers
- Information from industry experts
- Industry association of municipal technology managers
- Public media

BACKGROUND

Growing importance of technology

Cities are experiencing increased demand for the implementation of new technology despite limited resources. Having a long-range technology plan clarifies the sequence of implementation and provides clear communication with departments, the city council, and the public about what is both envisioned and ultimately accomplished.

Highlights of an annual city budget are typically summarized in the city manager's "budget message". The messages of many city managers in Contra Costa County place an emphasis on expanded implementation of technology as a primary strategy to create greater efficiency and provide the public with increased access to city services.

As limited city resources continue to put pressure on the delivery of city services, city departments are forced to do more with less. Technology can often provide solutions without increasing personnel. Technology can also improve efficiency by providing the public with internet access to city services, such as on-line registration for recreation programs, license renewals, and on-line payments for a multitude of services.

The public increasingly expects access to city information via the Internet. Examples include live video streaming of city council meetings and other city meetings, land and geographical information, access to city records, budgets, and ordinances.

The use of crime-fighting technology applications are also increasing in some cities. Gunshot audio-detection systems, automatic license plate readers that spot stolen vehicles, and remote-controlled cameras all increase the breadth of technology used by municipalities. In a recent newspaper article, the City Manager of Pinole stated:

"The city continues to see violent crime trending downward. This reflects significant public investment by the City Council in emerging technologies along with effective proactive community policing to engage residents in assisting the Police Department in solving major crimes."

Technology planning

Some cities in Contra Costa County have developed technology master plans with clear priorities and goals. Technology managers have stated that the process used to develop these plans includes:

- Assessment of existing technology organization and skills;
- Analysis of current and future technological needs;
- Facilitated department level and city-wide prioritization process; and
- Communication of the final plan including timeline and budgets

Effective technology planning has the potential to create significant improvements in the internal operations of the city. By identifying objectives and needs that are common to multiple departments, integrated programs can be developed that improve communication, efficiency and cost savings. As reported by city technology managers, a technology plan establishes clear priorities that are aligned with overall city goals, and identifies funding for those projects deemed most critical to the community.

The interdepartmental approach for development of a technology plan also highlights shared business needs across department lines, as well as results in computer programs that benefit multiple departments and applications that are more cost effective and easier to manage. Plans often include the formation of an internal group within the city that includes high-level department representatives. The group tracks priorities identified in the plan, evaluates requests from departments for technology projects, communicates back to the organization the status of project implementation, and makes recommendations to the city manager on budget allocation and shifting priorities.

Strategic technology planning has become common practice for many California municipalities. One industry expert explained:

“Historically, technology master plans have focused on infrastructure (desktop computers, network servers, data centers, etc.). However, in today’s environment, technology master plans are more focused on business or operational needs and the applications that can improve, streamline, or automate functions. In addition, today’s plans also focus more on data security, data sharing, integration/ interfaces, and mobility.”

There are several benefits to the strategic planning process:

- Requires a thorough assessment of existing technology resources and systems;
- Requires communication with all stakeholders and results in a set of priorities that make decisions transparent;
- Includes setting realistic budgets that include capital investments and on-going staff resources;
- Allows for monitoring progress and making adjustments as technology needs change; and
- Educates city executives on the technological implications of their decisions.

Where it's working

The cities of Walnut Creek and Danville have embraced technology planning and developed multi-year plans that guide technology investment and prioritize staff resources. Each city has a strategic technology plan that outlines technology needs for the city over a five-year period. This period gives cities sufficient time to choose and implement technology, but is not so long as to incorporate technology that may be obsolete within the time horizon. The plans include an analysis of the technology investment, a budget, and a timeline. The plans are reviewed on an annual basis for updates and modifications.

The programs developed and implemented by Walnut Creek and Danville are consistent with recommendations by experts in the technology field, as well as the industry literature on best practices. Perhaps as important, is the fact that the plans appear to be working, as technology projects are planned, budgeted and implemented. Strategic planning that incorporates technology requirements is a benefit regardless of the size of a city or its budget. Each city should strive for greater efficiency in operations, improved services and easier public access to local government. Planning for specific technology needs within the context of over-arching city-wide goals is a necessary part of the budgeting process.

FINDINGS

1. Demand for technology in all aspects of local government has exploded over the past 20 years and is expected to continue to increase.
2. City budgets often identify the need for technology improvements to achieve greater efficiency in government services.
3. Technology expenditures represent a significant part of many city budgets.
4. Technology project implementation is often a multi-year investment.
5. Technology in city government is rapidly changing. Industry associations and technology research groups are a good source of information on emerging trends.
6. A city with a long-range plan for technology, including a budget, has a road map of priorities that provides clarity to city personnel and the public.

RECOMMENDATIONS

1. Each city within the County should consider creating and implementing a strategic technology plan, and identifying funds to do so.
2. Each city should consider identifying the technology needs of the city over a minimum of a five-year period in the strategic technology plan.

3. Each city should consider identifying technology projects and costs in the city budget.
4. Each city should consider identifying any technological objectives and needs that are common to multiple departments within the city in the technology plan and developing integrated programs to increase efficiency and cost savings.
5. Each city should consider reviewing its technology plan on an annual basis and updating it as appropriate.

REQUIRED RESPONSES

	<u>Findings</u>	<u>Recommendations</u>
City of Antioch	1-6	1-5
City of Brentwood	1-6	1-5
City of Clayton	1-6	1-5
City of Concord	1-6	1-5
Town of Danville	1-6	1-5
City of El Cerrito	1-6	1-5
City of Hercules	1-6	1-5
City of Lafayette	1-6	1-5
City of Martinez	1-6	1-5
Town of Moraga	1-6	1-5
City of Oakley	1-6	1-5
City of Orinda	1-6	1-5
City of Pinole	1-6	1-5
City of Pittsburg	1-6	1-5
City of Pleasant Hill	1-6	1-5
City of Richmond	1-6	1-5
City of San Pablo	1-6	1-5

City of San Ramon	1-6	1-5
City of Walnut Creek	1-6	1-5



City of Martinez

525 Henrietta Street, Martinez, CA 94553-2394

(925) 372-3505
FAX (925) 229-5012

July 17, 2014

2013-2014 Contra Costa County Civil Grand Jury
Attn: Stephen Conlin, Foreperson
725 Court Street
P. O. Box 431
Martinez, CA 94553-0091

Dear Mr. Conlin:

On behalf of the Martinez City Council, this letter responds to Contra Costa County Grand Jury Report: "Planning for Technology," (Report 1404). The City Council authorized this response at its meeting on July 16, 2014.

According to page 4 of the Report, the City of Martinez is required to respond to Findings 1 through 6 and Recommendations 1 through 5. Pursuant to California Penal Code Section 933.05, the City will respond to each finding and to each recommendation individually.

CITY'S RESPONSES TO GRAND JURY FINDINGS 1-6

GRAND JURY FINDING #1

Demand for technology in all aspects of local government has exploded over the past 20 years and is expected to continue to increase.

City Response: With the information provided by the Grand Jury Report # 1404, City agrees with this finding.

GRAND JURY FINDING #2

City budgets often identify the need for technology improvements to achieve greater efficiency in government services.

City Response: With the information provided by the Grand Jury Report # 1404, City agrees with this finding.

GRAND JURY FINDING #3

Technology expenditures represent a significant part of many city budgets.

City Response: City agrees with this finding. However, the information provided by the Grand Jury Report #1404 states “Some cities in Contra Costa County spend over 6% of their total funding on technology. Industry experts estimate that municipal technology budgets typically range between 5-7% of total city budgets.” While the City of Martinez can’t speak for the other cities in Contra Costa County, in Martinez the technology expenditures represent 2.6% of the General Fund budget.

GRAND JURY FINDING #4

Technology project implementation is often a multi-year investment.

City Response: With the information provided by the Grand Jury Report # 1404, City agrees with this finding. This is done to spread the cost of projects and upgrades over multiple years.

GRAND JURY FINDING #5

Technology in city government is rapidly changing. Industry associations and technology research groups are a good source of information on emerging trends.

City Response: With the information provided by the Grand Jury Report # 1404, City agrees with this finding.

GRAND JURY FINDING #6

A city with a long-range plan for technology, including a budget, has a road map of priorities that provides clarity to city personnel and the public.

City Response: With the information provided by the Grand Jury Report # 1404, City agrees with this finding.

CITY’S RESPONSES TO GRAND JURY RECOMMENDATIONS 1-5

GRAND JURY RECOMMENDATION #1

Each city within the County should consider creating and implementing a strategic technology plan, and identifying funds to do so.

City Response: The recommendation requires further analysis to review the costs versus benefits of a specific IT strategic plan. This will be considered by October 2014.

GRAND JURY RECOMMENDATION #2

Each city should consider identifying the technology needs of the city over a minimum of a five-year period in the strategic technology plan.

City Response: The recommendation requires further analysis which will include the costs versus benefits of a five-year strategic technology plan. This will be considered by October 2014.

GRAND JURY RECOMMENDATION #3

Each city should consider identifying technology projects and costs in the city budget.

City Response: The recommendation has been implemented. As part of the budget development process, guidelines are distributed to the department heads to prepare estimates for required appropriations. Some of the past projects included Mobile Data Terminal upgrades in the police patrol cars, Financial System Database conversion project, Fleet Management System software and online class registration software for the recreation department.

GRAND JURY RECOMMENDATION #4

Each city should consider identifying any technological objectives and needs that are common to multiple departments within the city in the technology plan and developing integrated programs to increase efficiency and cost savings.

City Response: The recommendation has been implemented. While the City does not have a separate technology plan, technological objectives and needs that are common to multiple departments are always considered. A few examples are:

1. **Photo Identification Card System** – this was initially intended to provide identification cards for resident swim passes at the City’s aquatic center. The City also integrated this system with Human Resources for Employee identification cards.
2. **The City uses an internet-based GIS mapping system** which is primarily used in Planning and Engineering. The system also assists Corporation Yard employees to identify water lines while they are out in the field using a mobile device. Finally, a Community View function was added to the city’s website to allow the public to access the mapping information.

GRAND JURY RECOMMENDATION #5

Each city should consider reviewing its technology plan on an annual basis and updating it as appropriate.

City Response: The recommendation has been implemented. As stated earlier, the City does not have a separate technology plan, yet technology needs are reviewed at the beginning of the two-year budget cycle and again at the mid-year budget review.

Sincerely,

Robert Schroder
Mayor, City of Martinez

cc: City Council
Anna Gwyn Simpson, Interim City Manager
Jeffrey Walter, City Attorney
Alan Shear, Assistant City Manager