



CITY OF
HAYWARD
HEART OF THE BAY

**COUNCIL TECHNOLOGY
APPLICATION COMMITTEE
JUNE 11, 2014**

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**CITY COUNCIL TECHNOLOGY APPLICATION COMMITTEE
SPECIAL MEETING
WEDNESDAY, JUNE 11, 2014
CONFERENCE ROOM 4A
4:30 P.M. – 5:30 P.M.**

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS: *(The Public Comment section provides an opportunity to address the City Council Committee on items not listed on the agenda. The Committee welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Committee is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.)*

1. Approval of Minutes of April 16, 2014

[Minutes](#)

2. Body Worn Camera and Digital Evidence Management System (DEMS) Vendor Recommendation

[Staff Report](#)

3. Primary Website Development Progress

[Staff Report](#)

4. Information Technology Project Workplan Discussion

[Staff Report](#)

COMMITTEE MEMBER ANNOUNCEMENTS AND REFERRALS

ADJOURNMENT

NEXT REGULAR MEETING – SEPTEMBER 17, 2014, 4:30 PM

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. ****

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the Assistant City Manager at (510) 583-4300 or TDD (510) 247-3340.

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Council Technology Application Committee (CTAC)

Meeting Minutes of April 16, 2014

Members Present: Mark Salinas, Greg Jones, Al Mendall

Staff: Mark Guenther, Frank Holland, Kelly McAdoo

Guests: None

Public Comments: None

1. Approval of Minutes:

Minutes of February 19, 2014 Approved

2. Enterprise Resource Planning (ERP) System Update

Information Technology Director Mark Guenther submitted the staff report which outlines the progress and provides an update on the budget. Staff has been working hard on this project, in addition to performing their existing duties as no one is assigned at 100%. Typically, an organization implements one or two systems at a time and the City accomplished three in the last fiscal year. Core Financials went live in July and now work is ongoing on five more systems which is a lot for an organization. This was done in addition to the Public Safety CAD project which went live in the beginning of 2012. Staff should be commended on all the hard work and progress.

Unfortunately, some of our scheduled go-live dates are slipping as a result. Starting with Payroll/Human Resources, which at the last meeting staff informed the committee that the go live was rescheduled until January of next year. We restarted our implementation with Tyler, and requested a more experienced consultant be assigned as well as a new project manager. This has been very beneficial to our project by providing a consultant with a fresh eye and a fresh look at the project. The result will be a much better system implemented at go-live next January. The Utility Billing implementation is next, with the original scheduled go live at the end of this month, but it is looking more like the fall or maybe early to late August. This delay is due to the huge effort to do a parallel billing which was described at the last meeting. Staff plans to parallel bill every single one of our 38,000 billing accounts to make sure they're correct. There are also some modifications that Tyler needs to deliver in order to successfully go live and calculate the bills correctly. Regarding the Work Order module, staff has also recommended rescheduling the go live date. During implementation of the work orders module, it was determined that although the city had not purchased the inventory module, our Fleet Management Division uses one with their legacy system. The contract was revised and the inventory module software has been delivered. The implementation of the inventory piece will begin shortly and then configuration of the work order module will be completed to incorporate the integration with inventory. It is anticipated that this module will go-live in July.

The permit module is a larger implementation effort that's ongoing. It was anticipated that staff would be completing the static environment test by now, but work on the setup is not complete. Our in house project manager estimates that we're 6-8 weeks behind, so that shifts the go live from August 1st to probably October 1st. For the Business License implementation, the go-live is on track for August 1, 2014.

Regarding the project budget, comparing what is estimated to be the total actual expenses at the end of the project, the good news is that the project is still on budget. The report outlines the uses of the contingency budget; the largest line item is the upgrade of our IVR System (Interactive Voice Response) for telephone users. In a lot of ways, that seems like old technology, but it's used to take 800 utility payments per month over the telephone. The system makes outbound calls reminding customers that they have a delinquent bill, and the IVR System makes about 1,000 phone calls per month. The Building Inspection Department uses it for contractors to schedule inspections and it's fully integrated with Building Inspection's current permit system and will be integrated with the Munis permit system. When the person requests the inspection date, it's actually recorded in our internal data base which then prints it out in various data reports that schedules the inspections. This replaced the staff person who listened to the voicemail line at the end of the day and manually put it the appointment. So, even though it seems like it's technology that is on its way out, it's probably here for a while longer.

3. Brief Updates to Recent Meeting Topics

Information Technology Director Mark Guenther gave brief updates on a couple of items currently in progress. The first one is digital communications and redevelopment of the City's primary website. Community and Media Relations Officer Frank Holland gave a brief update. He informed the committee that at the last meeting, it was reported that staff was working on rolling out the new GovDelivery system. This is the new electronic communication solution that's been configured and is up and running now. Regarding the website redevelopment timeline, staff intends to be aggressive with this and would like to bring it to Council on June 17th and would like to bring it to this Committee prior to that. It was suggested that this Committee reschedule their meeting of June 18th to June 11th.

Information Technology Director Mark Guenther presented a second item which was the High Speed Hayward Fiber Optic Network project and informed the Committee that work continues with the developer on the contract. Some of the outstanding issues that still needed to be worked through are getting the location of the first phase into the contract, making sure that work would be in the area with the greatest need. The developer is asking that permit fees be kept at a very low level as well. Staff is communicating with San Leandro to see what kind of staff time and staff cost that might pose. No final contract date is set yet.

Information Technology Director Mark Guenther informed the Committee that the Human Resources Department contracted with an outside agency to do a job classification and organizational study. The IT department has some very old job classifications that need to be updated and anticipates a new organizational structure will be proposed in the upcoming budget.

Member comments: None

Next Meeting: June 11th @ 4:30pm

Meeting adjourned at 5:29pm



DATE: June 11, 2014

TO: Council Technology Application Committee

FROM: Information Technology Director
Chief of Police

SUBJECT: Body Worn Camera and Digital Evidence Management System (DEMS) Vendor Recommendation

RECOMMENDATION

That the committee reviews and comments on this report, and recommends that Council authorize the City Manager to execute a contract with Taser International for the purchase of body worn cameras and a digital evidence management system (DEMS).

BACKGROUND

At the Committee meeting held on November 20, 2013, staff provided an overview of body worn camera and DEMS technology used by law enforcement to capture and house digital evidence. Staff has just completed a year-long evaluation process that included researching the current body worn camera and DEMS marketplace and selecting multiple widely-used systems for detailed field testing by law enforcement officers. A comprehensive analysis of the data captured during the field testing, combined with feedback from the field testers and the staff members of the Public Safety Technology Committee (PSTC) has yielded a vendor recommendation of Taser International for both body worn cameras and the DEMS.

DISCUSSION

Coupled together, Taser's Axon and Evidence.com worked seamlessly to provide the best end-to-end solution to meet the Department's diverse needs and was the overwhelming vendor of choice by the officers involved in the evaluation as well as the PSTC. The body worn camera evaluation examined solutions from Taser, VieVu, Wolfcom, and MPH while the DEMS evaluation compared Taser and Veripic. At the conclusion of each week of the trial, field testers filled out surveys outlining their experience with the body worn camera and DEMS. The survey results revealed that the best overall performance rating went to Taser's body worn cameras and DEMS. At the conclusion of the trial period, a field tester debrief and PSTC session were held to share the results of the survey as well as give staff members the opportunity to voice positive and negative feedback for each body worn camera and DEMS solution. Both the field tester debriefs and PSTC sessions confirmed Taser as the preferred vendor. The ease to capture, categorize, upload, find, watch, and

export the digital evidence using Taser versus all other vendors were the primary deciding factors. Another key differentiator between Taser's solution and all other vendors was that Taser's upload docking station reduced the time spent at the end of an officer's shift uploading and categorizing digital evidence. The Police Chief's executive staff met on May 12, 2014 to review the proposed body camera deployment, and recommended implementation.

Critical features

There are four key features that set this technology apart from other vendors.

Pre-record buffer

Video recorded with Taser's solution includes a 30 second pre-event buffer which can capture the key events that led up to the incident. Adding body worn cameras as a public safety tool fills in this critical gap of time, providing critical evidence to be used in the prosecution of criminal and civil cases. In addition to capturing key evidence, the pre-record buffer can also be used to gauge the City's liability exposure if a citizen complaint is filed against the City. Data contained in the buffer could serve as the key factor in dismissing a lawsuit against the City. This pre-event buffer is only offered by Taser.

Cost/time savings

This technology has the potential to reduce costs by saving end of shift officer data upload and categorization time. The time spent at the end of an officer's shift uploading and categorizing digital evidence can add up quickly and become a drain on already tapped resources. Taser's video categorization tool and docking station upload process eliminates this potential cost, and represents a much more efficient way of performing this process.

Integration with Evidence.com DEMS

Taser's docking station allows the video evidence captured in the field to easily upload into Evidence.com, Taser's DEMS solution. Evidence.com is a secure, cloud-based, data warehouse used to upload, view, track, and manage digital evidence. Evidence.com is used by a number of California law enforcement agencies including BART, San Leandro, Chula Vista, San Diego, and Coronado. Within Evidence.com, access to evidence is controlled by a user hierarchy and all actions within the system are tracked and logged. This validates that the evidence follows the strict right to know and need to know protocols and protects the data from unauthorized access. Taser's Evidence.com provides agencies the flexibility to set different retention periods for routine data, as well as categorize non-routine data that can adhere to alternate retention periods.

Flexible application

Taser's product can be adapted to be used in a variety of police functions. Taser offers both the Axon FLEX (multiple mounts) and the Axon BODY (center mass camera) to fit a variety of preferences and needs. By having multiple mounting options, the officer is given tremendous flexibility on how to record video, which lines up with the unpredictable nature of law enforcement.

Community outreach plan

To properly inform the community about the deployment of this technology, staff recommends the following approach which covers multiple communication channels:

- Announcement on Police Department website
- Social media announcement utilizing Nixle, Twitter, and Facebook
- Flyer distribution at community meetings
- Press release a few days before technology release

Using these methods provides a wide range of communication to properly message the arrival of this technology. All outreach will be done in accordance with recommended best practices of the Police Executive Research Forum.

Policy update

This new technology will require an extensive policy to be put in place prior to going live to govern the recording, review, and retention of digital evidence. First, the initial test group of officers was asked to weigh in on policy matters as they debriefed about the testing of the body worn camera equipment. Then, a draft policy was developed merging their insights with best practices recommended by the American Civil Liberties Union, Police Executive Research Forum (PERF), the Alameda County District Attorney’s Office and the Rains, Lucia, & Stern litigation law firm. Lastly, department managers and executive staff, in addition to the City Attorney’s Office, reviewed the policy to ensure its suitability to the Department. The Department intends to message key elements of the body worn camera policy to the community.

FISCAL IMPACT

System cost

The estimated cost for body worn camera deployment and DEMS is \$350,000 in the first year and \$131,000 in years two through five. The estimated total five-year cost of this program is \$874,000. The estimated total five-year cost for the alternate camera and DEMS vendors tested in the evaluation range between \$245,000 and \$354,000.

	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Camera System	\$219,000	\$0	\$0	\$0	\$0
Storage	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000
TOTAL	\$350,000	\$131,000	\$131,000	\$131,000	\$131,000

Staff recommends funding the initial implementation with \$350,000 funded through a combination of the Police Department’s narcotics asset forfeiture fund, and the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. Funding for costs in years two (2) through five (5) and into the future will need to be included in the budget starting in FY 2016.

Cost savings

This deployment has the opportunity to reduce costs in the following areas:

- 1) Reducing the number of paid liability claims against the City.
- 2) Reducing the number of staff resources expended by Internal Affairs and the City Attorney's Office staff investigating and researching claims against the City.

Body worn cameras have the potential to serve as a risk-management tool to reduce paid liability claims against the City. An often cited study that demonstrates the potential of this was conducted by the Rialto Police Department in Southern California. In partnership with the University of Cambridge, the Rialto Police Department evaluated body worn cameras for a twelve month period and found that there was an 88% decrease in the number of complaints filed against officers and nearly a 60% decline in use-of-force when body worn cameras were implemented. It stands to reason that if there are fewer complaints and use-of-force incidents, then the hours investigating those claims and paid liability claims should also decrease.

NEXT STEPS

Staff has conducted their analysis and recommends Taser for the body worn camera and DEMS solution vendor. This technology will be used as a tool to assist public safety personnel in the prosecution of crimes while simultaneously protecting the City by reducing its civil liability. The DEMS will protect digital evidence and track all access to the data, thereby reducing the risk of unauthorized use and access to the data. With the concurrence of the committee, staff will move forward with a recommendation to Council to authorize the City Manager to execute a contact with Taser International in order to bring these tools to the Hayward Police Department.

Prepared by: Nathaniel Roush, Technology Solutions Analyst

Recommended by: Mark Guenther, Information Technology Director
Diane E. Urban, Chief of Police

Approved by:



Fran David, City Manager

DATE: June 11, 2014

TO: Council Technology Application Committee

FROM: Community & Media Relations Officer

SUBJECT: Primary Website Development Progress

RECOMMENDATION

That the Committee reviews and comments on this report.

BACKGROUND

Preliminary work has begun to replace the City's existing primary website with a best-in-class solution. This process has two simultaneous tracks: first, the selection of an appropriate contractor to develop the new website. Second, the identification of best practices for various online municipal services and the cleanup of existing content.

DISCUSSION

Track 1: Vendor Identification

On April 18, 2014, the City released a Request for Proposals for primary website design and development. The detailed RFP set forth a number of criteria for information architecture, third-party application integration, accessibility and user interface issues. The RFP closed on May 16, 2014. Thirteen companies submitted proposals.

An initial review of the proposals revealed a wide range of approaches, price points and experience levels. Staff identified three contractors of interest and invited these parties to present their solutions in an interview conducted by a panel of four staff members.

Interviews narrowed the field to two. Unable to identify a clear choice, staff proceeded to check a number of references for each of the companies. Unfortunately, an overwhelming majority of the current users of each platform expressed varying degrees of frustration, disappointment and exasperation with the customer service, skill and pricing structure of each firm. With this information in hand, staff has decided to reconsider other proposals before recommending a vendor to the Committee.

Track 2: Content Development/Gap Analysis

To prepare for the eventual web development process, a working group consisting of members from each City department has been assembled to begin the process of content development, gap analysis and general cleanup. Because the information architecture in the City's existing site is inconsistent and a substantial amount of information is locked up in PDF files, staff has been instructed to take a thorough inventory of existing content, identifying outdated, incorrect or misplaced information. Furthermore, working group members have been asked to identify best practices in cities across the country for delivering information and services relevant to their departments. This exercise serves two functions: first, as a benchmark from which to perform a gap analysis on our existing content, and second, to provide design and content hierarchy cues for the eventual development process.

Throughout the process, team members have been instructed to disregard the concept of "departments" and to adopt the mindset of an end user trying to access key information or services. The new site endeavors to become a service-first portal that provides users with an intuitive, attractive interface, rational paths of navigation and easy access to City services.

The working group will continue meeting throughout the pre-design process, with members eventually transitioning into each department's primary point of contact for the actual development. Ultimately, these users will assume departmental responsibility for the timely generation and publication of quality content specific to each department with oversight by the Community & Media Relations Officer.

Prepared and Recommended by: Frank Holland, Community & Media Relations Officer

Approved by:



Fran David, City Manager

DATE: June 11, 2014

TO: Council Technology Application Committee

FROM: Information Technology Director

SUBJECT: Information Technology Project Workplan Discussion

RECOMMENDATION

That the Committee reviews and comments on this report.

BACKGROUND

At the Committee's last meeting, staff reported that the City's Human Resources Department has contracted with an outside consulting group to perform a job classification, workload and organizational study of the IT department. In order to begin the conversation about what potential IT resources might be required to speed the completion of desired initiatives, it was suggested that staff return with a list of anticipated projects, as well as rough estimates of staff resources required to complete the projects listed.

DISCUSSION

One component of the study is the analysis of current IT staffing levels compared to those of municipalities of similar size and complexity. The consultant conducted a survey of comparable cities and analyzed the responses regarding the number of staff members supported, the functions supported, as well as the number and type of devices supported. Unfortunately, the study has not been completed and final results are not available. However, preliminary results suggest that current staffing levels are below optimal levels required to support the technology of the organization at appropriate service levels.

What follows is a list of projects that are either currently underway or planned in the next two fiscal years. In addition to rough estimates of IT staff resources required, a rough estimate of the staff resources required of user departments is also listed. It has become apparent that an additional constraint on the City's ability to complete desired technology projects is the capacity of staff in departments outside of IT to work on configuration and testing tasks that these implementations often require.

The question of how much additional staff is required to complete the initiatives listed can be difficult to answer. While a single full time position to manage all IT projects is desirable, the staffing estimates listed below assume that technical and analytical staff would work on these projects in addition to supporting current systems and processes. In other words, staff is not

assigned 100% to a project. This is also assumed for other city staff estimates listed in the table below. This is the most cost-effective and sustainable way to balance ongoing support needs with project-based work.

Planned Technology Initiatives

Estimated project duration	IT Dept staff	Other city staff
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Projects Starting in FY 2015

Finish ERP implementation	Utility Billing, Permits, Payroll	8 months	2	8 - 10
Improve and expand online access to transacting business with the city	As last phase of Munis implementation, refine and expand public online access to transacting business with the City, such as online permit applications and plan submittals, paying fees and all types of bills online	8 months	1	2 - 3
Network Infrastructure Update	Replace entire network infrastructure that is 7 years old	12 months	2	2 - 4
Body worn cameras for PD	Implement and support body worn camera system, including new Digital Evidence Management System (DEMS)	6 - 9 months	2	10 - 15
Primary website redesign	In partnership with City Manager's Office, launch new website in early 2015	7 months	1	5 - 10
Fire and Police staff scheduling and timekeeping	Upgrade/expand existing Fire Department Telestaff scheduling and timekeeping system to new server and latest version, and include Police Department	12 - 18 months	1	FD 1 - 2 PD 6 - 8
Implement ALPR	Automated license plate readers for police	3 months	1	12
Mobility: Improve and expand use of tablets for city staff	Work on useful integration of tablet technology with our major systems, such as Munis, New World, Laserfiche	12 - 18 months	1	2 - 4
Public security camera pilot	Pilot project to investigate public security cameras	12 months	1	5
Improve online access to city services	Continue to refine online access including from mobile devices	12 - 18 months	1	4 - 6
Improve access and use of electronic documents citywide	Upgrade Laserfiche official document repository, expand use of electronic documents in Munis ERP, support departmental implementation of electronic plan checking by staff	12 - 18 months	2	8 - 10
Support pilot testing of Advanced Metering Infrastructure (AMI) systems	Support pilot testing of AMI technology for utilities, meter readings, associated online data available to customers	8 - 12 months	1	2 - 4

FY 2016 and Beyond

Council Chamber technology upgrade	Replace outdated broadcast and audio/video technology in the council chamber	12 months	2	1 - 2
Agenda Management System	Replace existing Agenda Manager system	12 months	1	3 - 5
Transparency: Open Data	Investigate and implement Open Data capabilities on our website	12 months	1	2
Citizen Engagement	Investigate and implement digital Citizen Engagement capabilities on our website	12 months	1	2
Re-invest, leverage and better integrate current technologies and systems	Investigate and improve the use of newly implemented systems	24 - 36 months	1	2

The intent of the conversation with the Committee is to discuss the list of initiatives above and ensure that the appropriate priority is assigned to each. Given staffing levels, it is important to determine whether staff is focusing on key priorities of the Council and the community in terms of technology implementation.

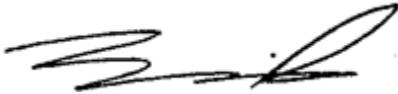
NEXT STEPS

In order to enable the City to make progress on the large number of projects anticipated for FY 2015, staff will ask the Council to authorize one additional position in the Adopted FY 2015 Budget. This request was not included in the FY 2015 Proposed Budget in anticipation of study recommendations and a new job classification structure.

Once the results of the workload, classification and organizational study are in, staff intends to return to this committee and the Council with a plan to implement the recommendations suggested in order to improve service delivery by the Information Technology Department, as well as improve the organization's ability to implement technology projects in general.

Prepared and Recommended by: Mark Guenther, Information Technology Director

Approved by:



Fran David, City Manager