CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: **HONORABLE MAYOR
AND CITY COUNCIL**

FROM: Norberto L. Dueñas

SUBJECT: **Information Technology
Department Management Update**

DATE: November 23, 2015

INFORMATION

In response to ongoing questions and interest from the Mayor and Council regarding the Administration's approach to ensure timely and effective delivery of critically important information technology projects and services, here is a brief update regarding recent steps we have taken to strengthen our ability to manage staffing challenges in the Information Technology Department. These steps include:

Management support

- We have hired an Information Technology Manager (temporary unclassified) from the private sector who will start Monday, November 23, and will work for us at least through June 2016. This person will assist in the completion of current technology projects in order to relieve IT staff to focus on critical day-to-day operations whose success requires additional oversight.

- The temporary IT Manager's responsibilities will include: Security remediation efforts; lead IT supplier relationship management (SRM) and customer relationship management (CRM) efforts; coordinate customer service to departments through interdepartmental agreements for IT services; and some support for the new HR/Payroll/Budget technology system replacement project. The use of a temporary position will both provide us with immediately needed management assistance for many IT projects, and it will allow us to evaluate the long-term need and determine the appropriate qualifications and experience before we create and fill a permanent position.

- We have hired an Open Data Architect who will start on January 4 and will lead, support, and coordinate with the City's other open data efforts to ensure that we minimize redundancy and achieve strategic consistency and help us deliver the long-term benefits of open data to staff and the public.

Staffing and recruitment

- We are continuing to recruit for the Assistant Director for the Information Technology Department. To this end, we have broadened the job description to include more project management and administrative experience that is appropriate to help meet the needs of the department. A new round of interviews of candidates was scheduled for Friday, November 20.
- We expect the recent approval by the City Council to increase salary ranges for four key IT classifications will help the department with ongoing recruitment and retention issues in this region's very competitive market for technical talent.

- The Administration will be recommending Council approval to redesign the Network Technician series to address recruitment and retention issues. The proposed change would add a new entry-level class that will function as "feeder" classification for a progressive series that allows for career growth within the City organization.

- We will be hiring an additional HR analyst to support IT hiring activities such as recruitment, application screening, interview logistics, reference checks, etc. Related to this, the City Manager has directed the HR Department to make IT hiring a top priority, after Police Department, for all current and anticipated IT vacancies.

- We are making a major push to improve IT staff skillsets through technical training provided by the City in order to align with new technology requirements and improve the department's capacity to manage and operate.

Restructuring for departmental effectiveness

- We are using contractual services where practical to complete projects by using reallocated budget savings of $750,000 from 2014-2015 to 2015-2016. To date, contracts have been executed for $270,000 to implement the Citywide information management platform in the areas of document collaboration, document management, records retention, automation/workflow, and electronic approvals. In addition we have obtained contract assistance for customer call handling technology from temporary staff and Altigen, a San José-based telecom technology provider.

- We are reviewing the IT Department organization chart to ensure that we have the appropriate structure and positions in place to get projects over the goal line. We expect this will lead to the addition and deletion of positions (adjusting funding sources if needed), which we can do more readily when current positions are vacant. We also will be reviewing classification structures for technical positions, similar to what we recently did for the Regional Wastewater Facility.

- We will be developing an IT staffing plan during the budget process, similar to what we already do for the Public Works Department for planning and supporting capital projects. As we review IT budget proposals, IT also will review its staffing resources and request adjustments accordingly. This will lead to proposals for "add/deletes" of vacant positions, or requests for specific resources that we need to ensure that we have the right positions ready at the right time for project delivery.

Project management

- Where practical we are delegating or reassigning projects that are outside of IT's core responsibilities to other departments so that IT can focus its efforts on critical technology priorities. Current examples include the administrative policy development for Citywide customer service standards for call centers, and the development of an internet access contract with East Side Union High School District. Both these will now be led by CMO, and we will be identifying other possibilities.

- Similarly, as we identify, develop, and manage technology procurement RFPs, we will explicitly designate the departmental "owners" of these projects outside IT to clarify interdepartmental responsibilities and roles, and to ensure appropriate departmental engagement and coordination to achieve successful outcomes.

- We are reprioritizing and rescheduling some technology projects that can wait, with minimal impact, as we strengthen the department's and the City's capacity. This will allow us to focus on the mission-critical projects given the constraints on time, staffing, and resources. An example of this is the Financial Management System upgrade project that we will reschedule.

We are vigorously attempting to recover from the combined effects of decades of serious underinvestment in our technology systems, the rapid acceleration in the rate of change for technology, and deep losses in our technology staff from retirements, turnover, and the severe budget cuts during the Great Recession. At the same time, the Administration fully understands the genuine urgency expressed by the Mayor and Council and our community for finding solutions as quickly as practical so that the City can continue to improve the efficiency and effectiveness of our ability to deliver services to the people of San José. The steps listed above will help us address this transition, but our success will require consistent focus, strategic discipline, significant resources, and our combined creativity, flexibility, and patience over time.

Norberto L. Dueñas
City Manager

For more information, please contact David Sykes, Assistant City Manager, at (408) 535-8185 or Jennifer A. Maguire, Senior Deputy City Manager/Budget Director, at (408) 535-8142.