Information Technology Department

Vijay Sammeta, Chief Information Officer

M I S S I O N

Enable the service delivery of our customers through the integration of city-wide technology resources

City Service Area

Strategic Support

Core Services

Customer Contact Center
Serve as the primary point of City information for residents, businesses, and employees

Enterprise Technology Systems and Solutions
Manage the City's data so that critical business processes remain operational; determine, develop, implement, and support technology solutions that maximize the delivery of enterprise City services; consolidate technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization
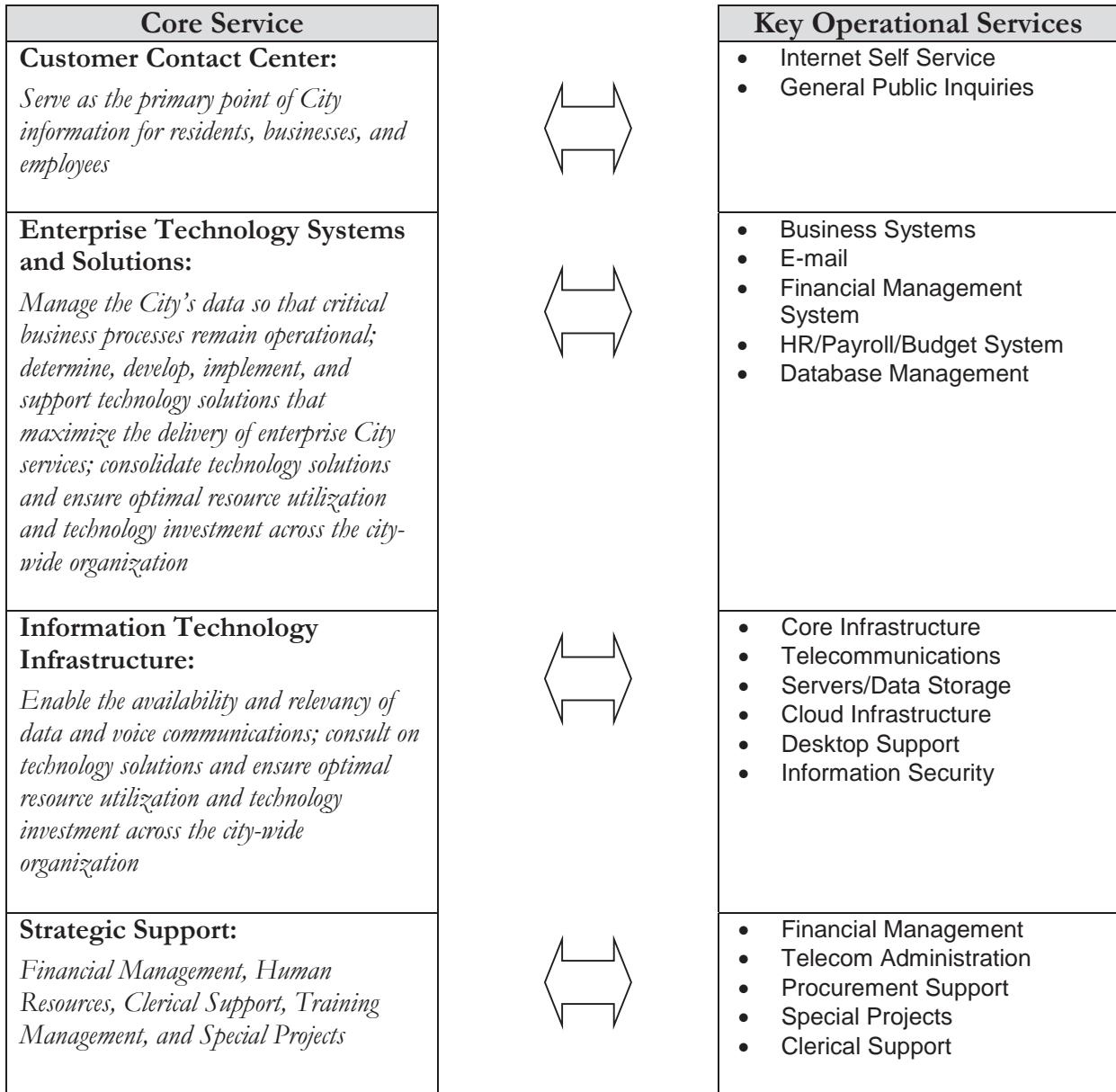
Information Technology Infrastructure
Enable the availability and relevancy of data and voice communications; consult on technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization

Strategic Support: Financial Management, Human Resources, Clerical Support, Training Management, and Special Projects

Information Technology Department

Service Delivery Framework

Core Service	Key Operational Services
Customer Contact Center: *Serve as the primary point of City information for residents, businesses, and employees*	• Internet Self Service • General Public Inquiries
Enterprise Technology Systems and Solutions: *Manage the City's data so that critical business processes remain operational; determine, develop, implement, and support technology solutions that maximize the delivery of enterprise City services; consolidate technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization*	• Business Systems • E-mail • Financial Management System • HR/Payroll/Budget System • Database Management
Information Technology Infrastructure: *Enable the availability and relevancy of data and voice communications; consult on technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization*	• Core Infrastructure • Telecommunications • Servers/Data Storage • Cloud Infrastructure • Desktop Support • Information Security
Strategic Support: *Financial Management, Human Resources, Clerical Support, Training Management, and Special Projects*	• Financial Management • Telecom Administration • Procurement Support • Special Projects • Clerical Support

Information Technology Department

Department Budget Summary

Expected 2016-2017 Service Delivery

❑ Continue Microsoft Office 365 phased SharePoint deployment to support enhanced document management and collaboration, and ultimately automate workflow and approvals.

❑ Continue to develop Open Data projects in partnership with departments to support San José's commitment to open government through civic transparency as well as work with the new Office of Innovation and Digital Strategy in the City Manager's Office to promote civic innovation.

❑ Implement Customer Relationship/Service Request Management system to enhance communications with the public and provide Council and the Administration greater insight into community priorities.

❑ Standardize the City's personal computer desktop environment through Virtual Desktop Infrastructure (VDI), which separates the desktop environment from the physical device. This will change the way ITD delivers desktop services through centralization.

❑ Implement or enhance communications infrastructure to enable timely access to information at community facilities.

❑ Continue to manage, maintain, and/or replace the City's aging technology infrastructure and applications, focusing on the most efficient solutions and ensuring investments are supportable and sustainable in the long term.

❑ Continue to provide day-to-day desktop support services, ensuring that City employees have the essential tools to perform their jobs.

❑ Provide modern business tools through the implementation of new or upgraded HR/Payroll, Recruiting, Financial Management System (FMS) and Budget applications.

2016-2017 Key Budget Actions

❑ Elimination of 2.0 Information Systems Analyst positions and transfer of the Customer Information System application support to the Environmental Services Department to continue the transition of single family garbage and recycling billing to the Santa Clara County property tax roll.

❑ Elimination of a Senior Electronics Systems Technician and addition of a Supervising Applications Analyst position to restore critical management capacity in the Network Team that will mitigate system downtime and address greater complexities in delivering converged voice and data services.

❑ Extension of two limit-dated Senior Office Specialist positions in the Customer Contact Center for one year and shift funding to accurately align resources and maintain current customer service levels.

❑ Addition of a Supervising Applications Analyst position to manage the Enterprise Business Systems Team, including FMS, Business Tax, Revenue Results, and the new HR/Payroll/Budget systems.

❑ Realignment of staff classifications and the addition of one-time funding to implement virtual desktop infrastructure (VDI) and meet audit recommendations for centralization of software deployment.

❑ Funding for the completion of a secondary data center to provide network and power redundancy for continuity of essential technical infrastructure in the case of a catastrophic event.

❑ Addition of $150,000 ongoing funding to provide direct connectivity to Microsoft and Amazon cloud services, allowing for rapid connectivity to Office 365 and enhanced security by separating critical operations from the internet when the City comes under a cyber/denial of service attack.

Operating Funds Managed

N/A

Information Technology Department

Department Budget Summary

	2014-2015 Actual 1	2015-2016 Adopted 2	2016-2017 Forecast 3	2016-2017 Proposed 4	% Change (2 to 4)
Dollars by Core Service					
Customer Contact Center	$ 3,125,467	$ 1,834,213	$ 1,727,044	$ 1,965,110	7.1%
Enterprise Technology Systems & Solutions	4,670,596	6,528,157	5,942,641	5,727,769	(12.3%)
IT Infrastructure	8,071,012	11,069,571	10,639,694	12,206,469	10.3%
Strategic Support	1,212,022	1,551,238	1,653,202	1,765,759	13.8%
Total	**$ 17,079,097**	**$ 20,983,179**	**$ 19,962,581**	**$ 21,665,107**	**3.2%**
Dollars by Category					
Personal Services					
Salaries/Benefits	$ 10,497,817	$ 13,040,189	$ 13,890,590	$ 13,993,116	7.3%
Overtime	86,041	128,664	128,664	128,664	0.0%
Subtotal	$ 10,583,858	$ 13,168,853	$ 14,019,254	$ 14,121,780	7.2%
Non-Personal/Equipment	6,495,239	7,814,326	5,943,327	7,543,327	(3.5%)
Total	**$ 17,079,097**	**$ 20,983,179**	**$ 19,962,581**	**$ 21,665,107**	**3.2%**
Dollars by Fund					
General Fund	$ 13,496,164	$ 17,897,104	$ 16,831,901	$ 18,651,093	4.2%
Airport Maint & Oper	0	110,225	128,276	128,276	16.4%
General Purpose Pkg	8,970	17,964	18,026	18,026	0.3%
Integrated Waste Mgmt	2,491,378	1,793,555	1,783,781	1,601,270	(10.7%)
Public Works Program Support	0	89,062	90,222	89,339	0.3%
Sewer Svc & Use Charge	417,756	396,376	407,825	329,606	(16.8%)
SJ/SC Treatment Plant Oper	84,746	90,882	96,852	96,852	6.6%
Storm Sewer Operating	340,858	301,774	305,018	252,871	(16.2%)
Water Utility	239,225	276,388	290,548	487,642	76.4%
Capital Funds	0	9,849	10,132	10,132	2.9%
Total	**$ 17,079,097**	**$ 20,983,179**	**$ 19,962,581**	**$ 21,665,107**	**3.2%**
Authorized Positions by Core Service					
Customer Contact Center	23.18	13.18	12.18	14.18	7.6%
Enterprise Technology Systems & Solutions	23.43	24.43	22.03	21.03	(13.9%)
IT Infrastructure	34.89	37.09	39.49	38.49	3.8%
Strategic Support	6.00	7.80	7.80	8.80	12.8%
Total	**87.50**	**82.50**	**81.50**	**82.50**	**0.0%**

Information Technology Department

Budget Reconciliation
(2015-2016 Adopted to 2016-2017 Proposed)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2015-2016):	**82.50**	**20,983,179**	**17,897,104**
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: SharePoint Application Development		(750,000)	(750,000)
• Rebudget: Office 365 Employee Training		(425,000)	(425,000)
• Rebudget: Critical Network Equipment Upgrades		(250,000)	(250,000)
• Rebudget: Critical Application Infrastructure Upgrades		(161,000)	(161,000)
• Rebudget: Customer Support		(81,000)	(81,000)
• Critical Security Remediation Efforts		(250,000)	(250,000)
• Single Family Garbage Billing Program Model Change: Call Center Staffing Senior Office Specialist	(1.00)	(121,669)	(121,669)
• City-Wide Customer Relationship Management		(100,000)	(100,000)
• Public Safety Vehicles Mobile Connectivity		(100,000)	(100,000)
One-time Prior Year Expenditures Subtotal:	**(1.00)**	**(2,238,669)**	**(2,238,669)**
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations:		1,029,513	984,908
- 12.0 Network Technician I/II to 12.0 Network Network Technician I/II/III			
- 2.0 Supervising Applications Analyst to 2.0 Enterprise Technology Manager			
• Vacancy factor		(55,942)	(55,942)
• Professional development program		(1,500)	(1,500)
• City-wide network system contracts maintenance		84,161	84,161
• Relational database management software contract		42,652	42,652
• City-wide servers cloud storage maintenance		38,105	38,105
• City-wide servers licenses and maintenance		29,078	29,078
• FMS database licenses		23,730	23,730
• Call Center system software maintenance		21,748	21,748
• Annualization of Spartan-Keyes/McKinley Neighborhood Centers Wifi		6,000	6,000
• New HR/Payroll/Budget systems maintenance		2,908	2,908
• Desktop computers maintenance		(4,382)	(4,382)
• Vehicle maintenance and operations		2,000	2,000
Technical Adjustments Subtotal:	**0.00**	**1,218,071**	**1,173,466**
2016-2017 Forecast Base Budget:	**81.50**	**19,962,581**	**16,831,901**

Information Technology Department

Budget Reconciliation

(2015-2016 Adopted to 2016-2017 Proposed)

		Positions	All Funds ($)	General Fund ($)
	Budget Proposals Recommended			
1.	Virtual Desktop Infrastructure and Windows Upgrades	(1.00)	509,151	510,034
2.	Remote Facilities Network Upgrades		500,000	500,000
3.	Secondary Data Center Buildout		250,000	250,000
4.	Customer Contact Center Staff Realignment	2.00	238,066	0
5.	City Servers Replacements		200,000	200,000
6.	Information Technology Division - Enterprise Business Systems Staffing Oversight	1.00	157,415	157,415
7.	Direct Fiber Connectivity to Cloud Services		150,000	150,000
8.	Information Technology Department Analytical Staffing	1.00	112,557	112,557
9.	Integrated Billing System Staffing Realignment	(2.00)	(372,287)	(18,438)
10.	Voice and Data System Technology Oversight Realignment	0.00	(42,376)	(42,376)
	Total Budget Proposals Recommended	**1.00**	**1,702,526**	**1,819,192**
	2016-2017 Proposed Budget Total	**82.50**	**21,665,107**	**18,651,093**

Information Technology Department

Budget Changes By Department

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
1. Virtual Desktop Infrastructure and Windows Upgrades	**(1.00)**	**509,151**	**510,034**

Strategic Support CSA
Customer Contact Center
Enterprise Technology Systems and Solutions
Information Technology Infrastructure
Strategic Support

This action deletes 3.0 vacant Network Technician I/II/III positions and adds 2.0 Information Systems Analyst positions to more effectively support Virtual Desktop Infrastructure (VDI), the new organization-wide desktop management standard. This more efficient approach centralizes desktop software, security, and patch management to the cloud, and enhances software deployments throughout the organization. Instead of a single technician servicing one desktop at a time, VDI enables the Information Technology (IT) Department to standardize and service thousands of desktops from a single location. This new approach requires a greater level of technical expertise than a Network Technician. This action also includes one-time funding of $500,000 to upgrade operating system software to Windows 10, bringing consistency throughout the organization, and addressing compatibility and security vulnerabilities inherent in obsolete platforms. (Ongoing costs: $6,213)

2. Remote Facilities Network Upgrades		**500,000**	**500,000**

Strategic Support CSA
Information Technology Infrastructure

This action adds one-time funding of $500,000 to perform network upgrades at the City's remote facilities, including community centers. For those remote sites that provide wired and wireless access for public and private use, upgrading their network equipment to a single standardized platform significantly reduces the likelihood of security breaches and equipment failure, and reduces IT support demands. (Ongoing costs: $0)

3. Secondary Data Center Buildout		**250,000**	**250,000**

Strategic Support CSA
Information Technology Infrastructure

This action adds one-time funding of $250,000 for additional network, power supply and cooling equipment to complete buildout of the City's only redundant data center, which is housed at the Central Service Yard. A redundant data center ensures the protection of critical City data in the event that the primary data center fails or becomes inaccessible as a result of a catastrophic event. (Ongoing costs: $0)

Information Technology Department

Budget Changes By Department

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
4. Customer Contact Center Staff Realignment	**2.00**	**238,066**	**0**

Strategic Support CSA
Customer Contact Center
Strategic Support

This action continues 2.0 Senior Office Specialist limit-dated positions through June 30, 2017 to support customer inquiries regarding water service and billing. Customer Contact Center call data demonstrates that there are a significant number of calls from residents with questions concerning water service bills. The Information Technology and Environmental Services Departments will continue to monitor call activity and will reevaluate staffing needs as part of the 2016-2017 Mid-Year Budget Review. Continuing these limit-dated positions for an additional year will ensure that average caller wait times do not exceed the current levels of approximately three minutes. (Ongoing costs: $0)

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
5. City Servers Replacements		**200,000**	**200,000**

Strategic Support CSA
Information Technology Infrastructure
Strategic Support

This action adds one-time funding of $200,000 as a two-year strategy to replace approximately 25 aging servers of the approximately 300 City servers. While much of the City's data is moving to the cloud, certain servers, including print servers and Active Directory servers, are required to remain in the City's data centers to preserve network bandwidth and control costs. These servers are critical to core business operations and, if they are not replaced, the City is at risk for hardware failure, data loss, and reduced employee productivity. (Ongoing costs: $0)

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
6. Information Technology Division – Enterprise Business Systems Staffing Oversight	**1.00**	**157,415**	**157,415**

Strategic Support CSA
Enterprise Technology Systems and Solutions
Information Technology Infrastructure
Strategic Support

This action adds 1.0 Supervising Applications Analyst (SAA) position to manage the Enterprise Business Systems Team, including the Financial Management System, Business Tax System, Revenue Results, and the new HR/Payroll and Budget Systems. The Enterprise Business Systems Team is currently implementing the new HR/Payroll, Budget, and Business Tax Systems, while simultaneously supporting and maintaining existing systems. While the City's upgraded financial and budget systems will bring new functionality, they also introduce significantly more complex technical environments that require an appropriate level of management and oversight. (Ongoing costs: $157,415)

Budget Changes By Department

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
7. Direct Fiber Connectivity to Cloud Services		**150,000**	**150,000**

Strategic Support CSA
Enterprise Technology Systems and Solutions
Information Technology Infrastructure

This action adds ongoing funding of $150,000 to support direct fiber connection to Microsoft and Amazon cloud services. Currently, information flows from a desktop to the data center, and from the data center through the internet to the cloud. This proposed direct connection to the cloud bypasses the internet altogether, providing a much faster and more secure link to Office 365. This service will also decrease the time to provision new servers from weeks to minutes. Further, this connection separates critical operations from the internet should the City come under a cyber or denial of service attack. (Ongoing costs: $150,000)

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
8. Information Technology Department Analytical Staffing	**1.00**	**112,557**	**112,557**

Strategic Support CSA
Strategic Support

This action adds 1.0 Senior Analyst position limit-dated through June 30, 2017 to help manage the Department's budget, customer service performance, and accounts payable activities. With the department's Administrative Officer heavily focused on the recruitment of high-priority technical positions and succession planning efforts, the Senior Analyst will assume the primary responsibility of monitoring and tracking the department budget, overseeing accounts payable, and managing city-wide technology approvals and technology contract monitoring. Further, the Senior Analyst will improve the Department's ability to leverage performance metrics related to Customer Contact Center customer service and staffing levels. The possible extension of this position ongoing will be evaluated as part of the 2017-2018 budget process. (Ongoing costs: $0)

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
9. Integrated Billing System Staffing Realignment	**(2.00)**	**(372,287)**	**(18,438)**

Strategic Support CSA
Enterprise Technology Systems and Solutions
Information Technology Infrastructure
Strategic Support

This action eliminates 2.0 vacant Information Systems Analyst positions that supported the former Integrated Billing System. With the transition of garbage and recycling payment collection to Santa Clara County's property tax roll in 2015-2016, the Customer Information System (CIS) application will be supported and managed by the Environmental Services Department effective July 2016. Database hosting for CIS will remain in IT. (Ongoing savings: $372,287)

Budget Changes By Department

Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
10. Voice and Data System Technology Oversight Realignment	**0.00**	**(42,376)**	**(42,376)**

Strategic Support CSA
Strategic Support

This action adds 1.0 Supervising Applications Analyst (SAA) position and deletes 1.0 vacant Senior Electronic Systems Technician position. The Senior Electronic Systems Technician supported the legacy telephone system and managed the City's data circuits and analog lines. With the convergence of voice and data in the new telephone system, a different skill set is needed in order to manage the intricacies of the new technology. The SAA will be added to the team and will oversee the Network/Voice/Data and Security groups. (Ongoing savings: $42,376)

2016-2017 Proposed Budget Changes Total	**1.00**	**1,702,526**	**1,819,192**

Information Technology Department

Performance Summary

Customer Contact Center

Performance Measures

		2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
🎯	% of Customer Contact Center calls answered	70%	65%	80%*	80%
🕐	% of calls/inquiries resolved within the Customer Contact Center	61%	75%	80%*	80%
🕐	% of Technology Service Desk inquiries resolved	97%	95%	95%	95%

*   This percentage has increased as a result of staff augmentation using temporary services.

Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of Customer Contact Center calls received	264,798	200,000	267,000	200,000
Average Wait Time	2.5 minutes	4.5 minutes	3 minutes	3 minutes
# of Technology Service Desk inquiries *	21,353	30,000	17,160	25,000

*   The fluctuation in number of Service Desk inquiries in 2015-2016 and 2016-2017 represents implementation of a new more efficient solution to manage Help Desk tickets in 2015-2016 and the anticipation of increased inquiries in 2016-2017 resulting from the new Enterprise Business Systems.

Information Technology Department

Performance Summary

Enterprise Technology Systems and Solutions

Performance Measures

		2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
◎	% of requested custom business solutions delivered	97%	88%	98%	98%
🏅	% of customers rating data availability and quality of data as good or excellent				
	- availability	75%	75%	75%	75%
	- quality	75%	75%	75%	75%

Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of centralized E-mail mailboxes	6,433	6,500	7,000	7,100
# of FMS users	531	520	501	515
# of PeopleSoft users (HR/Payroll)	6,915	7,100	7,118	7,300
# of application repair requests	1,713	3,200	2,485	2,500
# of custom business solutions requested	104	100	87	100

Information Technology Department

Performance Summary

Information Technology Infrastructure

Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
% of network services available 24x7				
- Core Network*	99.95%	99.95%	99.89%	99.90%
- Telephones	99.97%	99.95%	99.99%	99.99%
- Enterprise Servers*	99.55%	99.95%	99.92%	99.90%
- Active Directory*	99.94%	99.95%	100.00%	99.95%
% of customers rating customer support as good or excellent based on:				
- timeliness of response	73%	75%	75%	75%
- satisfaction with resolution	78%	75%	80%	80%

* Due to the migration from aging infrastructure to newer platforms, it is anticipated that there may be periodic drops in network availability, which impacts network services.

Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of network outages	4	4	3	4*
# of network outages during normal business hours	2	2	2	2
Average time of network outages during normal business hours	.01 hour	.25 hour	<.01 hour	.25 hour
# of telephones (Centrex)	452	460	307	300
# of managed services IP phones	6,232	6,100	6,793	6,800
# of telecommunication repair orders	6,171	3,600	1,950**	1,950

* Due to core upgrades scheduled for 2016-2017, a high number of scheduled network outages will be taken during non-business hours.

** Decrease in telecom repair orders due to the complete migration of phones to hosted solution.

Information Technology Department

Departmental Position Detail

Position	2015-2016 Adopted	2016-2017 Proposed	Change
Account Clerk II	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	2.00	2.00	-
Analyst II PT	0.50	0.50	-
Assistant Director	1.00	1.00	-
Director of Information Technology	1.00	1.00	-
Division Manager	2.00	2.00	-
Enterprise Technology Manager	1.00	3.00	2.00
Information Systems Analyst	15.00	15.00	-
Network Engineer	15.00	15.00	-
Network Technician I/II	12.00	0.00	(12.00)
Network Technician I/II/III	0.00	9.00	9.00
Principal Office Specialist	3.00	3.00	-
Program Manager I	1.00	1.00	-
Senior Account Clerk	1.00	1.00	-
Senior Analyst	1.00	2.00	1.00
Senior Electronic Systems Technician	1.00	0.00	(1.00)
Senior Office Specialist	9.00	10.00	1.00
Senior Systems Application Programmer	4.00	4.00	-
Staff Specialist	1.00	1.00	-
Supervising Applications Analyst	9.00	9.00	-
Total Positions	**82.50**	**82.50**	**0.00**