Information Technology Department

Rob Lloyd, Chief Information Officer

MISSION

E*xecute, secure, and sustain the civic technology solutions that allow San José to thrive as a community*

City Service Area

Strategic Support

Core Services

Business Solutions

Deliver technology solutions that support superior municipal services and achieve the City of San José Smart City Vision; execute projects that successfully achieve business goals; sustain and optimize the City's technology portfolio; enable continuous innovation throughout the organization through civic technologies and partnerships

Customer Contact Center

Primary point of 311 City information for residents, businesses, utilities customers, and employees; support amazing customer experiences through open data, mobile application, online, chat, virtual agent, social, and public network platforms

Technology Infrastructure and Operations

Support superior municipal services through reliable, high-performance, and secure technology services; provide technology infrastructure for business solutions, analytics, data/voice/video communications; plan and coordinate services that sustain City operations

Strategic Support

Budget, fiscal, personnel, performance, and audit management; general administrative support; city-wide strategic technology planning

Information Technology Department

Service Delivery Framework

PROGRAM	DESCRIPTION
Business Solutions Core Service	
Advanced Applications and Services	Develops, implements, and supports software applications and system integrations for multi-departmental to division level business solutions. These business solutions are required to directly support specific City operations.
Data Services	Enables data administration, use, analytics, transparency and reporting by staff and the public, through strong data platforms, tools, and support.
Enterprise Resource Management	Manages and supports use of Human Resources, Payroll, Talent, Financials, Budgeting, and Tax Systems impacting all City personnel and fiscal actions. Enables data transparency, analytics, decision-support, and reporting by staff and the public.
Productivity and Collaboration Applications	Administers and supports city-wide use of collaboration and productivity software that multiply the efficiency and effectiveness of City contributors. Collaboration tools enhance group performance through information access, tracking assignments through delivery, and in-group communications. Productivity solutions enable work with high efficiency through documents, spreadsheets, analytics, presentations, electronic messaging, and mobile work enhancement. Business process automation services digitize City workflows to process faster, with less staff time, and with auditability.
Customer Contact Center Core Service	
City Customer Contact Center	Serves as the digital contact point for the large majority of non-emergency interactions between the City and residents and businesses as San Jose 311. Intakes and processes utility billing cases. Provides access to City information and offices via mobile, chat, online portal, and telephone means. Coordinates across departments to administer main call trees, the frequently asked questions manifest, and response scripts. Administers overflow vendor contract(s) for after-hours and special events call handling.
Technology Infrastructure and Operations Core Service	
Cybersecurity Office	Secures City information and systems assets to ensure business value, compliance, and resilience for all departments.
IT Customer Care	Supports the customer-side use of information and communications technologies by City staff across all departments, including computers and mobile devices. Resolves Help Desk service requests. Supports City employees and contractors in working remotely effectively.
IT Systems and Operations	Administers and supports the underlying data/voice/video network, hardware systems, storage resources, virtualization, and cloud services fabric on which City software, communications, and collaboration solutions are built.
Voice and Data Network Infrastructure	Manages city-wide telephone costs, charges/billing, procurement, enterprise voice, and data network infrastructure for quality voice and data communication abilities.
Strategic Support Core Service	
Information Technology Management and Administration	Provides strategic direction, analytical insights, and administrative support for departmental activities. Manages all fiscal activities, directs budget development and implementation, and administers IT-related policy adherence. Manages personnel functions for the department, including hiring, employee development, discipline, and personnel transactions, all in coordination with the Human Resources Department and Office of Employee Relations.

Information Technology Department

Department Budget Summary

Expected 2020-2021 Service Delivery

❑ Attain high resilience for the City's business systems. Manage cybersecurity risks, working with departments on effective controls, incident response, systems hygiene, and risk detection, resulting in clear audits and assessments.

❑ Lead the City's Drive to Digital in response to new work demands related to COVID-19 response and recovery. Provide business systems that support municipal service goals, including: financials, human resources, payroll, budget, productivity, collaboration, and records management platforms.

❑ Provide high-performance data/voice/video communications, server/storage infrastructure, and virtualization capabilities on which technology solutions operate.

❑ Respond to service requests and inquiries from San Jose residents and businesses, achieving exceptional customer experience through robust 311 access spanning phone, mobile app, direct chat, virtual agent, and online portal.

❑ Support city-wide technology use by departments and staffs, achieving high customer satisfaction, project success, and cost optimization.

2020-2021 Key Budget Actions

❑ Adds one-time funding of $115,000 to implement translation features in the SJ:311mobile app and the online portal.

❑ Deletes 1.0 vacant Sr. Account Clerk position with the acquisition of new software that will replace the City's manual billing process.

❑ Deletes 1.0 vacant Products-Projects Manager position. This reduction will slow the advancement of projects such as Siemens Smart Building Project; Measure T Smart Controllers Project; and Internet of Things (IoT) Reference Architecture project.

Operating Funds Managed

N/A

Information Technology Department

Department Budget Summary

	2018-2019 Actuals ***	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Proposed
Dollars by Core Service				
Business Solutions	6,785,632	10,765,822	10,555,264	10,513,114
Customer Contact Center	1,777,177	2,121,139	2,191,491	2,292,139
Strategic Support - Other - Strategic Support	9,205	329,889	439,321	439,321
Strategic Support - Strategic Support	2,060,592	3,367,165	3,456,409	2,921,176
Technology Infrastructure and Operations	10,314,383	15,078,117	10,663,470	10,319,794
Total	**$20,946,989**	**$31,662,132**	**$27,305,955**	**$26,485,544**
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	13,609,141	17,096,869	18,101,077	17,665,666
Overtime	91,057	128,664	128,664	128,664
Subtotal Personal Services	**$13,700,198**	**$17,225,533**	**$18,229,741**	**$17,794,330**
Non-Personal/Equipment	7,138,669	13,959,710	8,636,893	8,251,893
Total Personal Services & Non-Personal/Equipment	**$20,838,868**	**$31,185,243**	**$26,866,634**	**$26,046,223**
Other Costs*				
City-Wide Expenses	98,917	147,000	0	0
Other	0	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	9,205	329,889	439,321	439,321
Total Other Costs	**$108,121**	**$476,889**	**$439,321**	**$439,321**
Total	**$20,946,989**	**$31,662,132**	**$27,305,955**	**$26,485,544**

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2019-2020 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget.

*** 2018-2019 Actuals may not subtotal due to rounding.

Information Technology Department

Department Budget Summary

	2018-2019 Actuals ***	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Proposed
Dollars by Fund				
Capital Funds	0	20,081	0	0
General Fund (001)	19,217,347	29,026,189	24,544,826	23,740,168
Public Works Program Support Fund (150)	46,438	137,513	90,384	89,959
Building Development Fee Program Fund (237)	0	0	307,390	305,620
Planning Development Fee Program Fund (238)	0	0	54,591	54,276
Fire Development Fee Program Fund (240)	0	0	62,263	61,916
Public Works Development Fee Program Fund (241)	0	0	54,433	54,122
Low And Moderate Income Housing Asset Fund (346)	0	35,316	1,470	1,470
Integrated Waste Management Fund (423)	686,576	815,897	800,713	795,934
Storm Sewer Operating Fund (446)	124,497	198,972	167,231	166,260
San José-Santa Clara Treatment Plant Operating Fund (513)	112,603	249,773	138,089	137,343
Water Utility Fund (515)	573,251	853,999	842,397	837,667
Airport Maintenance And Operation Fund (523)	31,604	55,875	37,982	37,745
General Purpose Parking Fund (533)	11,773	22,803	23,001	22,957
Sewer Service And Use Charge Fund (541)	142,900	219,840	180,034	178,956
Vehicle Maintenance And Operations Fund (552)	0	14,295	630	630
South Bay Water Recycling Operating Fund (570)	0	11,579	521	521
Total	**$20,946,989**	**$31,662,132**	**$27,305,955**	**$26,485,544**
Positions by Core Service**				
Business Solutions	20.20	27.00	26.00	26.00
Customer Contact Center	12.00	15.00	15.00	15.00
Strategic Support - Strategic Support	10.80	14.00	20.00	18.00
Technology Infrastructure and Operations	37.00	33.00	29.00	29.00
Total	**80.00**	**89.00**	**90.00**	**88.00**

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Information Technology Department

Department Budget Summary

	2018-2019 Actuals**	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Proposed	2020-2021 Proposed Positions
Dollars by Program*					
Customer Contact Center					
City Customer Contact Center	1,777,177	2,121,139	2,191,491	2,292,139	15.00
Sub-Total	**1,777,177**	**2,121,139**	**2,191,491**	**2,292,139**	**15.00**
Business Solutions					
Advanced Applications and Services	1,125,582	756,905	295,000	295,000	0.00
Data Services	1,856,755	1,285,040	1,161,561	1,156,309	3.01
Enterprise Resource Management	3,617,414	4,355,902	4,467,376	4,445,803	12.00
Productivity and Collaboration Applications	185,881	4,367,975	4,631,327	4,616,002	10.99
Sub-Total	**6,785,632**	**10,765,822**	**10,555,264**	**10,513,114**	**26.00**
Technology Infrastructure and Operations					
Cybersecurity Office	980,337	2,872,257	2,473,427	2,467,312	4.00
Desktop/Virtual Desktop Infrastructure	254,576	147,000	0	0	0.00
IT Customer Care	1,337,828	4,880,821	2,793,588	2,479,459	10.00
IT Systems and Operations	4,310,220	4,034,063	2,828,247	2,815,834	8.00
Telecommunications Billing	567,444	0	0	0	0.00
Voice and Data Network Infrastructure	2,863,980	3,143,976	2,568,208	2,557,189	7.00
Sub-Total	**10,314,383**	**15,078,117**	**10,663,470**	**10,319,794**	**29.00**
Strategic Support - Strategic Support					
Information Technology Financial Management	153,041	0	**0**	**0**	0.00
Information Technology Human Resources	123,850	0	**0**	**0**	0.00
Information Technology Management and Administration	1,783,701	3,367,165	3,456,409	2,921,176	18.00
Sub-Total	**2,060,592**	**3,367,165**	**3,456,409**	**2,921,176**	**18.00**
Strategic Support - Other - Strategic Support					
Information Technology Overhead	9,205	329,889	439,321	439,321	0.00
Sub-Total	**9,205**	**329,889**	**439,321**	**439,321**	**0.00**
Total	**$20,946,989**	**$31,662,132**	**$27,305,955**	**$26,485,544**	**88.00**

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** 2018-2019 Actuals may not subtotal due to rounding.

2020-2021 Proposed Operating Budget

Information Technology Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment
(2019-2020 Adopted to 2020-2021 Proposed)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2019-2020):	**89.00**	**31,185,243**	**28,879,189**
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Technology Equipment Replacement to Coverged or Hyper-Converged Infrastructure		(1,747,000)	(1,747,000)
• Rebudget: Network Infrastructure Modernization		(550,000)	(550,000)
• Rebudget: Print Management		(142,558)	(142,558)
• PCs and Operating Systems License Costs (2.0 Network Technician I)	(2.00)	(1,916,231)	(1,567,202)
• Cybersecurity Roadmap		(395,000)	(395,000)
• Business Process Automation Platform		(180,000)	(180,000)
• 3-1-1 Call Transition		(60,000)	(60,000)
• Information Technology Staffing for Parks Facilities (1.0 Enterprise Information Technology Engineer I)	(1.00)		
• Intergrated Permiting System Staff Support (1.0 Enterprise Technology Manager, 1.0 Senior Systems Application Programmer)	(2.00)		
One-time Prior Year Expenditures Subtotal:	**(5.00)**	**(4,990,789)**	**(4,641,760)**
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes:		480,597	560,737
• IT Project Management Staffing (City Council Approval October 8, 2019) adds 6.0 Enterprise Supervising Technology Analyst positions	6.00	900,000	900,000
• Microsoft Support Services		110,000	110,000
• Electronic Time Clocks at HHPZ, Family Camp, and EOC		43,000	43,000
• My San Jose Application Maintenance		14,400	14,400
• FMS Upgrade Oracle Database Application		5,300	5,300
• Oracle Contract		772	0
• Updated Database Environment licensing cost savings		(260,000)	(260,000)
• Cloud Services cost share		(60,000)	(60,000)
• Cloud Services Reprocurement cost savings		(50,000)	(50,000)
• Network Perimeter Solution Rearchitecture and Reprocurement		(50,000)	(50,000)
• Backup Software - no longer required		(38,000)	(38,000)
• Server Administration non-required Software		(30,000)	(30,000)
• Online File Storage reduced need		(17,500)	(17,500)
• Development Fee Programs PS and NP shift	0.00	0	(485,932)
• Vacancy Factor		(376,889)	(335,108)
• Professional Development Program Adjustment		500	500
Technical Adjustments Subtotal:	**6.00**	**672,180**	**307,397**
2020-2021 Forecast Base Budget:	**90.00**	**26,866,634**	**24,544,826**

2020-2021 Proposed Operating Budget

Information Technology Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment
(2019-2020 Adopted to 2020-2021 Proposed)

	Positions	All Funds ($)	General Fund ($)
Budget Proposals Recommended			
1. San José 3-1-1 Translation Call Handling Services		115,000	115,000
2. Infrastructure Refresh Maintenance and Support		(300,000)	(300,000)
3. IoT Products-Projects Manager	(1.00)	(207,393)	(207,393)
4. Temporary and Contract Staffing		(200,000)	(200,000)
5. City Retirement Contributions Pre-Funding		(122,842)	(107,089)
6. Billing Process Staffing	(1.00)	(105,176)	(105,176)
Total Budget Proposals Recommended	**(2.00)**	**(820,411)**	**(804,658)**
2020-2021 Proposed Budget Total	**88.00**	**26,046,223**	**23,740,168**

Information Technology Department

Budget Changes By Department
Personal Services and Non-Personal/Equipment

2020-2021 Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
1. San José 3-1-1 Translation Call Handling Services		**115,000**	**115,000**

Strategic Support CSA
Technology Infrastructure and Operations Core Service
IT Customer Care Program

This action adds one-time non-personal/equipment funding of $115,000 for the addition of translation features to the SJ:311mobile app and the online portal. Having this feature available makes the customer experience better and increases community access to City services. However, costs are incurred each time a resident, business, or staff member translates source content to a new language and back. This funding will be used to implement the City's use of a Virtual Call/Virtual Agent platform to increase call handling speed, capacity, and customer satisfaction without adding headcount in the City Customer Contact Center (CCC). Building a virtual assistant will provide maximum impact to language needs, fast customer case resolutions, and more satisfied interactions. This funding is offset by the partial liquidation of the 3-1-1 Call Transition Reserve established in the 2018-2019 Annual Report. (Ongoing costs: $0)

2. Infrastructure Refresh Maintenance and Support		**(300,000)**	**(300,000)**

Strategic Support CSA
Technology Infrastructure and Operations Core Service
IT Customer Care Program

This action eliminates $300,000 of ongoing maintenance non-personal/equipment funding for the new hyperconverged infrastructure (HCI) environment. Funding for maintenance and support through 2021-2022 was included in the purchase price. Funding for the ongoing maintenance cost of the system beyond the initial contract period will be considered as part of the development of the 2022-2023 Base Budget process. (Ongoing savings: $300,000)

3. IoT Products-Projects Manager	**(1.00)**	**(207,393)**	**(207,393)**

Strategic Support CSA
Strategic Support Core Service
Information Technology Management and Administration Program

This action eliminates one of six Enterprise Supervising Technology Analyst positions established with City Council approval of the 2018-2019 Annual Report based on previous direction in the Mayor's June Budget Message for Fiscal Year 2019-2020. The advancement of projects such as Siemens Smart Building; Measure T Smart Controllers; and Internet of Things (IoT) Reference Architecture will be slowed without the Products-Projects Manager and assumes some of those large projects may be suspended or managed through outside contractual services. (Ongoing savings: $207,393)

Budget Changes By Department
Personal Services and Non-Personal/Equipment

2020-2021 Proposed Budget Changes	Positions	All Funds ($)	General Fund ($)
4. Temporary and Contract Staffing		**(200,000)**	**(200,000)**

Strategic Support CSA
Strategic Support Core Service
Information Technology Management and Administration Program

This action eliminates $200,000 of ongoing non-personal/equipment funding for the use of temporary and contract staffing by the Information Technology Department. Temporary and contract staffing has been used to fill staffing gaps that arise due to attrition and when variable/seasonal work peaks in areas such as the Call Center, Network Team, Cybersecurity, and Administration. (Ongoing savings: $200,000)

5. City Retirement Contributions Pre-Funding		**(122,842)**	**(107,089)**

Strategic Support CSA
Core Service: Department-wide
Program: Department-wide

This action reduces the Information Technology Department's Personal Services appropriation by $122,842 all funds, $107,089 in the General Fund, to reflect the anticipated expenditure savings associated with lower retirement contributions from the prepayment of the City's retirement costs for both the Tier 1 pension costs and the Unfunded Actuarial Liability in the Federated City Employees' Retirement System Plan and the Police and Fire Department Retirement Plan. By the City making annual prepayments of its employer contributions to the Retirement Plans in lieu of biweekly contributions, this will generate approximately $13.9 million in savings in all funds, $11.4 million in the General Fund. In the General Fund, these savings will be offset by an estimated loss in interest earnings of $2.6 million and costs in TRANs debt service of $1.4 million, giving a total net savings of $7.4 million. (Ongoing savings: $122,842)

6. Billing Process Staffing	**(1.00)**	**(105,176)**	**(105,176)**

Strategic Support CSA
Strategic Support Core Service
Information Technology Management and Administration Program

This action eliminates 1.0 vacant Sr. Account Clerk position with the acquisition of new software that will replace the City's manual billing process. The planned acquisition and implementation of the Telecommunications Billing System using existing resources is essential to making this program reduction work. Otherwise, impacts of reduced staffing will include delays in payments and fines; delays in orders; potential decreases in catching wireless bills that contain non-use/misuse; and poor coordination with departments for FirstNet rollout/usage/billing. Implemented well, the Telecommunications Billing System improves processing, catches errors, optimizes use across departments, and covers the workload of this eliminated position. (Ongoing savings: $107,628)

2020-2021 Proposed Budget Changes Total	**(2.00)**	**(820,411)**	**(804,658)**

Information Technology Department

Departmental Position Detail

Position	2019-2020 Adopted	2020-2021 Proposed	Change
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	4.00	4.00	-
Assistant Director	1.00	1.00	-
City Information Security Officer	1.00	1.00	-
Deputy Director	2.00	2.00	-
Director of Information Technology	1.00	1.00	-
Division Manager	1.00	1.00	-
Enterprise Information Technology Engineer I/II	11.00	10.00	(1.00)
Enterprise Principal Technology Analyst	6.00	6.00	-
Enterprise Supervising Technology Analyst	20.00	25.00	5.00
Enterprise Technology Manager	4.00	3.00	(1.00)
Network Engineer	1.00	1.00	-
Network Technician I/II/III	11.00	9.00	(2.00)
Principal Office Specialist	3.00	3.00	-
Program Manager I	1.00	1.00	-
Senior Account Clerk	2.00	1.00	(1.00)
Senior Analyst	1.00	1.00	-
Senior Office Specialist	10.00	10.00	-
Senior Systems Application Programmer	5.00	4.00	(1.00)
Staff Specialist	1.00	1.00	-
Supervising Applications Analyst	1.00	1.00	-
Total Positions	**89.00**	**88.00**	**(1.00)**