

Information Technology Department

Rob Lloyd, Chief Information Officer

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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; 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 and execution

Information Technology Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Business Solutions Core Service</i>	
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.
<i>Customer Contact Center Core Service</i>	
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.
<i>Technology Infrastructure and Operations Core Service</i>	
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.
<i>Strategic Support Core Service</i>	
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. Provides oversight and status reporting for strategic technology deployments in the City.

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 services and equity goals, including: digital inclusion, community access to City services, budget and financials, human resources, payroll, productivity and 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 staff, achieving high customer satisfaction, project success, reliability, and cost optimization.

2020-2021 Key Budget Actions

- Adds one-time funding of \$115,000 to implement translation features in the SJ:311 mobile app and the online portal to increase community access and improve the user experience.
- Adds one-time funding of \$100,000 to implement a Telecommunication and Wireless Billing system to more efficiently coordinate city-wide billing for the FirstNet telecommunications system for Public Safety First Responders.
- Eliminates 1.0 vacant Sr. Account Clerk position corresponding with anticipated workload reductions through the acquisition of software to replace the City's manual billing process.
- Eliminates 1.0 vacant Products-Projects Manager position that supports project planning, implementation, and management, and shifts one-time funding for 1.0 Products-Projects Manager position to the Low and Moderate Income Housing Asset Fund to focus on setting and driving the Housing Department's IT Roadmap.
- Eliminates \$300,000 of ongoing non-personal/equipment funding for the maintenance and support of the new hyperconverged infrastructure (HCI) environment.

Operating Funds Managed

N/A

Information Technology Department

Department Budget Summary

	2018-2019 Actuals ***	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service				
Business Solutions	6,785,632	10,765,822	10,603,905	10,652,155
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	3,921,176
Technology Infrastructure and Operations	10,314,383	15,078,117	10,663,470	11,751,182
Total	\$20,946,989	\$31,662,132	\$27,354,596	\$29,055,973
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	8,685,534	10,769,785
Total Personal Services & Non-Personal/Equipment	\$20,838,868	\$31,185,243	\$26,915,275	\$28,564,115
Other Costs*				
City-Wide Expenses	98,917	147,000	0	52,537
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	\$491,858
Total	\$20,946,989	\$31,662,132	\$27,354,596	\$29,055,973

* 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 Adopted
Dollars by Fund				
Capital Funds	0	20,081	0	0
General Fund (001)	19,217,347	29,026,189	24,593,467	25,844,036
Public Works Program Support Fund (150)	46,438	137,513	90,384	165,697
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	213,490
Integrated Waste Management Fund (423)	686,576	815,897	800,713	808,565
Storm Sewer Operating Fund (446)	124,497	198,972	167,231	189,622
San José-Santa Clara Treatment Plant Operating Fund (513)	112,603	249,773	138,089	223,750
Water Utility Fund (515)	573,251	853,999	842,397	859,453
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	25,093
Sewer Service And Use Charge Fund (541)	142,900	219,840	180,034	197,587
Vehicle Maintenance And Operations Fund (552)	0	14,295	630	6,120
South Bay Water Recycling Operating Fund (570)	0	11,579	521	8,882
Total	\$20,946,989	\$31,662,132	\$27,354,596	\$29,055,973
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 Adopted	2020-2021 Adopted Positions
Dollars by Program*					
Business Solutions					
Advanced Applications and Services	1,125,582	756,905	295,000	385,400	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	4,516,017	4,494,444	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	10,603,905	10,652,155	26.00
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
Technology Infrastructure and Operations					
Cybersecurity Office	980,337	2,872,257	2,473,427	2,862,312	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	3,515,847	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	11,751,182	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	3,921,176	18.00
Sub-Total	2,060,592	3,367,165	3,456,409	3,921,176	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	\$27,354,596	\$29,055,973	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.

Information Technology Department

Budget Reconciliation

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

	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 Covered 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)	(171,905)	(171,905)
• Intergrated Permitting System Staff Support (1.0 Enterprise Technology Manager, 1.0 Senior Systems Application Programmer)	(2.00)	(401,591)	(341,349)
One-time Prior Year Expenditures Subtotal:	(5.00)	(5,564,285)	(5,155,014)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes: -1.0 Supervising Applications Analyst to 1.0 Enterprise Principal Technology Analyst -1.0 Network Engineer to 1.0 Enterprise Information Technology Engineer I/II		1,102,734	1,122,632
• IT Project Management Staffing (City Council Approval October 8, 2019) adds 6.0 Enterprise Supervising Technology Analyst positions	6.00	900,000	900,000
• Professional Development Program Adjustment		500	500
• Vacancy Factor		(376,889)	(335,108)
• Development Fee Program Funding Shift	0.00	0	(485,932)
• Software/Information Systems: Microsoft Support Services		110,000	110,000
• Software/Information Systems: Electronic Time Clocks		43,000	43,000
• Software/Information Systems: My San José Application		14,400	14,400
• Software/Information Systems: FMS Upgrade Oracle Database Application		5,300	5,300
• Software/Information Systems: Oracle Contract		772	0
• Software/Information Systems: Updated Database Environment Licensing		(260,000)	(260,000)
• Software/Information Systems: Cloud Services Cost Share		(60,000)	(60,000)
• Software/Information Systems: Cloud Services Reprocurement		(50,000)	(50,000)
• Software/Information Systems: Network Perimeter Solution Rearchitecture and Reprocurement		(50,000)	(50,000)
• Software/Information Systems: Backup Software		(38,000)	(38,000)
• Software/Information Systems: Server Administration Software		(30,000)	(30,000)
• Software/Information Systems: Online File Storage		(17,500)	(17,500)
Technical Adjustments Subtotal:	6.00	1,294,317	869,292
2020-2021 Forecast Base Budget:	90.00	26,915,275	24,593,467

Information Technology Department

Budget Reconciliation

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

Budget Proposals Approved				
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)	(414,786)
4.	Temporary and Contract Staffing		(200,000)	(200,000)
5.	City Retirement Contributions Pre-Funding		(122,842)	(107,089)
6.	Telecommunication/Wireless Billing System	(1.00)	(5,176)	(5,176)
7.	Rebudget: IT Project Management Business Tax System, Business Process Automation and Other Digital Efforts		900,000	900,000
8.	Rebudget: Windows 10 Enterprise and PCs Upgrade Projects		841,293	582,125
9.	Rebudget: Cybersecurity Roadmap		395,000	395,000
10.	Rebudget: Print Management		142,558	142,558
11.	Rebudget: Business Process Automation Platform		90,400	90,400
Total Budget Proposals Approved		(2.00)	1,648,840	1,198,032
2020-2021 Adopted Budget Total		88.00	28,564,115	25,791,499

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

2020-2021 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>1. San José 3-1-1 Translation Call Handling Services</p> <p>Strategic Support CSA Customer Contact Center Core Service <i>City Customer Contact Center Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$115,000 for the addition of translation features to the SJ:311 mobile 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 that was previously established in the 2018-2019 Annual Report. (Ongoing costs: \$0)</p>		115,000	115,000
<p>2. Infrastructure Refresh Maintenance and Support</p> <p>Strategic Support CSA Technology Infrastructure and Operations Core Service <i>IT Customer Care Program</i></p> <p>This action eliminates \$300,000 of ongoing non-personal/equipment funding for the maintenance and support of the new hyperconverged infrastructure (HCI) environment, as these costs were included in the initial purchase price for services through 2021-2022. Maintenance requirements beyond the initial contract period will be considered during the development of the 2022-2023 Base Operating Budget. (Ongoing savings: \$300,000)</p>		(300,000)	(300,000)
<p>3. IoT Products-Projects Manager</p> <p>Strategic Support CSA Strategic Support Core Service <i>Information Technology Management and Administration Program</i></p> <p>This action eliminates one of six Enterprise Supervising Technology Analyst (Products-Projects Manager) positions and shifts one-time funding for a second Enterprise Supervising Technology Analyst position from the General Fund to the Low and Moderate Income Housing Asset Fund. These positions were established as part of the 2018-2019 Annual Report in accordance with previous direction in the Mayor's June Budget Message for Fiscal Year 2019-2020, as approved by the City Council. Numerous Housing Department commitments require Information Technology planning, implementation, and management. The dedicated Products-Projects Manager will focus on setting and driving the IT Roadmap for the Housing Department's transformation to an online services and data-enabled department that will execute projects for Affordable Housing Database, Affordable Web Portal, and, support Housing Department's transition to remote work, virtual/remote hearings, and digitizing paper processes. Elimination of the Products-Projects Manager may slow or suspend advancement of the Siemens Smart Building, Measure T Smart Controllers, and Internet of Things (IoT) Reference Architecture projects, or potentially require management through outside contractual services. (Ongoing savings: \$207,393)</p>	(1.00)	(207,393)	(414,786)

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

2020-2021 Adopted 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 have 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)
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Strategic Support CSA
Core Service: Department-wide
Program: Department-wide

This action reduces the Information Technology Department's personal services appropriation by \$122,842 across all funds, including \$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. Telecommunication/Wireless Billing System	(1.00)	(5,176)	(5,176)
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Strategic Support CSA
Strategic Support Core Service
Information Technology Management and Administration Program

This action eliminates 1.0 vacant Senior Account Clerk position and adds one-time non-personal/equipment funding of \$100,000 to implement a Telecommunication and Wireless Billing system that will replace the City's manual billing process. The system will provide a more efficient, automated platform for city-wide billing for the FirstNet telecommunications system for the Public Safety First Responders. Currently, the Telecommunications Billing team relies on manual processes to review, track, and pay over 1,800 bills totaling approximately \$2.9 million per year for wired and wireless services across the City. This automated system will ensure the City is being accurately billed for telecommunications services and will process bills and optimization reports within required time frames. The system will also address a City Auditor recommendation to optimize mobile communications services and charges. Successful implementation of this system enables the department to realize ongoing cost savings from the elimination of the vacant Senior Account Clerk position, which is currently dedicated to the management of manual billing processes. (Ongoing savings: \$107,628)

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

2020-2021 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>7. Rebudget: IT Project Management Business Tax System, Business Process Automation and Other Digital Efforts</p> <p><i>Strategic Support CSA</i> <i>Strategic Support Core Service</i> <i>Information Technology Management and Administration Program</i></p> <p>This action rebudgets \$900,000 of unexpended 2019-2020 non-personal/equipment funding to support product and project management scaffolding that leads to successful technology delivery. This allocation will support departments in their transitions to leaner resources and more remote teams. Some examples of projects this funding will support include re-initiating the Business Tax System and Business Process Automation efforts for such things as digitizing paper processes for employee onboarding, VPN requests, Management Performance Plans (MPP) and non-MPP submittals, and IVR/Virtual Agent/Chatbot projects to handle public contact demands. (Ongoing costs: \$0)</p>		900,000	900,000
<p>8. Rebudget: Windows 10 Enterprise and PCs Upgrade Project</p> <p><i>Strategic Support CSA</i> <i>Information Technology Infrastructure Core Service</i> <i>IT Customer Care Program</i></p> <p>This action rebudgets \$841,293, including \$582,125 in the General Fund, of unexpended 2019-2020 non-personal/equipment funding to support the completion of the Windows 10 Enterprise and PCs Upgrade project and potential new needs from conversion to laptops of previous desktop computer assignments related to new work-from-home requirements. (Ongoing costs: \$0)</p>		841,293	582,125
<p>9. Rebudget: Cybersecurity Roadmap</p> <p><i>Strategic Support CSA</i> <i>Information Technology Infrastructure Core Service</i> <i>Information Security Program</i></p> <p>This action rebudgets \$395,000 of unexpended 2019-2020 non-personal/equipment funding to support the Cybersecurity Program. This funding will be used to: implement pattern-based security to augment intrusion detection and prevention capabilities through advanced tools that apply artificial intelligence to defend against modern malware, spear phishing attacks, and social engineering variants; identity access management to enable controlled rights between individuals and information resources; automate requests and provisioning and provide granular reporting for reviews and audits; and, multi-factor authentication to secure access through a strong additional factor that mitigates credential threat that is critical to the success of many forms of malware. (Ongoing costs: \$0)</p>		395,000	395,000

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




2020-2021 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
10. Rebudget: Print Management		142,558	142,558
<p><i>Strategic Support CSA</i> <i>Information Technology Infrastructure Core Service</i> <i>IT Customer Care Program</i></p> <p>This action rebudgets \$142,558 of unexpended 2019-2020 non-personal/equipment funding to implement a city-wide print management solution that will control print costs and minimize waste across the 200 multi-function devices in the City. (Ongoing costs: \$0)</p>			
11. Rebudget: Business Process Automation Platform		90,400	90,400
<p><i>Strategic Support CSA</i> <i>Business Solutions Core Service</i> <i>Advanced Applications and Services Program</i></p> <p>This action rebudgets \$90,400 in unexpended 2019-2020 non-personal/equipment funding to support the expansion of the Business Process Automation platform purchased in March 2020. The platform will be expended quickly due to COVID-19 Stage 6 reopening and departmental needs for digital workflows. (Ongoing costs: \$0)</p>			
2020-2021 Adopted Budget Changes Total	(2.00)	1,648,840	1,198,032

Information Technology Department

Performance Summary

Customer Contact Center

Performance Measures

	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target
 % of Customer Contact Center contacts Answered ¹	92.55%	85%	94.79%	85%
 % of calls/inquiries resolved within the Customer Contact Center ²	81.90%	85%	77.69% ³	85%
 % of Technology Help Desk tickets resolved	99.72%	99%	98.83%	99%

¹ Includes calls answered by staff, self-serviced calls and after-hours service, direct chats, walk-ins, and mobile and web portal requests.

² This percentage is based on Contact Center Calls resolved and excludes calls resolved by the City's after-hours and weekend call service.

³ The COVID-19 pandemic and absorption of non-emergency 311 calls impacted the types of calls/inquiries received by the Contact Center, requiring more referrals to other City departments and outside agencies.

Activity and Workload Highlights

	2018-2019 Actual	2019-2020 Forecast	2019-2020 Estimate	2020-2021 Forecast
# of Customer Contact Center contacts ¹ :				
- Received	201,479	250,000	251,898	280,000 ²
- Answered	186,476	212,000	238,768	252,000
Average Caller Wait Time	2:25 minutes	3 minutes	2:05 minutes	3 minutes
# of Technology Help Desk tickets	16,603	17,000	19,934	20,000

¹ Includes phone calls, direct chats, walk-ins, and mobile and web portal requests. Mobile and web portal numbers include calls for one of the five SJ 311 services where call handlers entered the service request into the SJ 311 application on the resident's behalf. In some cases – these numbers are also reflected in the number of phone calls.

² In March 2020, the City Customer Contact Center absorbed city-wide 311 calls and activated 311 on two cell carriers.

Information Technology Department

Performance Summary

Business Solutions

Performance Measures

	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target
% of customers rating services as “good” or “excellent” ¹ :				
- overall satisfaction	90.59%	≥80%	85%	≥80%
- quality of work	92.77%	≥80%	85%	≥80%
- timeliness	86.22%	≥80%	85%	≥80%
- customer service	92.33%	≥80%	85%	≥80%
% of uptime and availability:				
- business applications	99.66%	≥99.8%	99.44%	≥99.8%
- databases	99.96%	≥99.8%	99.96%	≥99.8%
% of successful financials cycles closed on systems	100%	100%	100%	100%
% of successful payroll cycles processed on systems	100%	100%	100%	100%
% of successful pay, benefits, tax, and union agreement changes implemented prior to Finance/Human Resources/Employee Relations deadlines	100%	100%	100%	100%

¹ Annual city-wide IT Customer Service Survey conducted in September of each year.

Activity and Workload Highlights

	2018-2019 Actual	2019-2020 Forecast	2019-2020 Estimated	2020-2021 Forecast
# of centralized E-mail mailboxes	7,495	7,600	7,630	7,630
# of FMS users	512	550	500	500
# of PeopleSoft users (HR/Payroll)	7,588	8,000	7,785	7,800
# of Business Systems Managed ¹ :				
- Critical	6	6	16	16
- Essential	34	34	38	39
# of successful financials cycles closed on systems	16	13	16	16
# of successful payroll cycles processed on systems	26	26	26	27
# of successful pay, benefits, tax, and union agreement changes implemented prior to Finance/Human Resources/Employee Relations deadlines	45	26	75 ²	55

¹ In the event of a major disaster, Critical Systems have a Recovery Time Objective (RTO) of 30 minutes and Essential Systems have an RTO of ≤3 days. All other business systems which are Standard routine have an RTO of ≤2 weeks. ITD will continue to work with city-wide emergency management efforts related to business continuity and disaster recovery.



² Bargaining unit agreements and payroll process improvements resulted in additional changes during 2019-2020.

Information Technology Department

Performance Summary

Technology Infrastructure and Operations

Performance Measures

	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target
 % of customers rating network, systems, and voice services as "good or "excellent":				
- overall satisfaction	89.55%	≥80%	85%	≥80%
- quality of work	92.05%	≥80%	85%	≥80%
- timeliness	88.35%	≥80%	85%	≥80%
- customer service	91.65%	≥80%	85%	≥80%
 % uptime and availability:				
- systems	99.97%	≥99.9%	99.97%	≥99.9%
- network	99.50%	≥99.9%	99.89%	≥99.9%
- voice	99.96%	≥99.9%	99.96%	≥99.9%

Activity and Workload Highlights

	2018-2019 Actual	2019-2020 Forecast	2019-2020 Estimated	2020-2021 Forecast
# of unplanned network outages	4	2	5	2
Average time of unplanned network outages	9.01 hours ¹	2 hours	3.95 hours	2 hours
# of Severity 1 infrastructure service outages ²	9	1	6	1

¹ Two prolonged outages occurred in 2018-2019: an electricity outage affecting City Hall and the City Data Center, and one failure of aging network equipment just before its replacement date.

² Severity 1 is a) all users of a specific service; b) personnel from multiple departments are affected; c) public facing service is unavailable; or d) services that are directly impacting public safety.

Information Technology Department

Departmental Position Detail

Position	2019-2020 Adopted	2020-2021 Adopted	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	11.00	-
Enterprise Principal Technology Analyst	6.00	7.00	1.00
Enterprise Supervising Technology Analyst	20.00	25.00	5.00
Enterprise Technology Manager	4.00	3.00	(1.00)
Network Engineer	1.00	0.00	(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	0.00	(1.00)
Total Positions	89.00	88.00	(1.00)