

City of San José

Information Technology Department

2022-2023 IT Work Plan (ver. 2, December 14, 2022)

The City of San José Information Technology Department (ITD) **puts powerful tools and information in the hands of people to unleash their brilliance in service to our community.** This powerful remit shifts the City’s technology and innovation mission to solving the transformational challenges facing the City—e.g., pandemic recovery, housing insecurity, police reform, homelessness, blight, digital inclusion/empowerment, multi-modal transportation, and the like.

In Fiscal Year 2022-2023, ITD collaborated with departments to set a new IT Work Plan based on the 2022-2023 City Roadmap, San Jose Smart City Vision, and departmental roadmaps. IT’s annual work plan, our key results and metrics, as well as the growth goals of our IT contributors, all align with that direction.

At our best, ITD catalyzes data-driven decision-making, enables collaboration at scale, and ensures the City is both responsive and resilient. ITD delivers on its promise each day through our solutions, support, cybersecurity, infrastructure, data/voice/video communications, and our strategic support services.

More broadly, this is a defining time in government and technology. Recovery from a global pandemic, transformational challenges, and new expectations from a more digital public and digital workforce are changing all cities. New capabilities and efficiencies delivered by technology are game-changing at the same time—services with high-resilience, data insight tools, sensing technologies, and responsible uses of artificial intelligence. Our community can be safer, more equitable, more accountable, and more environmentally responsible.

No IT Team in the nation is better prepared for the challenges ahead. Thank you for helping define San José’s innovation and technology journey!

IT 2022-2023 Master Objectives and Key Results

Alignment in a large organization is as essential as it is difficult. IT works to align priorities resources and progress in a clear manner through four mechanisms:

- (1) **Guiding Priorities** used to shape City resources and activities via the City Roadmap.
- (2) **A Coordinated Strategic View** as represented by the Innovation and Technology Strategic Plan.
- (3) **A Directed Tactical View** defined by the department’s Objectives and Key Results for the fiscal year and technology standards that ITD sets.
- (4) **Work Management** as practiced by IT teams through their meetings, scrum planning/stand-ups/retrospective sessions, activity in collaboration platforms, and supporting team rituals.
- (5) **Team and Contributor Development** through performance management, coaching, mentoring, and training assignments, as well as reciprocal feedback to managers, for full team improvement.

When the Information Technology Department is supporting the needs of the City through great technology, when we have clarity and commitment, and when our contributors are growing, we succeed in elevating our organization and the community we serve.

2022-2023 City Initiatives Roadmap

Enterprise Priority	Initiatives									
COVID-19 Pandemic Community and Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery + Resilience	COVID-19 Recovery Task Force						
Resilient and Sustainable City Infrastructure and Emergency Preparedness	Disaster Ready + Climate Smart	Reliable Infrastructure Resilience	Clean Energy Resilience	Water Supply Resilience	Natural Environment Restoration	Soft-Story Building Earthquake Retrofit Policy				
Ending Homelessness	Emergency Housing System Expansion	Encampment Services, Outreach, Assistance, + Resources	Encampment Management + Safe Relocation	Emergency Housing Financial Sustainability	Safety Net Services County Coordination					
Safer San José	Police Reforms	Vision Zero Traffic Safety	City Services Continuity of Operations							
Clean, Vibrant, and Inclusive Neighborhoods and Public Life	Children + Youth Services Master Plan	Education, Digital Equity, + Digital Literacy	BeautifySJ Encampment Trash Services	BeautifySJ Vehicle Blight	Child Care Siting Policy Update					
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Process Improvements	Google Downtown West Development	BART Silicon Valley Extension	Airport Connector + Diridon Station	North San José	High-Speed Rail	Wage Theft Prevention Policy + Responsible Contractor Ordinance	Affordable Housing on Assembly Use Sites Policy (YIGBY)	
Enterprise Priority Foundational	Initiatives									
Strategic Fiscal Positioning and Resource Deployment	Emergency Fiscal Recovery + Planning	Outcomes, Equity Indicators, + Performance Management	Disparity Study	Advancing Equity through Culture + Practice	Procurement Improvement					
Powered by People	Workforce Diversity + Talent Pipeline	Citywide Hiring	Employee Wellbeing, Growth, + Retention	Digital Workforce	Customer Service Vision + Standards					

Approved by Council on May 16, 2022

Prioritized Backlog | FY 2022-2023

Priority	Initiative/Policy Name (by votes and alphabetized)
1	Americans with Disabilities Act (ADA) Compliance Outreach and Education
2	Traffic Calming Policy for Residential Neighborhoods
3	Boost San José's Retail Sector
4	Moderate Income Housing Plan
4	Staffing Analysis
6	Affordable Housing Construction Policy on City Land
6	Existing Homeless Shelter Expansion in Industrial Zones
6	Parks Operations and Maintenance Financing District
6	Private Percent for Art
10	Modernizing Traffic Signals City-Wide

To Be Prioritized Backlog

Initiative/Policy Name

Create and Independent Investigation Department

Energy Efficiency Through Retrofitting

Local Hiring/Business/Apprentice Utilization Program

Analysis of Raising Minimum Wage

Universal Preschool Policy

Create a Climate Action Commission

Longevity and Health Equity

Public Safety Power Shutoffs: Grid Bond Financing

Single-Use Plastic Ban

Update Ellis Act Ordinance

Create a Police Commission

Create an Office of the Inspector General

Creation of a San José Public Health Officer

Cut the Commute Pledge

Outdoor Cannabis Sales and Consumption Pilot

Community Safety Business Tax

Establish Police Chief as an Elected Position

Expand the Smart City Advisory Board

San José Smart City Vision

DEMONSTRATION CITY—Reimagine the City as a laboratory and platform for the most impactful, transformative technologies that will shape how we live and work in the future.

INCLUSIVE CITY—Ensure all residents, businesses, and organizations can participate in and benefit from the prosperity and culture of innovation in Silicon Valley.

SAFE CITY—Leverage technology to make San José the safest big city in America.

SUSTAINABLE CITY— Utilize technology to address energy, water, and climate challenges to enable sustainable growth.

USER-FRIENDLY CITY—Create digital platforms to improve transparency, empower residents to actively engage in the governance of their city, and make the City more responsive to the complex and growing demands of our community.

IT Strategic Goals



ENABLE EQUITY — **Champion equity solutions** using technology and data to transform City service to help all of our community members.

- Execute initiatives with City departments that identify and resolve service needs that lift San Jose's people.
- Extend the City's digital privacy and data security programs to protect the information of our public, as their trust.
- Provide the data and analytics resources for City departments to drive towards decision-making informed by data.
- Enable a team that trains and practices service design skills that improve the accessibility, responsiveness, and positive outcomes of City services.

SECURE THE CITY — **Enable resilient City services** against cybersecurity and natural disasters affecting communities at increasing rates.

- Attain NIST Cybersecurity Framework planning, coverage, and exercise maturity in all essential City operations.
- Successfully pass all financial, technical, and security audits. Maintain necessary certifications to support the enterprise.
- Minimize risks of evolving cybersecurity threats to prevent outages, lost trust, and the extreme costs of recovery.

OPTIMIZE — Use limited resources to **maximize efficiencies and service innovation**, with IT serving as a multiplier.

- Provide a City technology environment that is technically sound, operationally strong, secure, and financially viable.
- Work with department and the IT Leadership Group to actively manage City technology priorities and protocols.
- Invest in sustaining an engaged, responsive, well-trained, and productive IT team with healthy attrition.
- Maintain a long-range architecture that maps the City's key technology transitions and investments.

POWER DIGITAL — **Support the City's digital workforce, public** participation, and collaboration as the organization and community evolve to post-COVID-19 realities.

- Incorporate customer-centric experience approaches into the design and sustaining of technologies as products. Maintain customer satisfaction at $\geq 80\%$ Good/Excellent.
- Automate and optimize the City's common business processes to ease the lives of staff and our public.
- Set and make progress on a Green IT Plan to minimize excessive inventories, utilities usage, and e-waste.

PARTNER — Deliver City Roadmap priorities through masterful partnership and procurement.

- Set the structure that catalyzes partnerships between departments, peer organizations, and vendor to learn and deliver initiatives that transform City services for the better.
- Work with department and Purchasing partners to expertly execute technology procurements and contracts with speed, value, transparency, and fairness.
- Tell the City's innovation and technology story. Earn high honors for the City's efforts.

2022-2023 Key Indicators



Employee Customer Satisfaction

93%

Goal: 80%

Good to Excellent



Project Success Rate

80%

Goal: 80%

Sched/Scope/Budget/Value



311 Customer Satisfaction

67%

Goal: 70%

Good to Excellent



IT Infrastructure Reliability

99.6%

Goal: 99.9%

Uptime + Availability



Equity Participation

33%

Goal: 37%

Underrepresented Request Ratio



IT Vacancies

18%

Goal: 9%

Department, Division, and Team Goals

Department, Division, and Team Goals form the behavioral and work expectations for the ratings period. They also emphasize the necessity of departmental, divisional, team, and individual coordination by the organization to achieve goals that achieve the direction set by City Council and City Management for the enterprise.

Performance Legend: N = Needs Improvement, S = Satisfactory, C = Commendable, and O = Outstanding.

Department Goal: Shared IT Standards and Goals (All)	N/S/C/O
Maintain high standards of professionalism, expertise, stewardship, and inter-reliance for our IT Department and City organization.	
Incorporate individual development goals and progress for all members of IT .	
Provide exceptional service and promote a culture of excellence! (All)	
Achieve ≥80% "Good" to "Excellent" overall ratings from customers in the City customer service survey on IT services.	
Achieve ≥99.9% uptime and availability for City network, voice, and server services and ≥99.8% uptime and availability for business systems.	
Maintain 100% of production systems to within one major version and three updates of current.	
Complete ~80% of departmental projects within defined time, on budget, in scope, and stakeholder satisfaction limits.	
Achieve 50 th -percentile Engagement, as measured by an employee survey.	
Each team member dedicates 8 hours with peer departments to learn our customers' work and experiences. Incorporate lessons learned into improving IT services.	
Respond to all service/help requests within two hours. Achieve ≥70% first call resolution rate by properly addressing a customer's needs the first time they call; ≥85% within two business days; and ≥98% within three weeks.	
100% of managers and staff complete documented mid-year check ins and final performance evaluations by deadlines, following published guidance and training.	
Ensure current certifications and positive audit outcomes across all IT services.	
Maintain strong Enterprise Architecture and Change Control across all IT stakeholders.	
Contribute to a secure and resilient City.	
With the Cybersecurity Office, address security requirements in IT services.	
Support cybersecurity audit/assessment and then mitigation of risks identified.	
Advance City Open Data Environment to add ≥2 new data stories, provide data-driven decision-making support, and maintaining data security + privacy by 6/30/2023. (Arti/Noor)	
Close Audit Recommendation	
<input type="checkbox"/> Mobile Devices by 12/31/2021 16-11 #1, #11 (Ed K) – Partly Implemented #1, #11 16-11 #2, #15 (Devika) – Partly Implemented 16-11 #6, #7, #8, #9, #12 (Khaled) – Done #6, #8, 12; Partly Implemented #7, #9	
<input type="checkbox"/> Technology Deployments by 12/31/2021 19-10 #1-6, #10 (Rob/Khaled) – Done #1-5, #8, #10, Partly Implemented #6 19-10 #7, #9 (Michael) – Partly Implemented	
Support the Smart Cities and Service Improvements Council Committee. (Rob/Khaled/Andrea)	
Place San Jose in the top ten of the annual Digital Cities Awards.	
Produce no more than one safety issue per year, none major.	
Department wide Leadership Training	

OVERALL FUNCTION RATING

1. Division Goal: Business Solutions

N/S/C/O

Maintain systems to provide high reliability, performance, and user satisfaction.

Maintain technical roadmap of all updates and upgrades required. (Shaun/Ed)

Maintain Microsoft health score at >=65% by 1/31/2023. (Van/Marcelo/Thai/David)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Complete Human Capital Planning data load for Adopted by 11/11/2022 and proposed by 2/28/2023. (Surya)

Complete app and Oracle DB upgrades for PW EAM Infor by 9/30/2022. (Chris/Melissa)

Complete app and MS SQL Server DB upgrades for ESD EAM Infor by 10/30/2022. (Chris/Melissa)

Complete Oracle 19C Phase 3 upgrade by 10/30/2022. (Melissa/Chris/Wei/Jenni/Ray/James/Thai/Jeff/Mike/John R)

Complete Oracle EPM Cloud (PBCS) implementation by 11/30/3022. (Surya/Shaun w/ Jim and Bonnie)

Implement Peoplesoft SSO with MFA for remote users by 11/30/2022. (Shaun/Anatoly/Ashley/Joanne/Marcelo/Van/Thai/Glen)

Complete migration of DOT SQL databases to HCI by 12/31/2022. (Chris/Ryan/Thai/Server Engineer/Chau)

Complete PeopleSoft Business Process automations: Administrative Leave Workflow by 10/30/2022; PDP & Education Reimbursement by 10/30/2021; AO Offboarding Activity Guide by 10/30/2022; Aareas & Retro (Benefits, Deductions, & Pay by 1/30/2023; OEM Training Certificates Tracking by 1/30/2023 (Joanne/Anatoly/Ashley/Varma)

Complete Sales Tax Auditing Phase 3 Enhancements by 1/31/2023. (Topher)

Complete Calendar Year-End Processing with HR, Finance, and Budget Office by 1/31/2023. (Shaun/Joy/Prachi/Surya)

SJW Commercial Customer Data Interface and Presentation by 1/31/2023 (Topher)

Onboard Union Contract Changes by 6/30/2023. (Joanne/Anatoly/Ashley)

Complete Fiscal Year Processing 2022-2023 by 7/31/2023. (Shaun/Joy/Prachi)

Implement O365 and SharePoint retention policies with CMO, Clerk and CAO approval by date set by CMO and City Attorney. (Van/Albert/Marcelo/Suma/Khaled)

SharePoint & Teams Increase User Adoption by 6/30/2023 (Melissa/Suma/Angela/Shaun)

SharePoint & Teams Governance by 6/30/2023 (Melissa/Suma/Angela/Shaun)

Complete migration and decommissioning of SharePoint 2013 workflows by 6/30/2023. (Suma/Vani)

Enhance FMS/RevQ Features for better productivity and efficiencies by 6/30/2023. (Wei/Joy/Prachi)

Upgrade/Replace the OER FileMaker Personnel Case System by 6/30/2023 (Shaun w/ OER)

Assess options, recommend direction, and set projects for the following:

Create an agreed upon direction and approach for future implementation of a Citywide Time Keeping System by 11/30/2022. (Shaun/ Khaled w/ OER/Finance)

GILES Future Direction and Refresh Strategy by 6/30/2023 (Melissa/Suma)

PeopleSoft FLUID UI and Mobile Strategy and Approach by 11/30/2022 (Shaun w/ Joe and Yolanda)

OVERALL FUNCTION RATING

2. Division Goal: Infrastructure & Operations

N/S/C/O

Maintain systems to provide high reliability, performance, and user satisfaction.

Complete 20212-2027 Infrastructure Systems Plan update by 10/30/2022. (Ed K/Chau/James/Tommy/Khaled)

Complete a workflow process for Microsoft OS license procurement and tracking by 12/31/2022 (Ed/Devika)

Perform Infrastructure Reviews for Purchasing within 5 business days (Ed)

Annual Data Center Redundancy Test by 2/28/2023 (Tommy/ALL)

Maintain 100% of production systems to within one major version and three updates of current.

Complete the AD OS upgrade to 2019 by 9/30/22 (Thai/Jeff/Mike N)

Citywide Win 10 OS upgrade 21H2 by 9/30/22 (David/Ray/JeffLe/Avneet)

Citywide Win 10 OS upgrades to Win 10 22H2 by 9/30/2023. (David/Ray/JeffLe/Avneet)

Windows 2012R2 server upgrade to 20xx by 10/31/2022

(Thai/David/JeffLL/Mike/Ray/Glen)

VMWare VDI upgrade by 3/31/2023 (David/Ray/JeffLe/Avneet)

SCCM On prem and Cloud Upgrade (David/Ray/Ryan)

GroupID Upgrade to Ver 13 by 6/30/2023 (Thai/JeffLL/MikeN)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Hybrid Conference room Readiness by 9/15/2022 (Sudheer/Glen/Syed)

Xmedius Fax replacement of Accuroute by 8/31/2022 (Glen)

Restructure Tier 1 Tech Level by 8/31/2022 (EdK/Tommy/Thai/Ryan/David/Glen)

PRNS Outdoor WIFI Expansion by 8/31/2022 (James/Ho/SW)

Zoom Voice User Activations for HSG and CED by 8/31/2022 (James/Ho/Glen)

Migrate all Microsoft End User licenses from per device to per user schema by 9/30/2022

(David/Ed/Glen/Marie/Chau)

Service Requests Ticketing system redesign by 9/30/2022 (Glen/Tommy)

Service Requests Ticketing Toolset procurement and replacement by 3/31/2023

(Tommy/Ryan/Glen)

Azure VMWare Service Implementation by 10/31/2022 (Tommy/Thai/Ryan/??)

VMWare to AVD Pilot with Nerdio by 11/30/2022 (David/Ryan/MS)

HCI High Availability Enhancements by 12/31/2022 (Tommy/Thai/Ryan/James)

Storesimple to Azure Filesync by 12/31/2022 (Ryan/Kiersten)

DFS Upgrade to HCI by 12/31/2022 (Ryan/Kiersten)

New Mayor/Council onboarding/setup by 12/31/2022 (Glen/David/Ray/JeffLe/Avneet)

FireStations 20, 37, 33 Activations by 12/31/2022 (James/Tuan/Ho)

InTune Desktop Management Integration by 3/31/2023 (David/Ray)

GroupID Upgrade to Ver 12 (Thai/JeffLL/MikeN)

EOC Network/Desktop/HCI Implementation by 4/15/2023

(Tommy/Thai/Ryan/David/James/???)

Azure Cloud Management Gateway upgrade by 6/30/2023 (Ryan)

UCaaS RFP and Project Initiation by 6/30/2023 (Glen/James/Ho)

Assess options, recommend direction, and set projects for the following:

Infrastructure/Operations Project to Operationalization Process Development by 11/30/2022 (Tommy/Thai/Ryan/James/David/Glen)

Window 11 Upgrade equipment requirements and strategy. A percentage of our hardware are not adequate to support the processing required with Win11 by 10/15/2022

(Ed/David/Devika/Chau)

IT Monitoring/Ticketing/alerting system strategy and proposal (Ed/Khaled/Tommy)

Cloudhealth by VMWare – assess if this solution would allow for efficient cloud resource management and control by 12/31/2022 (Tommy/Ed/Ryan)

Privilege Identity Management Strategy and Plan by TBD (Ed/Shawn/Thai/Van)

Update the IT asset inventory list and ensure all devices have a monitoring and management agent (Marcelo/??)

OVERALL FUNCTION RATING

3. Division Goal: Cybersecurity - Confidential

N/S/C/O

4. Division Goal: Equity through Data and Privacy

N/S/C/O

Maintain a privacy program that supports City operations and initiatives with responsible and transparent use of public information.

Complete approvals for privacy initiatives, procurements, and budgeting processes timely, with no more than 2 day before response (Albert/Marcelo)

Coordinate Privacy Taskforce and Advisory Working Group activities with at least four meetings each per year. Recruit new members to refill Taskforce seats (Albert)

Manage 3-year Knight Foundation Grant for Equity through Data and Privacy (Albert/Rob)

Continue to engage residents in-person and online on new City sensing technologies. Pivot from inform and consult to collaborate (Albert/Carolina)

Support Office of Racial Equity in the development and refining of the KPIs in the Racial Equity Action Plans (REAPs) across departments (Albert/Arti/Jennifer)

Respond to 100% of public records and legal hold requests within required timeframes. (Albert/Arti/Van)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Method for creating and delivering targeted Privacy education City-wide by 8/13/2022. (Albert/Marcelo)

Traffic surveillance (ALPR/AI based monitoring) with Council approval by 9/31/2022. (Albert/Rob w/Lily L-T/Ho N/Judi T/Ed S)

Establish CA cohort for surveillance tech signage and resident engagement via workshop by 10/31/2022 (Albert/Christine/Julia/Leila/Knight Foundation)

Support committee in generating dashboards to inform COVID taskforce recommendations and in defining metrics to track ongoing recovery progress. To complete by 11/30/2022 (Arti/Albert)

Diversity in City staff research project: requested at the direction of Office of Racial Equity to use HR data to understand past, current, and trends in diversity within the City-wide workforce. To present to ORE and HR by 12/30/2022 (Albert/Arti/Jennifer)

Complete Digital Inclusion WiFi Analytics by 12/31/2022 (Arti/Jennifer)

PRNS Data Architecture and Equity Metrics: develop Infrastructure and data strategy for park maintenance, attendance/use, and complaints by 2/30/2023. (Arti/Jennifer/Albert)

Install process to study effectiveness, and bias of algorithms in procurement privacy reviews by 3/30/2023 (Albert/Leila)

Establish Enterprise Analytical tools with Power BI by 5/31/2023 (Arti)

Plan and prepare upskilling program for existing City analysts to think like a data scientist and better convert data into insights and recommendations by 6/30/2023 (Arti/Albert/Khaled/Kelli/SJSU)

Assess options, recommend direction, and set projects for the following:

Recommend data infrastructure expansion to cloud for hybrid approach to data management (Arti/Khaled) (10/31/2022)

Recommend a strategy to support and grow Enterprise analytics tools Power BI and Tableau by 10/31/2022 (Arti/Khaled)

Develop cohesive program strategy and organizational chart that incorporates the functions: Privacy, Equity through Data, Digital inclusion and equity, Data governance, and digital intelligence by 9/30/2022 (Albert/Arti/Abby/Khaled)

Train second staff member to conduct Privacy Threshold Analyses, Privacy reviews, Data Usage Protocols, and recommend approval/rejection by 12/30/2022. (Albert/Data Equity Fellow)

OVERALL FUNCTION RATING

5. Division Goal: Digital Inclusion & Broadband Strategy – proposed division name: Public Interest Technology

N/S/C/O

Digital Inclusion and Broadband Strategy (DIBS) - Major Update (Abby/Ou/Khaled/Rob w/ Library, PW, PBCE, FD, DOT, HSG, PRNS, Mayor/Council offices and CETF, Digital Inclusion Advisory Board, Telecoms, regional cities/county/state/fed peers)

Propose updated DIBS and new ITD Office/Division for Public Interest Technology and win City Council approval by February 2023 (**Abby/Khaled/Rob w/Library, PBCE, FD, PW, DOT, HSG, PRNS**)

Community Wireless/Fiber 2.0 - Consider State/Fed Funding (**Abby/Ou w/ Library, PW, Ed K.**)

DIBS branding, outreach, community engagement (Abby/Ou w/ Library, HSG, PRNS)

IoT Strategy - Citywide alignment built into DIBS update (Abby/Khaled/Rob)

Digital Empowerment - Community + City staff/Council/Mayor (Abby/Ou/Library)

Public Interest Technology strategy + alignment - Policy, Legislation, and Grants.

(**Abby/Ou/Khaled/Rob w/IGR, Library, Albert G, Arti T.**)

Broadband Permitting - Streamline, Expedite, and Dedicate Staff. (**Abby/Ou/Khaled/Rob w/PBCE, FD, PW, OED, DOT**)

DIBS funding - assess and redesign funding model (Abby/Ou)

Consider options to monetize Citywide surplus/retired tech devices (Abby/Khaled/PW)

FirstNet and telecom network resilience planning/coordination (Abby/Ashish w/ OEM, PBCE, PW, DOT)

FirstNet contract + hardware + training + onboard standardization (Abby/Ashish/Ed K. w/ OEM and all City departments/offices)

OVERALL FUNCTION RATING

6. Division Goal: Portfolio-Products-Projects Office

N/S/C/O

Maintain Products-Projects Dashboard and resources current to month, tracking all qualifying initiatives. Provide bimonthly reporting to Smart Cities Committee without error. (Khaled/Michael)

Establish project management standards and implements new tools to ensure consistency among staff. Establish monthly meetings to review enhancements with staff by 10/30/2022 (Michael)

Revamp Citywide Project Dashboard and focus on public facing projects. Avoid technical terms and highlight the public value for each project. by 9/30/2022 (Michael)

Enhance the projects Independent Verification and Validation process (IV&V) to include a method to validate public value by 9/30/2022 (Michael)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

**Complete Digital Services goals by the following dates:
(German/Kia/Namrata/Vani/Noor/Arti/Dhruv)**

Evaluate the SJ311 system architecture and develop a technology refresh plan by 10/30/2022 (**German/Shawn/Khaled**)

SJ311 App- Service improvement: Container Issues by 9/30/2022.

SJ311 App- Service improvement: Junk Pickup by 9/30/2022.

SJ311 App- New Services: Pay Utility Bills. – Launch date 8/31/2022 DONE 7/18/2022

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SJ311 App- New Services: Rent Registry - Tenants by 10/31/2022.

Achieve >37% equity participation for 311 services. German/Kia/Noor/Arti

Complete Vehicle Blight Project by the following dates: (German/Namrata/Vani/Noor)

SJ311 App – New Service: Vehicle Blight Process Design signoff by 12/31/2022

SJ311 App – New Service: Vehicle Blight deployment by 6/30/2023

SJ311 App – Implement Progressive Web App (PWA) by 6/30/2023

(German/Namrata/Vani/Noor)

SJ311 App – Implement SMS communication by 6/30/2023 (German/Namrata/Vani/Noor)

SJ311 App – Add two Accessibility features by 6/30/2023 (German/Namrata/Vani/Noor)

Complete Rent Registry upgrade to v. 4.0 by 9/30/2022. (Dhruv, Fereshteh)

Complete HoLMS data dictionary by 9/30/2022. (Dhruv w/Fereshteh/Chris/Kemit)

Complete ERP Replacement - Planning Phase by 12/31/2022. (Sudheer/Shawn w/
Luz/Finance)

Analyze feedback from previous training sessions and expand C3PO academies by providing
new training to all departmental IT staff and add two new courses taught by C3PO team
members by 12/31/2022. (Michael)

Complete FirstNet training by 7/31/2022. (Ashish/Ray w/ Andy/Abby/Daniel)

Close Microsoft DSE POD and User Experience project by 7/31/2022.

(Ashish/Amanda/Van/Ed/Rob)

Close Audit 19-10 Recommendation #9 – Dashboard and regular reporting by 9/30/2022.

(Michael)

Complete FirstNet Cradle Point Fleet installs by 12/31/2022. (Ashish w/Chau)

Complete 27(?) Business Process Automations by plan dates set with steering group by
6/30/2023. (Ashish/Jian)

Complete BTS procurement by 3/30/2023 and implementation by 6/30/2023.

(Michael/Topher/Ryan/Melissa)

Complete request for information (RFI) for OneCity Workplace by 11/30/2022 and complete
procurement 6/30/2023. (Shirley w/ Kelli/Matt)

Complete Housing Doorway applicant portal 2.0 by 9/30/2022. (Dhruv w/Dave/Rachel)

Complete recruiting software replacement by 12/31/2023. (Shirley/Shawn w/ Kelli & Manjit)

Complete FMS 9.1 Upgrade by 4/30/2023.

(Sudheer/Wei/Joy/Prachi/Shawn/Infra&Ops w/ Rick B/Finance)

**Complete implementation of Community Wi-Fi at the following East Side High School Union
District by 1/30/2023 (Shirley w/ Ann Grabowski and Tony Hueso):**

Independence High School

- a. Andrew P. Hill High School
- b. Oak Grove High School
- c. Mt. Pleasant High School (date pending competitive bid)
- d. Silver Creek High School (date pending competitive bid)

Assess options, recommend direction, and set projects for the following:

Recommend software solution for Products-Projects management and evaluate solutions/tools
options by 12/15/2022. (Michael)

Implementation of Public agenda management, meeting management, and broadcasting by
7/31/2023. (Dhruv)

Assess and create a procurement and implementation plan for Enterprise Facility Video
Management by TBD. (Sudheer w/Walter L/Kevin L) – Stuck in procurement

OVERALL FUNCTION RATING

7. Division Goal: San Jose 311

N/S/C/O

Deliver Superior Customer Service and Standards

Maintain Wait Times of <2:30 minutes, answer rate of >85%, and First Call Resolution rates
of >70%. (Kia/Bert/Debbie/Nick/all)

Maintain Abandoned Call rates at less than 15%. (Kia/Bert/Debbie/Nick/All)

Report call handling volumes and quality measures to customer departments monthly.
Update Customer call tree options at least quarterly with customer departments.
(Kia/Stephen)

Work with department contact groups to maintain the City Customer Service Policy Standards across all call teams. (Kia)

Maintain Frequently Asked Questions content to keep current. (Kia/Stephen)

Maintain vendor service contracts to current including service levels, performance, and any procurements. (Kia)

Maintain 100% of production systems to within one major version and three updates of current.

Maintain Altigen and OSC technical roadmap of all updates and upgrades required.
(Kia/German)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Complete in-service customer focused training retreat, including department Call Centers by 12/30/2022. (Kia)

Complete refresher training for SJ 311 BUI for all Council Offices by 6/30/2023. (Kia)

Implement Municipal Water Payment Plan and CIS Shutoff Process by 10/30/2022–
(Kia/Debbie/Bert/Nick/All w/Finance, ESD)

Assess options, recommend direction, and set projects for the following:

Assess SJ 311 call taker quality statistics and recommend improvements by 8/30/2022.
(Kia/Bert/Deb/Nick)

Act as subject matter Expert for Powered by People, City Initiative Roadmap 2022/2023 item, "Customer Service Visions + Standards Initiative" by 06/30/23. (Kia)

Assess and propose recommendations for a new tier structure to increase efficiency and customer service by 1/31/23. (Kia)

Revamp training to increase efficiency and engagement by 06/30/23. (Kia)

Assess and propose options for collaboration with external agencies to ensure seamless customer service experience by 11/30/22 . (Kia)

OVERALL FUNCTION RATING

8. Division Goal: Development Services Technologies

N/S/C/O

Maintain systems to provide high reliability, performance, and user satisfaction.

Achieve $\geq 99.8\%$ uptime and availability for business systems and $\geq 80\%$ "Good" to "Excellent" overall ratings from customers in the City customer service survey on IT services.

Optimizing (resolving slowness) SJ Permit Webpages for PP2 related to "My Services", "Add New Application," and "My Application Details" by 12/22/2022 (Jenni w/ DS Team)

Scope and identify potential solutions for EPR Documents into ECMS and CHRIS by 12/22/2022 (Jennifer)

Implement new DS-IT Enhancement/Project Request Intake Process by 9/30/2022 (Jennifer/Jenni/Shawn)

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Scope upgrade of AMANDA software version 7.10.0 and install V7.10.0 onto two test servers (already have servers) by 6/30/2023 (New Dept IT Manager/Jenni/Ritu)

Upgrade OS for AMANDA by 1/30/2023. (Ritu/Jenni)

Upgrade OS for ALL servers on Microsoft 2012/2016 by 1/30/2023 (New Dept IT Manager/DS-IT)

Complete Oracle 19c database upgrade for AMANDA by 9/30/2022. (New Dept IT Manager/DS-IT)

Release SJ Permits 2.1.0 (for Public Works, Planning, and Fire, not Building) and implement rollout by 9/30/2022. (Jennifer/Ray/ Karolyn w/Alphinat and Alex)

Transition of GeoCortex System to Enterprise GIS team in PW IT by 6/30/2023.
(Jennifer/Shaun/Jenni/Ritu)

Release SJ Permit Wizard (v2.1.1) by 6/30/2023 **(Jennifer/Jenni w/Alex)**

Select vendor for Code Enforcement System (CES) Replacement system by 3/31/2023
(Jennifer)

Complete Commercial Linkage Fee Collection AMANDA programming by 9/30/2023
(Jennifer/DS-IT)

Implement PDOX for Building by 5/29/2023. **(Jennifer/Jenni w/Alex)**

Assess options, recommend direction, and set projects for the following:

Create reference guide or roadmap, with OS and Application support timeframes by
3/31/2023 **(New Dept IT Manager)**

Create compatibility matrix for all Development Services Products **(New Dept IT Manager)**

Complete a Single Sign-On (SSO) for Amanda System feasibility assessment by 1/31/2023
(Jenni)

OVERALL FUNCTION RATING

9. Division Goal: Technology Strategic Support

N/S/C/O

Maintain all audit, budget, fiscal, personnel, public records, and safety processes to deadlines, standards, and high user satisfaction.

Maintain IT Fiscal Status report to providing budget/encumbered/spent/planned status within two weeks of each month-end close. **(Devika/Chau)**

Complete IT equipment storage space **(Felipa/Devika/All IT)**

Successfully complete the following projects by budget, schedule, scope, and satisfaction measures defined:

Create an IT Internship Program **(Devika/Felipa/Tram/Khaled)**

Successfully complete the Annual IT Customer Service Survey and results analysis by 11/30/2022. **(Devika/Chau/Tram/All IT)**

Complete City Auditor's Annual Report on City Services by 11/30/2022 and coordinate IT update submittals by deadlines. **(Chau/Devika/Marcelo/Ed/Shaun/Khaled)**

Complete IT Floor Plan Modifications **(Devika/Andrea/Felipa/Khaled)**

Complete purging A/P invoices as per retention policy and Supply Room cleanup. **(Devika/Felipa/Andrea/Connie/Maggie/Chau/Trinh)**

Complete annual Budget Process with CMO, the CIO, IT Divisions, and departments by 5/31/2023. **(Devika/Khaled/Chau)**

Easy Employee Onboarding: Phase 1 and 2 deployed by 6/30/23 **(Devika/Jian/Glen)**

Complete telecommunications optimization sessions with three (3) departments per month, prioritizing by highest likelihood of City savings, through to 6/30/2023. **(Connie/Maggie/Chau)**

Automate FirstNet billing process 6/30/2023. **(Connie/Ashish/Chau/Devika)**

Support Smart Cities and Service Improvements Committee. **(Andrea)**

Assess options, recommend direction, and set projects for the following:

Complete IT Department Training Assessment by 6/30/2023. **(Felipa/Chau/Devika/Marcelo/Ed/Shaun/Khaled)**

Create an offboarding process to better understand MS license, equipment, and FN phones quantities for purchase **(Ed/Shaun/Devika/Chau/Felipa)**

Process Improvement for MPP/NMPP, including training. **(Felipa/Devika)**

OVERALL FUNCTION RATING

10. Departmental IT Projects

N/S/C/O

Environmental Services Department

Migrate RWF, Muni and CH NAS servers to HCI and/or Azure File Sync

Migrate Capital Improvement Program's (CIP) portal from Stantec to ITD's SharePoint with AgreeYa developing the new portal

Digester new building network expansion

RWF Wi-Fi network expansion

Migrate Classic SharePoint to Modern SharePoint

Migrate Integrated Waste Management (IWM) Hualers' public website to Modern SharePoint

Muni Smart Water Meter Reading Project

SBWR (Recycled Water Utility) install ITD Wi-Fi for pump stations communications

Muni New Admin Building – planning and design

Muni SCADA Notification System using AT&T FirstNet, CradlePoint modems

Lab Management System (LIMS) implement new cloud-based system

RWF's CMMS system upgrade on HCI

Fire Department

Deploy Mobile Data Computers (MDCs) in all remaining apparatus

Complete implementation of Dual Network Connectivity in all remaining apparatus

Replace Record Management System

Complete end point migration to Defender

Mobile asset tracking report with ITD

Expand Power BI for Fire Prevention Division

Implement MFA for department MDCs

Upgrade Software/firmware for Station and vehicle CradlePoints

Upgrade TeleStaff

integrate ESRI mapping in Power BI

Integrate ImageTrend with Azure data warehouse

Complete station map updates, runmap binders and wallmaps

Library

Upgrade of public computer reservation system (Hap)

Upgrade of public computers at seven branches (Hap)

Upgrade of internal Wifi at eight branches (Hap)

Complete deployment of Sierra Test environment. (Hap)

Upgrade AD to Windows Server 2022 (Hap)

Upgrade public printing system and deploy Wi-Fi printing at all branches (Hap)

Deploy Toshiba MFD solutions for staff at all Library locations (Hap)

Complete endpoint migration to Windows Defender (Hap)

Merge asset tracking db with ITD system (Hap)

Maintain ECF systems and content filtering for public check-out (Hap)

Create Library data dashboard within Power BI (Hap)

Hardware refresh in SJPL Works, TeenHQ, and KPRR public computers. (Hap)

Catalog database migration to Azure cloud (Hap)

Police Department

Resolve the MDM GPS locator for all City issued FirstNet Android phones

Upgrade the Mobile Report writing (MDT/MRE) in all MDC

Upgrade the Latent Print Foray Server that handles more cases with number of line personnel

Upgrade the Badging Access Control Systems to [Windows server 2012R2](#)

Upgrade the DCS server that manages Crime Scene data to increase the capacity

Deploy Agency 360 to replace Adore that is at the end of life

Upgrade the ALPR systems in the assigned Patrol vehicles

Setup a PD and CAD network at the new EOC office

Complete the migration of all T1 to ASE circuit

Transportation Department

Complete SharePoint migration across divisions

Migrate Salesforce/Unity account to Azure AD Authentication

Migrate Data Repo to ITD's Data Lake (Arti)

Migrate Production services to ITD HCI

Server upgrades for DOT Dev and Staging platforms

Develop Salesforce/Unity Apps (Pumps, Streetlights, Heavy Equip, Admin Procurement, Outfalls, Signs, Refactor older apps to scale and perform more efficient)

Sign inventory collection

Tree Planting, Tree Canopy and Curb marking layers

Optimize GIS & Salesforce/Unity backend integration

Incorporate Machine Learning & Intelligence for Vision Zero and Planning's Decision Support System – UrbanLogiq

Evaluate and implement IoT solutions (Streetlights)

Continue to scale out internal data analytics and reporting using Power BI, Salesforce/Unity and SQL Server Reporting Services (SSRS) (Arti)

Public Works Department

Implement Certified Payroll and Labor Compliance System through RFP process

Transition of GeoCortex tool from Dev. Services to Enterprise GIS

Transition of CPMS (from ColdFusion) to NextGen platform (by June 2023)

Annual Upgrade – Safe Software (ETL), Esri (ArcGIS), AssetWorks, Infor EAM, and CPMS

Author \$500K Ent. GIS Professional Services RFP (submit to PBB by Oct/Nov 2022)

Integrate Finance data into Enterprise and build dashboard for revenue management

upgrade Michael Baker's Master Address Database (MAD) portal From Windows 2012 to Cloud platform with enhanced functionality

Support Racial Equity Tools, data currency and maintain baseline product (Arti)

Transition depts data/app from ArcGIS Online to ArcGIS Portal

Transition depts data from ArcGIS Desktop to ArcGIS Pro

Promote Smartsheet for data entry and basic dashboards

Formalize GIS governance

EDAMS RFP support and OEA data integration

Support development of various department internal web maps

Support EOC/DOC GIS operations during activation

Integrate graffiti data from Salesforce into enterprise

Capital park condition assessment

Refactor PSPS solution and expand to cover other incident types

Diridon Parking Tool rebuild

Web app template modernization

End