

# Information Technology Department

**Khaled Tawfik, Chief Information Officer**

## MISSION

***Deliver the technologies and data that help sustain an equitable, engaged, effective, and resilient City***

## CITY SERVICE AREA

***Strategic Support***

## CORE SERVICES

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### 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.

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### SAN JOSE 311

Serve as the City's central customer contact resource for San José residents, provide City information and services to residents, businesses, utilities customers, and employees, support amazing customer experiences through open data, mobile application, online, chat, virtual agent, social, and public network platforms.

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### 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.

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**Strategic Support:** Information Technology and Management, and Emergency Response and Recovery

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# Information Technology Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Business Solutions Core Service</i></b>	
<b>Advanced Applications and Services</b>	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.
<b>Data Services</b>	Enables data administration, use, analytics, transparency and reporting by staff and the public, through strong data platforms, tools, and support.
<b>Enterprise Resource Management</b>	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.
<b>Productivity and Collaboration Applications</b>	Administers and supports citywide 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.
<b><i>San José 311 Core Service</i></b>	
<b>City Customer Contact Center</b>	Serves as the digital contact point for the majority of non-emergency interactions with the City's residents and businesses as San José 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.
<b><i>Technology Infrastructure and Operations Core Service</i></b>	
<b>Cybersecurity Office</b>	Secures City information and systems assets to ensure business value, compliance, and resilience for all departments. Serves as incident response command for cyber disasters. Leads planning, testing, and attesting for City information and systems assurance activities.
<b>IT Customer Care</b>	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.
<b>IT Systems and Operations</b>	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.
<b>Voice and Data Network Infrastructure</b>	Manages citywide telephone costs, charges/billing, procurement, enterprise voice, and data network infrastructure for quality voice and data communication abilities.

# Information Technology Department

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## Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Information Technology Management and Administration</b>	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.
<b>Information Technology Emergency Response and Recovery</b>	Provides for the coordination and delivery of emergency services and recovery activities.

# Information Technology Department

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## Department Budget Summary

### Expected 2023-2024 Service Delivery

- Champion City Roadmap and equity solutions using technology and data to transform City services. Execute initiatives with City departments that identify and resolve service needs that lift San José's people. Provide the data and analytics resources for City departments to drive towards decision-making informed by data. Enable teams that train and practice service design skills that improve the accessibility, responsiveness, and positive outcomes for City residents and businesses.
- Provide resilient City services against cybersecurity risks and natural disasters affecting communities at increasing rates. Maintain cybersecurity planning, coverage, and exercise maturity in all essential City operations. Successfully pass all financial, technical, and security audits. Keep necessary certifications to support the enterprise. Minimize risks of evolving cybersecurity threats to prevent outages, lost trust, and costs of recovery.
- Maximize efficiencies and the impact of limited resources through service innovation in partnership with City departments. Provide a City technology environment that is technically sound, operationally strong, secure, and fiscally optimized. Maintain a long-range architecture that maps the City's key technology transitions and investments.
- Support the City's transition to a digital workforce, embracing digital public participation and augmenting collaboration. Incorporate customer-centric experience into the design and operation of technology products. Enhance and improve the City's redundancy and disaster recovery posture through highly available virtualized technology and City-owned fiber infrastructure. Automate and optimize the City's common business processes to ease the lives of staff, residents, and businesses. Continue progress on the Green IT Plan to minimize environmental impacts from utilities usage and e-waste.
- Execute City priorities through masterful partnership and procurement. Set the structure that catalyzes partnerships between departments, peer organizations, and vendors to transform City services for the better. Work with departments and Purchasing to execute technology procurements and contracts with speed, value, transparency, and fairness.
- Respond to service requests and inquiries from San José residents and businesses, achieving high customer experience ratings through robust 311 access spanning phone, mobile app, direct chat, virtual agent, and online portal channels.

### 2023-2024 Key Budget Actions

- Adds one-time non-personal/equipment funding of \$3.2 million for temporary staffing and the replacement of aging desktops and laptops for multiple departments.
- Continues 1.0 Enterprise Supervising Technology Analyst and 2.0 Senior Analyst positions through June 30, 2024 and one-time non-personal/equipment funding of \$500,000 (\$350,000 ongoing) to support the San José 311 program.
- Adds one-time funding of \$250,000 for the development of a system to address urban blight and outreach workloads related to homeless encampment service requests.
- Adds one-time funding of \$195,000 to upgrade the current PeopleSoft 9.2 Human Capital Management to the PeopleSoft Update Manager.

### Operating Funds Managed

N/A

# Information Technology Department

## Department Budget Summary

	2021-2022 Actuals ***	2022-2023 Adopted ****	2023-2024 Forecast	2023-2024 Proposed
<b>Dollars by Core Service</b>				
Business Solutions	11,056,046	12,751,794	12,873,094	13,796,376
San José 311	2,264,854	2,952,990	2,223,659	2,723,659
Strategic Support - Other - Strategic Support	118,400	2,015,561	791,522	821,987
Strategic Support - Strategic Support	5,023,455	8,449,714	6,058,723	6,058,723
Technology Infrastructure and Operations	9,633,308	13,778,990	11,887,478	14,988,359
<b>Total</b>	<b>\$28,096,064</b>	<b>\$39,949,049</b>	<b>\$33,834,476</b>	<b>\$38,389,105</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	18,739,452	21,929,096	22,286,580	22,764,863
Overtime	139,531	130,664	128,664	128,664
<b>Subtotal Personal Services</b>	<b>\$18,878,984</b>	<b>\$22,059,760</b>	<b>\$22,415,244</b>	<b>\$22,893,527</b>
Non-Personal/Equipment	7,648,942	12,613,510	9,871,710	13,417,591
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$26,527,926</b>	<b>\$34,673,270</b>	<b>\$32,286,954</b>	<b>\$36,311,118</b>
<b>Other Costs *</b>				
City-Wide Expenses	1,214,717	4,470,218	756,000	1,256,000
Housing Loans and Grants	0	0	0	0
Other	0	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	353,422	805,561	791,522	821,987
<b>Total Other Costs</b>	<b>\$1,568,139</b>	<b>\$5,275,779</b>	<b>\$1,547,522</b>	<b>\$2,077,987</b>
<b>Total</b>	<b>\$28,096,065</b>	<b>\$39,949,049</b>	<b>\$33,834,476</b>	<b>\$38,389,105</b>

\* 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 position counts displayed in the 2021-2022 Actuals column reflect those included in the 2021-2022 Adopted Budget.

\*\*\* 2021-2022 Actuals may not subtotal due to rounding.

\*\*\*\* The amounts in the 2022-2023 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.

# Information Technology Department

## Department Budget Summary

	2021-2022 Actuals ***	2022-2023 Adopted ****	2023-2024 Forecast	2023-2024 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	23,654,595	34,238,500	28,218,409	32,081,185
Airport Maintenance And Operation Fund (523)	27,535	37,725	40,753	40,753
American Rescue Plan Fund (402)	0	0	0	0
Building Development Fee Program Fund (237)	1,561,666	2,011,210	1,872,123	1,913,163
Citywide Planning Fee Program Fund (239)	7,669	49,626	56,349	60,909
Fire Development Fee Program Fund (240)	232,368	260,016	265,571	316,571
General Purpose Parking Fund (533)	14,571	21,944	22,828	22,828
Integrated Waste Management Fund (423)	644,521	852,186	873,243	916,243
Low And Moderate Income Housing Asset Fund (346)	138,289	165,853	165,521	190,521
Planning Development Fee Program Fund (238)	405,293	390,488	389,951	398,311
Public Works Development Fee Program Fund (241)	305,602	369,061	381,884	399,884
Public Works Program Support Fund (150)	101,658	95,249	82,738	130,738
San José Clean Energy Operating Fund (501)	0	0	0	201,892
San José-Santa Clara Treatment Plant Operating Fund (513)	91,390	142,960	149,550	290,550
Sewer Service And Use Charge Fund (541)	127,942	192,359	189,264	192,264
South Bay Water Recycling Operating Fund (570)	725	521	521	7,521
Storm Sewer Operating Fund (446)	122,036	179,760	179,484	194,484
Vehicle Maintenance And Operations Fund (552)	877	630	630	66,630
Water Utility Fund (515)	574,427	846,665	847,099	866,099
Capital Funds	84,902	94,296	98,559	98,559
<b>Total</b>	<b>\$28,096,065</b>	<b>\$39,949,049</b>	<b>\$33,834,476</b>	<b>\$38,389,105</b>
<b>Positions by Core Service **</b>				
Business Solutions	33.00	33.00	32.00	36.00
San José 311	17.00	17.00	15.00	18.00
Strategic Support - Strategic Support	20.00	24.00	24.00	25.00
Technology Infrastructure and Operations	33.00	35.00	36.00	36.00
<b>Total</b>	<b>103.00</b>	<b>109.00</b>	<b>107.00</b>	<b>115.00</b>

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# Information Technology Department

## Department Budget Summary

	2021-2022 Actuals **	2022-2023 Adopted	2023-2024 Forecast	2023-2024 Proposed	2023-2024 Proposed Positions
<b>Dollars by Program*</b>					
<b>Business Solutions</b>					
Advanced Applications and Services	1,543,242	1,398,238	1,430,851	1,840,278	5.00
Data Services	837,094	1,194,139	1,186,087	1,186,087	3.00
Enterprise Resource Management	4,007,387	4,653,533	4,636,532	5,150,387	14.00
Productivity and Collaboration Applications	4,668,324	5,505,884	5,619,625	5,619,625	14.00
<b>Sub-Total</b>	<b>11,056,046</b>	<b>12,751,794</b>	<b>12,873,094</b>	<b>13,796,376</b>	<b>36.00</b>
<b>San José 311</b>					
City Customer Contact Center	2,264,854	2,952,990	2,223,659	2,723,659	18.00
<b>Sub-Total</b>	<b>2,264,854</b>	<b>2,952,990</b>	<b>2,223,659</b>	<b>2,723,659</b>	<b>18.00</b>
<b>Strategic Support - Other - Strategic Support</b>					
Information Technology Other Departmental - City-Wide	24,442	1,210,000	0	0	0.00
Information Technology Other Operational - Administration	17,175	0	0	0	0.00
Information Technology Overhead	76,783	805,561	791,522	821,987	0.00
<b>Sub-Total</b>	<b>118,400</b>	<b>2,015,561</b>	<b>791,522</b>	<b>821,987</b>	<b>0.00</b>
<b>Strategic Support - Strategic Support</b>					
Information Technology Emergency Response and Recovery	363,635	830,000	0	0	0.00
Information Technology Management and Administration	4,659,820	7,619,714	6,058,723	6,058,723	25.00
<b>Sub-Total</b>	<b>5,023,455</b>	<b>8,449,714</b>	<b>6,058,723</b>	<b>6,058,723</b>	<b>25.00</b>
<b>Technology Infrastructure and Operations</b>					
Cybersecurity Office	2,823,601	3,197,466	3,006,822	3,006,822	5.00
IT Customer Care	3,064,199	6,020,522	4,320,910	7,582,910	16.00
IT Systems and Operations	1,519,138	1,768,463	1,773,025	1,773,025	8.00
Voice and Data Network Infrastructure	2,226,371	2,792,539	2,786,721	2,625,602	7.00
<b>Sub-Total</b>	<b>9,633,308</b>	<b>13,778,990</b>	<b>11,887,478</b>	<b>14,988,359</b>	<b>36.00</b>
<b>Total</b>	<b>\$28,096,065</b>	<b>\$39,949,049</b>	<b>\$33,834,476</b>	<b>\$38,389,105</b>	<b>115.00</b>

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# Information Technology Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2022-2023 Adopted to 2023-2024 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2022-2023):</b>	<b>109.00</b>	<b>34,673,270</b>	<b>29,768,282</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudgets		(970,000)	(970,000)
• Emergency Operation Center (EOC and Communication Room Furniture, Fixtures and Equipment)		(2,300,000)	(2,300,000)
• Development Services Storage Server Capacity		(62,400)	(3,900)
• Development Services Staffing		(44,019)	0
• San Jose 311 Enhancements (1.0 Enterprise Supervising Technology Analyst, 1.0 Senior Analyst)	(2.00)	0	0
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(2.00)</b>	<b>(3,376,419)</b>	<b>(3,273,900)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		399,503	377,427
• Emergency Operation Center (EOC) and Communications Room Maintenance and Operations		325,600	325,600
• Software/Information Services: Microsoft O365 Licensing		130,000	130,000
• Software/Information Systems: Microsoft Unified Support		72,000	72,000
• Software/Information Systems: SimpliGov		50,000	50,000
• Software/Information Services: Hybrid Workplace Conference		14,000	14,000
• Vehicle Operations & Maintenance		(1,000)	(1,000)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>990,103</b>	<b>968,027</b>
<b>2023-2024 Forecast Base Budget:</b>	<b>107.00</b>	<b>32,286,954</b>	<b>27,462,409</b>
<b>Budget Proposals Recommended</b>			
1. Windows 11 Upgrade, Equipment, and Resources		3,186,000	2,738,000
2. Information Technology Staffing for Budget Office, Clean Energy, and Finance Revenue Management Support	2.00	318,855	159,427
3. Homeless Encampment Management System		250,000	250,000
4. PeopleSoft Upgrade		195,000	195,000
5. Enterprise Resource Planning (ERP) Replacement Project Management Staffing	1.00	159,427	159,427
6. Mobile Device Management Platform Migration		76,000	22,040
7. San José 311 Program	3.00	0	0
8. Customer Services Vision and Standard Staffing	1.00	0	0
9. Information Technology Recruitment Staffing	1.00	0	0
10. Mobile Device Management Savings		(124,000)	(124,000)
11. California Network and Telecommunications (CalNet) Program Savings		(37,119)	(37,119)
<b>Total Budget Proposals Recommended</b>	<b>8.00</b>	<b>4,024,163</b>	<b>3,362,775</b>
<b>2023-2024 Proposed Budget Total</b>	<b>115.00</b>	<b>36,311,118</b>	<b>30,825,185</b>



# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Windows 11 Upgrade, Equipment, and Resources</b>		<b>\$3,186,000</b>	<b>\$2,738,000</b>

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

This action adds one-time non-personal/equipment funding of \$3.2 million (\$2.7 million in General Fund and \$455,000 from various Special Funds) to provide funding for temporary staffing and the replacement of aging desktops and laptops for multiple departments. The City currently has a total of 11,515 laptops and desktops, however, 2,802 laptops and desktops citywide need to be replaced, due to the devices approaching their five-year life cycle and operating on a Windows 10 system, which is set to end support with Microsoft in 2025. This action provides funding to replace and upgrade approximately 65% of all the devices, with the remaining anticipated to be replaced in 2024-2025. It should be noted that this action does not include the funding to replace devices in 2024-2025 but is preliminarily estimated to exceed \$1 million. (Ongoing costs: \$0)

<b>2. Information Technology Staffing for Budget Office, Clean Energy, and Finance Revenue Management Support</b>	<b>2.00</b>	<b>\$318,855</b>	<b>\$159,427</b>
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**Strategic Support CSA**  
**Business Solutions Core Service**  
*Enterprise Resource Management and Advanced Applications Programs*

This action adds 2.0 Enterprise Supervising Technology Analyst (ESTA) positions to support Budget Office, Finance, and Community Energy Departments applications. The Budget Office application (Hyperion) has recently gone through a transition from an on-premise to cloud environment; the Finance Department applications (Business Tax System and Cashiering System) have recently had numerous updates and improvements implemented; and as Community Energy continues to scale up, there is a need for dedicated technical support resources for existing and new technology solutions. Adapting to a new application environment and a need for updating the systems to the current and evolving department's needs has caused a backlog of additional work for each of the Enterprise Principal Technology Analyst (EPTA) position assigned to support Budget Office and Finance Department applications. One ESTA will assist supporting and resolving the backlog of work for each of the EPTA's by helping system implementations, developing processes, and mitigating employee down time for services. The second ESTA will be responsible for developing technology strategic plans and developing technology solutions to increase operating efficiencies, enhance specialized energy industry software, ensure compliance with California Public Utilities Commission privacy protection standards for customers, and ensure alignment with City policies on cybersecurity standards. (Ongoing costs: \$425,140)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>3. Homeless Encampment Management System</b>		<b>\$250,000</b>	<b>\$250,000</b>
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**Strategic Support CSA**  
**Business Solutions Core Service**  
*Advanced Applications and Services Program*

This action adds one-time non-personal/equipment funding of \$250,000 for the development of a system to address urban blight and outreach workloads related to homeless encampment service requests across the Parks, Recreation and Neighborhood Services Department, Housing Department, and Information Technology Department (ITD). In order to accomplish this system, ITD will work with a third party vendor to develop a platform to receive and correctly allocate these service requests. The total project cost is estimated at \$400,000, with \$150,000 already funded in the American Rescue Plan Fund. It is anticipated that this system will have an ongoing maintenance cost, which is currently unknown, but will be included as part of the development of the 2024-2025 Base Budget. (Ongoing costs: \$0)

<b>4. PeopleSoft Upgrade</b>		<b>\$195,000</b>	<b>\$195,000</b>
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**Strategic Support CSA**  
**Business Solutions Core Service**  
*Enterprise Resource Management Program*

This action adds one-time non-personal/equipment funding of \$195,000 to upgrade the current PeopleSoft 9.2 Human Capital Management (HCM) to the PeopleSoft Update Manager. This funding will allow the Human Resources Department and the Finance Department to update the City's PeopleSoft HCM system with the recommended upgrade schedule of two years set by the Human Resources Department, the Finance Department, and ITD. The new upgrade for the system will feature an improved benefit section with added functionalities, enhance employee payment setup options, and resolve technical issues from the last upgrade. (Ongoing costs: \$0)

<b>5. Enterprise Resource Planning (ERP) Replacement Project Management Staffing</b>	<b>1.00</b>	<b>\$159,427</b>	<b>\$159,427</b>
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**Strategic Support CSA**  
**Business Solutions Core Service**  
*Advanced Applications and Services Program*

This action adds 1.0 Enterprise Supervising Technology Analyst (ESTA) position to serve as the technology project manager for the replacement of the City's ERP System. Along with a new Program Manager position that is recommended to be allocated in the Finance Department as part of the 2023-2024 Proposed Budget, the ESTA will be dedicated to manage the consolidation and replacement of the City's aging ERP applications with a modern and robust ERP system. Spanning a multi-year period, the ESTA will work closely with the Finance Department's new Program Manager to define the project scope, objectives, and timelines, and will manage the project team to ensure the ERP project is delivered on-time and on-budget. A Request for Proposal to bring onboard a third-party vendor to assist with scope and system requirements is currently underway. (Ongoing costs: \$212,570)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>6. Mobile Device Management Platform Migration</b>		<b>\$76,000</b>	<b>\$22,040</b>
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**Strategic Support CSA**  
**Technology Infrastructure and Operations Core Services**  
*IT Customer Care Program*

This action adds one-time non-personal/equipment funding of \$76,000 for contractual staffing, which will continue to migrate the Mobile Device Management platform for inspectors, update all mobile and endpoint devices to the latest versions, and assist in troubleshooting issues reported by the Planning, Building, and Code Enforcement Department. (Ongoing costs: \$0)

<b>7. San José 311 Program</b>	<b>3.00</b>	<b>\$0</b>	<b>\$0</b>
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**Strategic Support CSA**  
**San José 311 Core Service**  
*City Customer Contact Center Program*

This action continues 1.0 Enterprise Supervising Technology Analyst (ESTA) and 1.0 Senior Analyst and adds 1.0 Senior Analyst positions through June 30, 2024. The San José 311 Enhancement program has identified digital service delivery analytical improvements and has developed new services that bridge access, language, and ease of use barriers, which are experienced by disproportionately underserved portions of the community. Additional funding (as reflected in the City-Wide Expenses section of this document) will help to sustain the current platform as the department works to refine the project scope of San José 311 website and mobile applications' customer experience and collaboration between Citywide departments by adding vehicle blight upgrade for the platform and sustaining vendor support services and licensing. The ESTA position will provide resolution for technical issues, work with IT and other departments on enhancements for the applications and new add-ons, and document those enhancements and technical issues. One of the Senior Analyst positions will provide business analysis for enhancements for the vehicle blight add on; design the user interface for internal and external experience; and develop documents of process flow to ensure process efficiencies. The second Senior Analyst position will provide analysis and recommendations for new initiatives for the San José 311 Omnichannel roadmap, create reports and dashboards, and help to identify areas within San José to improve based on delivery services to underserved communities. The cost of the positions in 2023-2024 will be partially offset by estimated unspent funding currently allocated to San José 311, which will be recommended for rebudget as part of the 2023-2024 Adopted Budget. (Ongoing costs: \$0)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>8. Customer Services Vision and Standard Staffing</b>	<b>1.00</b>	<b>\$0</b>	<b>\$0</b>

**Strategic Support CSA**  
**Business Solutions Core Service**  
*Productivity and Collaboration Applications Program*

This action adds 1.0 Enterprising Supervising Technology Analyst (ESTA) position through June 30, 2026. As directed by the Mayor’s March Budget Message for Fiscal Year 2023-2024, as approved by the City Council, this action adds \$4.0 million to the Customer Service Vision and Standards project (reflected in the City-Wide Expenses section of this document) in the City Manager’s Office. Funding will be used for professional services, software licensing and support, and four limit-dated positions through June 30, 2026, including three positions in the City Manager’s Office (1.0 Assistant to the City Manager, 1.0 Senior Executive Analyst, and 1.0 Executive Analyst) and 1.0 Enterprise Supervising Technology Analyst in the Information Technology Department. After conducting a discovery of the current customer service experience, challenges, and future opportunity areas, a vision and a set of standards for a three-year transformation plan of the customer service experience for San José residents, businesses, and guests was formulated and approved by the City Council on March 7, 2023. The first year will focus on cultural change, training, process re-engineering, initial centralized governance, and technology planning and pilot implementation of a centralized customer relationship management system (CRM). Quick wins will also be explored in the short term. The second year of the project will front-load the effort to integrate the CRM with appropriate departmental systems and migrate appropriate data to deliver a citywide 360-degree view of San José customers. The third year will sustain the momentum to complete the implementation as soon as possible. The three-year project is estimated to cost \$12.9 million, of which \$4 million provides funding for the positions over a three-year period (approximately \$2.0 million) and the non-personal/equipment costs in the first year, which may include software licensing and support and professional services (approximately \$2.0 million). The remaining two years of non-personal/equipment funding will be identified in a future budget process. (Ongoing costs: \$0)

<b>9. Information Technology Recruitment Staffing</b>	<b>1.00</b>	<b>\$0</b>	<b>\$0</b>
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**Strategic Support CSA**  
**Strategic Support Core Service**  
*Information Technology Management and Administration Program*

This action adds 1.0 Analyst I/II position for the Information Technology Department as ongoing, which is currently a temporary position. The Department’s human resources staffing consists of two employees: a Senior Analyst solely dedicated to human resources and employee relations and an Administrative Officer, who is responsible for managing four sections (Telecom, Human Resources and Employee Relations, Budget and Fiscal, and General Administration). This temporary position was first authorized in October 2021, subsequently renewed and paid from departmental vacancy savings, and has oversaw 10-12 recruitments for open until filled positions, compared to the Citywide average of 7-8. This position will continue to support recruiting, onboarding and offboarding procedures, and IT certifications audit and management. Once permanent, the Department intends to expand the duties of the position to include the development of strategies for employee retention, and support a pilot student intern program to develop, hire and onboard 30-40 interns to build a pipeline for entry-level IT positions. The cost of this position will be offset by vacancy savings. (Ongoing costs: \$0)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment





<b>2023-2024 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>10. Mobile Device Management Savings</b>		<b>(\$124,000)</b>	<b>(\$124,000)</b>
<i>Strategic Support CSA</i> <i>Technology Infrastructure and Operations Core Service</i> <i>Voice and Data Network Infrastructure Program</i>			
<p>This action reduces non-personal/equipment funding by \$124,000 on an ongoing basis to reflect cost savings from the City's Mobile Device Management (MDM) platform. The current platform provides mobile asset management, location detection, loss control, deployment, and management of mobile applications, as well as remote support and troubleshooting for mobile devices. The Administration was able to successfully re-negotiate a lower cost for 4,330 devices currently using this platform. (Ongoing savings: \$124,000)</p>			
<b>11. California Network and Telecommunications (CalNet) Program Savings</b>		<b>(\$37,119)</b>	<b>(\$37,119)</b>
<i>Strategic Support CSA</i> <i>Technology Infrastructure and Operations Core Service</i> <i>Voice and Data Network Infrastructure Program</i>			
<p>This action decreases the Information Technology Department's non-personal/equipment funding by \$37,119 on an ongoing basis to reflect cost savings for internet-based telephony and hardware related services. These funds are allocated to individual departmental budgets. The California Network and Telecommunications (CalNet) Program, managed by the California Department of Technology, awarded updated service contracts. The City uses a State contract for advantageous pricing and the service used by the City had a price reduction. Contractual savings from the new contract in the amount of \$210,882 will be generated in the General Fund, \$275,672 in all funds, across departments as a result of lower service costs. (Ongoing savings: \$37,119)</p>			
<b>2023-2024 Proposed Budget Changes Total</b>	<b>8.00</b>	<b>\$4,024,163</b>	<b>\$3,332,310</b>

# Information Technology Department

## Performance Summary

### Customer Contact Center

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 % of Customer Contact Center contacts answered <sup>1</sup>	99.73%	85%	98%	85%
 % of San José 311 phone contacts resolved at first call <sup>2</sup>	81.92%	≥82%	84%	≥82%
 % of customers satisfied with San José 311 contact	64.47%	65%	65%	65%
 % of customer with San José 311 website and application <sup>3</sup>	N/A	N/A	N/A	80%

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

<sup>2</sup> This percentage is based on San José 311 calls resolved at first contact and excludes calls resolved by the City's after-hours and weekend call service.

<sup>3</sup> New measure starting in April 2023. The 2021-2022 Actual value was not captured and the 2022-2023 Target was not set during the 2022-2023 Adopted. The percentage is based on San José 311 website and application overall customer experience.

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of Customer Contact Center Contacts <sup>1</sup> :				
- Received	328,839	400,000	322,000	400,000
- Answered	327,964	340,000	315,500	340,000
# of active SJ311 users <sup>2</sup>	63,143	N/A <sup>3</sup>	70,000	70,000
Average caller wait time	1.85 minutes	3 minutes	3 minutes	3 minutes

<sup>1</sup> 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.

<sup>2</sup> This is a measure of San José 311 active users that have requested at least one service within the last 12 months through the application and website.






<sup>3</sup> New measure starting in 2022-2023 and the measure was not set during the 2022-2023 Adopted.

# Information Technology Department

## Performance Summary

### Business Solutions

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 % of customers rating services as "Good" or "Excellent" <sup>1</sup> :				
- overall satisfaction	91.72%	≥80%	85%	≥80%
- quality of work	94.53%	≥80%	85%	≥80%
- timeliness	87.32%	≥80%	85%	≥80%
- customer service	91.28%	≥80%	85%	≥80%
 % of uptime and availability:				
- business applications	99.03%	98.0%	98.9%	99.9%
- databases	99.98%	99.9%	99.9%	99.9%
 % 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%

<sup>1</sup> Annual citywide IT Customer Service Survey conducted in September of each year.

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of centralized E-mail mailboxes	7,488	7,600	7,800	7,900
# of FMS users	485	530	505	505
# of PeopleSoft users (HR/Payroll)	7,462	7,600	7,756	7,760
# of business systems managed <sup>1</sup> :				
- Critical	15	15	15	15
- Essential	43	43	43	43
# of successful financials cycles closed on systems	16	16	16	16
# of successful payroll cycles processed on systems	26	26	26	26
# of successful pay, benefits, tax, and union agreement changes implemented prior to Finance/Human Resources/Employee Relations deadlines	46	46	40	40







<sup>1</sup> 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 Citywide emergency management efforts related to business continuity and disaster recovery.

# Information Technology Department

## Performance Summary

### Technology Infrastructure and Operations

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 % of customers rating network, systems, and voice services as “Good” or “Excellent”:				
- overall satisfaction	87.87%	≥80%	85%	≥80%
- quality of work	91.97%	≥80%	85%	≥80%
- timeliness	82.87%	≥80%	85%	≥80%
- customer service	88.44%	≥80%	85%	≥80%
 % of uptime and availability:				
- systems	99.87%	≥99.9%	99.7%	≥99.9%
- network	99.91%	≥99.9%	99.7%	≥99.9%
- voice	99.96%	≥99.9%	99.9%	≥99.9%
 % of Technology Help Desk tickets resolved	99.52%	99%	95%	≥99.9%
 % of Technology Help Desk tickets resolved within 2 business days	59.32%	80%	50%	80%
 % of cybersecurity events responded to within 4 hours	100%	100%	100%	100%
 % of City staff that completed annual cybersecurity training and testing at least annually	63.64%	100%	87%	100%

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of unplanned network outages	3	5	1	2
Average time of unplanned network outages	2.25 hours	3 hours	2 hours	3 hours
# of Severity 1 infrastructure service outages <sup>1</sup>	5	4	5	3
# of Technology Help Desk tickets	23,536	20,000	20,724	23,900

<sup>1</sup> 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

### Department Position Detail

Position	2022-2023 Adopted	2023-2024 Proposed	Change
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	4.00	5.00	1.00
Assistant Director	1.00	1.00	-
City Information Security Officer	1.00	1.00	-
Department Information Technology Manager	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	7.00	7.00	-
Enterprise Supervising Technology Analyst	30.00	34.00	4.00
Enterprise Technology Manager	5.00	5.00	-
Information Systems Analyst	3.00	3.00	-
Network Technician I/II/III	11.00	11.00	-
Principal Office Specialist	3.00	3.00	-
Program Manager	1.00	1.00	-
Senior Account Clerk	1.00	1.00	-
Senior Analyst	2.00	3.00	1.00
Senior Office Specialist	10.00	10.00	-
Senior Systems Application Programmer	9.00	9.00	-
Staff Specialist	1.00	1.00	-
Supervising Applications Analyst	1.00	1.00	-
Systems Application Programmer I/II	1.00	1.00	-
<b>Total Positions</b>	<b>109.00</b>	<b>115.00</b>	<b>6.00</b>