



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Khaled Tawfik  
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**SUBJECT: ONECITY WORKPLACE  
STATUS REPORT**

**DATE:** June 9, 2023

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Approved

Date

6/12/23

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## **INFORMATION**

The purpose of this information memorandum is to provide a status update on the OneCity Workplace project.

## **EXECUTIVE SUMMARY**

The OneCity Workplace solution is an investment in the infrastructure needed by the City's more than 7,000 full and part-time employees who serve nearly one million residents across 180 square miles and who occupy spaces all across the City. OneCity workplace is a solution that will transition the City's existing intranet and aims to provide City staff with a "one-stop shop" to easily engage and communicate with one another, collaborate, and find one central source for common information— e.g., Citywide policies, processes, and business process automation submittals— to improve service efficiency and effectiveness.

According to a 2021 Deloitte article<sup>1</sup>, "the COVID-19 pandemic has accelerated—in some cases, by years—the advent of truly digital government". Early in the pandemic, the Human Resources and Information Technology departments, also recognized the need for a more robust, modern, and integrated digital platform ("modern intranet") to support its employees in what would be an emerging hybrid workforce. A "modern intranet" has become much more than a support mechanism, it will also become an opportunity to support employee engagement and retention.

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<sup>1</sup> <https://www2.deloitte.com/xs/en/insights/industry/public-sector/government-trends/2021/digital-government-transformation-trends-covid-19.html>

Additionally, a recent Gartner report<sup>2</sup> highlights the central importance of a digital platform to improve the employee experience which is inclusive of both the frontline employee in the community, as well as the employees in an office environment.

Fortunately, the partnership between the Human Resources and Information Technology departments in the Fall of 2020, resulted in a Human-Centered Design learning lab led by Human Resources and the Powered by People Branch of the COVID-19 Emergency Operations Center to identify the needs from City employees reporting challenges in joining a virtual/hybrid organization, finding information and other City staff, and collaborating effectively with teammates. The City recognized the need to invest in new tools and processes to support the hybrid, in-person plus virtual workplace.

OneCity Workplace has been placed third in line to be assigned a Request for Proposal (RFP). We anticipate starting the RFP in the next fiscal year.

## **BACKGROUND**

As reported in the Digital Workplace Status Update memorandum on September 1, 2022 to the Smart Cities and Service Improvements Committee<sup>3</sup> meeting, OneCity Workplace (OneCity) will transition the City's existing intranet site and multiple sources of information into a centralized source of truth in order to create a more functional and collaborative space that better suits our modern hybrid workforce. OneCity will integrate the City's work processes and technology tools to implement a platform that make it easier for teams to mimic in-person activities online. OneCity seeks to implement a system that will address the three objectives:

- (1) **People to People** - finding City staff, teammates, and getting advice easily;
- (2) **People to Processes** - enabling collaboration on City initiatives and priorities; and
- (3) **People to Systems/Information** - accessing information so employees can more efficiently provide services.

The Human Resources Department serves as the product owner for the Citywide initiative, with the Finance, Public Works, and Information Technology departments, as well as the City Manager's Office of Communications, expected to serve major ongoing roles in its success.

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<sup>2</sup> [https://www.gartner.com/doc/reprints?id=1-29D33TC0&ct=220310&st=sb&utm\\_campaign=Gartner%202022%20Intranet%20Guide&utm\\_medium=email&\\_hsmi=237944155&\\_hsenc=p2ANqtz-8-YmkOKuh\\_OuCXr5w9DGPd82wiSLaDfJHieM4wZx0ZUI6hBJOWUKe-ijpASX92dAS-zGMXI9u4fHJXBVvLA95yjdIVrga6O0n5r9o0lu72WPvBFiM&utm\\_content=237944155&utm\\_source=hs\\_automation](https://www.gartner.com/doc/reprints?id=1-29D33TC0&ct=220310&st=sb&utm_campaign=Gartner%202022%20Intranet%20Guide&utm_medium=email&_hsmi=237944155&_hsenc=p2ANqtz-8-YmkOKuh_OuCXr5w9DGPd82wiSLaDfJHieM4wZx0ZUI6hBJOWUKe-ijpASX92dAS-zGMXI9u4fHJXBVvLA95yjdIVrga6O0n5r9o0lu72WPvBFiM&utm_content=237944155&utm_source=hs_automation)

<sup>3</sup> <https://sanjose.legistar.com/View.ashx?M=F&ID=11168688&GUID=B321EF29-BED6-412F-B607-D4BF2E6616F3>

As part of the Fiscal Year 2022-2023 City budget, City Council approved one-time funding of \$500,000 for the project. This combines with a one-time funding of \$400,000 allocated in Fiscal Year 2021-2022, for a total project budget of \$900,000 from the General Fund.

**OneCity Workplace Requirements Gathering (Fall 2020)**

To gather requirements on how the City can optimize virtual productivity, a team of City staff participated in the City’s first Human Centered Design Learning Lab, offered through Powered by People. The Learning Lab prompted City staff to gather information to solve three challenges in our current workforce:

1. *How might we create an engaged and informed workforce?*
2. *How might we optimize virtual productivity?*
3. *How might we improve collaboration in a distributed workspace?*

The Team interviewed departments to understand the challenges employees have experienced in remote work. As a result, an initial draft of the project requirements was created with a focus on the following three priorities to improve interactions and quality of services: (1) People to People, (2) People to Processes, and (3) People to Systems/Information. See below, Figure 1, for a OneCity Workplace vision diagram which includes the project purpose, requirements, and rate of investment of a successful digital workplace.

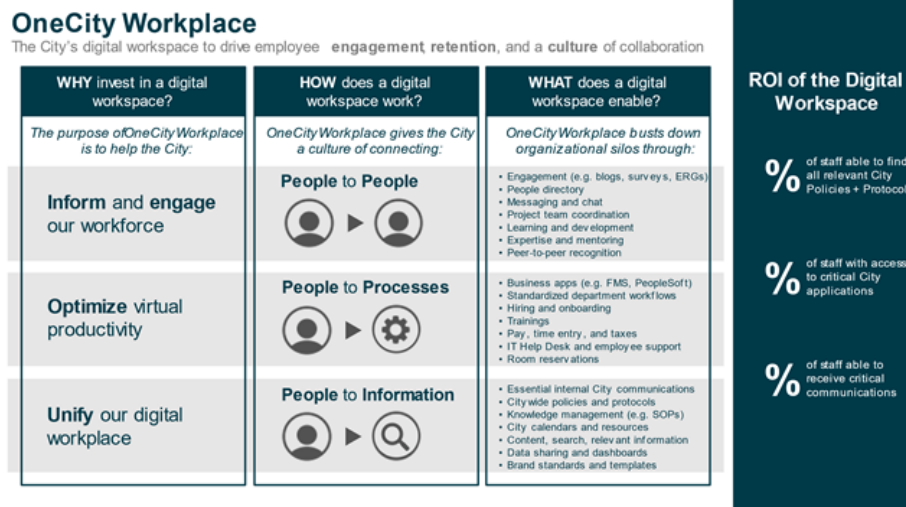


Figure 1: OneCity Workplace Vision.

In addition, the City conducted a Request for Information (RFI) for OneCity Workplace in Fall 2020. However, the information received did not identify a platform that could fully and consistently address the City’s objectives for a platform to support a hybrid workforce.

## **REQUEST FOR INFORMATION 2022**

In 2022, the project team researched the vendor landscape and new product solutions post-pandemic and concluded that new products and services appear to have emerged that may meet the City's requirements. The information received during the 2020 RFI was concluded to be outdated. As a result, a new RFI was conducted in November 2022 and concluded in February 2023.

The goal of the 2022 RFI was to learn more about current solutions, their technical architecture and cost structures. The information was used to refine the project scope for a future procurement. A total of 12 vendors responded to the RFI and the team observed demos from 11 vendors<sup>4</sup>:

1. Axero Holdings LLC
2. Granicus
3. Cloudaction LLC
4. Howspace
5. Integrhythm Inc.
6. Relevant Technologies Inc.
7. Rogue Services and Solutions Inc (Hubley)
8. Simppler
9. Tehama Inc.
10. UPSquad
11. Veterans Enhanced Inc.
12. Vmware

The responses offered an array of technology systems including a Customer Relationship Management system, a Content Management System, and a ticketing system. Eleven of the vendors had a solution that was custom-based and one had a Sharepoint-based solution. Below are the following take-aways from the RFI and has been incorporated into the functional scope for RFP:

1. Integrations with the City's existing systems are key (i.e., Azure Active Directory, Sharepoint, Salesforce, Peoplesoft, etc.), and this should be included at the base-cost levels and not an add-on.
2. A unified search functionality that combines information from various sources into a single, convenient search experience is a priority. This should include tags, pages, articles, people directory, documents, etc., including information found via or within integrations. Tags are like labels or keywords that can be attached to documents, pages, or articles, that will make it easier to search for information.
3. A low-code/no-code system, creating software applications without the need for extensive programming or coding, option is ideal.

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<sup>4</sup> The City invited all 12 vendors to participate in a demo and all but 1 vendor accepted the invitation.

4. Federal Risk and Authorization Management Program (FedRAMP)<sup>5</sup> compliance will better ensure the City is cybersecurity protected.

### **EVALUATION AND FOLLOW-UP**

We have submitted our functional requirements and required documents to the Procurement Prioritization Board and have been placed third in line to be assigned for an RFP (as of May 2023). We anticipate starting the RFP in the next fiscal year.

In the interim, the team has been conducting benchmarking research to understand what intranet solutions other government agencies have recently implemented. There has not been a solution found that closely fits our goals.



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<sup>5</sup> FedRAMP is “a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services”, according to the U.S. General Services Administration.