(d)1. INNOVATION AND TECHNOLOGY PROJECT MANAGEMENT STATUS REPORT

SMART CITIES AND SERVICE IMPROVEMENTS COMMITTEE— DECEMBER 1, 2022

Presented by:

Khaled Tawfik, Chief Information Officer, Information Technology Department

Updates on…

- Project Status
- Audit Update
- Measuring Project Value
- Independent Verification and Validation Review

2022-2023 City Initiatives Roadmap

Enterprise Priority	Initiative								
COVID-19 Pandemic Community and Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery + Resilience	COVID-19 Recovery Task Force					
Sustainable and Resilient City Infrastructure and Emergency Preparedness	Disaster Ready + Climate Smart	Reliable Infrastructure Resilience	Clean Energy Resilience	Water Supply Resilience	Natural Environment Restoration				
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	Initiative				
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

Enterprise Priority

Enterprise Priority
COVID-19 Pandemic Community and Economic Recovery
Resilient and Sustainable City Infrastructure and Emergency Preparedness
Ending Homelessness
Safer San José
Clean, Vibrant, and Inclusive Neighborhoods and Public Life
Building the San José of Tomorrow with a Downtown for Everyone

Programs and Projects

FirstNet Deployment	Public Meeting Technology Procurement & Implementation		
EOC Next Generation Technology	Transportation Events Tracking/ Verizon Traffic Data Services		
Affordable Housing Portal (Project Doorway)	Housing Loan Management System	BeautifySJ and Homeless Encampments Platform	
Parking Citation Mgmt & Permitting Mgmt System	SJ311 Accessibility	City Building Security Cameras Procurement	Transportation Data Platform Pilot (UrbanLogiq)
Community Wi-Fi	Environmental Enforcement Data Management System	Laboratory Information Management System	Vehicle Blight Management System
Development Services Transformation			

Core Technology Projects

(empty)

Enterprise Priority Foundational

Enterprise Priority Foundational
Strategic Fiscal Positioning and Resource Deployment
Powered by People

Programs and Projects

Cybersecurity Work Plan	Business Tax System	Lease Management	Technical Asset Management	Budgeting System Upgrade	FMS Upgrade	ERP 3.0
Business Process Automation	Drive to Digital OneCity Workplace	Hybrid Work Environment (Conference Room Tech)	Applicant Tracking Software	Citywide Product Projects Dashboard		

Core Technology Projects

IT Strategic Plan	
City Open Data Environment	

Legend:
- Completed
- On Track
- Mitigating
- Action Needed
- Project Initiation

IT Projects – Status Changes

Project Name	October	December	Update	Activity/Mitigation
Applicant Tracking System	⚪ →	🟢	Project charter signed and deadlines on track.	Vendor to be secured in December 2022
Transportation Data Platform Pilot (UrbanLogiq)	🔵 →	🟢	Pilot has been completed. It is now an ongoing project.	DOT working on scaling the platform through new use cases, datasets, and features as part of Vision Zero outcomes.
Vehicle Blight Management System	⚪ →	🟡	Project has started; delays in the Human Centered Design process.	Mitigation: New timeline has been established and project charter to be finalized.
SJ311 Accessibility	🟢 →	🟡	Staffing restraints have delayed timeline.	Mitigation: Determine updated timeline with available resources and priorities.
BeautifySJ and Homeless Encampments Platform	⚪ →	🟡	Delays in the Human Centered Design process.	Mitigation: Established new timeline; project charter to be finalized; system process workflow to be completed in December 2022

⚪ Project Initiation   🟢 On Track   🟡 Mitigating   🔴 Action Needed   🔵 Completed

Key Technology Project Summary

- On Track — 17 / 47%
- Mitigating — 12 / 34%
- Action Needed — 3 / 8%
- Project Initiation — 4 / 11%
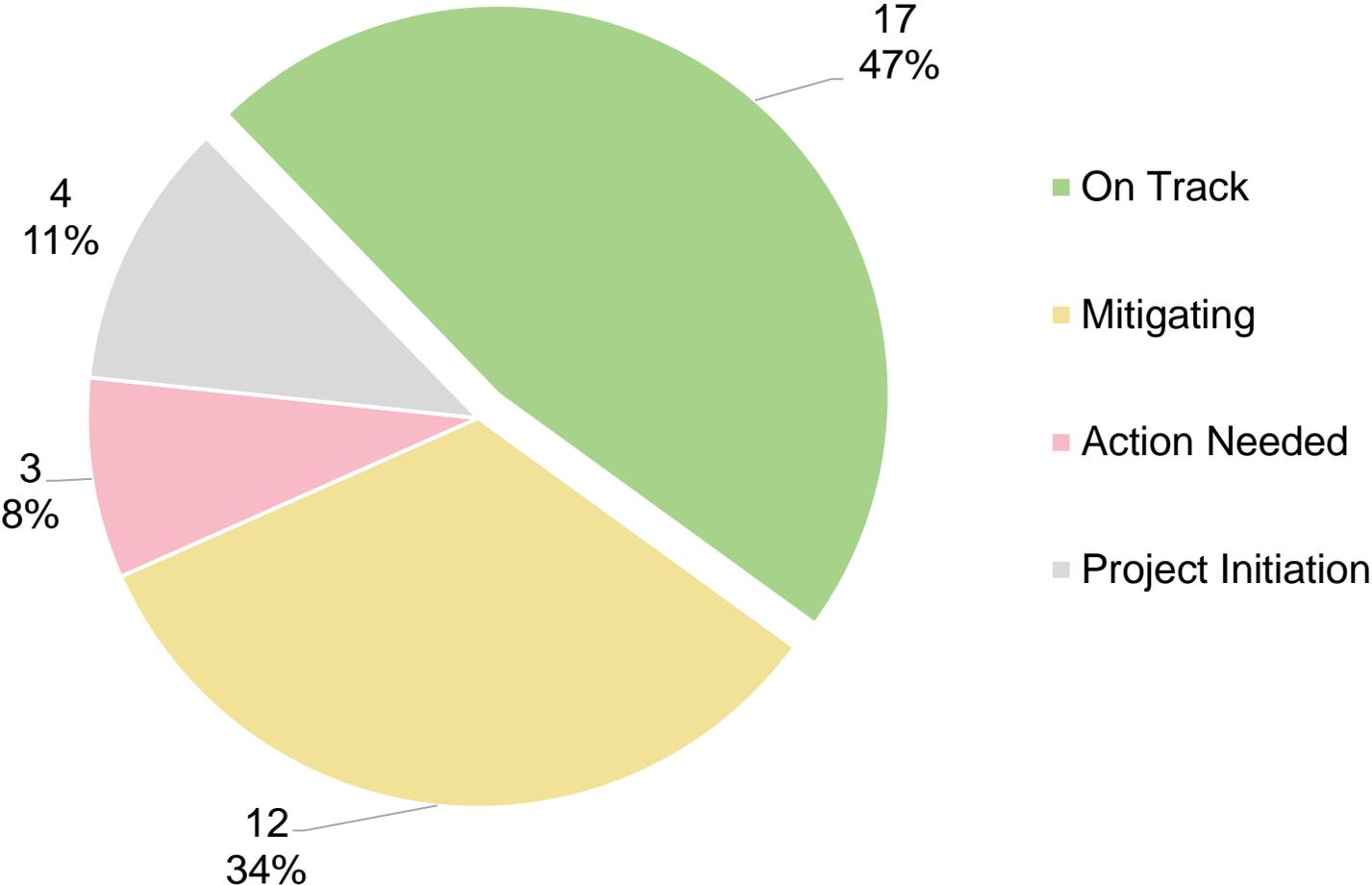
Technology Deployment Audit #19-10 Update

#	Audit Recommendation	Status and Department Response
7	**Documentation:** Require documentation for key technology deployment decision points	**Implemented** – The City's policy (CPM 1.7.2) and internal IT Guidelines includes processes for PPMs to document key project decisions. These processes have been implemented. Next steps: Pending confirmation from the City Auditor
9	**Reporting:** Require regular and detailed reporting to committee (budget and time metrics); dashboards (internal & public)	**Implemented**– Project statuses are reported to the Smart Cities Committee and an internal dashboard of all IT projects is maintained. A public dashboard is currently in use and updated on a monthly basis. Next steps: Pending confirmation from the City Auditor

Estimating Project Value

- Numeric based on categories
- Priority categories are weighted more (see item 1-3 below)
- Projects defined by City Council and City Roadmap default to active once planned

	Category	Points
1	Directly impacts the safety, security, and/or privacy concerns of residents/public	2
2	Estimated to improve internal processes or collaboration by 20%	2
3	Addresses equity concern(s)	2
4	Impacts more than 50K of residents	1
5	Provides a long-term solution for 10+ years	1
6	Improves customer service to residents	1
7	Direct association to the Citywide Roadmap	1
	Maximum total	**10**

Citywide Key Technology Projects Overview

36
Total Projects

$41M
Estimated Budget

Projects by Status

- 17 (47%)
- 12 (33%)
- 4 (11%)
- 3 (8%)

Status
- ● On Track
- ● Mitigating
- ● Project Initiation
- ● Action Needed
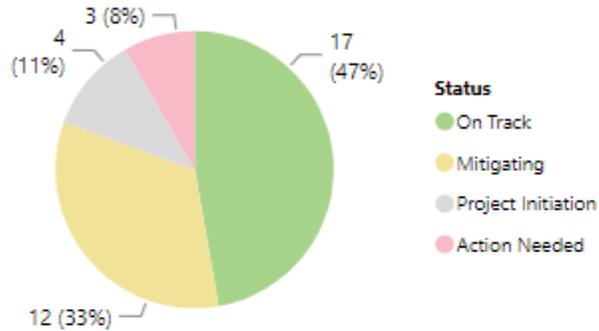
Enterprise Priority	Number of Projects
Building Downtown	3
Ending Homelessness	4
Infrastructure and Emergency	3
Neighborhoods and Public Life	4
Powered by People	6
Safer San Jose	4
Strategic Fiscal Positioning	12
Total	**36**

### Estimated Budget and Average of Project Value by Enterprise Priority

Enterprise Priority

● Estimated Budget — Average of Project Value
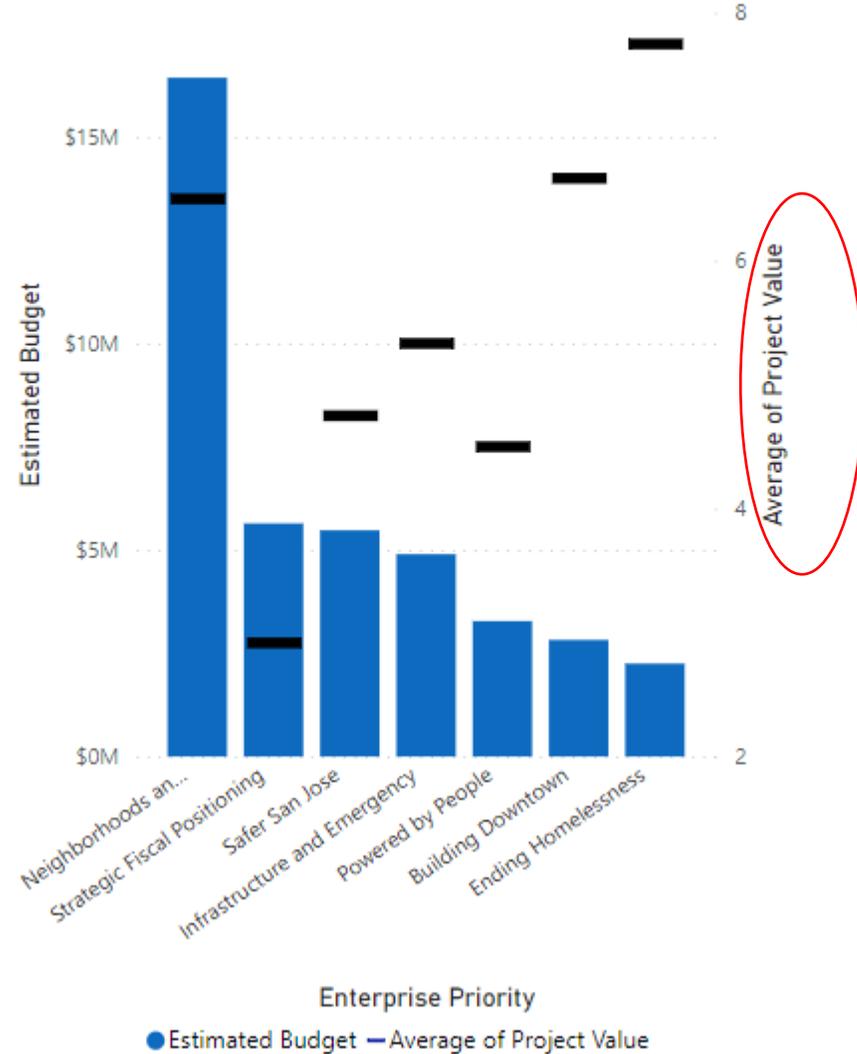
Enterprise Priority, Project Breakdown
- ☐ Building Downtown
- ☐ Ending Homelessness
- ☐ Infrastructure and Emergency
- ☐ Neighborhoods and Public Life
- ☐ Powered by People
- ☐ Safer San Jose
- ☐ Strategic Fiscal Positioning

Projects by Estimated Completed Date

Estimated Completed Date	Projects
FY 22-23 Q2	8
FY 22-23 Q3	3
FY 22-23 Q4	8
FY 23-24 Q1	3
FY 23-24 Q3	1
FY 23-24 Q4	1
FY 24-25 Q1	1
Ongoing	2
Pending	9

https://www.sanjoseca.gov/your-government/departments/information-technology/it-projects
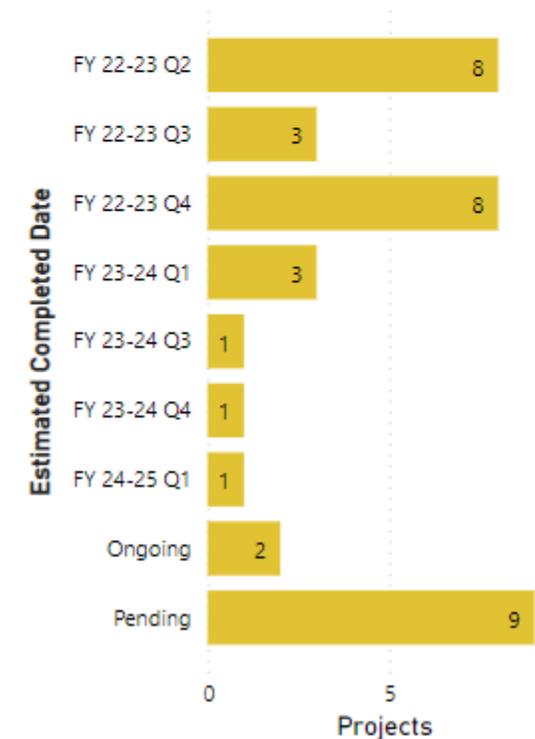
Independent Verification & Validation Process

- **Purpose:** Assess the Product Owner(s) and Sponsor's business value to ensure continued alignment with project objectives.

- **Method**: Risk and internal controls for assurance to stakeholders accountable for project success. Separate from the project staff.

- **Frequency:** Every two months, review a sample of ≥ 3.

Lessons from the Independent Verification & Validation Process

- Project Scope & Expectations

- Staffing and Resource Availability

- Communication and Coordination

- Project Value

- Independent Verification & Validation Process Enhancements

C3PO Team and Portfolio Assignments

San José 311	Emergency Management Public Safety	Digital Inclusion HR IV&V Oversight	Business Process Automation	Enterprise Resource Planning Finance	Housing Technologies Beautify SJ	Development Services	Cybersecurity
German	Ashish	Shirley	*Vacant*	Katherine	Dhruv	*Vacant*	Sudheer
Exceptional City services thru fulfillment, efficiency, and empathy	Making the City safer through emergency management solutions	Bridging the Digital Divide through Community Wi-Fi initiatives; Strong portfolio management	Easing experiences through streamlining and digitizing City processes	Supporting the City's fiscal, personnel, administrative, and strategic systems	Achieving the City's housing and blight reduction goals	Transforming and improving development services for San José	Projects to secure and ensure systems resilience

SAN JOSE RECOGNIZED AS TOP 3 DIGITAL CITY FOR THREE CONSECUTIVE YEARS

Questions and feedback

Khaled Tawfik– **khaled.tawfik@sanjoseca.gov**
Shirley Duong– **shirley.duong@sanjoseca.gov**