

Memorandum



TO: Making Government Work Better
Committee

FROM: Information Technology
Planning Board

SUBJECT: Status Report On Major Information
Technology Projects

DATE: February 3, 2004

Approved

Date

RECOMMENDATION

It is recommended that the Making Government Work Better Committee accept this report on the status of the Information Technology projects discussed below.

BACKGROUND

In October 2003, the Information Technology Department presented the twelfth status report on Information Technology projects. This report contains an attachment that gives a detailed update on the development of eight major information technology projects and the activities of the Information Technology Planning Board as of January 16, 2004, shown below:

Project	Pages of Attachment
Automated Information System/Automated Reporting System	A-1 to A-2
Computer Aided Dispatch/Automatic Vehicle Location Project	A-3 to A-4
San Jose Permits On-line	A-5 to A-6
Upgrade of the Integrated Human Resource/Payroll System	A-7 to A-8
CIP Database Enhancement Project	A-9 to A-10
CUSP (Customer Relationship Management, Utility Billing System, Partner Relationship Management)	A-11
Geographic Information System Integration Plan – Phase I	A-12
Class Registration and Payments On-line (e-Government Project)	A-13 to A-14
Activities of the Information Technology Planning Board	A-15 to A-16

PUBLIC OUTREACH

Although the public will benefit from the implementation of these major projects, public outreach is not applicable. However, the Information Technology Department is working closely with Finance, Human Resources, Police, the City Attorney's Office, City Manager's Office, Environmental Services, Parks Recreation and Neighborhood Services, and Planning, Building and Code Enforcement to successfully implement these projects.

COORDINATION

This memorandum was coordinated with the City Manager's Office, Police, Human Resources, Planning, Building, Code Enforcement, Finance Department, Environmental Services Department, and the City Attorney's Office.

Wandzia Grycz, on behalf of the
Information Technology Planning Board

ATTACHMENT A

Project Name: Automated Information System – Automated Reporting System

Project Champion: Rob Davis

Project Manager: Cecil Lawson

City Service Area: Public Safety

Corporate Priority: Effective Use of Technology

Background - With the installation of the Tiburon Records Management System (RMS), the final chapter in the Police Department's automation effort is the Automated Reporting system (ARS), also known as In-Field Reporting (IFR). The Automated Reporting System component is the cornerstone of the data entry flow into the Records Management System. The basic concept of this effort is to reduce the gap between data collection and data entry and thus improve data quality. In other words, if an officer in the field can enter data soon after an event has occurred, the data will be much better than if entered at a later time by someone who was not at the scene. To meet this goal, the procurement of software and hardware, integration with RMS, and installation of the mobile data computers needs to occur.

Current Project Status – The overarching goal of the Infield Reporting Project is to electronically generate police reports directly from the source of the reports. The project includes hardware, software, and networking components and is broken down into four sub-projects:

1. The installation and deployment of 436 MDCs is expected to be completed by March 2004. The installation is going well with over 350 MDCs currently in use.
2. The system includes automatic vehicle location (AVL) capability that will be integrated with the new CAD and WIFI capability to send and receive information to and from the police cars. The wireless network that will be used is currently installed and is ready for testing.
3. The Factory Acceptance Testing (FAT) for the In-Field Reporting system was originally scheduled for November 2003. Detailing the Police Department's business processes and the holiday furlough extended the FAT date to March 2004.
4. Once a police report is completed and electronically submitted into the Infield Reporting software, it needs to be transferred into the Tiburon Records Management System (RMS). The interface is not required to initially deploy the software, however it will be the next phase of the project as the Police Department moves away from paper for most of the police reporting processes.

Project Phase	Timeline		Budget
	Projected Dates	Revised Dates	Amount per Phase
MDC: Vendor Selection Council Approval Project Start Date Project Completion	November 2002 January 2003 May 2003 February 2004	Completed Completed Completed N/A	\$2,390,792.35
MDC Installation: Bid Proposal Pre-Bid Meeting Bid Responses Due Bid Selection Council Approval Project Start Date Projected Completion	February 2003 March 2003 March 2003 April 2003 April 2003 May 2003 February 2004	Completed Completed Completed Completed Completed Completed N/A	\$147,001.00
IFR: Vendor Selection Council Approval Project Start Date Project Completion	December 2002 April 2003 April 2003 October 2003	Completed Completed Completed March 2004	\$810,912
IFR/RMS Interface: Council Approval Project Start Date Project Completion	September 2003 October 2003 November 2003	Completed N/A N/A	\$53,671

Project Name: Computer Aided Dispatch/Automatic Vehicle Location Project

Project Champion: Rob Davis

Project Manager: Cameron Smith

City Service Area: Public Safety

Corporate Priority: Customer Service & Effective Use of Technology

Background - The Police and Fire Department have been utilizing Computer Aided Dispatch systems since San Jose assumed the responsibilities for communications services in 1990. The Computer Aided Dispatch system is comprised of software that was designed in the late 1980s and hardware that was upgraded in 1995. Today's modern Computer Aided Dispatch systems provide ease of use and flexibility that the current legacy system cannot offer. In addition, though only eight years old, it has been difficult to find parts for the existing hardware. For these reasons, both the Fire and Police Departments are jointly in the process of replacing the Computer Aided Dispatch with a new state-of-the-art system.

Along with the Computer Aided Dispatch replacement, the City is in the process of enhancing the existing radio data network to provide location data to the Computer Aided Dispatch from each police vehicle and fire apparatus. This data will come from Global Positional Receivers mounted in each vehicle and is commonly called Automatic Vehicle Location. The Automatic Vehicle Location system will allow dispatchers to ascertain the closest unit to a call for service based on their actual location as opposed to recommendations based on a static table, thus ensuring the units responding will arrive as fast as possible.

Current Project Status – The last four months have been the most exciting of the project. Personnel from the vendor, Intergraph, installed all of the required hardware and have configured each with the base software version. All are running very well with no problems noted. We have completed Milestones #2 (System Design Document) and #4 (Hardware Installation) and are still on time and on budget. Our current efforts are the configuration of the software to meet our business practices and preparation for training of the dispatch personnel. We are nearly complete with these efforts and training will begin on January 25, 2004. The next milestone is the completion of the Interfaces and Mapping, which should be finished by the due date of February 20, 2004. It should be noted that thus far, our relationship with the vendor has been outstanding. Intergraph has been going the extra mile to ensure this project will be completed on time. Our go-live date continues to be June 15, 2004.

Project Phase	Timeline		Budg
	Projected Dates	Revised Dates	Amount per Phase
Develop RFP for release	December 19, 2001	Completed	
Release of RFP to vendors	March 5, 2002	Completed	
Pre-proposal conference for vendors	March 21, 2002	Completed	
Benchmark test of vendors who submitted a bid	February 19, 2002	Completed	
Evaluate proposals and benchmark testing and select vendor	March 26, 2002	Completed	
Council Approval	August 6, 2002	Completed	
Contract negotiations with selected vendor	August 30, 2002	Completed	
System Implementation Plan	April 25, 2003	Completed	\$236,571.87
System Design Document	September 29, 2003	Completed	\$473,143.73
Contractor Receipt of Hardware	August 11, 2003	Completed	\$473,143.72
Installation of Hardware	December 18, 2003	Completed	\$709,715.58
Acceptance of Interfaces and Mapping	February 20, 2004	N/A	\$946,287.44
Cut to live	June 15, 2004	N/A	\$1,419,431.17
System acceptance	July 31, 2004	N/A	\$473,143.72

Project Name: San Jose Permits On-line

Project Champion: Stephen Haase

Project Manager: Dave Bopf

City Service Area: Economic and Neighborhood Development

Corporate Priority: Customer Service

Background - The Integrated Development Tracking System (IDTS) name has been changed to “San Jose Permits On-line” to provide a project description that is more discernable to the customer and signifies the e-Government aspect of the project. This System will integrate the stand-alone permit tracking systems in various departments into one comprehensive system that contains all permit, land use, and geographic data pertaining to a specific parcel. It is comprised of three major components: 1) The Permit System; 2) the Geographic Information System; and 3) the FileNET™, Document Management System. Each of these systems has been integrated to provide a single access point for accessing all property-related data. The System will be web-enabled to allow customers to obtain all property and permit records via the Internet.

Current Project Status

Internet Services - On January 12, the City successfully launched its new Internet Inspection service. Registered customers can now schedule, cancel or modify inspection requests via the Internet, and also view their inspection results and histories on-line. The web-based service eliminates staff involvement and allows customers to conduct business with the City during non-business hours. The new inspection services compliment the existing permit issuance, project inquiry, and interactive map services that have been offered on-line since April 2003. Based on a recently completed comparison of top-ranked e-government web sites, San Jose can confidently state that it provides the most comprehensive on-line development services offered by any City.

By the end of February, additional web-based services will be made available. These include the following:

- Application Submittal - Registered applicants will be able to submit building permit applications that require staff review and issue the permit over the Internet once the City approves the application.
- Fee Estimates – Applicants will be able to estimate the cost of permit fees for building projects.
- Fee Payment – Customers will be able to pay any supplemental fees on-line.
- Document Retrieval – Customers will be able to obtain project documents stored in the City’s Document Management System.

Interactive Voice Recognition (IVR) System – The IVR project will allow customers to schedule inspections during non-business hours via touch-tone phone without the involvement of City staff. This system will supplement the web-based inspection services previously mentioned. Since last reported, the staff has made significant process on the IVR system. Staff is completing final acceptance testing and is preparing to offer the services to customers by mid-February. This date was deferred from January due to staff and contractor resource constraints over the winter holiday. There is no impact on the project budget.

Upon completion of the enhanced Internet and IVR System, the San Jose Permits On-line project will be complete. As staff last reported, there is no longer a need to complete the Remote Inspection and Plan Submittal phase of the project. As a result, staff predicts a project savings of approximately \$160,000.

Project Phase	Timeline		Budg
	Projected Dates	Revised Dates	Amount per Phase
System Infrastructure	January 2001	Completed	\$1,753,739
Permit System	May 2003	Completed	\$2,217,912
Inspection Request System	January 2003	Completed	\$ 477,798
Internet Services - Phase A	January 2003	Completed	\$ 547,751
Internet Services - Phase B			\$ 108,000
- Inspections	November 2003	Completed	
- Application Submittal	November 2003	February 2004	
Interactive Voice (IVR)	January 2004	February 2004	\$ 169,303
Remote Plan Check	Dropped	Dropped	\$ 160,856

Project Name: Integrated Human Resource / Payroll System

Project Champion: Scott Johnson

Project Manager: Dan Kadomoto

City Service Area: Employee Services, Finance and Technology

Corporate Priority: City as Employer of Choice

Background – The PeopleSoft Human Resource/ Payroll, Version 8.1 was implemented in April 2002. This version includes continued application maintenance support for patches, upgrade scripts and tax updates to March 2005, March 2006, and March 2007, respectively. This version also strategically embraces the City’s e-government initiative using web-based functions, and provides an opportunity to streamline payroll and human resource business processes. Current priorities include: 1) reduction of system customizations, reducing the complexity of maintenance; 2) reduction in processing time and further implementation of standard Employee Services and Payroll processes to provide greater efficiency, and 3) implementation of web enabled service functionality.

Current Project Status – In May 2003, the Executive Steering Committee approved moving forward with the Electronic Time Capture project. The scope of this project includes the following items:

Project Tasks	Status
1. Elimination of additional customizations in payroll	Implement
2. Provide distributed time management and correction to departmental timekeepers (on-line correction for departmental timekeepers)	Implement of 28 D
3. Implement Telestaff interface for Fire Department for time reporting (elimination of duplicate reporting of time)	Implement
4. Pilot the use of Exception Time Reporting (reporting only leave time for management employees)	Implement
5. Implement Public Works interface (using Fire interface formats, elimination of VAX processing)	Implement
6. Pilot roll-out of PeopleSoft Time and Labor for Redevelopment Agency (RDA) and Convention, Arts & Entertainment (CAE)	On hold

In addition, the second phase of the COBRA implementation, which adds an automated General Ledger interface, leave-of-absence, employee billings and additional automation features, has been delayed due to competing priorities for resources in ITD.

The project team is continuing to compile a plan for the next upgrade of the PeopleSoft System version 8.8. The team is working on estimated costs and identification of new functionality and justification for upgrade.

The Executive Steering Committee continues to look at the feasibility of implementing e-Profile and e-Benefits modules. These two PeopleSoft modules will provide City employees with Intranet access to their own records and provide the capabilities to modify their personal information and allow selection of benefits during open enrollment.

Project Phase	Timeline		Budg
	Projected Dates	Revised Dates	Amount per Phase
Time & Labor Analysis Phase	March 2003	Completed	\$35,000
Elimination of Customizations	August 2003	September, 2003	\$45,000
Time & Labor Implementation – Fire, Public Works	December 2003	N/A	\$63,000
Exception Time Reporting Pilot	November 2003	N/A	\$32,000
Time & Labor Implementation – RDA / CAE	On Hold	N/A	TBD
Time & Labor Implementation – Other Departments	On Hold	N/A	TBD

Project Name: CIP Database Enhancement Project

Project Champion: Dave Sykes

Project Manager: Michael Ho

City Service Area: All

Corporate Priority: Effective Use of Technology

Background - The Phase I of the CIP Database Enhancement Project was completed in June 2003. The Database data structure was migrated to the Oracle platform in compliance with the ITPB enterprise application development standards. Database access was expanded from Public Works to Citywide and the number of registered users grew from 200+ to about 500. The Database project enhanced the online tracking of CIP project schedules by phase and adopted a new CIP project fiscal charge structure. Phase II of the project will focus on providing (1) CIP FMS budget & expenditure reports, (2) CIP project labor reports, (3) CIP project management feature enhancements, (4) performance measurement reports, (5) business outreach enhancements. The project team developed an enhancement master plan based on input from the City stakeholder groups, the public, and discussion with several application development vendors. Due to budget constraints, the CIP Database enhancement master plan will be implemented in house utilizing existing staff resources over the next several years.

Current Project Status - Phase II of the Enhancement Project is in progress. One of the first products completed was an online CIP project expenditure tracking report. The report provides project expenditures by project phase, by fiscal year and a cost to date summary for the project. In addition to this report, the project recently completed an FMS budget download to the CIP project level. The two reports are merged on the CIP Database and it provides the project manager an enhanced online tool to monitor project expenditures against budget. As part of business outreach, the project rolled out a new feature of posting CIP project solicitation for consulting services on the Internet. Consultants may subscribe to the hotline and receive email notifications of any posting on the website. There are currently about 100 consultants subscribed to the hotline. The CIP Database recently debuted a project status report feature that allows management and project staff access to project information via a web browser on both desktop computer (Desktop CIP) and hand-held PDA (Pocket CIP). The report displays project information such as construction contract values and award/completion dates, project event chronology, outstanding issues and contact information. The project team is currently working on linking CIP project labor data to the CIP Database. It is expected to take several months to work out the details and complete the coding for this task. The project is also working with CIP Action Team in automating some of the CSA performance measurement reports.

	Timeline		Bu
	Projected Dates	Revised Dates	Amount per Pha
Phase II Enhancements			
CIP project expenditures report	September 2003	Completed	N/A
Internet posting of RFQ/RFP and subscription	September 2003	Completed	N/A
Download of FMS budget to CIP project level	December 2003	Completed	N/A
Online CIP project permit tracking	December 2003	Completed	N/A
Online access to CIP project manuals	December 2003	Completed	N/A
Desktop / Pocket CIP	January 2004	Completed	N/A
Performance Measurement Report by CSA	April 2004	N/A	N/A
Download PeopleSoft labor data to CIP project level	May 2004	N/A	N/A
Online CIP project work scope and cost estimate	June 2004	N/A	N/A

Project Name: CUSP (Customer Relationship Management, Utility Billing System, Partner Relationship Management)

Project Champion: Carl Mosher

Project Manager: Soraya Serajeddini

City Service Area: Environmental and Utility, Finance and Technology

Corporate Priority: Customer Service, Effective Use of Technology Performance-Driven Government, and Neighborhood-Focused Service Delivery

Background – A recommendation was made by the Environmental Services, Finance and IT departments for the development of an integrated environment for billing, customer service and performance monitoring and was approved by the Council in December of 2001 directing staff to develop an RFP and apply the City Competition Policy. A project Manager has been hired and a Steering Committee composed of directors of the three departments and Kay Winer from the City Managers office has been formed. The project is designated CUSP to reflect the three main functional areas and needs it will address: Customer Relationship Management, Utility Billing System, and Partner Relationship Management. The first phase of CUSP will address all three aspects but will concentrate on the immediate need for a billing system, partner integration, and limited CRM. CUSP will be designed with the second phase in mind to allow a complete CRM solution to integrate with the first phase utility Customer Information System (CIS).

Current Project Status – The report for this project will be provided to the Committee at the March 10th Committee meeting.

Project Name: Geographic Information System Integration Plan

Project Champion: Stephen Haase

Project Manager: Joe Horwedel

City Service Area: Economic & Neighborhood Development, Aviation, and Public Safety CSA's

Corporate Priority: Customer Service and Effective Use of Technology

Background - This project has a number of specific deliverables, including identifying opportunities and constraints related to integrating the various GIS systems in use within the City, data gathering, analysis and comparison of the City's current GIS environment to best practices data and common industry benchmarks.

Current Project Status

Technical Committee – This committee is charged with the responsibility to develop a long-term technology strategy, resolve transition issues and incorporate stakeholder input into the process so that the City can move towards a set of technology standards in the area of integrating the various GIS currently used in the City. This committee has met 4 times since April 2003. Various IT standards related to GIS have been agreed to, and an Enterprise GIS project has been selected as a first step towards leveraging our GIS assets. The group will next meet in early February and then report back to the Governance Steering Committee.

Governance Steering Committee – This committee, comprised of Department Senior Staff, is responsible to identify “owners” of the various GIS layers and identify an overall funding strategy that supports the efforts of both committees. This committee has met once, and will meet again when the Technical Committee presents its findings.

Rubbersheeting Timeline and Status – The spatial adjustment (rubbersheeting) of the street centerline layer and emergency response zone layers for the Police and Fire departments will be completed by March 15, 2004. Other “secondary” layers (i.e. council districts, fire stations, etc.) will be completed by the end of April 2004. The parcel layer along with other associated infrastructure layers comprise the second phase of the project, which is scheduled to be completed during the third quarter of 2004.

Repository Status – The Technical Committee has created a business case for a GIS Data Repository. This proposed repository will house the City's GIS dataset, starting with the newly rubbersheeted layers mentioned above. GIS data and orthophotos from other City departments could also be placed in this repository, making the City's enterprise database available to all GIS users. The GIS Data Repository project is comprised of three phases for an estimated total of \$411,000. The business case was presented to the Governance Steering Committee in November 2003. The Technical Committee has identified potential funding sources for this project to the Governance Committee.

Project Name: Recreation and E-Commerce System (RECS)

Project Champion: Sara Hensley

Project Manager: Steve Turner

City Service Area: Recreation and Cultural Services, Finance and Technology

Corporate Priority: Customer Service and Effective Use of Technology

Background - On November 26, 2002, the City Council approved the e-Government initiative. Direction was given to implement a system for class registration, including payments on-line for classes offered by the Department of Parks, Recreation, and Neighborhood Services. A Project Manager has been hired and a Steering Committee composed of directors of several departments and a representative from the City Managers office has been formed. In addition, a working committee has been formed with senior managers from the three departments. Together these two committees will provide guidance and direction for the project.

The class registration and payments on-line initiative has been named the Recreation and E-Commerce System (RECS). The first phase of RECS will provide a single recreation registration system that will be used across the entire department. This phase will provide a great deal of internal process improvement and provide a solid foundation for supporting the on-line aspects of the project. Soon after the completion of the initial phase, the second phase will provide the ability for citizens to register for services on-line. This element will give customers the convenience and efficiency of using the Internet for registration.

Current Project Status – With the City’s current budget situation, the Steering Committee has recommended the deferral of this project until January 2005. This will allow the Parks, Recreation and Neighborhood Services Department to determine what level of services they will be providing to better define the focus of this project. Parks, Recreation and Neighborhood Services staff is currently working on the Business Process Improvement Project and will begin implementing “Quick Fixes” within the next 2 months.

Project Phase	Timeline		Budg
	Projected Dates	Revised Dates	Amount per Phase
Project Charter	October 2003	Completed	
Executive Sponsorship	October 2003	Completed	
Business Assessment	October 2003	Completed	
Business Process Improvement	January 2004	In Progress	
Implement Quick Fixes	In Progress	In Progress	
Current IT Infrastructure Study	In Progress	On hold	
RFP Development & Process	In Progress	On hold	
Detail Specification	In Progress	On hold	
Implementation	TBD	On hold	

Name: Information Technology Planning Board

Chair: City Manager's Office

Staff Support: Chief Information Officer

City Service Area: All

Corporate Priority: Customer Service and Effective Use of Technology

Background –In the January 2000, the Information Technology Planning Board (ITPB) was formed and is now comprised of a Senior Staff member from each CSA, a Deputy City Manager, and chaired by the City Manager. The CIO sits as a non-voting member of the Board. In August 2000, the Mayor and City Council were presented the City of San Jose's Information Technology Master Plan for review and approval. In June 2003, cross-departmental groups developed the first IT standards for the City, which were subsequently approved by the ITPB.

The charter of the ITPB is as follows:

Vision

The City of San Jose is a world-class government organization that effectively uses information technology to support city operations and delivery of services. The City's investments in and reliance on technology are consistent with its namesake-the *Capital of Silicon Valley*.

Guiding Principles

The City of San Jose's information technology systems will be designed and coordinated to:

- Continually improve the City's key functions and services;
- Share information easily through all levels of government and with its partners;
- Enable departments to work together, aggregating resources where possible to meet all needs, including community needs whenever feasible;
- Accommodate and improve citizen access to public officials and employees, information, and services.
- The City's investments in and use of technology should exemplify our position as the *Capital of Silicon Valley*.
- Our Information Technology Planning Board (ITPB) sets the corporate agenda for technology and information management, and recommends priorities and resources for accomplishing the City's technology and information management business.
- Each Department administrator sets his or her "local" agenda for technology and information management, but submits it to the ITPB for advice and consent. In this way we will all be aware of opportunities to leverage IT investments and better serve our customers.

Authority - Information Technology Planning Board

The Information Technology Planning Board is authorized to:

- Provide leadership for the Information Technology Master Planning process;
- Prioritize and manage information technology investments on behalf of the City;
- On an annual basis, review and determine those major information technology projects (new, enterprise, and replacements) that are to be advanced in the following years budget process, including securing resource requirements;
- Ensure resources to support project and enterprise requirements through the adoption of an annual ITPB work plan;
- On any major information technology initiative, the ITPB will provide communication assistance at the launch, and during the implementation of the initiative, as needed;
- Adopt and support the information technology guidelines, standards, and policies, and
- Form subcommittees that will have a distinct charter and defined authority and report directly back to the ITPB.

Authority - Chief Information Officer

The CIO is authorized to, with respect to the ITPB:

- Lead the strategic plan planning process and the annual review of the plan by the ITPB;
- Lead the development of and revision of technology policies, standards and guidelines for the ITPB;
- Oversee adherence to standards for security, confidentiality and protection of all data, information and telecommunication systems;
- Implement policies, procedures and direction established by the ITPB;
- Prepare minutes for each ITPB meeting;
- Provide support for the ITPB's activities, and
- Partner with departments in carrying out "direction" of the ITPB.

Current Status – Below is a summary of activities for the 3 meetings the ITPB has had since July 1, 2003:

- Presentation on the New Civic Center technology;
- Review of information technology projects citywide;
- Presentation on the Customer Relationship Management, Utility Billing System, and Partner Relationship Management (CUSP);
- Presentation on business case for a Police Department wireless project, and
- Standards update from the client/customer enablement subcommittee.