



# Memorandum

**TO:** Making Government Work Better  
Committee

**FROM:** Randall Murphy, Interim  
Chief Information Officer

**SUBJECT:** Status Report On Major Information  
Technology Projects

**DATE:** April 10, 2006

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Approved

Date

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## **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**

The purpose of this memo is to summarize activities and provide a status update of major Information Technology projects discussed in previous reports, with the addition of the Registration and E-Commerce System (RECS) and Enterprise Document Management System (EDMS).

Below is a summary of each of the major IT projects that have been reported to the Committee including the additional projects referenced above:

1. **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** - The Police Department envisions the Automated Reporting System (ARS) as being one of the primary tools used to automate data entry into the Police Records Management System (RMS). The objective of this effort is to reduce the gap between data collection and data entry, thereby improving usability. If an officer in the field is provided with the ability to enter data soon after an event has occurred, the content will be much more effective than if it is entered at a later time by someone who was not at the scene of the event.

**Current Project Status** – The project is on hold as the Police Department evaluates the appropriate next steps in the deployment of new technology.

2. **Project Name:** Computer Aided Dispatch/Automatic Vehicle Location Project  
**Project Champion:** Rob Davis  
**Project Manager:** Cecil Lawson  
**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 (CAD) systems since San Jose assumed the responsibilities for communications services in 1990. The older Computer Aided Dispatch system was replaced in June of 2004. The newer CAD system introduced mapping, radio network bandwidth, and software related challenges.

**Progress** – Current technical activities are focused on the continued improvement or resolution of the major challenges introduced with the new CAD. Specific activities include:

- **Mapping Progress** - We continue to make significant progress with CAD map/Geofile related issues. There were over 27,061 separate CAD events requiring location verification from December 2004 – March 2006. There are 25 unresolved mapping issues that are currently outstanding. For comparison, the average number of reported Geo errors for the old CAD systems is 50 per month. The number of reported errors for March 2006 shows a continuing downward trend in error reporting and compares favorably with the old CAD system. Currently our mapping error rate is below 0.1%
- **Radio Progress** – The Motorola *DataTAC* system is a wireless network used to transmit data to our fleet of Police and Fire vehicles. The deployment of the new CAD system substantially increased the amount of data being transmitted through this system and threatens to cause delays during peak usage periods. Moreover, some CAD wireless capability was temporarily reduced to better manage severely limited bandwidth. We have experienced significant network slowdowns since the deployment of Intergraph's CAD system.

Motorola conducted a system evaluation during the period April to August 2005. Their findings verified that the additional data requirement from the new CAD deployment has significantly increased our use of the *DataTAC* 800Mhz wireless network. The department has embarked on the two-year evaluation of Sprint/Nextel EVDO Broadband wireless service. Our early testing has already shown great promise.

- **Software Updates** - The next major release of the Intergraph CAD software is scheduled for later this year. We are expected to deploy the 8.0 version of Intergraph's CAD Suite early in 2007. San Jose dispatchers tested an early release of the software at Intergraph's headquarters and we continue to test the software on our CAD development server.

3. **Project Name:** Integrated Human Resource / Payroll System  
**Project Champion:** Mark Danaj  
**Project Manager:** Dan Kadomoto  
**City Service Area:** Strategic Support  
**Corporate Priority:** City as Employer of Choice

**Background** – The PeopleSoft Human Resource/ Payroll, PeopleSoft Version 8.1 was implemented in April 2002. This version's application maintenance support provided by Oracle / PeopleSoft will continue as follows: patches and fixes to March 2006, upgrade scripts to March 2007. This version strategically embraces the City's e-government initiative using web-based functions, and provides an opportunity to streamline payroll and human resource business processes. The project's priorities since implementation are: 1) reduction of system customizations, reducing the complexity of maintenance and reduction in processing time; 2) further implementation of standard PeopleSoft Employee Services and Payroll processes to provide greater efficiency, and 3) implementation of web-enabled self service functionality.

To address our stated priorities, the latest implementations provided additional functionality related to employee self-services in the areas of employee benefits and upgrades for electronic time capture for payroll. The implementation for employee benefits allowed all benefited employees (approximately 6500) access to eWay, the PeopleSoft system, and to select their benefits for the City's annual Open Enrollment. In addition, this implementation provides City employees with capabilities to update beneficiaries, multiple direct deposits, tax withholding information, viewing of on-line paycheck information, and other employee information. Staff also implemented an upgrade to the Time Card Front End (TCFE) allowing the Public Works Department and Environmental Services Department's Municipal Water to enter their attendance time into the standard system, eliminating the need to maintain the aging entry system used by Public Works Department and to eliminate additional interface processing.

**Current Project Status:** After selecting a consulting company through an RFP process, staff is working on the contract for consulting services to assist in the upgrade of the Oracle / PeopleSoft Human Capital Management application (ES / Payroll system) to the new Version 8.9. The contract is expected to be complete and presented to Council for approval within a month. The new version upgrade will provide improved efficiency to many of its processes as well as providing new functions and processes. It will also provide continued maintenance and support for the application through 2010 and payroll tax updates through 2011.

4. **Project Name:** Consolidated Utility Billing System (C-UBS formerly CUSP)  
**Project Champion:** Scott P. Johnson  
**Project Manager:** Peter Owen  
**City Service Area:** Environmental and Utility, Strategic Support  
**Corporate Priority:** Customer Service, Effective Use of Technology, Performance-Driven Government, and Neighborhood-Focused Service Delivery

**Background** – In December 2001, Council directed staff to develop a Request for Proposal (RFP) for the procurement of an integrated Customer Relationship Management (CRM), Utility Billing System (UBS), and Partner Relationship Management (PRM) System. On May 27, 2003, Council approved the RFP document for C-UBS Phase 1, which integrates Customer Service, Utility Billing, and Hauler Contract Management systems for the Integrated Waste Management Program, Municipal Water System, and the City's Customer Service Call Center. On March 23, 2004, Council accepted a report for the C-UBS project from the Making Government Work Better Committee and directed staff to proceed with the RFP process for a licensed, off-the-shelf solution to be supported by City Information Technology staff that integrates the City's four utility services (recycle plus, sanitary sewer, municipal water and storm sewer).

On May 10, 2005, the City Council adopted a resolution to execute an agreement for services between the City of San José and BearingPoint, Inc. to implement the Stage 2 (development/software modification) phase of the project. Work immediately began to return to the Council with the following recommended actions: 1) award a Bill Printing and Remittance Processing contract with a third party vendor and associated scope changes to BearingPoint's Stage 2 contract to further integrate the Enterprise Revenue Management (ERM) software; 2) approve possible scope changes in BearingPoint's Stage 2 contract and allocation of resources to staff a change management effort necessary to successfully modify City business processes and the organizational structure consistent with the C-UBS model, and 3) approve scope changes to BearingPoint's Stage 2 contract and allocation of resources to implement a limited Customer Relationship Management (CRM) function to support Call Center functions related to the ERM software.

**Current Project Status:** The Project is on time and on budget for 'go-live' at the end of June 2006. Change management, CRM and training activities are well underway, along with the core project effort of implementing the new revenue management system. Change management staff have inventoried affected ordinances and developed appropriate changes and will submit a memo to make those municipal code changes in April. Change management staff have also submitted future state organization recommendations, which are under review by the Executive Steering Committee. Internal and external communications are also occurring, with inclusion of information regarding the new system on an intranet site, internal stakeholder meetings, and customer communications coordinated through the ESD marketing communications group.

The billing system has been integrated with CRM functionality with the participation of the City's Customer Service Call Center. The core project team is deep into the system testing

phase of the project while data cleanup and conversion activities continue. Items at risk for go-live continue to be the hauler integration, certain CRM functionality related to Nortel Computer Telephony Interface/Interactive Voice Response (CTI/IVR) and electronic bill presentment and payment (Kubra). The project team is focusing attention on these areas with support from the Executive Steering Committee.

5. **Project Name:** Fire Records Management System  
**Project Champion:** Jeff Clet  
**Project Manager:** Tom Bohn  
**City Service Area:** Public Safety  
**Corporate Priority:** Effective Use of Technology

**Background:** The Fire Records Management System will provide the information necessary to analyze demand for Fire Department services and Fire Department performance against General Plan service levels. Additionally, the system will provide a vehicle for analyzing experimental alternative deployment models.

**Current Project Status:** The Fire Department is in the process of developing an RFP for the procurement of the Records Management System. The Fire Department is also developing the staffing requirements for both the implementation and support of the system.

6. **Project Name:** Registration and E-Commerce System (RECS)  
**Project Champion:** Albert Balagso  
**Project Manager:** Traci Tokunaga  
**City Service Area:** Neighborhood Services  
**Corporate Priority:** Customer Service and Effective Use of Technology

**Background** – Parks, Recreation and Neighborhood Services (PRNS) will implement a system that streamlines the process of PRNS class and sports league registration, and the process of reserving rooms, sports facilities and campsites. An eCommerce component will be implemented to allow search, registration and payments online and over the phone for the above services.

**Current Project Status:** PRNS, in coordination with ITD, is in the process of developing an RFP for a vendor to provide a computerized registration system. The anticipated release of the RFP is April/May 2006.

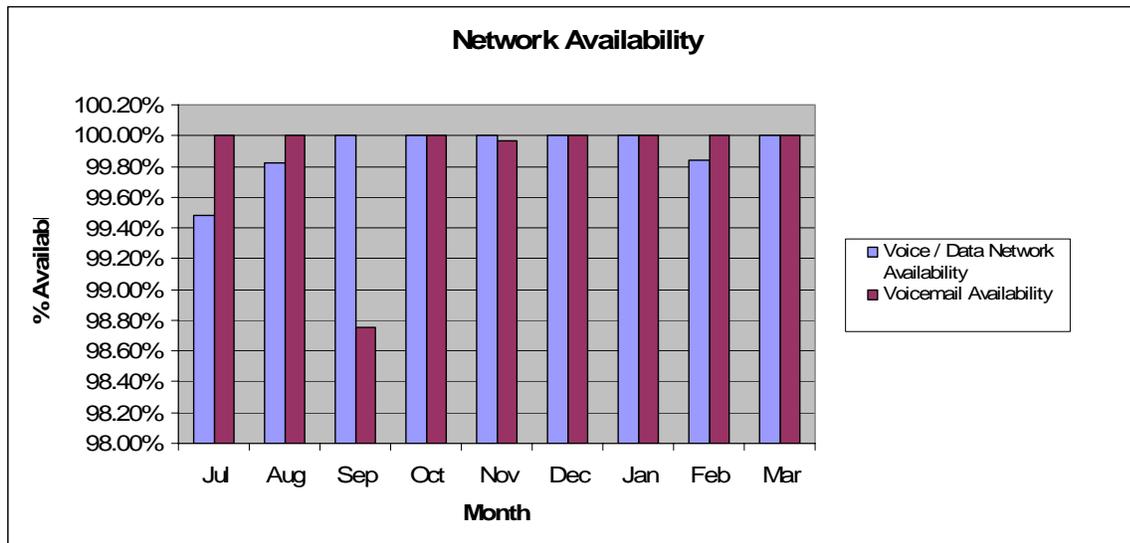
7. **Project Name:** Converged Network  
**Project Champion:** Randall Murphy  
**Project Manager:** Vijay Sammeta  
**City Service Area:** All  
**Corporate Priority:** Effective Use of Technology

**Background:** On March 8, 2005, the City Council adopted a resolution authorizing the City Manager to execute an agreement with Nortel Networks Corporation for the purchase of a Converged Network and Telephony System. The Agreement established June 9, 2005 as the critical milestone of system operational functionality for move-in to commence. The converged network serves as the backbone for communication at the new facility as well as the foundation for future investments. This project is a comprehensive solution that essentially meets all of the City's needs for data, telephones, call centers, and conferencing. A critical component of the implementation is providing training to City staff with an emphasis on the end-user.

**Current Project Status:** The Converged Network implementation phase completed with the final move of the PBCE inspectors from Old City Hall to New City Hall on Jan 13<sup>th</sup> 2006. As of Feb 1 2006, City IT staff began taking over routine Moves, Adds and Changes (MAC's) from Nortel as part of the transition to internal support. A transition team has been formed consisting of representatives from Nortel, City Network Operations, City Telecommunications and IT management to develop a comprehensive transition plan. The transition is expected to be complete in June 2007. Nortel and City IT staff have begun preliminary deployment of a new suite of tools to measure voice quality and proactively identify potential issues. In addition, City and Nortel IT staff have implemented several customer service enhancements to successfully improve voice quality.

The extension of the Converged Network is a critical objective for providing robust and reliable technology services throughout the City. The network provides voice and data communications between sites. This communication is particularly critical for facilities that are expected to support essential public safety services. The Citywide critical technology need of the highest priority is connecting communications to the Emergency Operations Center, Police Building and nearby facilities. This project will provide the City with highly available and reliable communications between two of its major sites and support the voice, video and data applications needed for daily operations as well as incident management. In addition to anticipated future rollouts, ITD will be reviewing enhanced functionality deployment for policy, practice and installation opportunities in ongoing efforts to provide improved customer service to its end users.

Below is a summary of the Converged Network availability to date:



8. **Project Name:** Electronic Document Management System/Technology Master Plan  
**Project Champion:** Randall Murphy  
**Project Manager:** Marsha Lynch  
**City Service Area:** Strategic Support  
**Corporate Priority:** Effective Use of Technology

**Background** -. Based upon the business requirements of several departments and in light of Sunshine Reform measures, the time is right for the City to adopt an overall strategy for managing documents, business processes, and web content. An Electronic Document Management System (EDMS) is essential for optimal service delivery in the storage and retrieval of public records, whether those documents are available on the internet or stored in a database.

There are a few departments that independently implemented systems to address retrieval of public records and posting web content. However, we must invest in an integrated suite of systems to accomplish the following:

- Eliminate filing time and storage space.
- Improve response time for retrieving documents for normal business or in response to a Public Records Act request.
- Improve input and access to documents by providing desktop access to the system or by internet for City customers.
- Reduce the number of misplaced files.
- Provide an easy to use interface for document retrieval.
- Provide a workflow to expedite review processes.

- Provide revision control and audit trail of electronic documents.
- Allow non-technical staff to update content of web pages without knowing HTML or any Web technologies.
- Centrally store and control the look and feel of the City's website.
- Provide tools that allow integration with the financial management system, customer relationship modules, and e-commerce opportunities.
- Provide search capability of documents (minutes of meetings, agendas, contracts, public records, and web pages) on the City's website.
- Enter recurring events such as weekly meetings once. Each date may be edited individually or as a series.
- Send email reminders of events to both calendar managers and the public.
- Change calendar colors by selecting a template or editing individually.
- Allow private and public views of the Master Calendar.
- Export calendar events to Microsoft Outlook, Excel and PDA's such as Palm Pilot and others.
- Import redacted calendars for Mayor and City Council.
- Provide a convenient access to events and administration tools.
- Each category may be coded by a color to visually determine the type of event at a glance.
- Calendar must be able to accommodate hyperlinks to documents already posted to the City's website to eliminate double posting of documents.
- Allow all calendar items to be indexed for search engine results.

In most cases, the large volume of content and continual updating overwhelms manual processes. Current practices already stretch existing resources to maintain documents and web content.

**Current Project Status** – The project is currently in the planning stages. Efforts to hire a consultant to document business requirements for the City Clerk's Office yielded to this citywide effort. Next steps include:

- Identify funding source and level.
- Prepare an RFP for an Enterprise Information Management Technology Master Plan which would include:
  - Defining the departmental and Citywide business needs for EDMS, Web Content Management, and Master Citywide Events Calendar.
  - Prepare RFP for selection of Electronic Document Management/Web Content Management and Web Events Calendar software package, which is scalable, to meet the city requirements.
  - Identify the City's business, regulatory, legal and fiscal requirements for compliance, and draft the appropriate records management policies.
  - Identify Policy and Procedure issues relevant to Electronic Document Management (EDM) that the city needs to address to successfully implement and support a citywide EDM service.

- Provide options for technical infrastructure to support a city EDM service.
- Implementation of rollout strategy options.
- Establish continuous audit and review processes
- Create a cross-functional oversight team consisting of representatives from the IT, legal, finance/budget and functional departments, and designate an executive sponsor
- Select/install the technical infrastructure
- Select/implement functional application software.
- Select/implement 4 proof of concept projects
- Evaluate strengths/weaknesses of each projects
- Based on evaluation identify expansion phases to include outcomes, functionality enhancements and costs.

9. **Project Name:** Geographic Information System Integration Plan

**Project Champion:** Joseph Horwedel

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

**Corporate Priority:** Customer Service and Effective Use of Technology

**Background** - The Enterprise GIS Strategy for the City of San José, as supported by the Information Technology Planning Board in September 2005, is to establish a centralized GIS infrastructure administered by the Information Technology Department (ITD) with data management responsibilities held by the line departments that are the primary users.

This project has a number of specific deliverables, including 1) identifying opportunities and constraints related to integrating the various GIS systems in use within the City; 2) overseeing the efforts of the GIS Technical Advisory Committee as they recommend enterprise processes, projects and standards for GIS, and 3) supporting the City's orthophotography and base map spatial adjustment (rubber sheeting) projects.

**Current Project Status:** The City and County have combined their respective base maps into an initial version of a "common" countywide base map. Future updates and data transfers are scheduled on a quarterly basis.

The adjustment of Planning and MuniWater facility map layers has been completed. Work is proceeding on the adjustment of the sanitary layer. Integration of some or all of the completed layers is proceeding for CAD, the San Jose Permits On-Line and for a MuniWater hydraulic model and master plan.

The City and County are also partnering on a project to update the high-resolution orthophotographs obtained in 2001 from Phase 1/2 of the Orthophotography Program. This project is being managed by the County and will be funded by a combination of local agency contributions and a federal grant.

On March 14, City Council approved a Phase 3 Orthophotography Program agreement with the County and Water District to fund and contract for contour and elevation related data. Data acquisition flights are being undertaken in March and April. The project will provide contour elevation information at one-foot intervals along the valley floor and at five-foot intervals along the hillsides. It will also provide building roof outlines and a delineation of the top of creek banks.

The Information Technology Department in partnership with the Budget Office is recommending that the City Council liquidate the Geographic Information Systems Reserve established for implementing integration of GIS data between the department and other agencies. The funds will be used to purchase servers and software to establish a centralized, integrated, GIS infrastructure.

The proposed infrastructure replaces aging servers and will establish the basis for a GIS core technology infrastructure that will allow City departments that use GIS to share information easily and efficiently.

### **COORDINATION**

This memorandum was coordinated with the Police, Fire, Public Works, Parks and Recreation, Employee Services, Finance, and Planning, Building, and Code Enforcement Departments.

Randall Murphy  
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