CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: SMART CITIES AND SERVICE
IMPROVEMENTS COMMITTEE

FROM: Khaled Tawfik

SUBJECT: **INNOVATION AND TECHNOLOGY**
PROJECT MANAGMENT

DATE: July 25, 2022

Approved *Robert Lyle*   Date 7/26/2022

RECOMMENDATION

Accept the status report on innovation and technology project management, highlighting impacts on the City of San José (City) project success, resolution of audit recommendations, status reporting, and effectiveness of verification and validation processes.

OUTCOME

The Committee will be aware of and provide feedback on the innovation and technology project management processes that support successful delivery of initiatives, with a focus on status reporting, verification of progress, mitigation when issues are detected, and how implementation of professional project management practices resolve recommendations from the City Auditor's Office.

BACKGROUND

City Council adopted its San Jose Smart City Vision[1] in mid-2016 to use innovation and technology to modernize City services. Emerging out of a decade of deficits, the Council gave policy direction to transform the City's Information Technology function from primarily a back-office support function to a core strategic asset for the entire organization to use to drive continuous improvement. The Smart City Vision defined five strategic areas to advance City capabilities with the ambition to make San José the most innovative city in North America by 2020:

- Safe – Leverage technology to make San José the safest big city in America.
- Inclusive – Ensure all residents, businesses, and organizations can participate in and benefit from the prosperity and culture of innovation in Silicon Valley.

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[1] 2016 San Jose Smart City Vision: https://www.sanjoseca.gov/your-government/departments/information-technology/smart-city-vision

- User-Friendly – Create digital platforms to improve transparency, empower residents to actively engage in the governance of their city, and make the City more responsive to the complex and growing demands of our community.
- Sustainable – Utilize technology to address energy, water, and climate challenges to enable sustainable growth.
- Demonstration – Reimagine the City as a laboratory and platform for the most impactful, transformative technologies that will shape how we live and work in the future.

With these strategic pillars, the Council called for specific action to (1) create the Smart Cities and Services Improvements Committee to link Council to priority investments; (2) implement a Citywide constituent relationship management system to better coordinate and respond to resident needs; and (3) develop and implement a technology master plan that would rebuild the organization's innovation, technology, and data capabilities.

Staff created the Smart Cities and Services Improvements Committee, hired new leadership and staff to meet City Council's priorities, successfully delivered the MySanJosé platform (now San José 311 or SJ311) in July 2017, and completed the strategic planning process that resulted in the 2017-2019 Information Technology Strategic Plan[2]. That plan was unanimously accepted by City Council in early 2016, identifying significant "technology debt" in the City's hardware and software portfolio to modernize; lack of staff capacity and professional technology project and product management contributing to a <5% success rate in the City's investments over the preceding four years, correctly depicted in the City Auditor's Report to City Council[3]; needs for cybersecurity investments with staff predicting a looming explosion of risk; and a dire need to rebuild an Information Technology Department that experienced a 36% attrition and vacancy rate for almost four years along with and among the lowest staff engagement scores. City Council and staff have worked the multi-year plan resolving most of the IT Strategic Plan needs, including the creation of the City's IT Portfolio-Products-Projects Office (3PO). These efforts culminated in San Jose attaining its Most Innovative City goal with the #1 ranking in the national Digital Cities awards in both 2020 and 2021[4].

Prior to 2016, the City had not invested in the product-project scaffolding that supports success in large, multi-departmental technology efforts. Employees were often asked to manage projects in addition to their normal tasks and without guidance and training. Business analysis, business process engineering, and technical architecture were nominal skills in hiring and training. Professional project and product management practices were absent altogether and independent validation and verification (IV&V) was not applied to large projects. This permitted erroneous reporting on major initiatives and resulted in multiple major project resets. Additionally, the City lacked access skilled professionals on a consulting basis to supplement projects on a variable

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[2] City Council Meeting of 3/2/2017, 2017-2019 IT Strategic Plan:
https://sanjose.granicus.com/MetaViewer.php?view_id=&clip_id=9630&meta_id=625873
[3] City Auditor Report 16-04, Technology Deployments: https://www.sanjoseca.gov/Home/ShowDocument?id=33872
[4] Government Technology Magazine, Digital Cities Awards for 2020 and 2021: https://www.govtech.com/dc/digital-cities/digital-cities-survey-2020-winners-announced.html and https://www.govtech.com/dc/digital-cities/digital-cities-survey-2021-winners-announced

basis when needed. Staff implemented professional practices, project controls, and invested in greater coordination across departments. Mayor and City Council supported additional staffing totaling nine full-time equivalent (FTE) positions and corresponding budget over multiple fiscal years[5]. Combined, the efforts notably improved project success rates to ~80% from 2017 to 2021[6], as well as allowing closure of the three findings and nine recommendations in the City Auditor's 16-04 Report.

Single-department projects are the most successful and some departments have quickly taken to the benefits of professional project and product management. The Housing Department worked with the Information Technology Department (ITD) to provide funding for 50% of a Products-Projects Manager after successful deliver of key housing systems and the ongoing need to manage the portfolio. The Finance and Human Resources departments tapped assigned Products-Projects Managers to successfully deliver the Business Tax Amnesty system, 50+ Business Process Automation solutions, and major updates to financials, human resources, and budget systems that provide runway for planning and funding an integrated replacement platform(s). Recovery projects were executed by the City Manager's Office, ITD, and owner departments to successfully deliver the City's new website and the Development Services Transformation upgrade and related extensions. Along with the successes, need for improvement was identified for project reporting (dashboard access, and formal IV&V practices), consistently documenting updates to project commitments by the 3PO, and training on procurement and contracting.

2019 Audit of Technology Deployments

In late-2019, the City Auditor's Office published its 19-10 report on *Technology Deployments: Processes Can Be Improved to Ensure Long-Term Success of the City's Technology Vision*[7] as a follow up to the 16-04 report. The new objective was to review the management and timeliness of the City's technology deployment process, along with the impact of the new portfolio, product, and project management practices. Five technology deployments were selected as the sample based on risk criteria and then analyzed—the Business Tax System, My San José/San Jose 311, Integrated Permitting System (later Development Services Transformation), City Website, and Parking Access and Revenue Controls System (PARCS) projects.

The audit report identified three findings and ten recommendations to further improve the City's success with technology and innovation efforts.

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[5] Approved City Operating Budgets for Fiscal Years 2017-2018, 2018-2019, and 2019-2020:
https://www.sanjoseca.gov/home/showpublisheddocument/48311/637117602738530000,
https://www.sanjoseca.gov/home/showpublisheddocument/46206/637115731445930000, and
https://www.sanjoseca.gov/home/showpublisheddocument/44802/637108763268270000
[6] Annual Report on City Services, Page 42:
https://www.sanjoseca.gov/home/showpublisheddocument/80634/637870849001170000
[7] City Auditor Report 19-10, Technology Deployments: https://www.sanjoseca.gov/home/showdocument?id=44698

Finding	Summary
Finding 1: Improved Planning can Increase the Likelihood of Project Success	Most projects reviewed in the audit were over project timelines and project budgets. In some cases, projects did not define the project scope, engage stakeholders at the beginning of the project, or had changed the project approach during implementation. The City Auditor's Office recommended three (3) actions to improve the project planning process by requiring ITD's practices of project charters for all technology projects, engaging stakeholders early on and incorporating inputs at the beginning of the project, and defining project approach to align with vendor agreements.
Finding 2: A Formalized Governance Structure and Appropriate Staffing is Critical for Complex, Interdepartmental Projects	Some projects reviewed in the audit lacked the appropriate staffing and decision-making structure which led to "hampered decision making and project resets." At the time of the audit, departments initiated ITD's involvement only during the RFP process (review for cybersecurity, architecture, etc.). During the implementation process for several projects, ITD became involved to fill in the gaps and provide project management services. To ensure projects have the appropriate resources and governance structure, the City Auditor's Office recommended five (5) actions to expand ITD's role Citywide.
Finding 3: Reporting on Project Status Can Be Improved	Projects were not always regularly reported at the City Council's Smart Cities Committee, despite having missed deadlines and increasing costs. To improve transparency, the City Auditor's Office recommended two (2) actions including establishing reporting guidelines and criteria to identify which projects to report on, as well as, creating a dashboard to track project status.

Progress on the City Auditor's 19-10 report occurred in tandem with the COVID-19 pandemic response. ITD led the development and coordination of the City's new Technology Management and Deployments Policy, adopted as CPM 1.7.2 in August of 2021[8], addressing four recommendations of the City's Auditor's report. Some highlights of the policy include:

- **Responsibility**: Defining roles and accountability for ensuring resources, policies, services, and coordination across City departments to maximize the success of City technology investments.
- **Project Chartering & Planning:** Require all major IT projects to initiate and maintain a project charter throughout the implementation
- **Total Cost of Ownership:** Requires projects model long-term costs on at least a three- to five-year basis for proper budgeting, staffing, and support, to include planning for obsolescence.
- **Functional and Technical Leads:** All projects must have at least one functional and one technical lead working together and with coordinated direction from the Project

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[8] City Technology and Deployments Policy 1.7.2: https://www.sanjoseca.gov/home/showpublisheddocument/76563

Sponsor and City CIO, coordinated by the Product Owner and Products-Projects Manager.

- **Product Owner:** Prompt assignment of a Product Owner, which is a key role ensuring the business value of an initiative remains focused, different from the Products-Projects Manager (PPM).
- **Contract PPMs:** As needed consultants managed by ITD, trained on City processes, and with a focus on payment by deliverables not time spent.
- **Progress and Status Reporting:** Requires the 3PO Division Manager to coordinate with Product-Project Managers, Product Owners, and Sponsors to publish current and accurate record of project statuses and that validation and verification be conducted for an assigned sample of major projects each month and with proof of progress. Additionally, ITD reports major statuses to the Smart Cities and Service Improvements Committee at least quarterly for input, as well as mitigations for project issues when they occur.
- **Archiving:** All relevant project documents are saved and searchable.

ANALYSIS

Focus on project execution capabilities and product management practices have helped the City attain high success rates in its initiatives. Further, staff resolved 15 of 19 recommendations across the 2016 and 2019 reports, which highlighted the impact of professional project and project management to successful technology deployments. City Policy 1.7.2 further centralized responsibility through ITD for these practices, cross-department coordination, accurate reporting, and mitigating project issues that may arise. On a performance basis, these practices and policy changes showed direct benefits for the City's investment of limited resources.

Four recommendations remain to be implemented from the City Auditor's 19-10 report:

Rec #	Recommendation (edited for brevity)	Status and Department Response
6	To ensure complex technology projects are adequately managed: Departments should work with the City's Portfolio-Product-Projects Office (3PO); if a consultant Project Manager (PM) is needed, identify staff to monitor; require consultant PM's to report project progress on a regular basis to an appropriate governing body	**Partially implemented** – The City's Technology Management and Deployments Policy 1.7.2 requires departments to work with the 3PO team and consultant products-projects managers are under the oversight of the 3PO Division Manager. Work was not complete by the 3PO Division by the March 2021 goal. Recommendation will be implemented once coordination processes have been implemented, refined, and validated. New goal: October 2022.
7	To limit loss of knowledge due to turnover, require document key technology deployment decision points, including: Specification approval; product customizations; progress	**Partially implemented** – The City's Technology Management and Deployments Policy 1.7.2 requires project charters, key communications and approvals,

	against project plans; changes to features; key communications with the vendor	and status reports be documented by the Products-Projects Manager. Work was not complete by the 3PO Division by the June 2020 goal. Gaps were identified. New goal: October 2022.
9	For transparency, require regular and detailed reporting to the appropriate Council Committee(s); Include budget and time metrics, as well as deviations from original estimates; create a dashboard to track project progress and publicly display	**Partially implemented** – High-level reporting of project status is reported to the Smart Cities Committee every other month, an internal dashboard is available, and a PDF export of the dashboard is available to the public. All work was not complete by the 3PO Division by the March 2021 goal. Updates to project parameters must be prompt for accurate reporting, the status dashboard will need to add required details from Committee and staff input, and validation and verification gaps were identified. New goal: October 2022.
10	ITD should compile and continuously update a comprehensive inventory of technology assets/systems Citywide and establish monitoring of key events (e.g., contract expiration)	**Updated** – The Auditor has closed this item and created a new recommendation in the January 2022 audit report on cybersecurity. ITD has an Annual Work Plan goal to complete a modified goal. For cybersecurity reasons, the details of the asset and inventories will not be shared generally, but is building version, obsolescence, and contract information for management. These practices will assist the City avoid technology debt and security gaps from missed maintenance. An asset coordinator position in the Cybersecurity Office was created in the FY2021-2022 budget responsible for this information; they are coordinating with departments and ITD divisions. New goal: June 2023.

With the improvements in execution and success rates, staff have identified the following needs for improvement in 3PO practices:

- Execution of multi-department initiatives remain a challenge. Whereas most recognize the value and increased success rates of initiatives and buy-in has been high, applying professional project management roles and sharing authority is sometimes met with resistance. City Policy 1.7.2 will make practices more unfailing. The 3PO team will also look to create and run project initiation sessions to better acclimate project teams from the start.

- Accurate reporting based on documented commitments is not consistent or validated. Project success is defined on the bases of being on or ahead of schedule, on or under budget, delivering agreed scope or better, and positive assessment of business value by the respective project sponsor. The 3PO Division Manager is working on resolving gaps identified.
- Products-Projects Managers have requested additional assistance in mastering public procurement and contracting processes. They have communicated the skill required in these steps are directly linked to project success or delay and failure.
- ITD has workload protocols for Products-Projects Managers. The 3PO Division is working to better adhere to the standard for maximum success, including tapping contract staff when initiatives are near-term priorities.
- Some City departments have asked for more and better project and product management training. Similarly, 3PO Division staff has communicated opportunities to improve training material and to support processes with common tools.

IT Work Plan goals for FY2022-2023 are being set to support completion of the remaining City Auditor recommendations and to address the areas for improvement ITD staff and partners identified.

Impacts on Project Success

With a strong team and recruiting practices, 3PO Division has maintained a low historical vacancy rate. The team consists of nine full-time equivalent (FTE) positions, including eight Products-Projects Managers and the 3PO Division Manager. Project success rates by year are below. ITD's performance goal for its projects is ~80%. This balances taking on hard projects without fear, and making maximum use of City resources.

	2013-2016	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Technology Project Success Rate	<5%	78%	86%	86%	83%	~80%

Note: The 2013-2016 measure of <5% is based on cost, date, and purpose information gathered of City technology projects approved in the budget process, identified through procurements, and/or set in ITD for 2013 through late-2016, then comparing performance to those details.

Each of the PPMs carries an assigned portfolio in which they are responsible for (1) working with stakeholder departments to roadmap maintenance and the technology investments that create the highest value for City service area, as well as (2) managing execution of project initiatives that are approved and funded by the City. The 3PO has a protocol for maximum workload of one to three initiatives—depending on size—so as to not overwhelm Products-Projects Managers and to harm chances for success by diluting focus.

As of July 2022, ITD's Products-Projects Portfolios consist of these eight areas:
- **San José 311 and Customer Relationship Management (CRM):** Plan, provide, and support the City's omni-channel platform for delivery of superior services.

- **Emergency and Safety Management Solutions:** Plan, provide, and support emergency response and preparedness solutions.
- **Digital Equity and City Public Network:** Plan, provide, and support data-driven decisions and service improvements with a focus on equity, including common data resources, use of the City Wi-Fi network, and data community of practice.
- **Business Process Automation:** Plan, provide, and support platforms that streamline and digitize City processes to be easily accessible, friendly, searchable, and secure.
- **Enterprise Resource Planning (ERP):** Plan, provide, and support the City's administrative platforms, including budget, financials, and human resources management systems, to optimize City resource use and enable a positive employee experience.
- **Housing and Blight Technologies:** Plan, provide, and support critical Housing Department technology investments, as well as Blight solutions prioritized in the City Roadmap.
- **Secure and Resilient Work:** Plan, provide, and support solutions for City employees to work in a hybrid environment securely and with high resilience.
- **Development Services:** Plan, provide, and support initiatives that streamline and digitize Planning, Building, Code Enforcement, Fire, and Public Works processes to provide easier services to the community and staff.

Training

The 3PO team has created a basic internal academy program to better work on or manage projects at the City. These trainings have been extended to City staff that also work on technology projects. The Academy includes trainings on:

- City Policy 1.7.2 for Technology Management and Deployments
- Best practices for project initiating/chartering, planning, execution, controlling, operationalizing, and closing.
- Accurate and timely reporting of project statuses and mitigation assistance needs to the 3PO for communication and assistance.

All templates, tools, and archived course videos are stored on an internal SharePoint site *3PO Center of Excellence,* accessible to City staff. Additionally, the 2022-23 IT Work Plan will include additional training topics to address current challenges and enhance staff's project management skills.

Status Reporting

Since October 2020, the 3PO Division Manager presented, on a bi-monthly cadence, a summary status of all qualifying technology projects, utilizing the following guidelines:
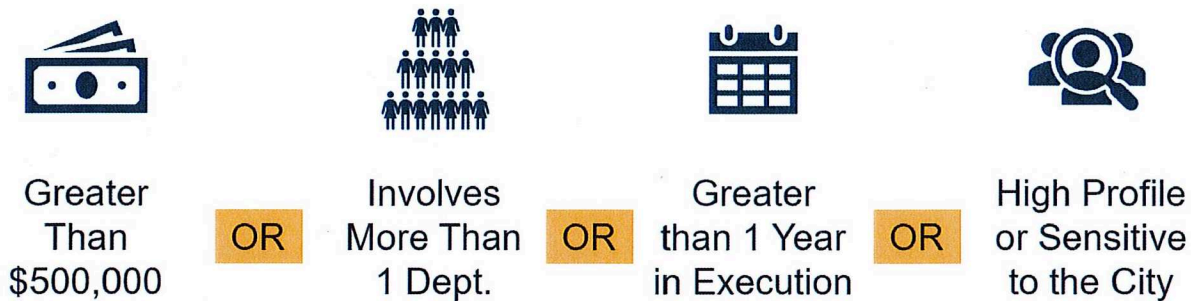
| Greater Than $500,000 | OR | Involves More Than 1 Dept. | OR | Greater than 1 Year in Execution | OR | High Profile or Sensitive to the City |

Figure 1: 3PO Engagement Criteria as defined in City Policy 1.7.2

An internal dashboard is utilized by staff contains basic details on project statuses, like the product owner, PPM, and project sponsor, as well as links to more detailed documentation, the original charter document, and any amendments. Procurement dates, Total Cost of Ownership (TCO) and proof from Independent Verification and Validation (IV&V) efforts are also tracked. However, there have been gaps in the Scope, Budget, and Schedule measures; out-of-date charters; uncoordinated value updates with sponsors and product owners; and missing IV&V evidence in files. Final refinement will occur in FY 2022-2023.

The Project Status Dashboard updated and published on the City's website[9] for the public at least monthly. The PDF version has fewer fields, no external links, and has some sensitive (typically cybersecurity) projects removed, but reflects the exact same information shared on the internal dashboard. Enhancements to the published Project Status Dashboard have been identified to focus on public facing projects and provide user-friendly language appropriate for public use.

Independent Verification and Validation

In response to the 2019 audit, staff developed and implemented an Independent Verification and Validation (IV&V) process as part of the new Technology Management and Deployments Policy. IV&V processes prevent inaccurate or otherwise overly optimistic project status reporting through a process of testing and gathering proof of progress and deliverables. The 3PO Division Manager is responsible for conducting and ensuring status reports are accurate.

IV&V helps project teams deliver successfully. When cost, schedule, scope, and/or value issues are detected, 3PO staff assists the project team to solve issues and track back to success. In cases where priorities change or critical surprises occur, project cancellation may be appropriate. Asking the core questions if the initiative can still be delivered at a reasonable cost, and if the value remains worthwhile, keeps the organization from expending resources on initiatives that no longer merit the investment. This is a difficult but crucial conversation across departments that shows the maturity in managing the portfolio.

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[9] City Portfolio, Products, Projects Office webpage with public C3PO Dashboard link:
https://www.sanjoseca.gov/your-government/departments/information-technology/it-projects

Project					Description	Next Steps	Date
ESUHSD - Access East Side	Green	Green	Red	Green	3 of 8 East Side Union High School District's are already Live - James Lick, Overfelt, and Yerba Buena	Remaining 5 East Side Union High School Districts planned for 2022 and 2023.	4/21/2022 17:32
FirstNet Deployment	Green	Red	Yellow	Green	4076 / 4137 FirstNet Devices	61 FirstNet Devices scheduled	5/19/2022 11:44
Development Services Transformation	Yellow	Green	Yellow	Green	With SJPermits 2.1 release, over 50% of planning permits and over 80% of San Jose's Building, Fire, and DPW permits will be available for residents to apply for/self-start online. +50 "simple" permits are already available to apply for and receive online	SJPermits 2.1, ProjectDox for Building, Code Enforcement System Replacement, Commercial Linkage Fee Collection in AMANDA	5/18/2022 12:18
Telcom Expense Management	Green	Green	Yellow	Green	Kickoff instance setup, Initial training & testing, Go Live, Department Training, Optimization reports for departments	Testing integration with FMS, Charter closure	5/19/2022 11:48
Business Tax System	Green	Green	Red	None Yet	A $30MM annual source of income for the City	Vendor Selection & Council Approval. Re-initiation due to all bidders rejected from latest RFP	4/22/2022 11:08
Digital Strategy/OneCity Workplace	Green	Red	Yellow	Green	Research & Planning complete	Awaiting Budget Approvals	2/2/2022 14:31
Housing: Rent Registry	Green	Green	Green	Green	Released Version 3.0, separated NOT portal, Kicked off development for Version 4.0	Track landlord/stakeholder feedback	4/22/2022 11:13
Housing: Project Doorway	Green	Green	Green	Green	Created Applicant & Partner portal backlog, Moved to regional server, Released pilot versions of applicant and partner portals	Applicant & Partner Portal feature enhancements	4/22/2022 11:13
Housing: Project HoLMS	Green	Green	Green	Green	Released Version 2.0 (Lightning + PATH workflow), Reports training	Version 2.1 (Custom pages to Lightning), Data Dictionary build, Data Fields/Reports/Profiles cleanup	4/22/2022 11:15
Copier/Printer Replacement	Green	Red	Red	Green	A savings of $5MM over the next decade by switching to Toshiba devices	Final Ricoh billing	4/22/2022 11:12
Transportation Events Tracking (E-Tracker)	Green	Green	Yellow	Green	All (8) data interfaces have been activated w/Verizon TDS data, 3 of 4 verification tests	Camera issue (show-stopper bug), Final Verification Test	11/8/2021 11:01
Building Energy Usage Monitoring (City Hall)	Green	Green	Yellow	Green	City Hall & Rotunda usage	USPTO usage, timeline	3/8/2022 14:38
Cybersecurity Workplan	Green	Green	Green	Green	Cybersecurity Workplan	Continuous improvements	5/3/2022 10:25
Parking Citation Mgmt & Permit Mgmt systems	Green	Green	Green	Green	Award went to the incumbent vendor	Contract starts July 1, 2021	6/4/2021 15:01
Public Meeting Technology Procurement & Implementation	Green	Green	Green	Green	Needs assessment submitted to mayor/council, collected RFI responses to analyze market capabilities, Presented findings to smart cities, Agreed to use coop agreement based on Santa Clara County RFP	Release coop agreement	4/22/2022 11:17
Future of EOC Technology	Green	Yellow	Green	Green	EOC efficiency, investment management	Acquire funding for procurement, External heat map assessment, Public Works to purchase APs	5/19/2022 11:46
Microsoft Usability Improvements	Green	Green	Yellow	Green	Effective communication and collaboration, consistent content management, secure technology, best practices	Charter close acceptance with signatures	5/19/2022 11:47
Lease Management	Green	Green	Red	Green	Serve as a centralized inventory for the City's property and asset management	Procurement	5/19/2022 13:39
Asset Management	Green	Green	Red	None Yet	Need to identify final requirements and funding	Examine existing systems to see if capable	3/8/2022 15:27
San Jose 311 v3.0	Green	Yellow	Red	Green	Allows CSJ to deploy new services at a fraction of current cost and time.	Migrate current SJ311 services to a low-code/no-code development platform.	3/7/2022 8:47
EEDMS: Environmental Enforcement Data Mgmt System	Green	Green	Green	Green	A unified EEDMS system will tie together many disparate solutions used today	Procurement Prioritization Board to assign an analyst.	5/31/2022 14:30
LIMS: Laboratory Information Mgmt System	Green	Green	Green	Green	Next generation Lab management software will reduce manual work and improve compliance	Complete contract negotiations. Obtain TPAC and Council authorization for contract with selected vendor.	5/31/2022 14:49
Hybrid Work Environment (Conference Room Tech)	Green	Green	Red	Green	Providing tools, policies, practices and staff training necessary to support a "mixed-mode" environment of on-site + virtual work.	Vendor procurement	5/18/2022 15:15
City Building Security Cameras Procurement	Green	Green	Red	Green	By deploying a state-of-the-art security infrastructure, City ensures the well-being of its residents by providing a safe and secure environment.	Complete the Procurement Process and have the Project Charter signed-off by the stakeholders.	5/18/2022 15:17
BeautifySJ and Homeless Encampments Platform	Green	Green	Green	None Yet	Unified work order system for homeless encampments and urban blight	Initial requirements gathering and design	3/8/2022 14:43
Budgeting System Upgrade	Green	Green	Green	None Yet	Hyperion Upgrade to cloud	Assign Products-Projects Manager	3/8/2022 14:36
ACFR Automation and Lease Accounting Tool	Green	Green	Green	None Yet	Replaces manual process using MS-Word and MS-Excel with automated software integrated into FMS	Currently in project implementation	5/19/2022 18:12
Housing Dashboard	None Yet	None Yet	None Yet	None Yet	Automating dashboard to save staff time and refer public to up-to-date data source transparently and universally available	Define scope and stakeholders, draft charter	5/18/2022 12:20

Figure 2: Public IT Project Dashboard

The IV&V process used by the City adheres to a defined flow:

Step 1: C3PO Division Manager or Other Designee
- Detailed review and proof of progress and evidence of deliverables gathered.
- Develop mitigations for project issues if required. Decide direction with project sponsors.
- Activate internal expert review (Step 2-A) or external expert review (Step 2-B) if agreement on status and mitigations does not exist.

Step 2-A: Internal Expert Panel
- Bring in City Subject Matter Experts (SME's) to review critical details and/or events.
- Develop mitigations for project issues if required. Decide direction with project sponsors.
- May activate external expert review (Step 2-B) if helpful.

Step 2-B: External IV&V
- Bring in external experts to review critical details and/or events. Usually for large and/or sensitive projects, when deemed necessary.

- Develop mitigations for project issues if required. Decide direction with project sponsors.

CONCLUSION

The City continues to see clear benefits from its investments into formal product and project management and the City's Portfolio-Products-Projects (3PO) Division, in the form of technology project success rates and customer satisfaction ratings.

The City has implemented policy standards and processes resolving 15 recommendations from performance audits conducted by the City Auditor's Office since 2016. The 3PO team is fully staffed, continues to build its internal training repertoire, and has conducted introductory training to City staffs involved in technology and innovation projects. Additional training for project initiation will further advance capacity and experience levels of department and ITD staffs. In conjunction with the implementation of formal project charters, the 3PO team has improved communication and transparency with departments and the public. The team's ability to be flexible and deliver a myriad of projects demonstrates the value of the products-projects managers and hiring a team that can work across business and technology domains.

ITD will continue to enhance product and project management process to achieve high standards for implementation and performance. Improving the IV&V process, charter updates, and planning, along with developing consistent practices with standard tools, will help ensure accurate reporting and higher success rates with multi-department initiatives. Ongoing evaluation and updates will keep the City Council and the public informed through posted status reports and regular status updates and communications.

EVALUATION AND FOLLOW-UP

The City's Chief Information Officer is scheduled to report project statuses and mitigations to the Smart Cities and Service Improvements Committee on a bi-monthly per the committee work plan. Additional follow-up on the remaining audit recommendations is being coordinated by ITD and the City Auditor's Office for the next status follow-up recommendation report to be published in Fall 2022. Actions and issued identified in this report, and the partially implemented audit recommendations, are being included in the FY2022-2023 ITD Work Plan and will be complete in the fiscal year. Enhancements to training, resolving IV&V process gaps, and dashboard and reporting will be completed and coordinated with all departments required to report.

CLIMATE SMART SAN JOSE

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

This memorandum will be posted on the City's website for the August 4, 2022, Smart Cities and Service Improvements Committee meeting.

COORDINATION

This memorandum has been coordinated with the Information Technology Department and the City Attorney's Office.

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Information Memos that involve no approvals of any City action.

/s/
KHALED TAWFIK
Chief Information Officer
Information Technology Department

For questions, please contact Shirley Duong, Products-Projects Manager, at (408) 535-3565, or Michael Foster, Information Technology Department Portfolio-Products-Projects Division Manager, at (408) 793-6922.