Audit of Technology Deployments

Processes Can Be Improved to Ensure Long-term Success of the City's Technology Vision

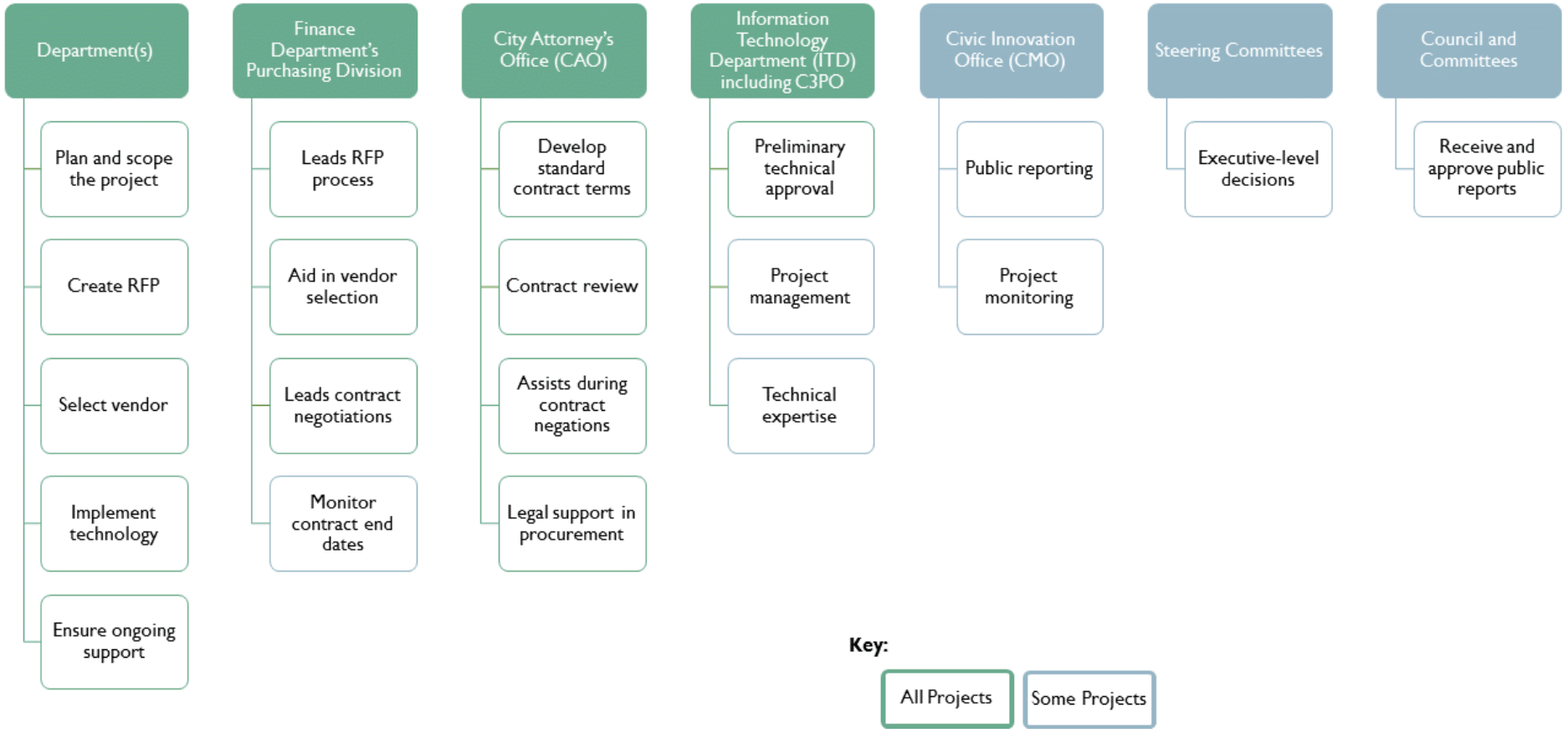
Presentation to the City Council

January 28, 2019

A Report from the San José City Auditor
http://www.sanjoseca.gov/auditor

Technology Deployments Are Complex and Involve Multiple Departments

Exhibit 1: A Technology Deployment Typically Involves Multiple Departments/Offices (p.12)



Developments Since the 2016 Audit

- Development of the **Smart City Vision** and approval of an **IT Strategic Plan**
- Formation of the **Office of Civic Innovation and Digital Strategy**
- Creation the **Smart Cities and Service Improvements Committee**
- **Portfolio-Products-Projects Office** (C3PO) in ITD

Selected Technology Deployments

- Business Tax System (BTS)
- My San José platform
- Integrated Permitting System (IPS)
- City Website replacement
- Parking Access and Revenue Control System (PARCS)

Three Findings

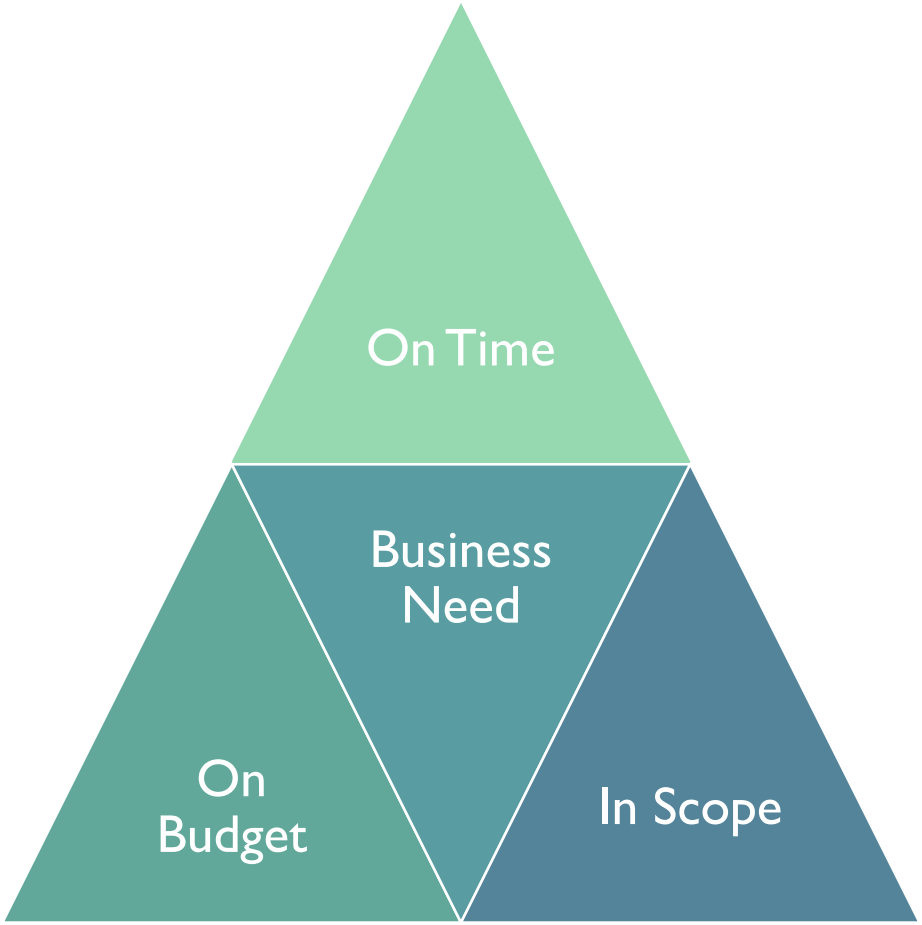
Finding 1: **Improved Planning** Can Increase the Likelihood of Project Success

Finding 2: **A Formalized Governance Structure** and **Appropriate Staffing** is Critical for Complex, Interdepartmental Projects

Finding 3: **Reporting** on Project Status can be Improved

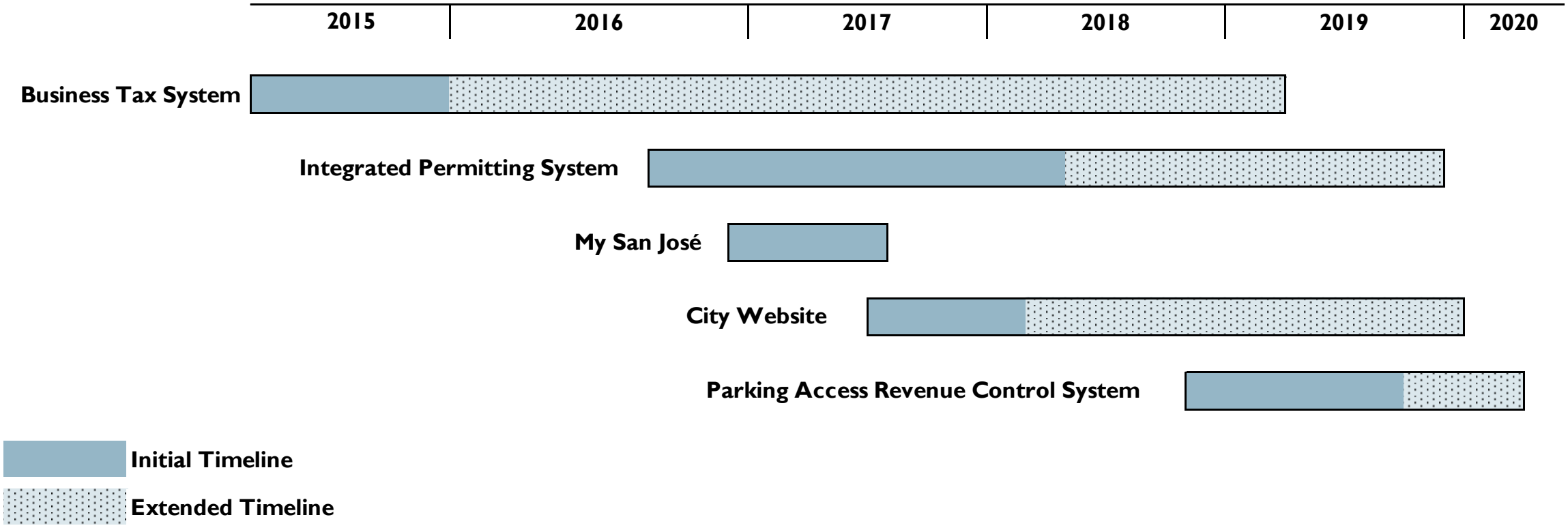
Finding 1: Improved Planning Can Increase the Likelihood of Project Success

Exhibit 3: Elements of Project Success (p.16)



Finding 1: Improved Planning Can Increase the Likelihood of Project Success

Exhibit 4: Timeline Delays (p.17)



Finding 1: Improved Planning Can Increase the Likelihood of Project Success

The main components of ITD's project charters include:

- **Project description**: Proposed timeline, budget, business need, and impact on other systems
- **Scope and requirements**: Major milestones, stakeholders, recovery plan, data and security requirements, and risks and assumptions
- **Staffing**: Roles, responsibilities, and organizational structure

Finding 2: A Formalized Governance Structure and Appropriate Staffing Is Critical for Complex, Interdepartmental Projects.

To improve upon complex and interdepartmental projects the following are key:

- **Governance structures** with the **appropriate number and type of staff** is critical.
- **ITD's role** should be better defined and reflected in policy.
- **Project documentation** surrounding key milestones and decision points can address City and vendor staff turnover.

Finding 3: Reporting on Project Status Can Be Improved

Exhibit 11: Project Status Reported at Committee (p.40)

Green	Project is on track.

- The project is moving as it should in budget and timeline.

Yellow	Project has issues with schedule, budget, or scope.

- A change order may be sufficient to resolve minor issues.

Red	Project is at risk, with corrective action needed.

- More support for the deployment is needed.

Conclusion

- Our audit report includes a total of 10 recommendations to strengthen the City's technology deployment process.

- We would like to thank the Information Technology Department; the City Manager's Office of Civic Innovation and Digital Strategy; the Department of Transportation; the Finance Department; Planning, Building, and Code Enforcement; Public Works; the City Manager's Office of Communications; and the City Attorney's Office for their time and insight.

The audit report is available at:

https://www.sanjoseca.gov/auditor