



City and County of San Francisco ICT PLAN

Goal 1: Make Government More Efficient & Effective Through Technology

In all economic climates, the City strives to become more efficient and effective in all business operations and public service offerings. Technology enables and supports the City's efforts to maximize resources and provide the best possible service to its constituents.

STRATEGIES

- Maximize the use and effectiveness of current technology to provide best service possible to people who live, work and visit San Francisco;
- Deploy viable technology with tangible benefits to constituents; and
- Support green technology to reduce the City's carbon footprint.

OVERVIEW

Over the next five years, there are \$205.9 million in project requests that identify supporting government efficiency and effectiveness as their primary goal. These projects make up 37.6 percent of the total IT project requests citywide. The City currently has a number of completed and on-going projects that support this goal. As the City looks to the future, and works to identify ways to further support this goal through long-term financial planning, this Plan highlights a few projects that are representative of the investments the City has recently made, and those it is poised to make in the years ahead.

STATUS OF CURRENT PROJECTS

These selected projects highlight progress to date on efforts that align with the goal of government efficiency and effectiveness.

✓ **Server Virtualization (On-going)**

To date, the Department of Technology, in coordination with other City departments, has reduced 800 physical servers through the server virtualization effort. The second phase of this project is continuing virtualization efforts throughout the City, followed by the relocation of servers to Tier 2 facilities. These efforts have created energy savings as well as an overall reduction in physical space.

✓ **Coordination of IT Services (Complete & On-going)**

The City has completed the Mission Corridor data consolidation effort, co-locating the Department of Building Inspection, the Planning Department, and Human Services Agency data centers. With an improved cooling, electrical and comprehensive technology refresh, a consolidated data center ensures a more efficient use of equipment, as well as reduces energy use.

✓ **Online Training Project (On-going)**

The Fire Department is expanding its online training infrastructure, allowing firefighters to access video and other training materials remotely, rather than in a classroom environment.

✓ **Online Tax Fee Filing and Tax Payments (On-going)**

Since FY 2010-11, the Treasurer-Tax Collector's Office has made significant progress in allowing for the online filing and payment of a variety of taxes and fees, including the Hotel and Tourism Improvement District Tax, Annual Payroll Expense Tax, and prepayment for both Hotel and Payroll Taxes.

✓ **eMerge Phase I (Complete)**

In August 2012, the Controller's Office deployed Phase I of Project eMerge – the Citywide Human Capital Management System. The enterprise application replaced PeopleSoft 7.5 (Benefits and Human Resources) and GEAC (Payroll) with one new integrated online system. Project eMerge was successful in demonstrating that City departments, working together, can implement large scale IT transformation projects. After rolling out Phase I, eMerge transitioned to an operating model where City staff supporting the system will manage the implementation of Phase II – Time and Labor. Phase II is scheduled to go-live in December 2013.

✓ **Enterprise License Agreements (On-going)**

In FY 2012-13, the Controller's Office, Office of Contract Administration, and the Department of Technology successfully executed two enterprise license agreements (EA) – VMware and Adobe Acrobat Professional. The VMware EA will save the City approximately \$3.9 million over the next three years. The contract also included technical support, unlimited license to vSphere, and reduced future purchases. The Adobe Acrobat EA reduced the cost of an Acrobat Professional license by approximately 60 percent, upgraded all existing licenses to the latest version, and provided a Citywide Acrobat Professional license for future deployment. Both agreements are managed centrally by a license administrator, which streamlines the internal procurement process and reduces overhead rates. More enterprise agreements are currently being developed.

✓ **Email Conversion (On-going)**

The Department of Technology continues its work to convert a number of email systems that are used citywide over to a hosted email exchange system. The project's first focus is to convert all legacy Lotus Notes users. To date, there are over 4,100 user accounts that have been converted. The next departments scheduled for conversion include the remaining General Services Agency departments and the Department of Public Health, resulting in a total of 13,900 user accounts on the hosted email exchange system.

MAJOR PROJECTS & INITIATIVES

Of the \$205.9 million in requests that identify government efficiency and effectiveness as a primary goal, 50.1 percent are identified as new/enhancement projects, 8.5 percent as replacements, and 41.4 percent as critical project development. Two major IT investment projects are included under critical project development – the Financial System Replacement Project and the Property Tax Database Replacement. These projects make up \$85.2 million of the total project requests. Of the enhancement project requests, there are a number of similar requests across departments that have the potential for consolidation. These projects include desktop virtualization, server virtualization, and document management systems.

The following projects grouped by category are highlighted in this Plan as representative of the kinds of investments the City plans to make in the next five years. More detail on each of the featured projects is located in the appendix. The projects that are ultimately funded must be recommended by COIT and approved through the annual budget process by the Mayor's Office and the Board of Supervisors.

NEW PROJECTS / ENHANCEMENTS

- Virtual Desktop Application Access

Sponsoring Department: Public Health

Timeline: FY 2013-14 through FY 2017-18

Project Budget: \$3,784,043

Project Summary: This project will allow for the acquisition and implementation of hardware and software to provide a virtualized desktop and services computing environment for access to key applications. The Virtual Desktop Integration (VDI) strategy will provide the foundation for the deployment of applications without the dependence on heavily configured personal computers. The project will also implement Single Sign-On capabilities with the ability to suspend active work sessions.

- Crime Data Warehouse

Sponsoring Department: Police

Timeline: FY 2012-13 through FY 2017-18

Project Budget: \$5,000,000

Project Summary: The Crime Data Warehouse is the Police Department's new state-of-the-art data warehouse and web portal. It provides one-stop access to officers, investigators and command staff to predict, solve, and manage crime data and reports. The current system provides incident report entry, search, mapping of crime, case tracking, and crime prediction. The later phases will include technologies that help officers spot crime trends as they develop in real time. GPS, crime mapping, and leading edge crime prediction software will connect crimes, spot trends, and solve cases much faster. The Crime Data Warehouse, in conjunction with the Police Department's associated project to provide officers with high-tech mobile devices, will put San Francisco at the forefront of law enforcement's use of technology to prevent and solve crime. The project will measure average case closure times as a means to evaluate project effectiveness.

- Electronic Medical Records

Sponsoring Department: Public Health

Timeline: FY 2012-13 through FY 2017-18

Project Budget: \$5,902,466

Project Summary: This project will allow for the acquisition and expansion of Electronic Medical Record (EMR) software systems to address the clinical service mandates associated with the Federal Healthcare Reform legislation and the Affordable Care Act. The software will enable mandated capabilities for clinical documentation, electronic medication administration, and expanded regulatory reporting requirements.

- Airport SharePoint Enterprise Resource Planning System (ERP)

Sponsoring Department: Airport

Timeline: FY 2012-13 through FY 2013-14

Project Budget: \$2,500,000

Project Summary: This project will allow the Airport to implement a successful ERP system with the Department of Public Works in order to incorporate and unify the data from various citywide management information systems. The ERP system will consolidate all employees on a common platform, and will implement an Airport-wide automated and robust time accounting system where the system will be configured for time attendance and accounting data flow to provide more accurate information. The ERP system will help the Airport gain greater business synergies by providing improved

support for time management, enterprise project management, contracts and grants management, and electronic payment automation.

REPLACEMENT PROJECT

- Replacement of the City's Business Tax System

Sponsoring Department: Treasurer-Tax Collector

Timeline: FY 2011-12 through FY 2017-18

Project Budget: \$16,862,048

Project Summary: The Treasurer-Tax Collector is in the process of replacing the COBOL-based central Business Tax System (BTS) that is more than twenty years old. In addition to this migration, the voters of San Francisco passed a new business tax in 2012 – the Gross Receipts Tax, which will ultimately replace the existing Payroll Expense Tax. The new system must be able to tax, collect, account and monitor all the business taxes, including the new Gross Receipts Tax, within specified time frames. Project implementation and on-going maintenance costs will be funded with additional tax revenue generated by efficiencies in the system.

- Replacement of ServiceDesk Support System

Sponsoring Department: Technology

Timeline: FY 2013-14 through FY 2017-18

Project Budget: \$2,343,948

Project Summary: The current ServiceDesk application will be replaced by a cloud-based software application with broad scope capabilities that can address a wide range of ServiceDesk functionality. The product selected is already successfully implemented at the Human Services Agency; it is being installed at the Airport and has been selected by the Police Department for its needs as well. License costs have been negotiated using the combined user needs for the Department of Technology and the Police Department.

CRITICAL PROJECT DEVELOPMENT

- Replacement of the City's Financial System

Sponsoring Department: Controller's Office

Timeline: FY 2012-13 through FY 2017-18

Project Budget: \$72,215,677 (estimate)

Project Summary: The City's mainframe-based central financial and accounting information system (FAMIS), which is used by all departments, is more than twenty-five years old and will need to be replaced. FAMIS is the City's official system of record for accounting, budget control, purchasing, and financial reporting. The major citywide systems that interface to FAMIS include the City's Payroll System (eMerge), the Budget System, and the Executive Information System (EIS) – a central data warehouse with reporting and analysis functionality, plus numerous departments interfaces to financial applications. This system will reduce or eliminate some departmental based systems currently used to supplement FAMIS, which could eliminate duplicative entries, reconciliation between systems, and maintenance of multiple systems. The Department is currently funded to plan and scope the size, cost, and functionality of the replacement of the City's financial system. The result of the planning will provide better cost and time estimates, and will prioritize modules for replacement.

- Replacement of City's Property Tax Database System

Sponsoring Department: Assessor-Recorder

Timeline: Estimated to begin within the next 5 years.

Project Budget: Initial estimate is \$13 million; however, the actual cost depends on the results of project scoping slated to occur in FY 2014-15.

Project Summary: The Assessor-Recorder has used a COBOL-based AS/400 system since 2000 to track \$170.0 billion in assessed value. The current system has an outdated, non-relational database platform, which lacks the capability to access maps, deeds and work papers to streamline the assessment process. The system is incompatible with other department systems containing data for the assessment process, and does not allow for agile decision criteria queries and reporting. The Department seeks an updated property tax database system capable of handling all assessment functions in a fully integrated manner, including: document capture, reporting, storage maintenance, conversion migration services and management.