



Regular Meeting

November 19, 2015

1 Dr. Carlton B. Goodlett Place, City Hall, Room 305
San Francisco, CA 94102

AGENDA

1. Call to Order by Chair
2. Roll Call
3. Approval of Meeting Minutes from September 17, 2015
4. Chair Update
5. CIO Update
6. Project Update: CIO Review
7. COIT Initiative Update: IT Hiring Group
8. COIT Initiative Update: Shared Services & Cloud Strategy
9. Project Update: Financial Systems Replacement (F\$P)
10. Public Comment
11. Adjournment

3. Approval of Minutes

Action Item

4. Chair Update

5. CIO Update

Smart Cities & Internet of Things (IoT) Strategy

Vision is to make SF the IoT capital of the world

- A more efficient, effective and responsive government;
- Creating the next generation of middle class jobs by helping IoT companies, stay, start and grow in San Francisco.

IoT Leadership

Mayor's Office of Civic
Innovation (MOCI)

Office of the CIO

Office of Economic and
Workforce Development
(OEWD)

Smart Cities & IoT Strategy

Goals

- Improve agency operations and service delivery
- Support economic development

Potential Impacts on City Services

- | | |
|--|-----------------------------------|
| • Early earthquake notification system | • Real-time congestion monitoring |
| • Smart smoke alarms in public housing | • Supporting SF Park |
| • Asset condition monitoring | • Smart street lighting |

Smart Cities & IoT Strategy

Upcoming Activities

- | | |
|--|---------------|
| 1. Deploy IoT communications network | [Done] |
| 2. IoT for Cities Summit | [Done] |
| 3. The City Innovate Summit | [Done] |
| 4. Make to manufacture fellow | [In progress] |
| 5. Flexible Hybrid Electronics Institute | [In progress] |
| 6. Develop OEWD IoT Sector Strategy | [Not started] |
| 7. Develop Smart Cities & IoT Strategy | [Not started] |

6. CIO Review

Eddie Parsa, Department of Technology

CIO Review – Process Overview

The CIO Review Process was implemented to review all *City & County of San Francisco* technology related requisition requests, to ensure alignment with City initiatives, policies, standards, infrastructure design, and take advantage of existing Enterprise Agreements. **This process does not review departmental approval or funding sources**

All agencies submit their technology purchases through the City CIO whose approval is required prior to OCA review and issuance of a purchase order.

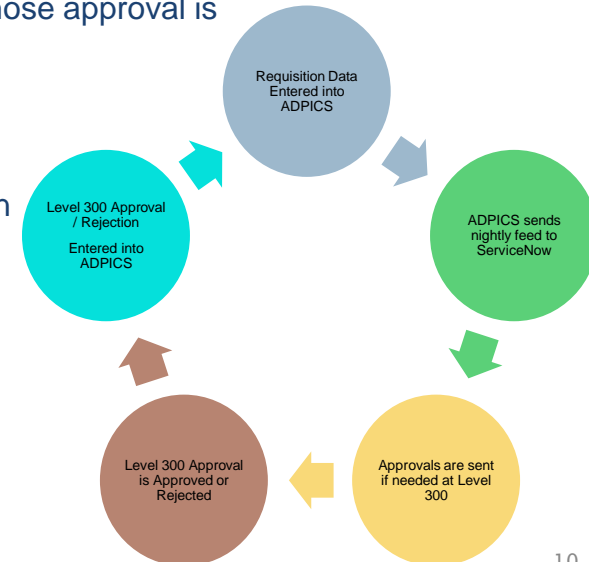
1. Departmental reviews & approvals

- Approved request entered to ADPICS as “RT” document type
- ServiceNow email to department requesting CIO Review submission

2. CIO Review

- Department submits online form & documentation via ServiceNow
- Request is routed within DT for review
- Department receives notifications during the process
- CIO approval (or rejection) entered to ADPICS
- Level 300 status email sent to OCA

4. OCA reviews documentation and issues PO



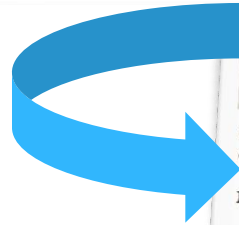
Requisition flows to ServiceNow



Data feed from ADPICS to ServiceNow



ServiceNow generates Email to the Requestor.



From: Department of Technology - IT Service Desk
To: maria.petalver@sfgov.org
Subject: Action Needed: Requisition RQPC16000003 - Please create the CIO Review from the below link for

Please click this link: [CIO Review Link](#) to provide information required in order to process your CIO Review Request, and complete within 5 business days or the Requisition at Level 300 will be rejected for incomplete documentation.

Please answer the following:

1. Specify the intended use
2. Is this request a COIT approved project
3. Area
4. Describe in detail the Equipment/ Software/ Services to be purchased
5. Detail the intended use of the equipment/software/services described above

Then please attach (use "Attachments" button on the top) your quote and supporting documentation.

Thank you,
CIO Review

Ref:MSG0157740



Department Requestor Completes Required Information

Requisition - RQPC16000003

Manage Attachments (1): RQPC16000003.pdf [rename] [view]

Requisition ID	RQPC16000003	Document Status	POST
Title	ORACLE SUPPORT CONTRACT# 5475041	Status(state)	Open
Action	P	Status	Approved at 450
Contact	Maria Petalver	Initiator	Maria Petalver
Department	POL	Type	RQ
Phone	415-837-7206	Purchase Authorization	21.30
Blanket PO		ReqJT	R
Buyer	MSI	Schedule	
Vendor	41827	Create Date	20150624
Vendor Name	ORACLE AMERICA INC	Effective Date	20150701
Vendor Suffix	01	DueDate	20150813
Document Type	RT	Update Date	20150730

All Quotes & Supporting documentations attached? ☒

DT Procurement Form

ReqTotal 9,233.70 \$

Specify the intended use Support/Maintenance 1

COIT approved project No 2

Area Services 3

Equipment/ Software/ Services to be purchased 4

Oracle ODA License/Support Renewal.

Detail the intended use 5

Compliance for SFPD Technology. Renewal of licensing and technical support for Oracle ODA, Crime Data Warehouse.

Requestor fills out information on form and attaches supporting documentation & quote.

Approvals



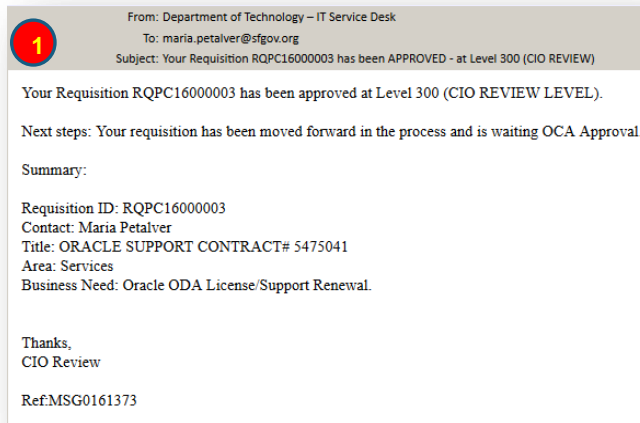
Notification requesting approval is sent to appropriate DT reviewer

- COO Approval
- CTO Approval
- Additional Approvals (as needed)
- CIO Approval

Approver can click the link in the notification e-mail to approve or reject the Request. The approver also has the ability to click a link to review the Request/CIO Review form from within the email notification. (i.e. mobile device.)

CIO Approves/Rejects

1. Notification to requestor is sent for Approval or Rejection
2. Update goes to ADPICS for LEVEL 300 Approval or Rejection
3. If Approved, OCA receives an email with a link to supporting REQUISITION documentation
4. If Rejected, OCA can review rejected Level 300 as needed



Benefits of using ServiceNow for CIO Review

- ✓ Create transparency for the department – departments can see where status via ServiceNow & will receive email notifications
- ✓ Paperless – (other steps outside of the CIO Review process that may still require a paper process)
- ✓ Decrease the DT portion of the CIO Review process timeline to no longer than 10 business days
(current average time: 2 days, 2 hours, 17 minutes and 19 seconds)

Up-to-the-minute visibility

- ✓ Requester has up-to-the-minute visibility on progress through the approval process

Related Links
[Show Workflow](#)

Requisition Approval (4) Requisition Line Item (1) Approvers (5)

Requisition Approval New Go to Requisition ID

<< < 1 to 4 of 4 > >>

Requisition Approvals

	Active Date	Active Time	Approval Status	Days Out	Department	Level	Requisition ID	User
<input type="checkbox"/>	20150914	125951	AUTH		0 POL	190	RQPC16000034	U Y WU
<input type="checkbox"/>	20150914	111447	INIT		0 POL	000	RQPC16000034	Maria Petalver
<input type="checkbox"/>	20150921	111045	AUTH		4 PUR	500	RQPC16000034	Michelle Wong
<input type="checkbox"/>	20150917	090839	AUTH		3 TIS02	300	RQPC16000034	Jolie Gines

Related Links
[Show Workflow](#)

Requisition Approval (5) Requisition Line Item (4) Approvers (6)

Approvers New Edit... Go to State

<< < 1 to 6 of 6 > >>

Approval for = RQPC16000003

	State	Approver	Comments	Created
<input type="checkbox"/>	Approved	John Robson	07-17-2015 13:50:04 - John Robson (Comme	07-17-2015 07:35:32
<input type="checkbox"/>	Approved	Ashley Amjad	07-27-2015 13:23:32 - Ashley Amjad (Comm	07-17-2015 13:50:05
<input type="checkbox"/>	No Longer Required	Bryant Bailess		07-17-2015 13:50:05
<input type="checkbox"/>	No Longer Required	Herman Brown		07-10-2015 11:35:15
<input type="checkbox"/>	Approved	Miguel Gamino	07-18-2015 13:10:26 - Miguel Gamino (Com	07-17-2015 13:50:05
<input type="checkbox"/>	Approved	Herman Brown	07-17-2015 07:35:32 - Herman Brown (Comm	07-10-2015 11:35:15

Up-to-the-minute visibility *(continued)*

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Department POL	Type RQ

Current Users & Roll out planning

- Early Adopters in Dec 2014 were POL & DPW
- Recently (Oct 2015) deployed to:
 1. *Controller (CON)*
 2. *ETH (Ethics Commission)*
 3. *Adult Probation (ADP)*
 4. *District Attorney (DAT)*
 5. *War Memorial (WAR)*
 6. *Human Resources (HRD)*
 7. *Human Services Agency (HSA) - DSS*
 8. *Fire Department (FIR)*
 9. *General Hospital (DPH) – HLH, HCH, HGH, HMM*
 10. *Department Of Technology (TIS)*
- DT is currently evaluating roll out to additional city Departments/Agencies
- Staff training is conducted prior to on-boarding by DT staff



November 13, 2015

IT HIRING RECOMMENDATIONS & NEXT STEPS

AGENDA

- Hiring Project Description
- How Recommendations were Formulated
- Overview of Workgroups, Objectives and Scope
- Recommendations
- What's Working
- Next Steps



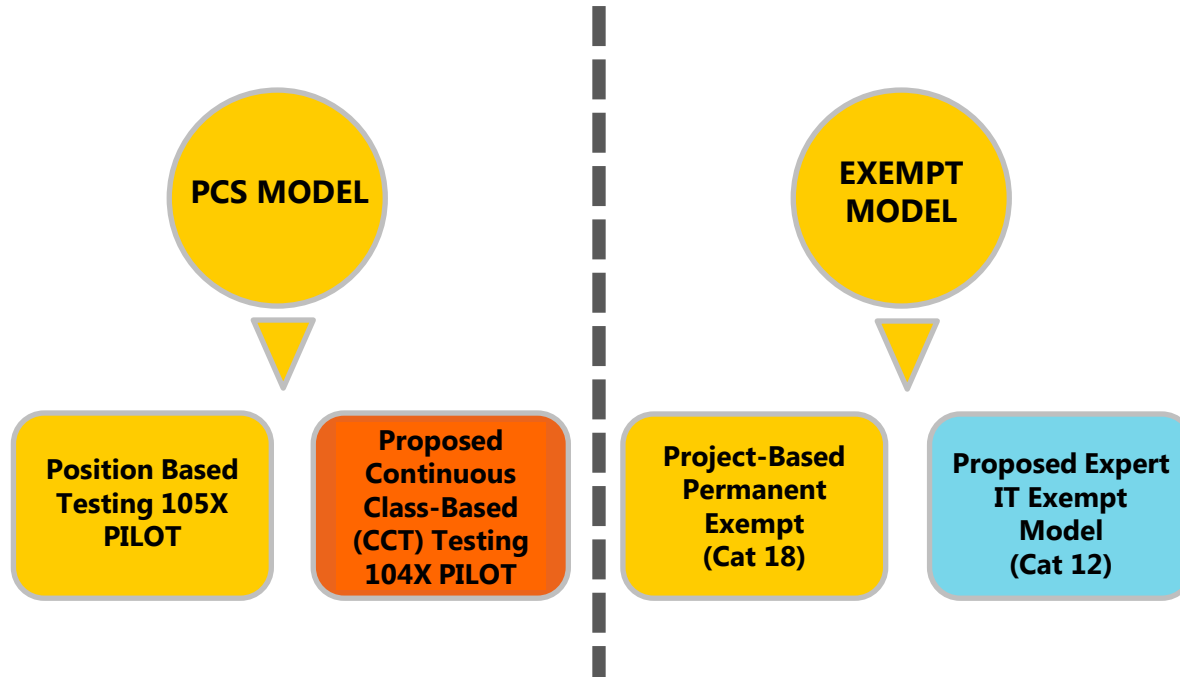
PROBLEM STATEMENT

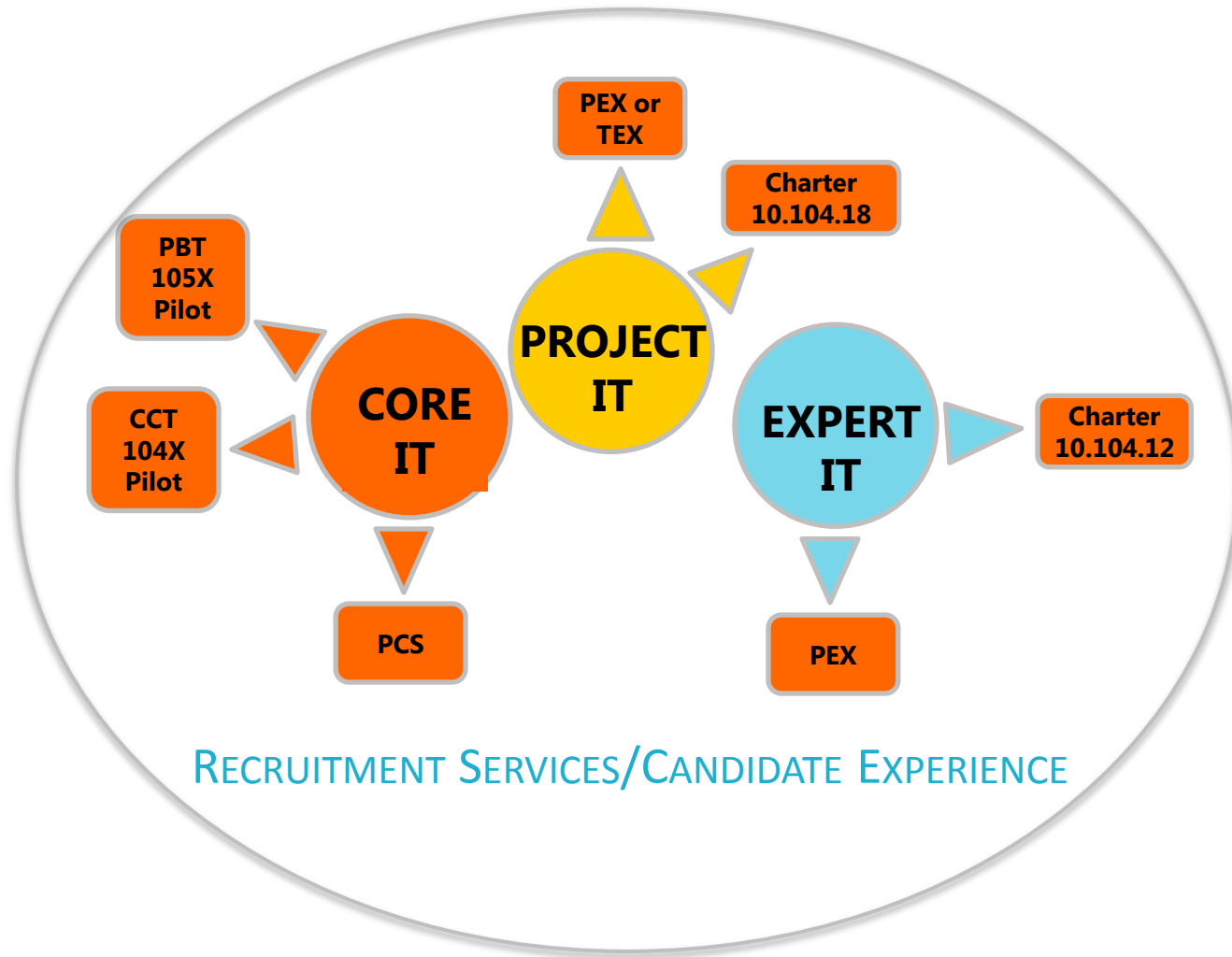
City departments struggle to hire and retain qualified information technology candidates. As a result, they can't deliver needed services. The problems exists because:

- City hiring structure lacks simplicity, consistency and transparency
- City has not positioned itself as a desirable employer
- City culture is not aligned with industry trends



IT HIRING MODELS





HOW RECOMMENDATIONS WERE FORMULATED

○ Workgroups

- Class Specification, MQ, and Salary (Steve Ponder, DHR)
- Recruitment (Cynthia Maltez, AIR)
- Candidate Experience (Ashley Meyers, MYR)
- Selection Process (Christin Lee, DHR)
- Employee Development and Retention (Marlon Monger, DHR)

○ Department Meetings

○ Focus Groups

○ Surveys

○ Partnership with DT, other departments



MAJOR THEMES

- Create centralized team of experts to assist departments
- Ensure hiring managers and HR know all options available to recruit and retain
- Streamline and simplify everything



RECOMMENDATIONS

CLASS SPECIFICATION, MQ + SALARY WORKGROUP

- Screen candidates in by ensuring MQs place emphasis on experience and ability to do job
- Utilize flex staffing to appoint and promote
- Simplify and streamline existing classification descriptions
- Educate departments about compensation alternatives currently available



RECOMMENDATIONS

RECRUITMENT

- Create central IT hiring team to provide citywide services:
 - Define a brand and increase presence
 - Create marketing tools and campaign
 - Expertly implement recruitment strategies and expand tools
 - Create and maintain IT website*
 - Develop and update contemporary job descriptions
 - Conduct recruitments
 - Support departmental recruitment efforts
- Grow own workforce through trainee programs*

*Indicates related projects underway



RECOMMENDATIONS

CANDIDATE EXPERIENCE

- Improve exam experience by:
 - Using practical (hands-on) exams
 - Using online exams*
 - Showing results instantly
 - Using external SMEs to ensure exam relevance
- Improve hiring experience by:
 - Creating a user-friendly web interface
 - Simplifying all communication
 - Streamlining communications from multiple departments to minimize confusion about referrals*
 - Communicating more about steps in process
 - User experience design



RECOMMENDATIONS

SELECTION PROCESS

- Expand cert rule
- Provide training and guidance to HR and hiring managers on post referral selection process (PRSP)*



RECOMMENDATIONS

EMPLOYEE DEVELOPMENT + RETENTION

- Standardize onboarding*
- Explore culture changes, such as casual dress, flexible hours, telecommuting
- Ensure engagement through creative input and autonomy
- Develop options for employee/career development, such as Boot Camp concept, mentoring
- Ensure employees have opportunities to train/certify in new skillsets
- Identify promotional opportunities



SAMPLING

FOCUS GROUPS: EMPLOYEES HIRED 2013-2015

Themes

- Satisfied with culture and camaraderie
- Sought to work for City and willing to wait for the right opportunity
- Seeking steady employment, benefits (including pension) and/or work-life balance

Demographics

- Most participants had an average of 18 years work experience
- No representation of millennials or those with little experience



SAMPLING

PHONE SURVEY: RESIGNATIONS 2013-2015

Themes:

- Satisfied with salary, benefits, pension
- Felt jobs were challenging and interesting
- Satisfied with amount of autonomy

Why they left:

- Lack of available resources, inadequate staffing for amount of work, plus equipment shortages and failures
- To pursue a promotive path in the private sector



SAMPLING

DEPARTMENT VISITS: INPUT FROM HR AND IT LEADERS

Themes

- Lose great employees due to lack of promotive paths/development opportunities
- Hiring process takes too long and is hard to understand
- Need flexibility around exams and eligible lists
- Salary an issue at upper levels
- Find additional ways to incentivize those who don't receive OT



WHAT'S WORKING

- Work within ASO framework to establish entry to advanced positions within department
- Create a culture where employees:
 - Are part of a community
 - Can approach leaders with ideas
 - Use creativity to solve problems
 - Understand importance of projects and take ownership
 - Have autonomy



NEXT STEPS

- Determine additional research needs
- Coordinate with labor partners
- Prioritize recommendations based on:
 - Level of importance
 - Research-driven
 - Identified by stakeholders
 - Adequacy of resources
- Resource the work
- Implement short-term and line out long-term projects



IMMEDIATE ACTION ITEMS

- Create toolkit of current options for hiring managers/HR
 - Compensation options, such as Range B or C for high-level hires, lead or supervisor differential, etc.
 - Schedule options, such as AWS, telecommuting
- Define Expert IT and Core IT
- Update FlexSelect process for Core IT
- Communicate more effectively about what's underway
- Gather resources for centralized team



8. Shared Services & Cloud Strategy

Ashley Amjad, Department of Technology

Shared Services Strategy

Shared IT services are offered and provisioned by Department of Technology for the consumption of City departments.

Department of Technology is transforming into a nimble provider of IT shared services using both internal and third party assets and capabilities spanning digital, data, mobility, and cloud.

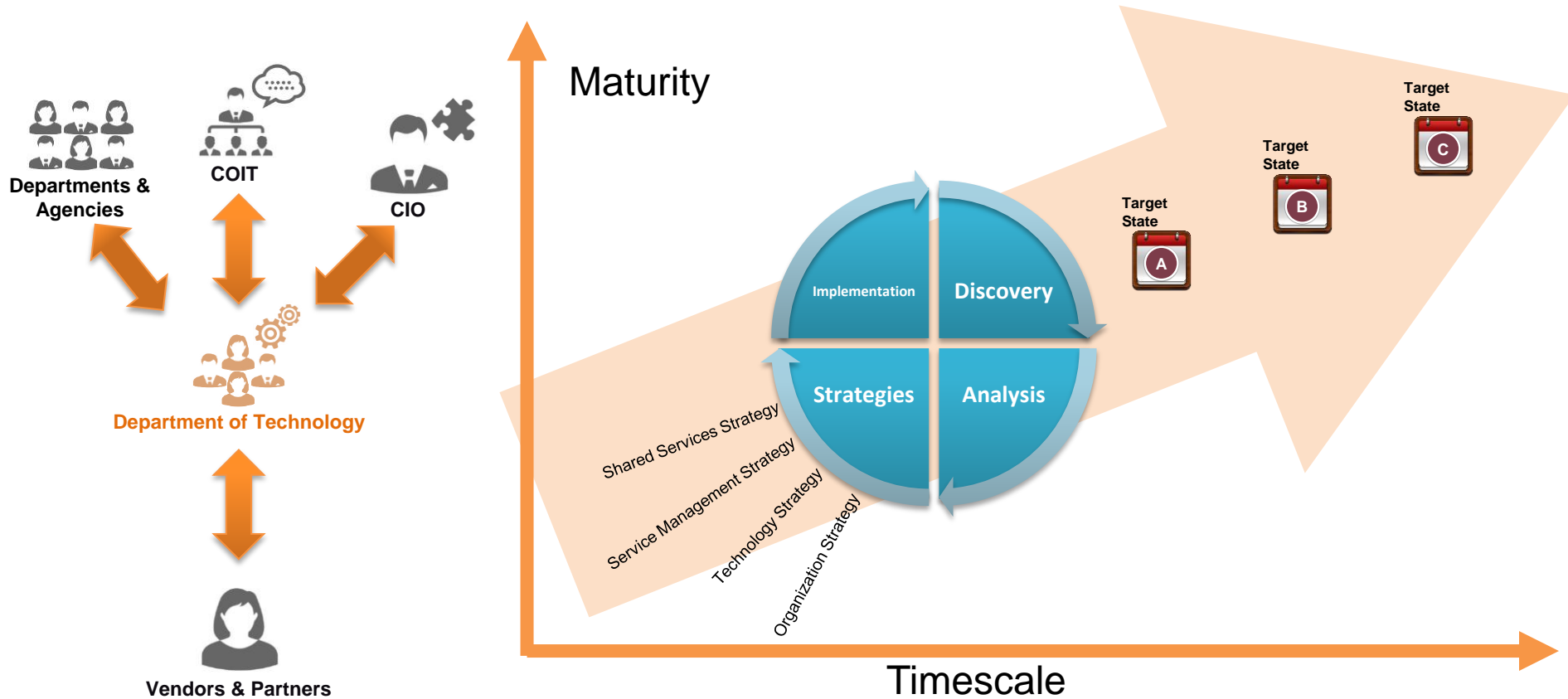


- Such services are often (not always) commodity in nature and are supported by the assets and capabilities of Department of Technology.
- Mature, effective shared services have gone through iterations of standardization, industrialization and optimization.
- Other, more specialized IT services are, in contrast, not shared services.

Value of Shared Services

Shared Services Benefits	Description of Benefits	Counterarguments and Challenges
Cost efficiencies	Direct and indirect economies of scale from standardization, consolidation and optimization.	Distributed IT budgets.
Service performance	Meeting agreed (and fewer) SLA(s) at acceptable cost.	Cheaper competition from third-party providers who enjoy greater economies of scale.
Harmonization	Predictable and repeatable processes, uniform practices, shared business culture, harmonized implementation across departments and business units.	Distributed IT processes and practices.
Agile and responsive	Responding to opportunities and challenges quickly, possibly proactively, across all departments and agencies.	Different business goals and challenges across departments.
Advanced service continuity	Access to enhanced (often costly) service features, such as security, business continuity management and disaster recovery.	Different continuity needs and budgets across departments.
Unique expertise	Access to expertise and scarce skills (in areas such as information, processes, methodologies, BI and analytics, ERP and others) provided as consulting or development services.	Specific skill sets and capabilities across departments.

Strategic Planning and Collaboration



Suggested Capabilities at Each Target State of the Journey

Stabilization and Standardization



Automation and Industrialization



Maturity and Innovation



Capabilities:

1. Standardized infrastructure technology stack
2. Single-pane-of-glass for request and fulfillment for services
3. ServiceNow platform-as-a-service (PaaS)
4. IT showback and IT chargeback

Capabilities:

1. Hybridization of private enterprise cloud and public cloud solutions, based on application prioritization and migration strategy
2. Greater data center resilience
3. Introduction of agile teams, methods and workshops
4. Optimization of IT operating model (process, governance, tools, roles)

Capabilities:

1. Shared services enterprise
2. Centers of excellence for staff reskilling
3. Applied use of open data and data analytics capabilities
4. Unified strategies for mobile, digital, data, and cloud

Suggested Capabilities—Activities—Launch for Target State A

Stabilization and Standardization



Capabilities:

1. Standardized infrastructure technology stack
2. Single-pane-of-glass for request and fulfillment for services
3. ServiceNow platform-as-a-service (PaaS)
4. IT showback and IT chargeback

Mid 2016 Product Launch

SF Cloud Refresh

Bimodal Approach for this Year

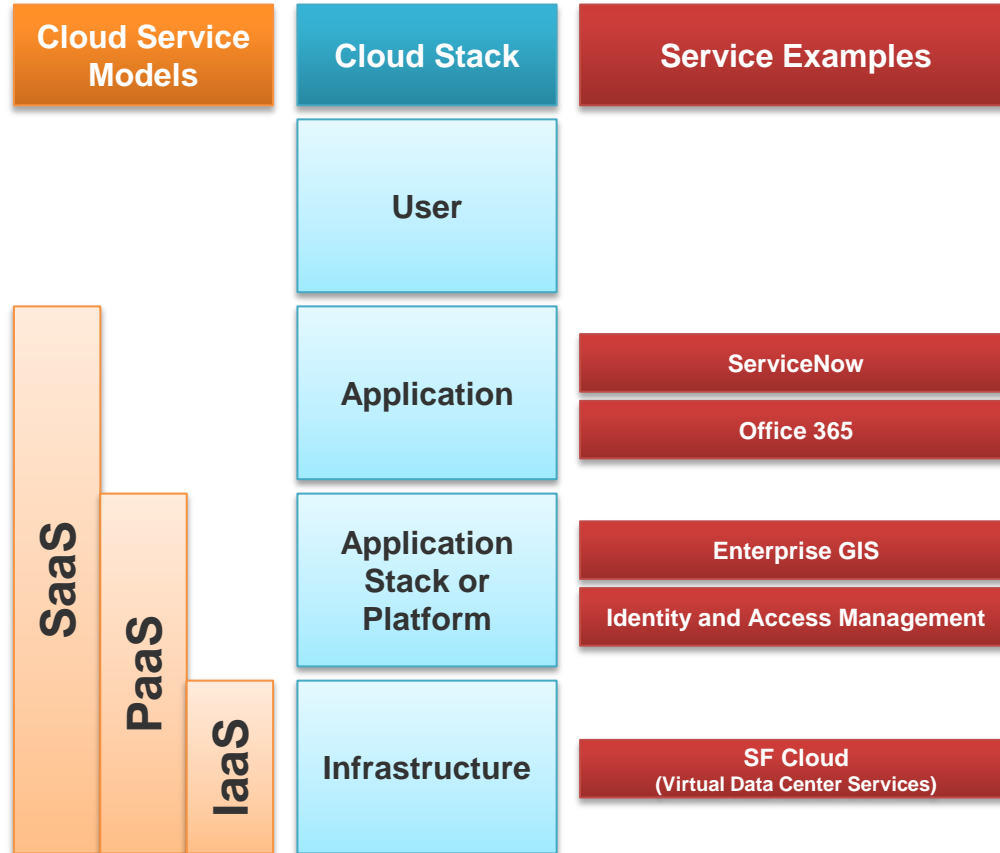
Slow & Stable Activities:

- Fix the network (Fix the Fundamentals set of projects)
- Improve data protection (backup) capabilities (DR)
- Enhance network security (VPN access)
- Improve data centers connectivity (ONS)
- Update outdated Cisco IOS
- Plan for mainframe and AS/400 replacements

Quick & Agile Activities:

- Gather requirements and identify feature sets desired by agencies and departments
- Re-bundle features and capabilities into clean, costed cloud services
- Improve IT financial visibility through more advanced cost modeling
- Design, configure and implement ServiceNow capabilities for PaaS offering
- Enhance and Expand #SFWiFi

IaaS, PaaS, SaaS and the Cloud Stack



SF Cloud

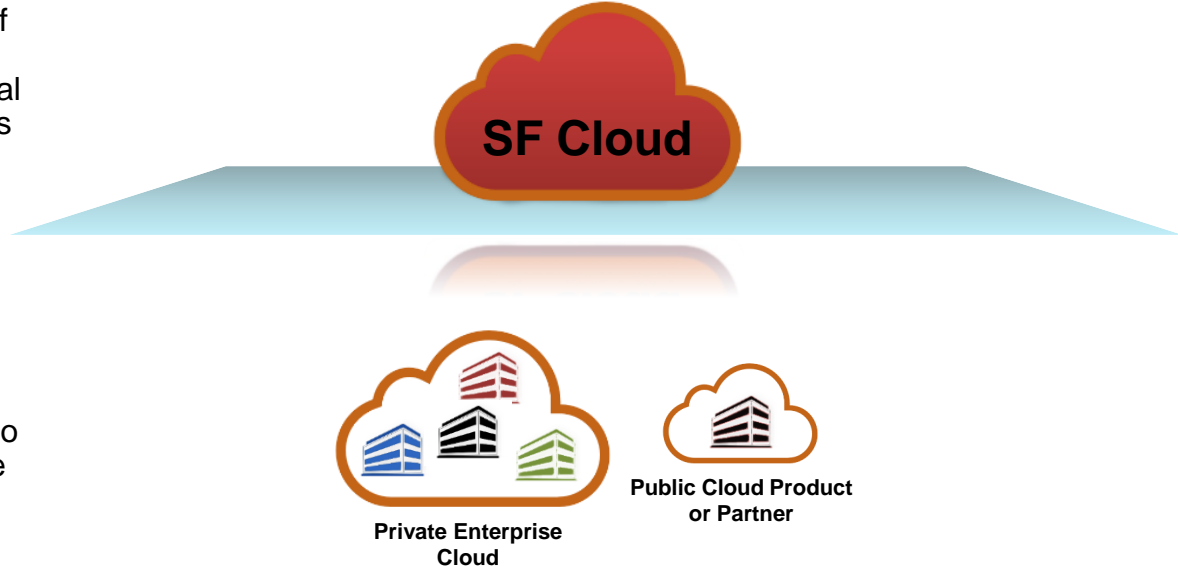
Department of Technology offers a core cloud-based service offering.

SF Cloud is the refresh of the current provisioning of compute, storage and data protection (backup) through Department of Technology's own enterprise assets and capabilities, with the possibility of additional public cloud provider services for purposes of extra elasticity and resilience.

Clients demanding and self-provisioning virtual environments need not care where the compute, storage and data protection capabilities come from.

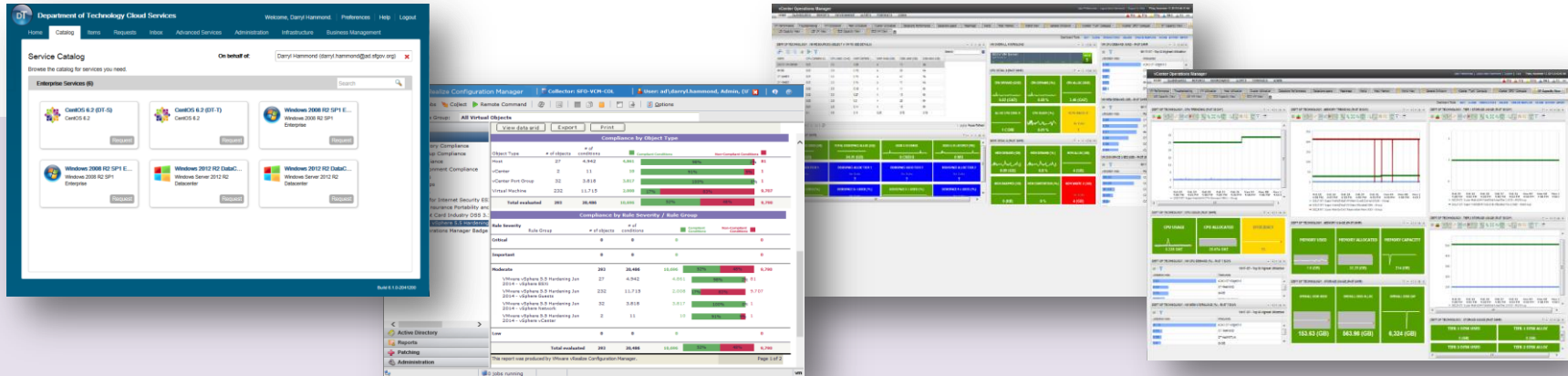
Department of Technology does not wish to become a broker for multiple cloud service offerings.

SF Cloud provides virtual compute and storage plus supporting capabilities for dashboarding, monitoring, data protection, security, DR and support.

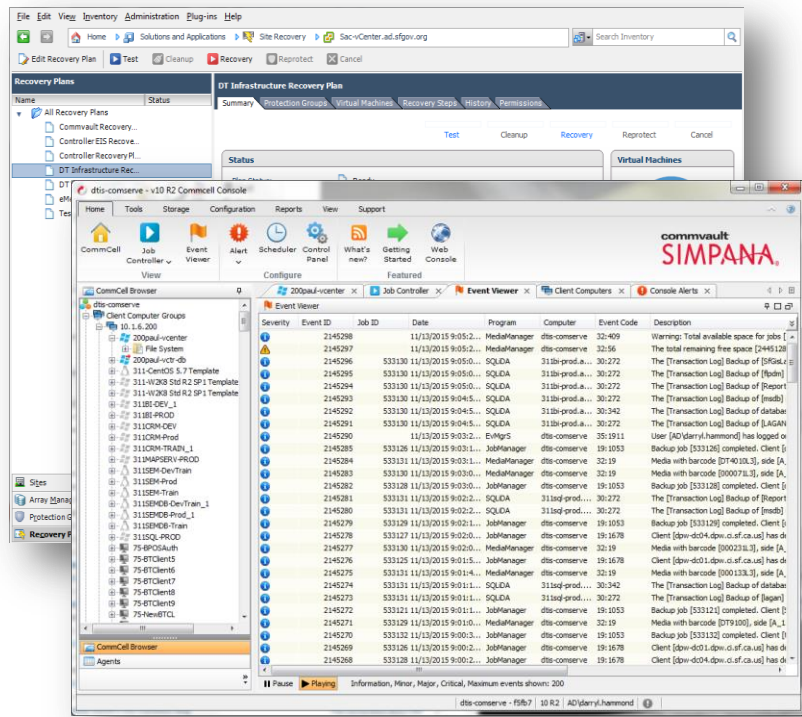


SF Cloud Features

- Client portal
- Self-service virtual machine provisioning and management
- Virtual machine by request only
- Virtual assessment & migrations
- Dashboards for carrying out performance analysis, capacity management and optimization
- Maintenance that ensure up-to-date virtual machine catalog items
- 24x7x365 monitoring and support
- HIPAA compliant virtual machine catalog items (imminent)
- Highly available, resilient and secure infrastructure
- Virtual machine compliance analysis by request for HIPAA (CJIS planned for near future)

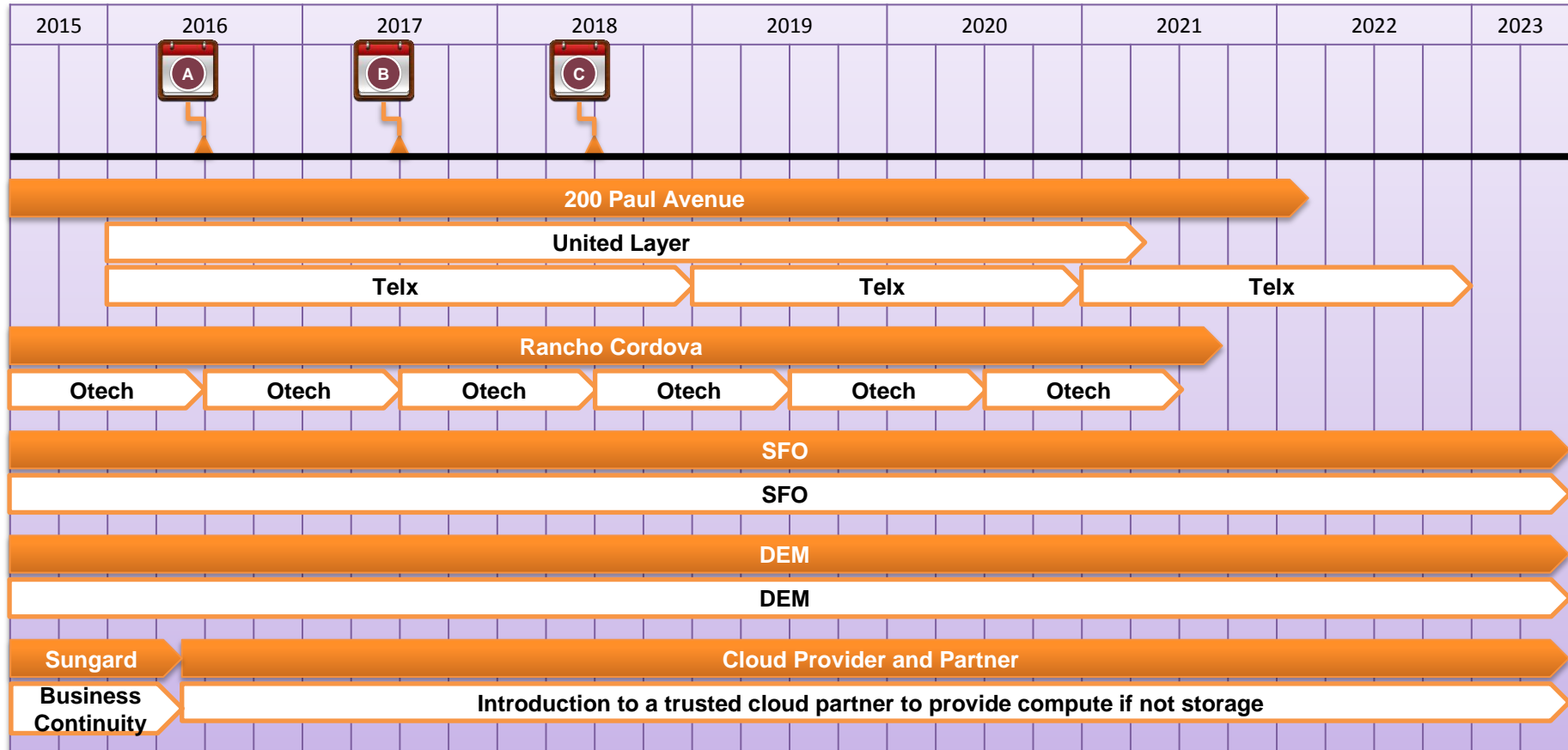


SF Cloud – Data Protection and Disaster Recovery In Detail



- No more tape
- Rancho Cordova alternate site (outside of Bay Area) – no need for third-party offsite data storage
- 7 Year archive availability & 50 Year recoverability
- Encryption at rest (i.e. not network) supportability
- Full auditability
- HIPAA compliant (CJIS planned for the future)
- Service Level Objective (SLO) 99.9%
- Data replication (part of business continuity) via VMware Site Recovery Manager (SRM)
- CommVault for data protection
- Ability to perform ad-hoc backup & restore via client self-service portals

Roadmap to Target States A, B, C and Beyond



Current State of the Facilities Landscape

- The Department of Emergency Management (DEM) facility hosts critical emergency services infrastructure
- Small footprint used by Department of Technology but not owned, operated or managed by it
- It has limited space and prioritizes emergency services



DEM on 1011 Turk

- CA Department of Technology Office of Technology Services (OTech) provides IT services to state, county, federal and local government entities throughout California – the Rancho Cordova facility lies outside the Bay Area earthquake zone
 - Rancho Cordova is a limited DR site to 200 Paul Avenue
 - It is primarily used as hot failover facility (disaster recovery) but serves as a production and development facility for eMerge, and Mainframe used for FAMIS and Public Safety
- It also houses Oracle Exadata/Exalogic used by eMerge



Rancho Cordova

- Shrinking footprint used as primary data center with a DMZ zone (for internet access)
- Hosts both Department of Technology and other department infrastructure, servers & appliances
- Provides DNS, DHCP, Firewall, VPN services
- Primary Internet POP (Zayo Internet and AT&T)
- Accommodates Mainframe (FAMIS, Public Safety), Oracle Exadata/Exalogic (eMerge), VMware, Pure storage, Isilon data protection

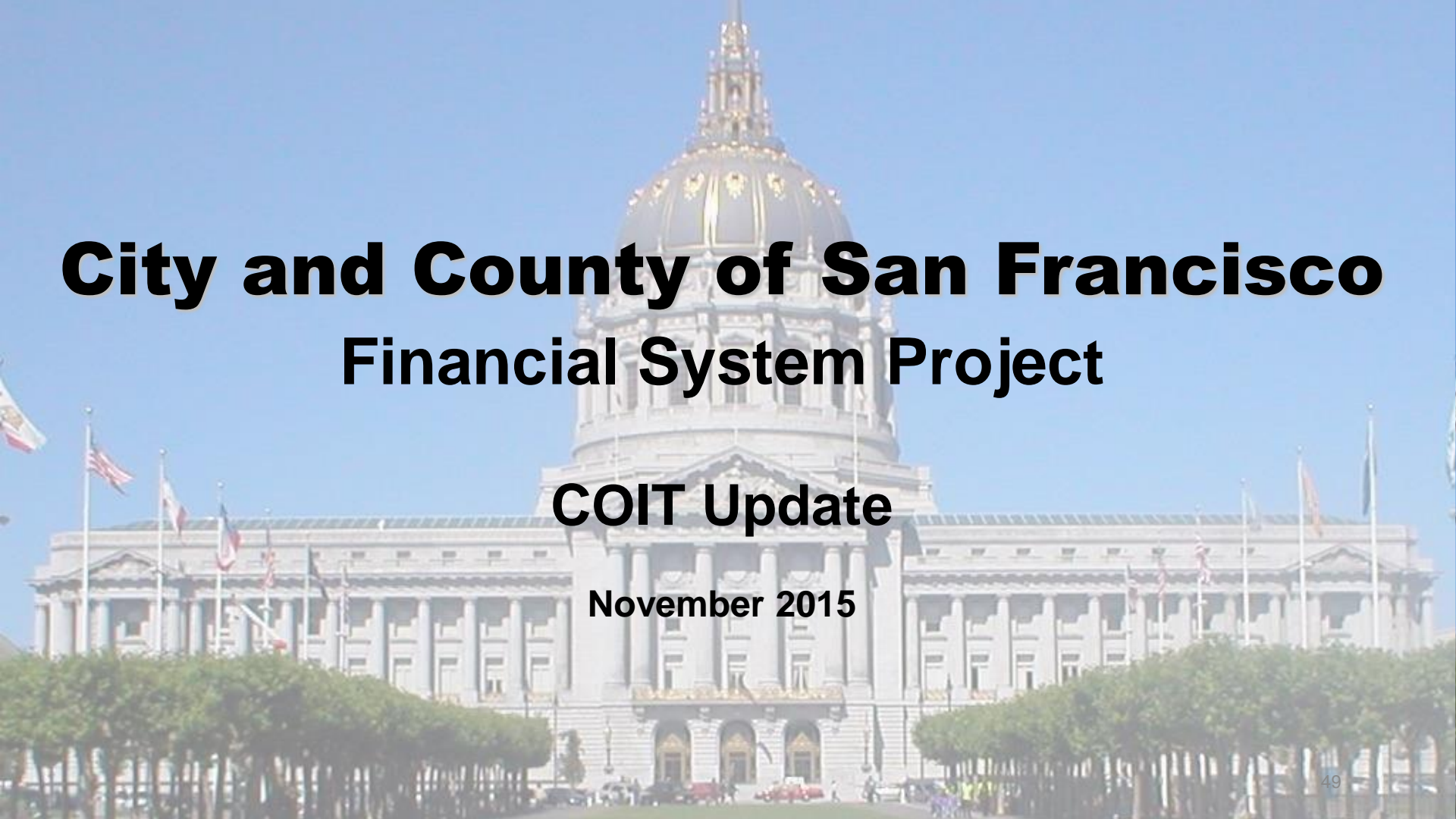


200 Paul Ave



SFO

- This facility is the destination for most migrations, including physical and legacy machines as necessary.
- Department of Technology's long contract with the airport means that there is a drive to utilize the space, capacity and capabilities at this location as fast as possible.
- It hosts both Department of Technology and agency servers & appliances
- Accommodates VMware
- SFO does not have the connectivity capabilities via ISP and so cannot accommodate all clients and grow

The background of the slide is a photograph of the San Francisco City and County Administration Center, a large, ornate, light-colored building with a prominent central dome topped with a golden spire. The building is flanked by numerous flags on tall poles. In the foreground, there are rows of green trees and a paved area with some vehicles and pedestrians.

City and County of San Francisco

Financial System Project

COIT Update

November 2015



What's in Scope?

The following modules/functionality are in scope for F\$P:

PeopleSoft Financials and Supply Chain Management

Finance

General Ledger Receivables Cash Management
Expenses Project Costing Grants Management
Accounts Payable Contracts Asset Management
eSettlements Billing/eBill

Procurement and Inventory

eProcurement Purchasing
Supplier Contracts eSupplier Connect
Strategic Sourcing Inventory + Mobile

PeopleSoft Human Capital Management

Human Resource Payroll & Labor Distribution Time and Labor

PeopleSoft (New)

BI (New)



Other

Oracle BI

SF Open Book

Financial System Project (F\$P) - Timeline



F\$P	2015						2016												2017												
	J	A	S	O		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Business Process Analysis (BPA)	Plan	BPA																													
Process, Configuration, Development & Testing					Analyze/Design						Build				Test				Deploy			Post Go Live Support		 Go Live!							
Change Management												BPW		Agency Readiness & Support																	
End User Training												Design			Develop, Test, Train the Trainer				End User Training												



Go Live!

Four Workstreams in the Business Process Analysis Phase



Business Process Assessment

Service Delivery Strategy Workshops	Business Process Assessment	Organizational Readiness Assessment	Best Practice Workshops
What operating principles does the City want to design into F\$P?	Uses heat maps to range the City's processes along a maturity index and identify pain points, showing where the City will see the most payback from the F\$P investment.	Measures degree of readiness across the dimensions of people, process, technology and culture to determine how much change management will be needed and where to best target resources.	What best practices in key subject areas should the City consider adopting to ground its new operating principles during the design phase?

The City's Articulated Operating Principles



Operating Principles For Serving the People of San Francisco

Purpose: How does the organization define its purpose?	Make San Francisco an amazing place to live, work and play by serving its citizens as defined in the City's mission, vision, strategy and values .
Accountability: To whom is the organization accountable?	City's employees are fundamentally accountable to the people who live, work, and visit San Francisco . This is manifested through a number of stakeholders: residents, future generations, policy-makers, funders, regulators, investors, other departments, people and organizations we serve, and the people and organizations we regulate.
Incentives: What matters and how are they made to matter?	What matters is delivering results that customers and stakeholders value and understand ; consistent with policy/regulations. We promote and recognize pride in a job well done . Adherence is achieved through culture, transparency, acknowledging achievements and shared success (e.g. performance measures). We believe people need to know how they are doing and how results are perceived by stakeholders. We provide formal and informal feedback (e.g. scorecards, performance evaluations).
Control: What is controlled and by whom?	Every control has added value and is clear, well communicated and straightforward . Controls are delegated to lowest levels possible based on role and risk assessment. Controls are designed for good actors , with a mechanism to catch bad actors. Performance metrics are used to measure efficiency and effectiveness and customer value . Right behavior is achieved through training and teaching , not punishment. Balance control mechanisms with prudent risk taking .
Culture: What are the unwritten rules?	We operate through a culture of shared values and assume people will do the right things . Our culture emphasizes training, leadership's support, providing clear direction, delegating authority, teamwork, communication and celebrating service success. We provide recognition and promote continuous improvement through flexibility and innovation to achieve better services and outcomes .

Business Process Assessment

Summary Findings (Based on Self-Reported Scores)



Technology was a consistent challenge for agencies, even in situations where the overall process was done well.

	People	Process	Strategy	Technology	Grand Total
Finance	3	4	4	3	3
HR	4	4	3	3	4
Procurement	3	3	3	2	3
Grand Total	3	3	3	3	3

Procurement processes were consistently lagging, and present tremendous opportunity for improvement.

Relative Performance Gap



Pain Points:

- Accounts Receivable
- Internal Control
- Revenue Mgmt
- Finance Org Mgmt
- Inventory Management
- Internal Customer Relations
- Procure to Pay Strategy
- Procurement Reporting
- Sourcing
- Receipt of Goods/Services

Organizational Readiness Survey – Summary Findings



Overall Organizational Readiness

- Need for additional support to strengthen change resilience and manage potential change resistance
- Stakeholders may benefit from communication of City's long-term vision as it relates to FSP
- May consider increasing involvement of managers and staff in decision-making
- Opportunities to improve process and technology documentation

Cultural Readiness

- Belief that financial system change is needed
- Greater confidence in departments' ability to manage change resistance than managing at the City level
- Desire to increase engagement of managers and staff in decision-making
- Opportunities for staff to expand trust in leaders

People Readiness

- Belief that City and departments lack adequate change support staff
- Confidence in department communicative and collaborative abilities, but need for clearer communication of change vision from City
- Desire for SMEs to be assigned at both City and department level

Process Readiness

- Desire for documentation of processes that will be impacted by new financial system (e.g. process maps)
- Desire for departments to assign process SMEs to facilitate change

Technology Readiness

- Desire for departments to assign technical SMEs to facilitate change
- Belief that department's lack adequate data for immediate change
- Mixed confidence in departmental documentation of technology, indicating room for improvement



Best Practice Workshops

9 Best Practice Workshops conducted on the following topics:

Strategic Sourcing	September 29
Master Payee Data	October 1
Chart of Accounts	October 6
Master Customer Data	October 8
Reporting Strategy	October 13
Grants Management	October 15
Procure to Pay	October 20
Revenues to Cash	October 22
PeopleSoft Business Units	October 27

Analyze / Design Phase



		ANALYZE				DESIGN		
F\$P		2015		2016				
		Nov	Dec	Jan	Feb	Mar	Apr	May
CRP (<i>System demos</i>)		Prepare						
			Deliver					
Analyze Legacy Systems	Interfaces			Define Inventory		Design Integrations Between Systems		
	Conversion s			Define Inventory		Define Data Extraction/Mapping Process		
Extensions / Workflows (<i>Online custom functions</i>)				Define Inventory			Design Extensions/Workflows	
				Define Inventory				
Reports (PeopleSoft)				Review AESG Roles			Design Rpts	
Security (<i>Roles & Pages</i>)							Update Roles	
Configuration (<i>System data values</i>)						Approach	Begin Collecting Values	

Budget Update



		FY 2011-15 Actual	FY 2015-16 Estimated Spending Plan	FY 2016-17 Estimated Spending Plan	FY 2017-18 Spending Plan	All Years	% of Total
Sources	General Fund Support	2,112,554	20,990,948	10,665,231	2,170,430	35,939,162	61%
	Non-General Fund Support	1,677,464	8,708,614	12,252,955	-	22,639,033	39%
	Total Sources	3,790,018	29,699,562	22,918,186	2,170,430	58,578,195	100%
Uses	Salaries & Fringe Benefits	1,567,310	4,265,197	5,902,420	-	11,734,927	20%
	Accenture System Implementation Services	-	9,621,120	11,828,531	1,619,126	23,068,777	39%
	Oracle Licenses & Support	-	10,376,569	2,238,245	-	12,614,814	22%
	All Other Non-Personnel Expenditures	2,222,708	5,436,674	2,948,990	551,306	11,159,678	19%
	Total Uses	3,790,018	29,699,560	22,918,186	2,170,432	58,578,195	100%

Questions?

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10. Public Comment
