COMMITTEE ON INFORMATION TECHNOLOGY

Budget & Performance Subcommittee
June 24, 2016

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 Minutes
4. FY 2016-17 & FY 2017-18 Budget Review Process
5. Discussion: FY 2018-22 ICT Plan
6. Update: DT Strategy
7. Update: Geographic Information Systems (GIS)
8. Discussion: COIT SharePoint Survey
9. Public Comment
10. Adjournment

3. Approval of Minutes

Action Item

4. FY 2016-17 & FY 2017-18 Budget Review Process

COIT Staff

YEAR-IN-REVIEW

- Budget
  - New database
  - 6 B&P Meetings to evaluate 76 projects
  - Total funding recommendations $187.5M
- Strategic Planning
  - Digital Services Strategy
  - Connectivity Plan
- Policy Development
- Promote Collaboration
  - Records Management
  - Web Showcase Series

FEEDBACK

1. What did you like about COIT in the last year?

2. What could be improved?

3. Looking forward, please describe any changes you would like to see

5. FY 2018-22 ICT Planning

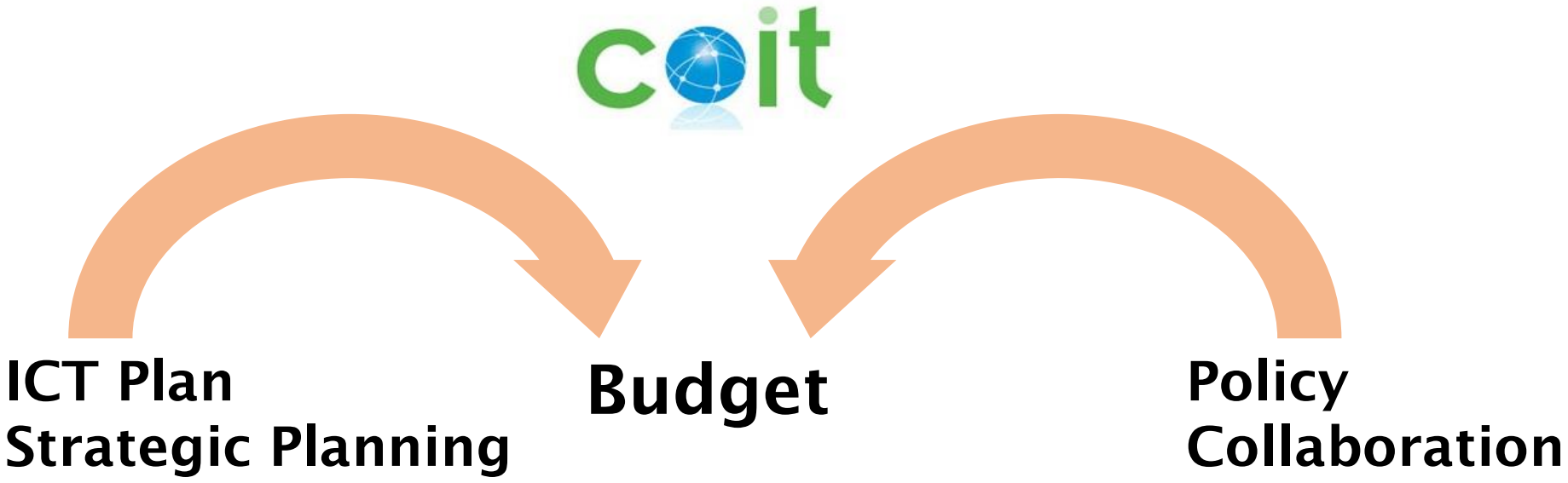
COIT Staff

FY 2018-22 ICT PLANNING

As COIT evolves, we need to ask ourselves

- What role should COIT take?
- What do we want to achieve with the ICT Plan?

VISION


coit
ICT Plan
Strategic Planning
Budget
Policy
Collaboration

EVOLUTION OF THE ICT PLAN

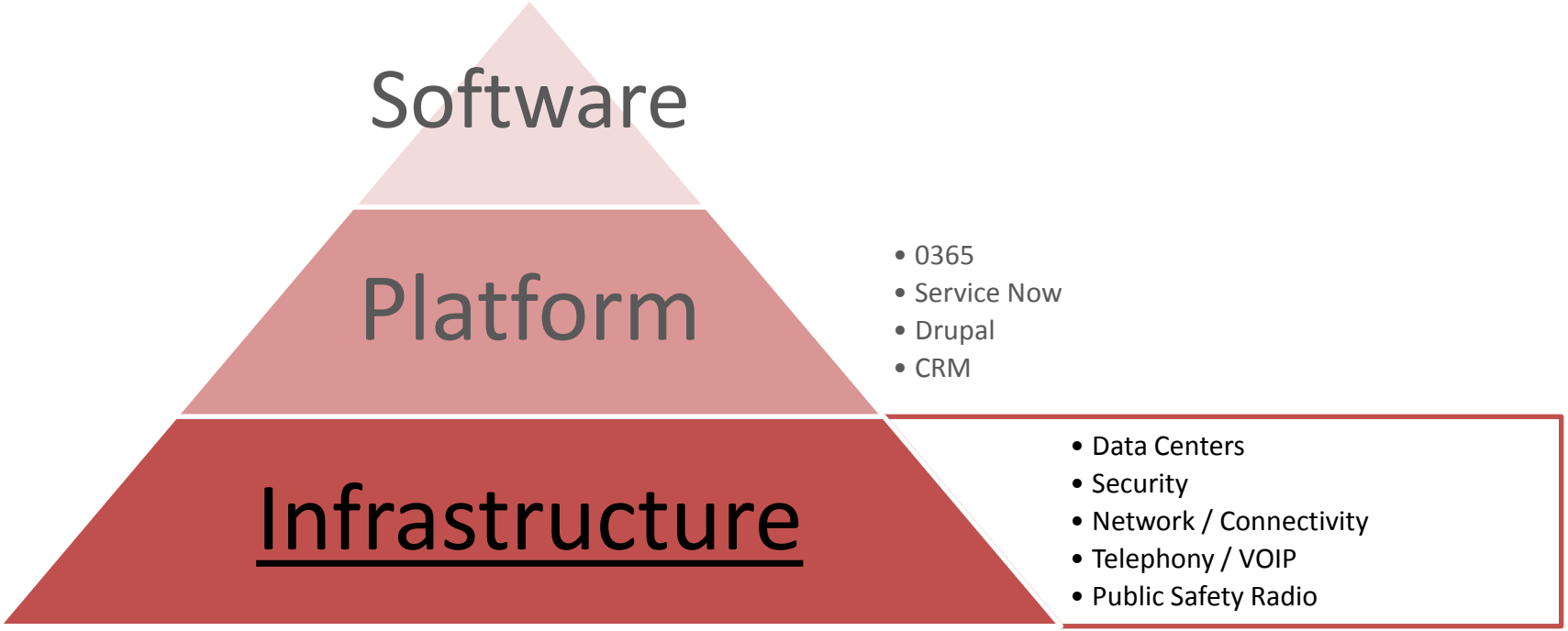
1st ICT Plan

2nd Version

3rd Version

Next ICT PLAN

FOCUS: INFRASTRUCTURE



How would improved shared services impact you?

ICT PLAN CALENDAR

MONTH	GOAL	ACTIVITIES
June	Kick-Off Strategy Development	
July	Diagnose Current/Ideal State	Department Surveys & Interviews External Survey
August	What is the Ideal State?	Group Sessions
September	Define Ideal State	Leadership Workshops
October	Define Strategies & Tactics	Leadership Workshops
November	Develop Recommendations	
December	Final Recommendations	
January	Review Draft/Comments	
February	Final Approval	

CITY & COUNTY
OF
SAN
FRANCISCO

Department of Technology: Strategic Plan Development & Implementation

Mission

The DT's mission is to empower City departments through technical expertise and leadership.

We are committed to responsive service and value trust and responsibility in all relationships.

We believe in connected communities, innovation, and the delivery of intelligently designed systems.

Vision

Improve and advance government services, enhancing the lives of the City's residents, businesses, and visitors through smart responsive use of technology.

Values

Customer first: making the right decisions on behalf of our customers

Performance: a high degree of technical and professional standards

Accountability: take ownership and responsibility for our actions

Transparency: clear, concise, and complete in reporting our methods, resources, and outcomes

Our people: cultivate a workplace that cares about and is respectful of our employees

Core Strategies

Connectivity: Involves advancement of all four phases of Connectivity Plan: connecting City buildings, Dig Once, #SFWiFi, and broadband choices in public housing and at home – ensuring citywide implementation across neighborhoods.

Digital Service: Leveraging digital assets and tools to support civic service delivery and offer online alternatives for public services.

Technology as a Service: Enhancing customer service operations and optimizing internal infrastructure architectures (hosted cloud solution, citywide voice over IP – VOIP).

Tech Talent: Hiring for 30+ vacancies (20 filled by October and remaining vacancies by December), and creating a modern, industry-competitive talent recruitment and retention program (technology 'boot camp').

Cybersecurity: Citywide approach to information security policy, industry frameworks and operations.

Strategic Plan Development

April: 18 baseline interviews to understand culture and highlight themes, surveys to go deeper

May: Working groups to assess organizational capacity along strategic initiatives

June:

- Strategic plan off-site, 34 participants
- 43 total strategic initiatives across our five core strategies
- 7 COIT Projects:
  1) Digital Service & Products
  2) Mainframe Upgrade
  3) Fix the Network
  4) VOIP Replacement
  5) Identity and Access Management
  6) Citywide Incident Response Management
  7) Authentication and Active Directory

Next Steps

Timeline	Event	Who
Friday, 6/24	Plan to City CIO for review	City CIO, OnStrategy
Week of 7/4	Finalize FY16/17 Action Plans	Deputy Directors
Week of 7/25	First Monthly Strategy Review (Trial Run)	Deputy Directors, Business Unit Managers
Week of 8/1	Training on OnStrategy Platform	Deputy Directors, Business Unit Managers
Quarter 1	Coaching and implementation feedback	Deputy Directors, Business Unit Managers
Sept/Oct	ICT Plan on-ramp from leadership workshops	COIT, DT

Rhythm of Strategy

Meeting Type	Time Required	Who	Purpose/Format	KPIs
Weekly Tactical	90 minutes	Deputy Directors, Business Unit Managers, PMO	Short-run department weekly priorities, operational measures every other week, activities, and resolve runway. Focus is 5-10 days.	3-5 performance measures that communicate operational effectiveness.
Monthly	90 minutes	Deputy Directors, Business Unit Managers	Review the performance of the strategic initiatives, decide upon critical issues affecting long.	KPIs are measures that have strategic importance as they show progress against goals.
Quarterly Off-site	Half-day	Deputy Directors, Business Unit Managers	Deep dive into critical issues, brainstorming, and problem solving.	Same.

Geo Data and Services Planning Update

Agenda

- Background/motivation
- Process & research
- Initial observations
- Next steps

What is this all about?

To inform a **strategic approach** to meeting the needs of geographic data **users** and **producers** so that they can:

1. Obtain the data they need
2. In the form they need
3. When they need it

Collaborative

SF GIS mapping san francisco

City Employees

DataSF

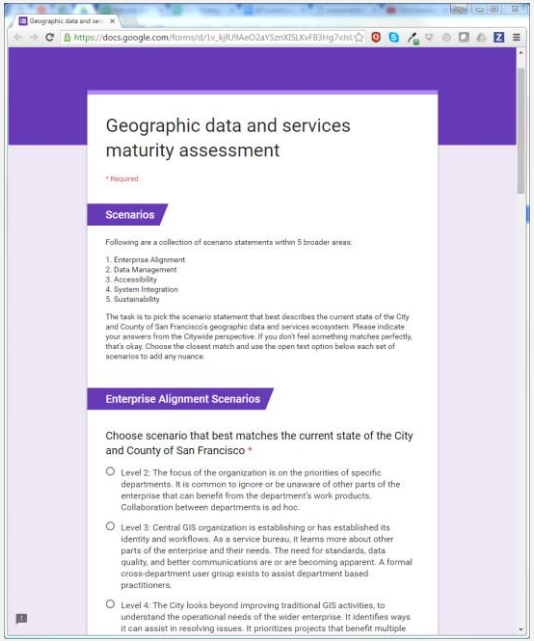
coit Committee on Information Technology

Process

Convene team
Document current state
Research
Briefing
Quarterly Geo Plan

Document Current State

Maturity Assessment



Geographic data and services maturity assessment

* Required

Scenarios

Following are a collection of scenario statements within 5 broader areas:

1. Enterprise Alignment
2. Data Management
3. Accessibility
4. System Integration
5. Sustainability

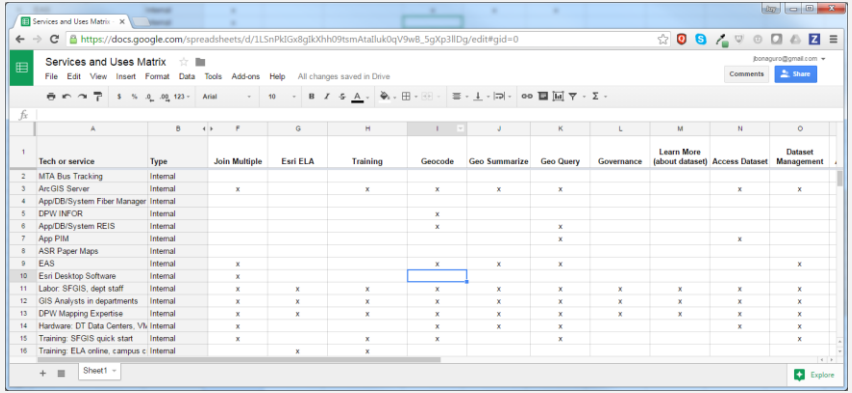
The task is to pick the scenario statement that best describes the current state of the City and County of San Francisco's geographic data and services ecosystem. Please indicate your answers from the Citywide perspective. If you don't feel something matches perfectly, that's okay. Choose the closest match and use the open text option below each set of scenarios to add any nuance.

Enterprise Alignment Scenarios

Choose scenario that best matches the current state of the City and County of San Francisco *

- Level 2: The focus of the organization is on the priorities of specific departments. It is common to ignore or be unaware of other parts of the enterprise that can benefit from the department's work products. Collaboration between departments is ad hoc.
- Level 3: Central GIS organization is establishing or has established its identity and workflows. As a service bureau, it learns more about other parts of the enterprise and their needs. The need for standards, data quality, and better communications are or are becoming apparent. A formal cross-department user group exists to assist department based practitioners.
- Level 4: The City looks beyond improving traditional GIS activities, to understand the operational needs of the wider enterprise. It identifies ways it can assist in resolving issues. It prioritizes projects that benefit multiple

Services & Use Matrix



Services and Uses Matrix

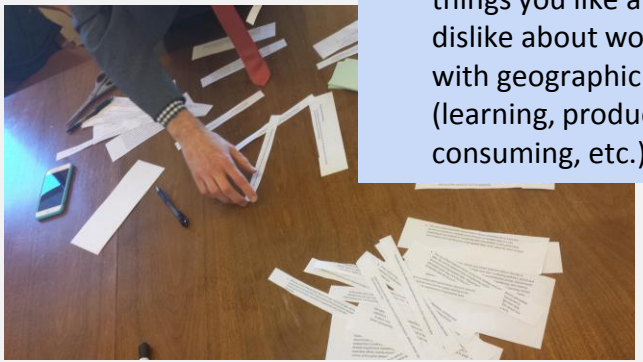
	Tech or service	Type	Join Multiple	Esri ELA	Training	Geocode	Geo Summarize	Geo Query	Governance	Learn More (about dataset)	Access Dataset	Dataset Management
2	MTA Bus Tracking	Internal										
3	ArcGIS Server	Internal	x		x	x	x	x			x	x
4	App/DB/System Fiber Manager	Internal										
5	DPW INFOR	Internal				x						
6	App/DB/System REIS	Internal				x		x				
7	App PIM	Internal						x			x	
8	ASR Paper Maps	Internal										
9	EAS	Internal	x			x	x	x				x
10	Esri Desktop Software	Internal	x									
11	Labor: SFGIS, dept staff	Internal	x	x	x	x	x	x	x	x	x	x
12	GIS Analysts in departments	Internal	x	x	x	x	x	x	x	x	x	x
13	DPW Mapping Expertise	Internal	x	x	x	x	x	x	x	x	x	x
14	Hardware: DT Data Centers, VM	Internal	x			x	x	x			x	x
15	Training: SFGIS quick start	Internal	x		x	x		x				x
16	Training: ELA online, campus c	Internal		x	x							

Research

Internal

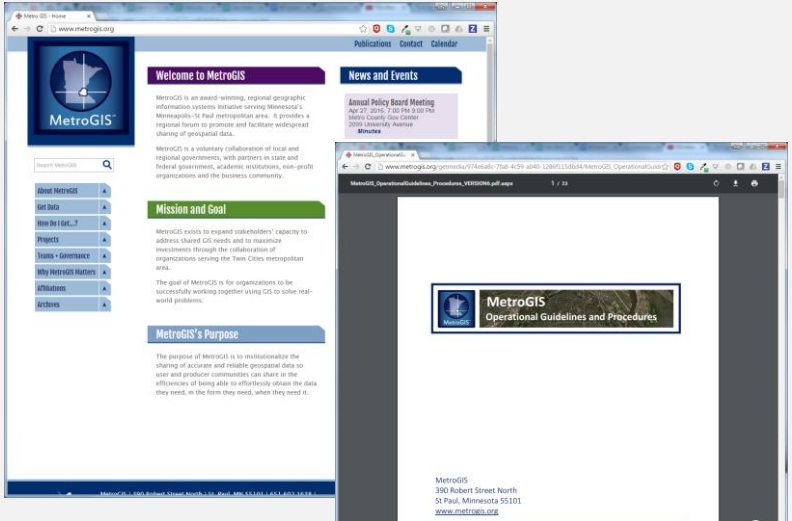
- Department interviews
  - CPC, DPW, ECD, MOHCD, MTA
- GIS user workshop

Prompt: What are the things you like and dislike about working with geographic data (learning, producing, consuming, etc.)?



External

- GIS plans in other jurisdictions
- Select interviews
- Vendor interview



Initial Observations

1. Need to strengthen leadership, governance and strategy
2. Need to increase coordination, esp. cross department
3. Need to improve
    a. Documentation, quality and standards
    b. Discoverability and access
    c. Geocoding and addressing services
4. Need to increase access to tools, skills and knowledge

Next steps

1. Complete summarizing research
2. Brief leadership
3. Develop quarterly plan
4. Get feedback from GIS users/producers
5. Execute and update plan 1/4ly

8. COIT SharePoint Survey

COIT Staff

SHAREPOINT SURVEY

Joint collaboration with Department of Technology

Survey conducted May 17

Purpose: Diagnose need to build SharePoint resources

29 Department Responses

OVERVIEW

Microsoft Office Suite

Outlook

Cloud Storage

SharePoint

OVERVIEW

SharePoint

A cloud-based service to store, organize, share, and access information from any device.

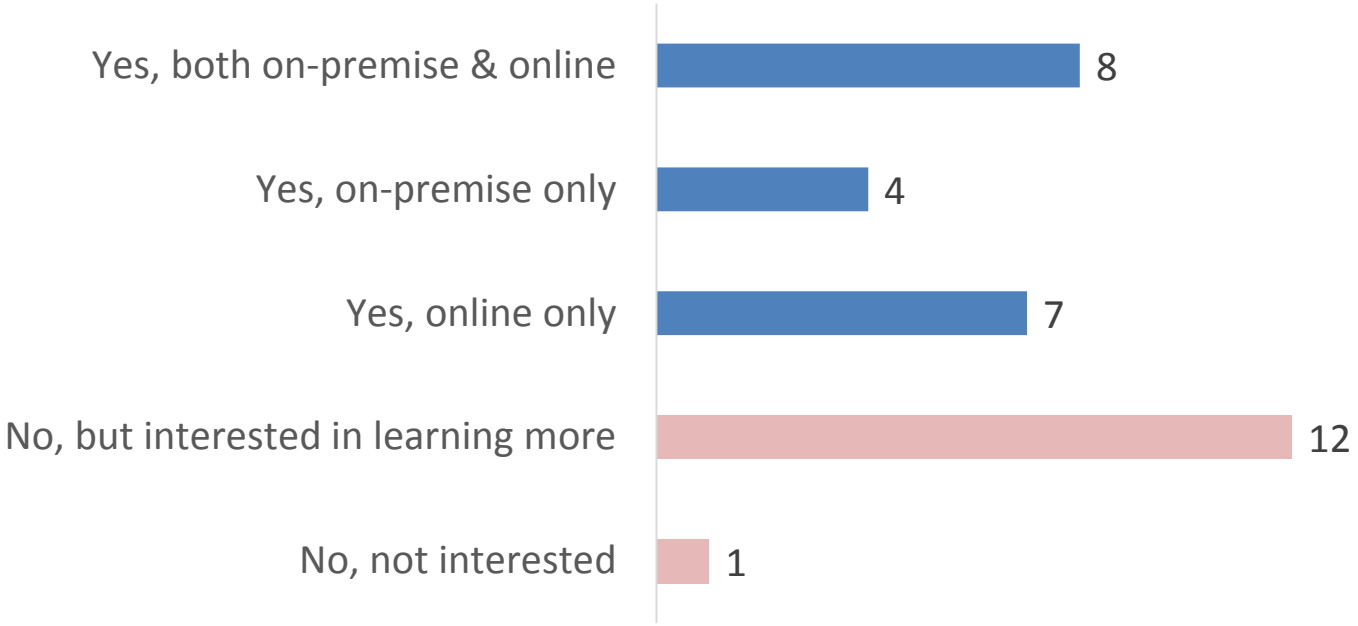
An Intranet service

Example Use Cases

- Surveys
- Document Management
- Social Networking
- Workflow Management

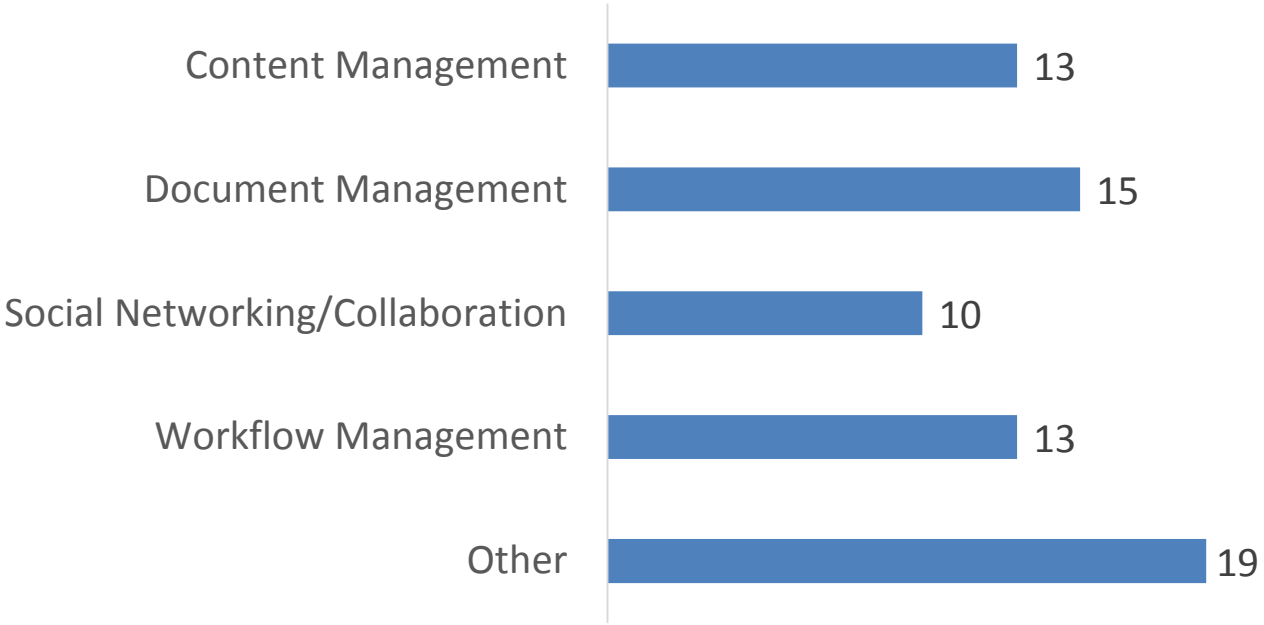
SHAREPOINT SURVEY

Departments using SharePoint



SHAREPOINT SURVEY

Use Cases (Number of Responses)



SHAREPOINT SURVEY

Other Use Cases

- Project management
- Active Director cleanup & consolidation
- Management Request System
- Integrations
    - Juvenile Justice System
    - Contract Management & Payments
    - Project Budgeting

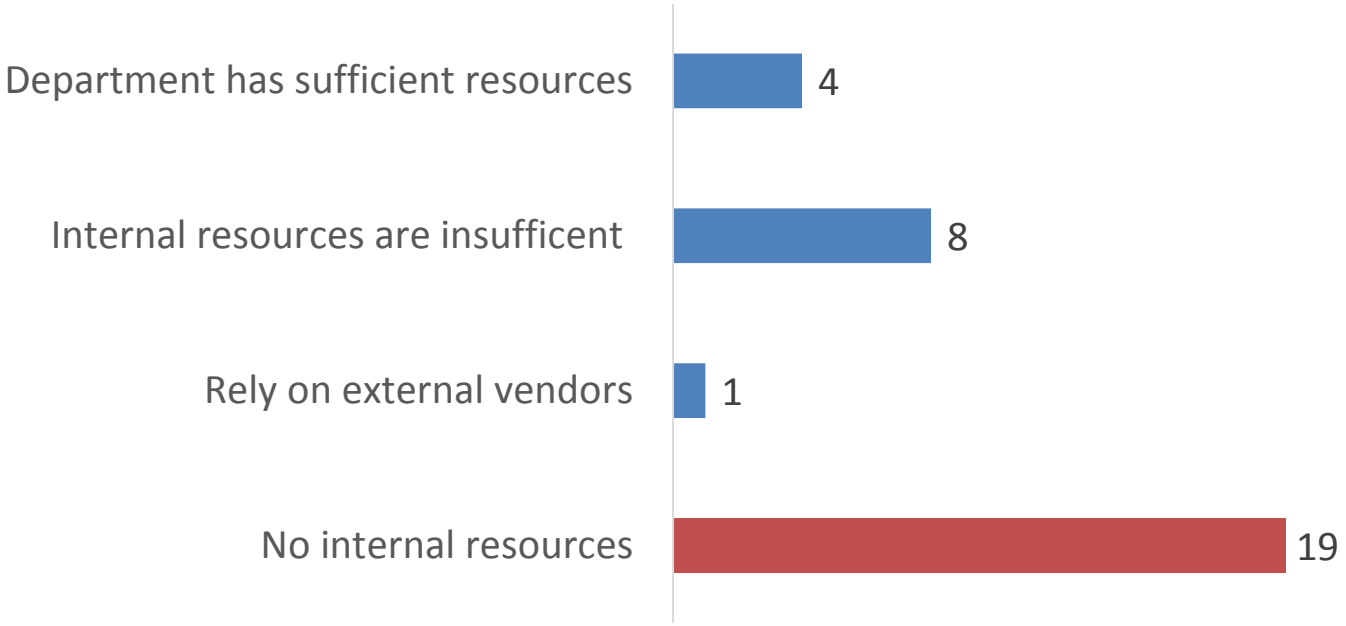
SHAREPOINT SURVEY

SharePoint Assistance Needs

- Create a database
- Create workflows
- Document Storage
- Improve collaboration
- Interfaces
- Migration to SharePoint online
- Training & Change Management

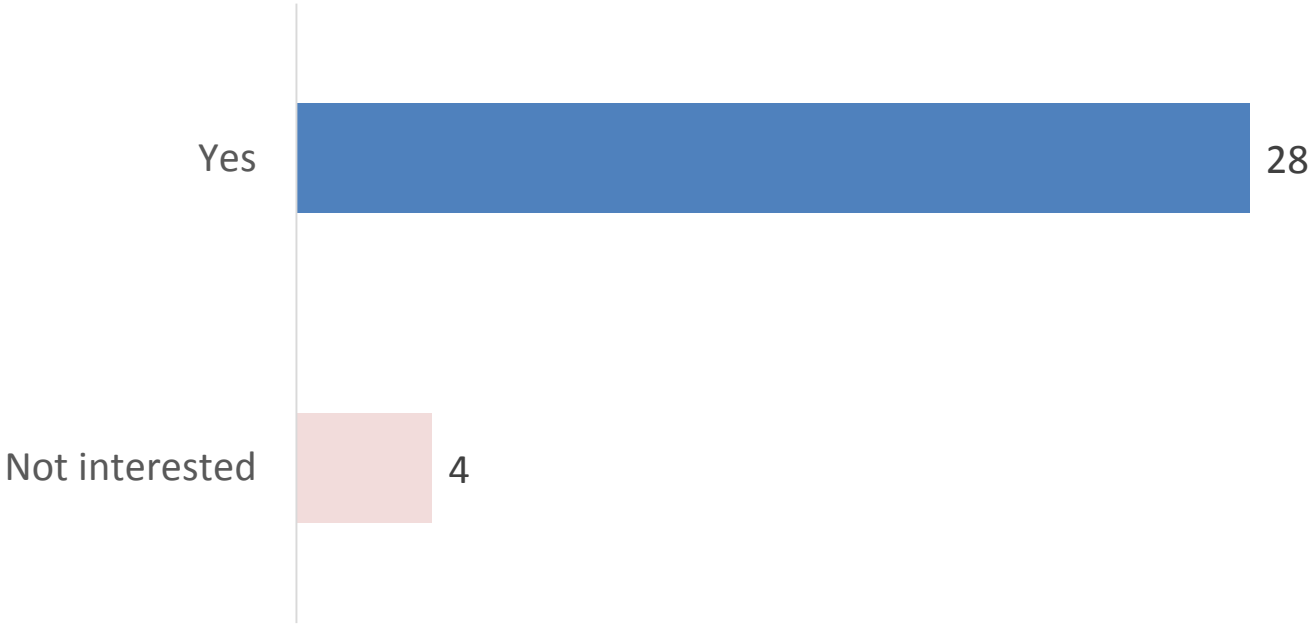
SHAREPOINT SURVEY

Internal Resources



SHAREPOINT SURVEY

If there was a citywide SharePoint resource available, would your department be interested in utilizing this resource?



NEXT STEPS

User Group

Brown Bag Series

- June 30: Migrating to SharePoint Online (CON)
- July: Building a new database (COIT)
- August: SharePoint as an online portal & intranet (DT)

Citywide Resources

- DT Staffing/Support
- Training

9. Public Comment