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# **Budget & Performance Subcommittee**

## **September 9, 2016**

**1 Dr. Carlton B. Goodlett Place, City Hall, Room 201  
San Francisco, CA 94102**

# AGENDA

1. Call to Order by Chair
2. Roll Call
3. Approval of Minutes
4. Discussion: FY 2018-22 ICT Plan Update
5. Updates: Shared Services (Dept. of Technology)
  - Data Centers
  - Mainframe Strategy
  - Connectivity
  - Voice over IP
6. Presentation: Department IT Strategies
  - Dept. of Technology
  - Mayor's Office of Civic Innovation
7. Public Comment
8. Adjournment

# **3. Approval of Minutes**

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Action Item

## **4. FY 2018-22 ICT Plan**

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# FY 2017-18 thru FY 2021-22 ICT Plan Calendar

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

# FY 2017-18 thru FY 2021-22 ICT Plan

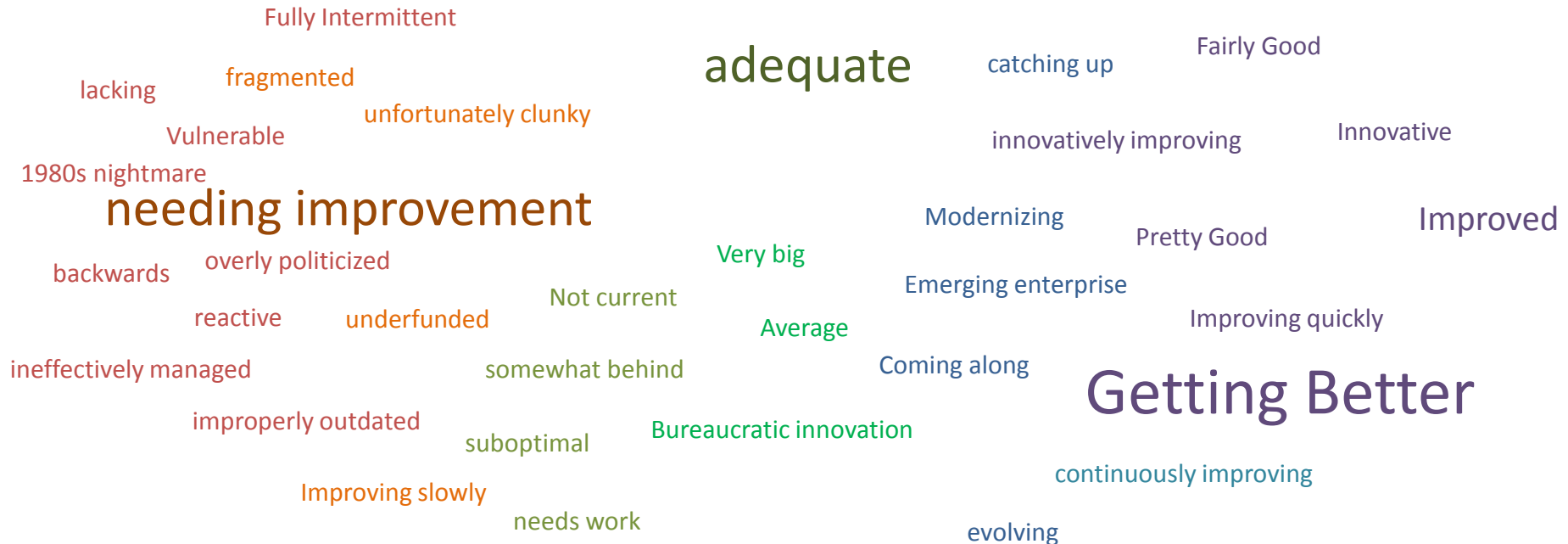
## Citywide Survey Overview

- Purpose: to take a pulse on Citywide perceptions of current state of IT, shared services; identify risks, needs, trends
- Surveyed COIT and Subcommittee members, IT managers and staff across the city.
- 40 responses received, majority were:
  - 64% - managers
  - 62% - from large (>200 FTE) departments
  - 66% - outside DT
  - 41% - staff with over 10 years experience in the city

# FY 2017-18 thru FY 2021-22 ICT Plan

## Citywide Survey Results

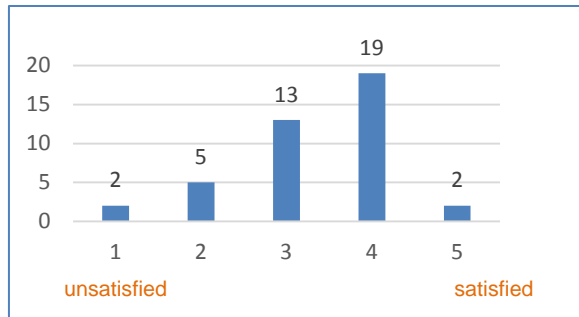
In two words, how would you describe technology in the City?



# FY 2017-18 thru FY 2021-22 ICT Plan

## Citywide Survey

How satisfied are you with the direction of City technology investments?



Support Existing Strategic IT Goals:

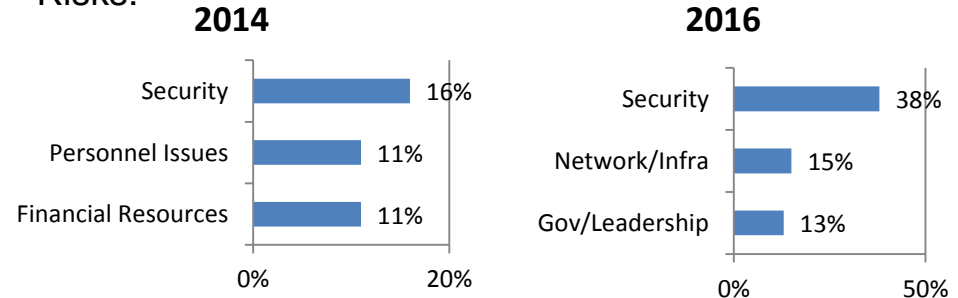
1. Support, Maintain & Secure Critical Infrastructure
2. Increase Efficiency Effectiveness
3. Improve Access & Transparency

What are the three biggest technology \_\_\_\_\_ for the City or your department in the last two years?

Accomplishments:

1. Office 365 Migration / Email Consolidation
2. Public Wifi
3. Enhanced Digital Services
4. Software Enterprise Agreements (Adobe)

Risks:





# FY 2017-18 thru FY 2021-22 ICT Plan

## Citywide Survey



# FY 2017-18 thru FY 2021-22 ICT Plan

## Next Steps

### Department IT Plan Surveys:

- All departments must respond (SharePoint)
- Questions focused around areas where potentially greatest opportunity for collaboration / shared services
- Paired with five-year project proposals
- To go out mid-September
- Open House: Come and visit us for any training needed on system – Sept TBD

### Thematic Meetings: October

# 5. Updates: Shared Services

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Dept. of Technology

# | DT Strategy Update

COIT Budget Subcommittee



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TECHNOLOGY

# DT Strategic Initiatives



• Connectivity



• Digital Service



• Technology-as-a Service



• Tech Talent



• Cybersecurity

# FY 2016-17 HIGH-PROFILE INITIATIVES

Upgrade the Network	\$2.9M
Mainframe and Disaster Recovery	\$1.2M
System log server infrastructure	\$1M
Telecom/VoIP Project	\$1.9M
Identity & Access Management (IAM)	\$1M
Authentication (Active Directory)	\$370K
Broadband Choices at Home	\$500K
Dig Once	\$1M
Fiber Wi-Fi Connectivity	\$100K
Connectivity & Fiber Planning	\$2M
<b>Total COIT/Capital-Funding</b>	<b>\$11.7M</b>

# Department Head Meetings

## Met with...

SFO  
GSA  
MTA  
DPW  
Rec & Park  
PUC  
DEM  
HSA

## Scheduled to meet with...

Port  
DA  
CA  
DPH  
SF Public Defender  
Fire  
Police  
Controller

# Feedback from other CCSF Departments...

## -Objectives that improve Customer Service

- *ServiceLab opened*
- *Customer Satisfaction Surveys developed*
- *Hired a new Business Engagement professional*
  - -Better communicating timelines and managing expectations
- *MS Project is now client facing*
- *PMO is establishing a DT Project Board that focuses on portfolio management*
  - -Management of implementation
- *Monthly reviews established*
  - -Taking immediate action on department specific equities



# Next Steps

- Continue to meet with Departments
- Incorporating feedback and producing revisions
- Hired Gartner Consulting Services to define and begin to move forward with the DT's Shared Services (Sept 19)

# | Data Center (City Cloud)

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# Strategic Alignment: Technology-as-a-Service



- Connectivity



- Digital Service



- Technology-as-a Service



- Tech Talent



- Cybersecurity

Data Center operations has an annual operating budget which does **not** include funds to refresh existing hardware.

Data Center optimization has been folded in to the “**City Cloud**” initiative. This aims to reduce data center footprint and adopt hybrid cloud services to extend resiliency and elasticity, and to transfer costs from hardware purchases to subscription based services.

# Status Summary

Data Center Operations Annual Operating Budget		
		\$5.3M
	Status	Description
Scope		The City Cloud initiative has a five year scope – unchanged since 2015 relaunch.
Schedule		On schedule.
Budget		DT funded through allocation.
Risks		No major risks.

# Data Center Landscape

- All compute workloads will be migrated from DEM by end 2016



- Rancho Cordova is a key data center – not just a DR site

- DEM becomes an aggregation point

Data center workloads are being consolidated with a vision to move to the hybrid cloud

- 200 Paul Avenue will continue to house new assets  
... UCS hardware, VMware virtualization platform, Pure storage, Isilon data protection



- All virtualized compute workloads will be migrated from SFO by end 2017
- SFO becomes a large server room for just physical servers

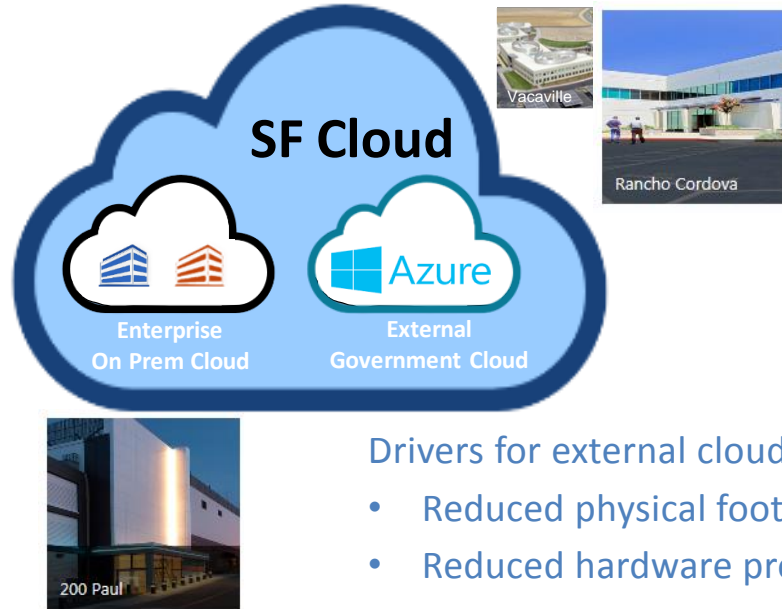
# Recent Accomplishments

- ✓ Replaced old hardware (blades) and storage (April 2016)
- ✓ Engaged with Microsoft to pursue CJIS-compliant cloud offering (June, 2016)
- ✓ Reduced two cabinets in a data center (August, 2016)
- ✓ Backup infrastructure upgraded (Isilon) and data migrated, at data centers (August 2016)
- ✓ Procured Microsoft Azure (August, 2016)



# Data Centers and SF Cloud

SF Cloud will comprise both on prem and an external clouds, providing City clients with IaaS and PaaS capabilities



## Drivers for external cloud

- Reduced physical footprint
- Reduced hardware procurement and maintenance
- Increased resilience
- Increased elasticity and speed to expand/contract

# Azure Satisfies Government Compliance

- Microsoft adheres to compliance standards and engages in designing and testing compliance standards
- Microsoft meets CJIS security requirements for infrastructure and productivity

CJIS



ECSB



FedRAMP



HIPAA



IRS 1075



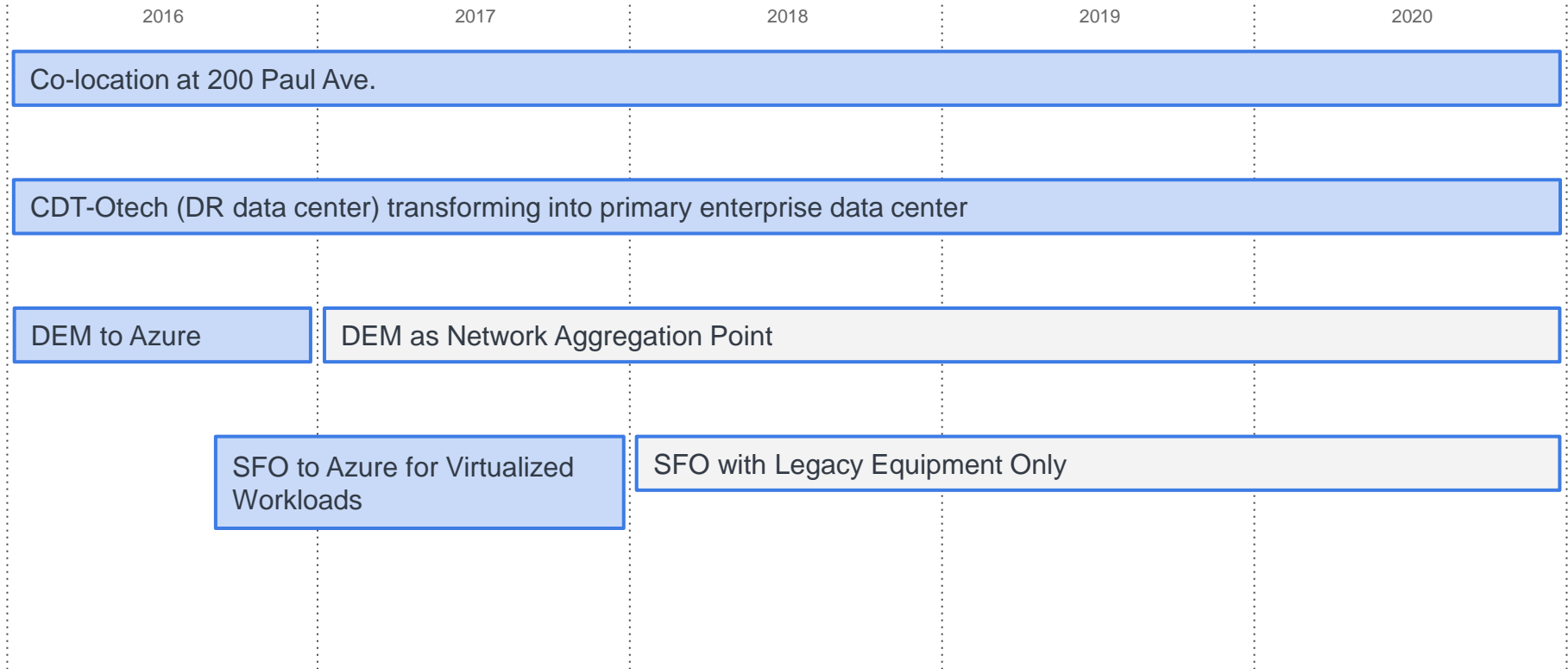


# Next Steps

- Migrate DEM workloads to Azure (December, 2016)
- Implement automation software (vRealize Automation) at data centers (February, 2017)
- Begin implementation of software defined network (NSX) (March, 2017)
- Migrate SFO workloads to Azure (February, 2017)



# High Level Timelines



# | Mainframe Migration

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# Strategic Alignment: Technology-as-a-Service



- Connectivity



- Digital Service



- Technology-as-a Service



- Tech Talent



- Cybersecurity

The goal of **Mainframe Migration** is to ensure continuity of critical operations to clients, by transitioning client applications to a service provider's platform and so eliminating the risks and costs of owning and operating hardware.

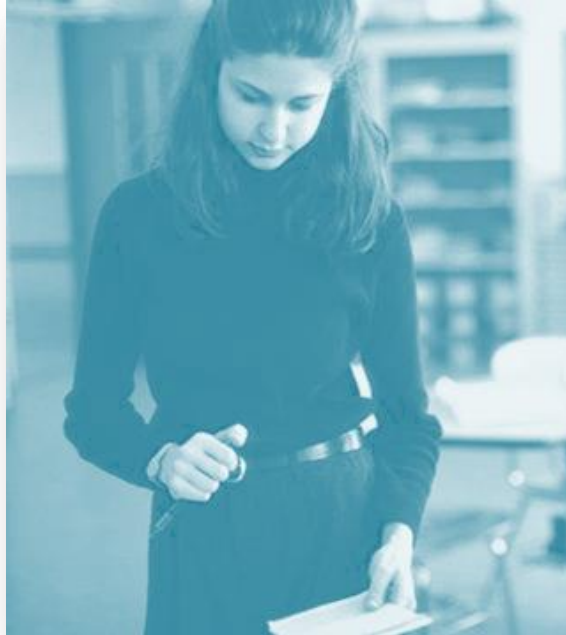
# Status Summary

Total Project Cost	Total COIT Funding	Total Other General Fund Funding	Total Non General Fund Funding	Total Funding	Total Spent
\$1.2M	\$1.2M	N/A	N/A	\$1.2M	\$10K
	Status	Description			
Scope		Scope is in tact, and documented in SOW.			
Schedule		Schedule for completion has stretched to make time for contract negotiations between DT and California Dept. of Technology (CDT), Board of Supervisors approval, plus greater detail in SOW documentation.			
Budget		Seeking <u>approx</u> \$10 million for contract.			
Risks		<ul style="list-style-type: none"> <li>Some departments do not have staff dedicated to this migration</li> <li>Agreeing terms and conditions (liability, etc) with the California Dept. of Technology (CDT).</li> </ul>			

# Recent Accomplishments

- **Legal and Procurement**

- ✓ Engaged with City Attorney and Risk Manager for guidance, compliance and agreement (August, 2016)
- ✓ Mapped out the procurement path – seeking Board of Supervisors approval to waive competitive procurement requirement (August, 2016)



- **Technical and Operational**

- ✓ Agreed on the feasibility of the migration path with clients and CDT – and initial discussion on technical and operational requirements (July, 2016)
- ✓ City Departments completed a planned DR exercise on Rancho Cordova machine (August, 2016)

# Next Steps

- ✓ Explore near-term third party maintenance for aging storage hardware, extending beyond 2016 (September, 2016)
- ✓ Complete zOS upgrades for production environment (September, 2016)
- ✓ Complete technical and functional (client) requirements to develop solution (September, 2016)
- ✓ Agree on contract terms and conditions, and complete contract (October, 2016)
- ✓ Gain approval from Board of Supervisors for contract with waiver for competition (November, 2016)
- ✓ Begin executing on the project plan to complete the migration (December, 2016)



# | Connectivity

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# Strategic Alignment in Two Areas



• Connectivity



• Digital Service



• Technology-as-a Service



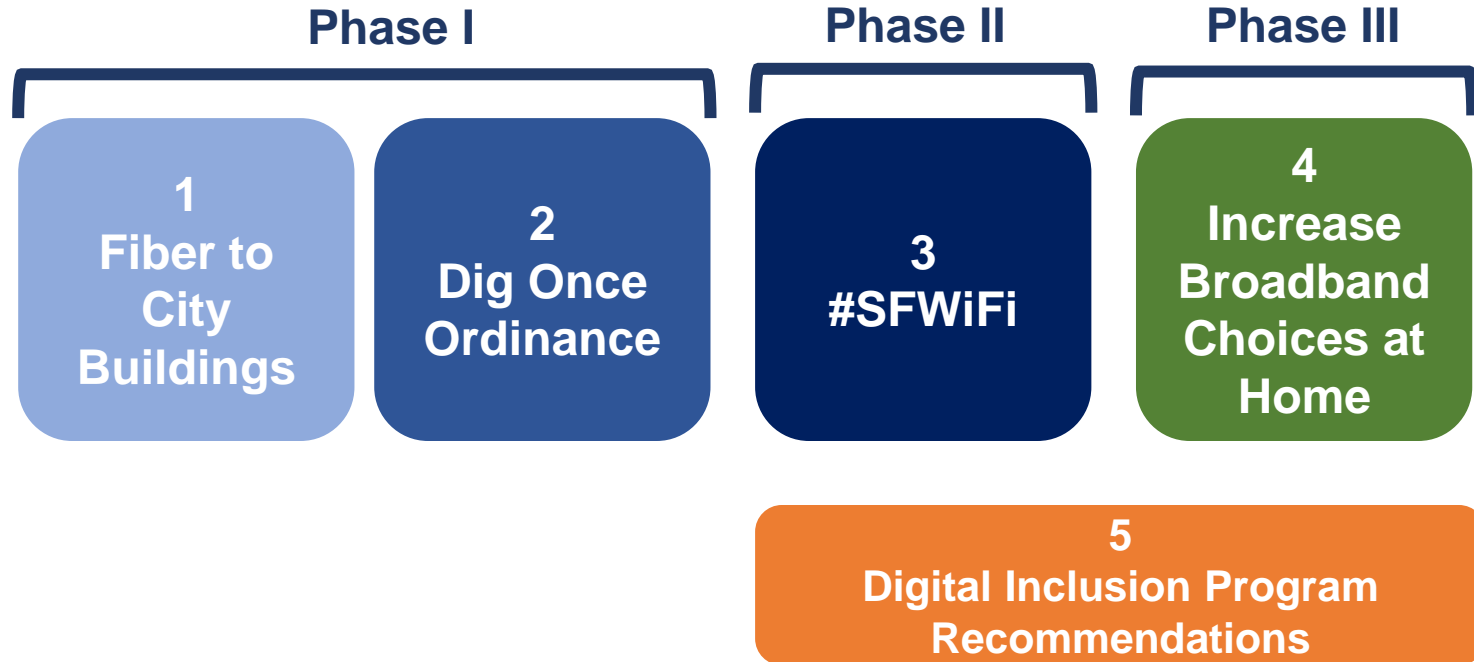
• Tech Talent



• Cybersecurity

Connectivity is defined as the process of building and maintaining a constant connection between two or more points (devices, applications) across multiple platforms (iOS, wired or wireless media connections), for the benefit of the public and the city employees that serve them.

# Connectivity Plan Phases



# Status Summary

Project	Total Project Cost	Total COIT Funding	Total Other General Fund Funding	Total Non General Fund Funding	Total Funding	Total Spent
Dig Once	\$3.25m	\$0	\$3.25m	\$0	\$3.25m	\$1.35m
Broadband Choices	\$2.5m	\$0.5m	\$2m	\$0	\$2.5m	\$0
Fiber to Facilities	\$1.15m	\$100K	\$0	\$1.05m	\$1.15m	\$300K
	Status	Description				
Scope		Changes include Broadband Choices funded. Dig Once partially funded.				
Schedule		On schedule.				
Budget		On budget.				
Risks		None.				

# Fiber to City Facilities

## Recent Accomplishments: FY 16-17

- ✓ 2<sup>nd</sup> ST, Market to Bryant, 6 intersections- SFMTA
- ✓ 1570 Burke ST- SFMTA
- ✓ Millbrae Yard Connection SFWD- PUC
- ✓ 1152 Oak ST- SFFD
- ✓ 1652 Sunnydale, Telemedicine ring- DPH
- ✓ Alice Griffith Public Housing- MOH

# Scheduled Fiber to City Facilities

## 2<sup>nd</sup> Quarter

Stockton Street Garage- SFMTA

Union Street Garage - SFMTA

1399 Marin- SFMTA

Fire Station 10- SFFD

Presidio Branch Library- LIBRARY

## 3<sup>rd</sup> Quarter

Ellis Street Garage- SFMTA

Portsmouth Square Garage- SFMTA

501 Cesar Chavez- SFMTA

Fire Station 41- SFFD

Western Addition Branch Library- LIBRARY

Richmond Branch Library- LIBRARY

## 4th Quarter

St. Mary's Square Garage- SFMTA

Moscone Street Garage- SFMTA

Golden Gate Garage- SFMTA

Fire Station 3 - SFFD

Anza Branch Library- LIBRARY

Ocean View Branch Library- LIBRARY

## WAITING LIST:

Fire Station 5, 16 due to SFFD renovations.

# Dig Once

## Recent Accomplishments

- ✓ Potrero Project
- ✓ Pull Box Standard

## Scheduled

Inner Sunset Streetscape  
Upper Haight

## Under Review

Brannan Street Paving  
Lower Stockton  
Geary Concrete  
22 Fillmore

# #SFWiFi

## Recent Accomplishments

- ✓ Seeking public/private collaboration.
- ✓ Completed RFI in August.
- ✓ Will recommend next steps September.

## June 2016 Stats

418, 300 total users

13.5M total sessions

3 – 11 minutes, duration range

27.5 TB data upload & download

# Broadband Choices at Home

## Recent Accomplishments

- ✓ Completed Advisory Services RFI
- ✓ Issued Advisory Services RFP,  
Responses Due 9/12

## Scheduled

To secure Advisory Services  
Vendor in December 2016

Advisory Services Vendor to  
Report on Business Case April  
2017



# CityWide Voice Over Internet Protocol (VOIP)

COIT Budget Subcommittee



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TECHNOLOGY

# Strategic Alignment: Technology-as-a-Service



- Connectivity



- Digital Service



- Technology-as-a Service



- Tech Talent



- Cybersecurity

The VOIP project aims to provide VoIP telecommunications, Contact Center functionality and Collaboration Services across the 60-plus City departments.

# Status Summary

Total Project Cost	Total COIT Funding	Total Other General Fund Funding	Total Non General Fund Funding	Total Funding	Total Spent
\$15,080,000	\$1,900,000	0	0	\$1,900,000	\$30,000
	Status	Description			
Scope		Update: 311 moving to the end of the queue, instead of the beginning - per 8/19 meeting, 311 will pursue a standalone interim solution because 1) they need a solution ASAP; and, 2) they do not wish to be an early adopter of a new technology.			
Schedule		On Schedule.			
Budget		Once a Vendor is chosen, then budget will need to be revisited.			
Risks		Wide Area Network Improvements need to precede City wide VoIP migrations.			

# Recent Accomplishments

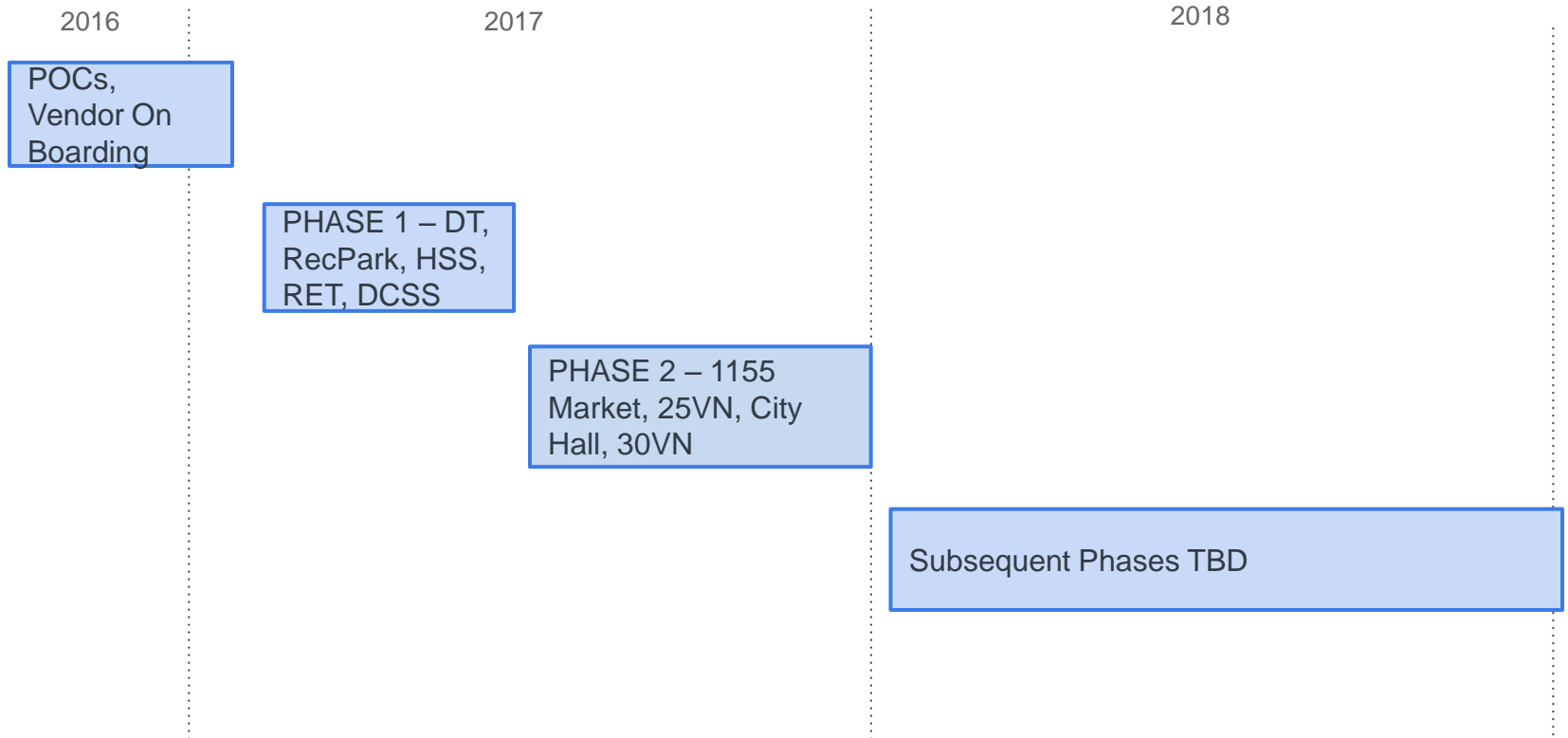
- ✓ PureCloud POC – May through July '16
- ✓ RFP for Cloud delivered VoIP, Contact Center and Collaboration Tools  
Issued 8/24/16

# Next Steps

1. RFP Responses Due Back 9/14/16
2. Complete POCs by 10/14/16
3. Vendor on Board by January '17
4. Begin Phase 1 Migrations February-March '17



# High Level Timelines



# MOCI STRATEGIC REVIEW



SF MAYOR'S OFFICE OF CIVIC INNOVATION  
OFFICE OF MAYOR EDWIN M. LEE

# AGENDA

- Who is MOCI?
- Background and context
- Vision/Mission
- New Approach (process, people, portfolio)
- 90 day plan (key milestones)



# WHO IS MOCI?



Chief Innovation Officer



Director, Civic Innovation Partnerships



Deputy Innovation Officer

# CONTEXT



SF MAYOR'S OFFICE OF CIVIC INNOVATION  
OFFICE OF MAYOR EDWIN M. LEE



HARVARD | BUSINESS | SCHOOL  
**COMMUNITY PARTNERS**  
Harvard Business School Association of Northern CA

STRATEGIC PLANNING PARTNERSHIP  
[February - June 2016]

# INTERVIEW FEEDBACK & ACTION

## CCSF STAKEHOLDERS AND PEER Interviews

- Chief of Staff, Dept Heads, Managers
- Boston
- New York

## STRENGTHS

- Talent pipeline
- Partnerships
- Digital services (Business Portal)

## OPPORTUNITIES

- Stronger alignment with Mayoral priorities
- Clarify role, services, value proposition, and engagement model
- Internal communication - share updates, metrics, outcomes

## VISION, MISSION & FOCUS

- Clarify role, focus areas & desired outcomes

## CORE COMPETENCIES & RESOURCES

- Assess skills, staffing & resources to succeed

## PROJECT PORTFOLIO & EXECUTION PLANS

- Work with stakeholders to prioritize key projects and align resources & execution

## OVERSIGHT & MEASUREMENT

- Define success metrics, key operating practices, & stakeholder review

## COMMUNICATION

- Define plan for telling the MOCI story and reporting progress

# REVISED MISSION & VISION

## OUR VISION

A government that is more collaborative, inventive and responsive to San Franciscans.

## OUR MISSION

To support City departments by introducing new approaches, resources and technology for Mayoral priorities.



# OUR VALUES

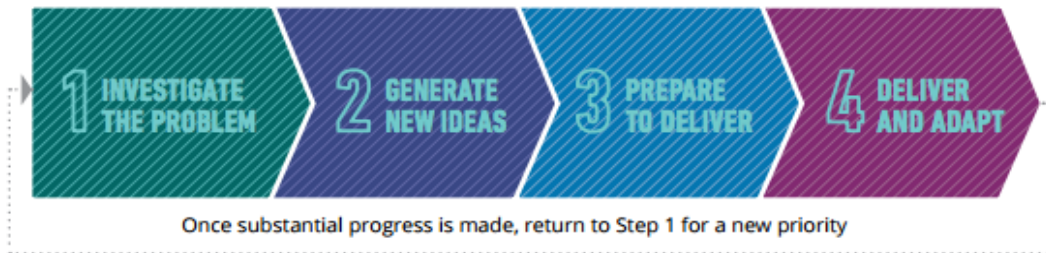
Our values serve as a compass for our actions  
and how we engage with our City.

1. LEADERSHIP: The courage to shape a better future
2. COLLABORATION: Leverage collective talent
3. AGILITY: Entrepreneurial and nimble
4. CREATIVITY: Imagination to drive innovation
5. ACCOUNTABLE: Track and evaluate results

# A DISCIPLINED APPROACH

## The Steps of the Innovation Delivery Model

The Innovation Delivery Model guides cities through four steps:



**Bloomberg  
Philanthropies**

- Proposed partnership under discussion
- MOCI value proposition
  - Applying methodology to QOL
  - Additional resources through staff and partnerships

# PROJECT CRITERIA



## ACCEPTANCE CRITERIA

### 1. **Relevance** - Mayoral priority

- Equity
- Affordability
- Quality of Life
- Resilience
- Good Government

**2. Impact** - cost savings, revenue generation, saving lives, improved service delivery, ROI



## SUNSET/TRANSITION CRITERIA

**1. Outcomes** - project has met identified outcomes or will likely not achieve outcomes

**2. Maturity** - point where MOCI's value/need has diminished; sponsoring partner able to continue work successfully

# PROJECT PORTFOLIO

## QUALITY OF LIFE INITIATIVE

Bringing collaborative partnerships and technology to the Fix-It Director to develop long-term quality of life improvements.

### PARTNERSHIPS

- Civic Bridge - Google improving mobile 311 app
- Startup in Residence - technology
- Superpublic - intergovernmental partnership

### GOOD GOVERNMENT

- Digital Services Strategy: COIT, MBO, City Administrator, DT, 311
- Smart Cities: MTA, Planning, DT, OEWD
- Universal Internet: Sup. Farrell, COIT, MBO, City Administrator, DT
- Procurement Innovation: MTA, OCA, COIT

### CUT PROJECTS

- Future of Work: OEWD

### PAST PROJECTS

- Living Innovation Zones: Planning, DPW, SFAC
- Affordable Housing Portal: MOHCD, DT
- Business Portal: OEWD, DT
- Advanced Manufacturing Initiative: OEWD
- Open Data



# Now we are applying the Bloomberg Innovation Delivery Approach to our Quality of Life Initiative.

INVESTIGATE THE PROBLEM

GENERATE NEW IDEAS

PREPARE TO DELIVER

DELIVER AND ADAPT

## ★ We are here

Build relationships and collaborate from the start

Create a preliminary list of challenges

Work to understand the problem

Finalize challenges and contributing issues

Select metrics for each challenge

Look elsewhere first

Open innovation: engage many

Other tools to increase flow of new ideas

Additional resources

Select initiatives

Set preliminary initiative targets

Get agreement on the core components

Develop initiative work plans

Finalize all targets

Develop a communications strategy

Delivery routines

Dealing with reluctance during delivery

Creating conditions for long-term success

# MEET LISA, the mom

Lisa, age 35, lives with her 4 year old daughter Alexa in the Fillmore. She wants Alexa to be safe and happy!



- Lisa works until 7pm, picks up Alexa from a friend's house and they walk home together at night. There are street lights out along her route and Alexa is scared of the dark. [*Smart Cities: "smart" lights can be immediately detected and reported to SFPUC when they go out*]
- Someone told Lisa to report the streetlight on 311. She downloaded the app but found it confusing to use. [*Civic Bridge: Google bringing top talent to improve the 311 app experience*]
- The sidewalk is always littered with garbage. Even once it gets cleaned up, more shows up days later. [*Fix-It Behavior Change: partnership with behavioral science leaders to implement and measure interventions*]
- Lisa is involved with Alexa's soccer team and they're looking to reserve space for a practice. She keeps calling but Rec&Park phone line is busy [*Spotery is working with Rec & Park to build an online field reservation tool through Startup in Residence*]
- Lisa has heard she may qualify for a more affordable housing unit but doesn't know which units she's eligible for. [*Digital Services: Development of MOHCD's Housing Portal*]

# MEET ROBERT, the business analyst

Robert works for HSA. He just wants to focus on serving clients better but seems to always be doing paperwork.

- People are always frustrated they have to come to HSA offices during work hours to apply for services. He wants to put services online but doesn't have a team with technical skills to do it [The New Chief *Digital Services* Officer will create standards and template to easily put simple services online.]
- Robert has to do four procurements to support critical programs in the next four months! Not sure how he'll get to them all. [Merging together multiple RFPs through *Procurement* technology saves time!]
- A good portion of HSA clients don't have access to internet at home to apply for HSA services [*Universal Internet* will connect San Franciscans to broadband internet at an affordable rate]



# NEXT STEPS

## EXECUTION ROADMAP

- 90 Day Plan
  - Establish Advisory Board
  - Bloomberg decision
  - Quality of Life Kick-off
  - Develop communication plan
- Immediate Next Steps
  - Socialize new approach with stakeholders

# MOCI STRATEGIC REVIEW



SF MAYOR'S OFFICE OF CIVIC INNOVATION  
OFFICE OF MAYOR EDWIN M. LEE

## 7. Public Comment

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