



# **Regular Meeting**

## **December 9, 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 Meeting Minutes from November 4, 2016
4. Department Updates and Announcements
5. Update: FY 2018-22 Information & Communication Technology (ICT) Plan
6. Presentation & Discussion: Performance Reporting
  - COIT ICT Plan Metrics, Quarterly Reporting Review
  - Public Works Performance Measurement & Reporting Process
7. Public Comment
8. Adjournment

# **3. Approval of Minutes**

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Action Item

## **4. Department Updates & Announcements**

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## **5. Update: FY 2018-22 Information & Communication Technology (ICT) Plan**

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# CALENDAR REVIEW

MONTH	GOAL	ACTIVITIES
June	Kick-Off Strategy Development	
July-Sept	Diagnose Current	Citywide Survey
Oct - Nov	Identify Ideal State Define Strategies & Tactics	Department Surveys
December	Define Strategies	City Technology Survey – LIVE! Leadership Workshop
January	Review Recommendations	
February	Final Approval	
March 1	Submit Plan to Mayor and Board of Supervisors	

City Technology Survey: <https://www.surveymonkey.com/r/V98JHQX>

# FY2018-22 ICT PLAN PURPOSE

Align technology investment and operations with the Mayor's vision for the City.

1. Identify Strategic Initiatives

2. Provide Financial Guidance

# KEY ELEMENTS TO CITY VISION

## Technology should:

- make City services easy to access and use
- be integrated into our processes
- support and emphasize our bottom-line: the delivery of services to residents, visitors, and businesses of San Francisco



# STRATEGIC GOALS

## Goal 1 – Support, Maintain, & Secure Critical Infrastructure

- Cybersecurity
- Disaster Recovery
- Network
- Data Centers

## Goal 2 – Increase Efficiency & Effectiveness

- Data Sharing & Architecture
- Procurement
- Hiring

## Goal 3 – Improve Access & Transparency

- Digital Services

# ICT PLAN PROPOSED STRATEGIC INITIATIVES

1. City Employee Experience
2. Procurement
3. Data Architecture

# FINANCIAL SUMMARY

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
Annual Project	11.7	12.8	14.1	15.5	17.1	71.2
Major IT	18.6	20.5	22.5	24.7	27.2	113.5
TOTAL	30.3	33.3	36.6	40.3	44.3	184.7

Note: All figures in \$ millions.

# MAJOR IT PROJECT UPDATES

## Major IT Allocation vs. Projected COIT Requests:

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
Major IT Allocation	18.6	20.5	22.5	24.7	27.2	113.5
Projected Requests	29.8	20.3	19.2	17.8	9.2	96.3
F\$P	-	-	-	-	-	-
Radio Replacement	15.4	8.3	8.3	7.6	3.8	43.4
Property Tax Database	14.4	12.0	10.9	10.2	5.4	52.9
Total	(11.2)	0.2	3.3	6.9	18.0	17.2

Note: All figures in \$ millions.

# POTENTIAL UPCOMING MAJOR IT PROJECT

## Consideration of upcoming projects:

Project	Dept	Status	Total Projected Cost
Electronic Health Records	DPH	Scope change. Delayed 6 months.	\$341.9M
Upgrade the Network	DT	40% complete, lagging due to delays in procurement.	\$8.1M
VoIP	DT		\$49.2M

# FINANCIAL OVERVIEW

## FY18-22 ICT Plan

- 127 Project Requests over next 5 years

## Annual Allocation vs. Projected Costs

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
Annual Project	11.7	12.8	14.1	15.5	17.1	71.2
Projected Costs	69.3	58.5	45.9	28.9	25.7	228.4
General Fund Dept	65.5	56.5	45.1	28.3	25.1	220.6
Enterprise	3.8	2.0	0.8	0.6	0.6	7.8
DIFFERENCE	(57.6)	(45.7)	(31.8)	(13.4)	(8.6)	(157.2)

Note: All figures in \$ millions. Figure does not represent COIT GF requests.

# APPENDIX: MAJOR IT PROJECT DASHBOARDS



CoIT



# CON – F\$P DASHBOARD



Project Indicator	This Period	Prior Period	Notes
Overall Status	Yellow	Yellow	<ul style="list-style-type: none"><li>Schedule status of RED due to unclear status of Department Readiness for Mock Conversion and Interface Testing (November – March)</li><li><b>Design Phase</b> – PS Financials – COMPLETE; Business Intelligence- 99%</li><li><b>Build Phase</b>– PS Financials - Wrapping up RICEW Build activities through December – currently at 81%; Business Intelligence- scheduled to start 12/1/16</li><li><b>Test Phase</b> – PS Financials - Began Cycle 0 on schedule - 11/1/16; Business Intelligence -</li></ul>
Scope	Green	Green	<ul style="list-style-type: none"><li><b>Design Freeze is in effect</b> - Further requests to change scope will go through formal Change Request process, including business case justification</li><li>Monitoring potential changes for negative impact to scope</li></ul>
Schedule	Red	Red	<ul style="list-style-type: none"><li>Schedule by Phase:<ul style="list-style-type: none"><li>Conversion &amp; Integration Test (<b>RED</b>)</li><li>Performance Test (<b>GREEN</b>)</li><li>UET (<b>GREEN</b>)</li><li>Training (<b>GREEN</b>)</li><li>Go-Live (<b>GREEN</b>)</li></ul></li><li>Holding on RED due to Conversion &amp; Integration Test Schedule –</li></ul>
Resources	Green	Green	<ul style="list-style-type: none"><li>Team fully staffed to current plan</li></ul>
Issues	Yellow	Yellow	<ul style="list-style-type: none"><li>#43 – Contract Conversion</li><li><b>#69 – Department Conversion &amp; Interface Readiness</b></li></ul>
Risks	Green	Yellow	<ul style="list-style-type: none"><li>Currently there are no High Risks on the PMO radar</li></ul>





# DEM – RADIO REPLACEMENT PROJECT

Total Project Cost*	Total COIT Funding To Date*	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$74,018,060 *not including cost to finance	\$29,880,000 *FY14-FY18	\$5,127,000	\$34,184,000	69,191,000	12,000,000




	Status	Comment
Scope		Project Scope includes Public Safety (CERS) and Public Services (PERS) radio & system upgrade. De-scoped South Hill new tower construction.
Schedule		Project Detailed Design Review phase to be substantially complete by April 2017. DPW civil work still in bid process. Scheduled to complete September 2020.
Budget		Below original projection of \$78M – able to combine CERS and PERS on one network. Civil work – bid response higher than engineers estimate, but able to cover with contingency and de-scoping.
Risks		VA Site Relocation/SHPO Approval Twin Peaks Tower Construction DPW Civil/Construction Work at all sites Radio Site Leases BART Underground Radio Coverage Solution (ISSI)



# ASR - Property Assessment & Tax System

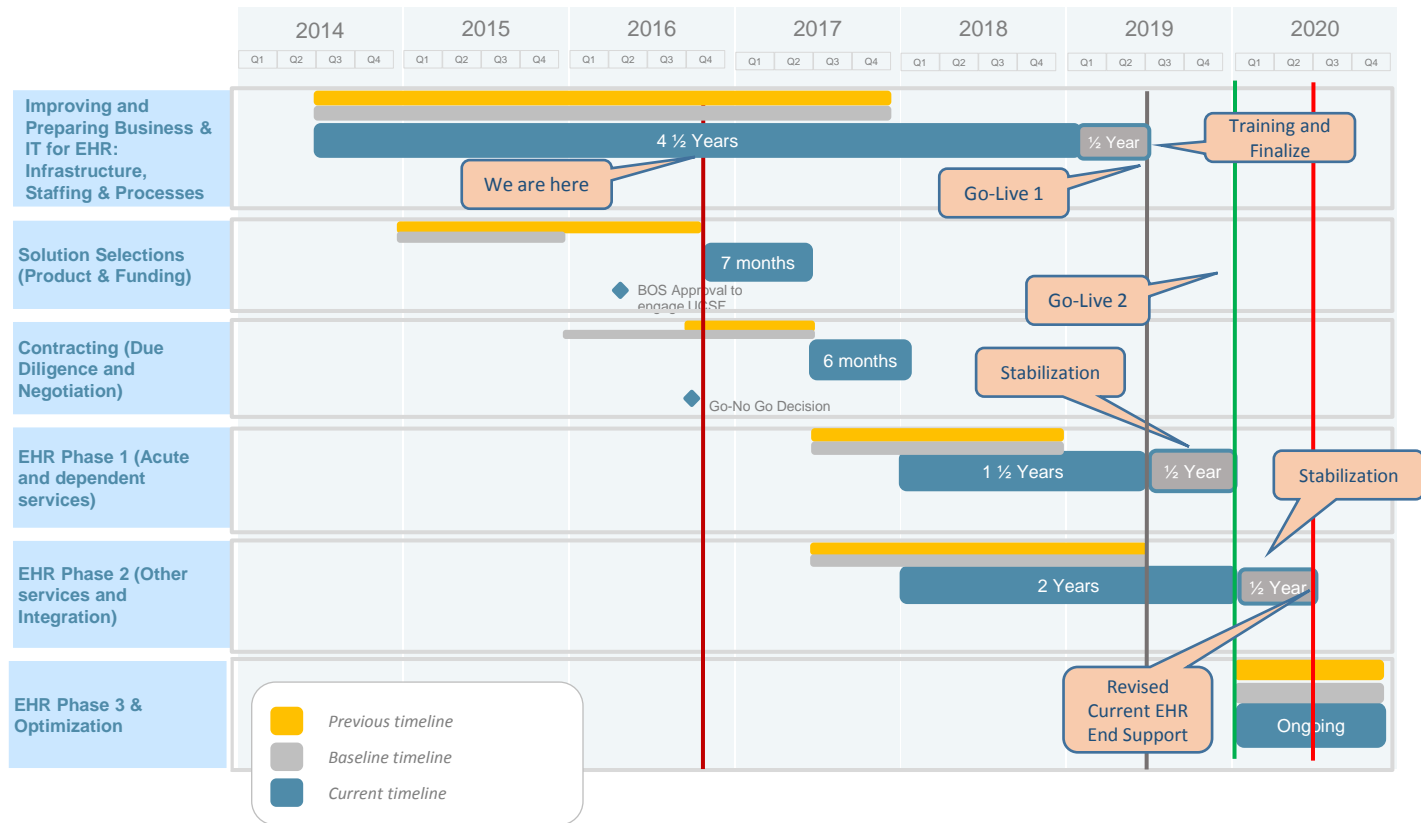
Phase 1A – FY14-15 through Q1 FY16-17

Total Project Cost –Phase 1A	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$1,678,837	\$2,720,000*	\$147,537	\$300,000	\$3,167,537	\$1,378,700 (incl ENC)

	Status	Comment
Scope		Within Scope
Schedule		75% Complete – majority of requirements gathered and future business process flows mapped. In the process of creating use cases and implementing projects recommended by Gartner to make departments (ASR, TTX, CON) ready for a system implementation. The departments will begin the Procurement Phase in March 2017. Currently, the departments have engaged Gartner to conduct a Market Scan and Alternatives Analysis.
Budget		On-Budget. *COIT funding includes \$760,000 FY14/15 and 15/16 and \$1,960,000 FY16-17 allocation.
Risks		Lack of commercial off-the-shelf products to meet with Proposition 13 requirements Maintaining current systems that are near the end of useful life



# DPH – ELECTRONIC HEALTH RECORDS TIMELINE



## 6. Performance Reporting

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# PERFORMANCE OVERVIEW

Why do we collect performance metrics?

- An opportunity to track progress
- Increase transparency
- Learn best practices
- Improve performance
- Better evaluation

# PORTFOLIO MANAGEMENT

Track Citywide progress:

ICT Plan	Goal 1	Objective	Measure
		Objective	...
	Goal 2	Objective	...
		Objective	...
	Goal 3	Objective	...
		Objective	...

Track Strategic Projects:

Quarterly Performance	Project 1	Budget, Schedule, Scope, KPI's
	Project 2	...
	Project 3	...

# GOAL 1: SUPPORT CRITICAL INFRASTRUCTURE

Objective	Performance Metric	Source	Baseline
Objective 1: Keep downtime for critical systems to less than 0.1 percent	%of downtime on the City network (WAN/Data Centers)	DT	99.99% of uptime
	Average bandwidth	DT	700 mbs
Objective 2: Protect critical ICT system from major disruptive elements	% of critical systems redundant	DT	100% (3 of 3)
Objective 3: Prevent and defend City systems with strong cyber-security practices	Number of departments with security policies	DT	TBD
	% of staff with security training	DT	TBD

# GOAL 2: INCREASE EFFICIENCY & EFFECTIVENESS

Objective	Performance Metric	Source	Baseline
Objective 1: Simplify and reduce IT procurement	Number of business days to complete the CIO Review	DT	3.2 days
	Number of days for Office of Contract Administration to review purchases	OCA	Not Available
	Number of Citywide enterprise agreements available	DT	10 total
Objective 2: Enable and support a mobile workforce	Percent of key applications that are mobile supported	All Depts	Not Available
	Number of legacy applications that are available on mobile	All Depts	Not Available
Objective 3: Deploy technology that supports green initiatives	Annual expenditures on paper	OCA/ENV	Not Available
	Percent of virtual vs physical servers	DT	95% virtualized



# GOAL 3: IMPROVE ACCESS & TRANSPARENCY

Objective	Performance Metric	Source	Baseline
Objective 1: Make City data readily available	Percent of completed department inventories	CDO	69% complete
	Number of datasets that are “natively” hosted	CDO	89% native
	Percent of users that visited the DataSF.org website more than once	CDO	Imprecise
Objective 2: Increase Internet access to underserved communities	Number of digital literacy training hours provided by the City	LIB/HAS	TBD
	Number of public housing sites with operable free wireless Internet	DT	TBD
Objective 3: Increase Internet connectivity	Number of City buildings on City fiber network	DT	318 buildings
	Number of departments paying for private Internet service	DT	17 departments

# ICT PERFORMANCE CURRENT STATE

More comprehensive review needed:

- Need to identify available data sources
- Leverage existing measures
- Should not track what is easy, but accurate
- What is our objective for each measure?



## **Performance Measurement and Management at SF Public Works**

**12/09/2016**

**Presentation to  
Committee on Information Technology  
Budget and Performance Subcommittee**



## **VISION**

A world-class public works organization that contributes to making San Francisco a sustainable, beautiful, vibrant, safe and livable city.

## **MISSION**

We enhance the quality of life in San Francisco as responsible stewards of the public's physical assets by providing outstanding service in partnership with the community.

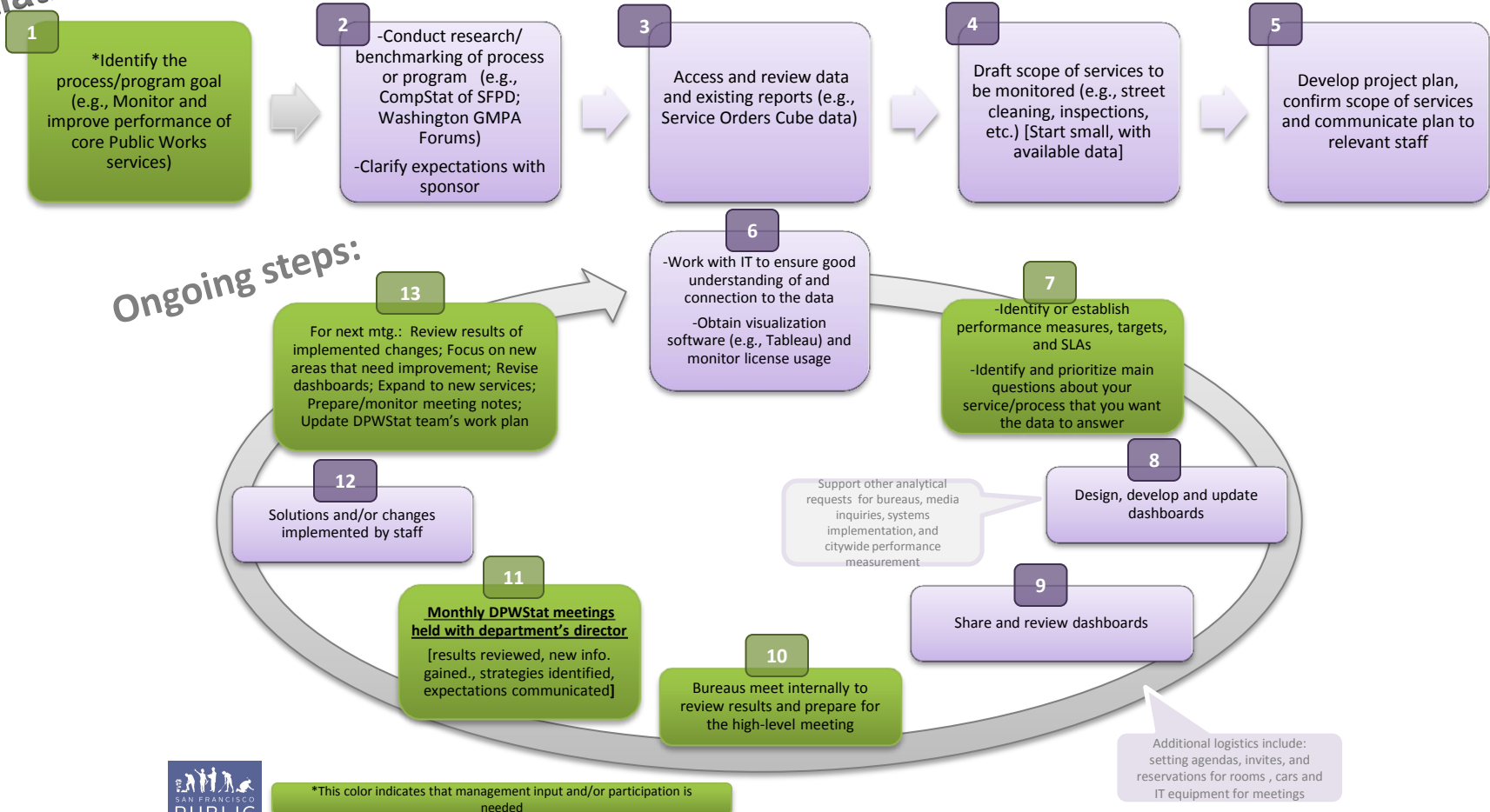
We design, build, manage, maintain, green, protect and improve the City's public spaces (infrastructure, public right of way and facilities) with skill, pride, innovation and responsiveness.

[www.sfpublicworks.org](http://www.sfpublicworks.org)

# PublicWorksStat is our primary performance measurement process.

1. Addresses our core services
2. Aligned with our strategic plan goals and objectives
3. Regular (monthly) measuring and monitoring to know how we are doing and where to improve
4. Forum for establishing and communicating expectations
5. Managers and staff discuss and analyze key performance measures, and formulate and implement strategies and action plans to achieve improvements
6. Launched in October 2010; six years of experience refining measures and improving data

# Initiation: PublicWorksStat Process

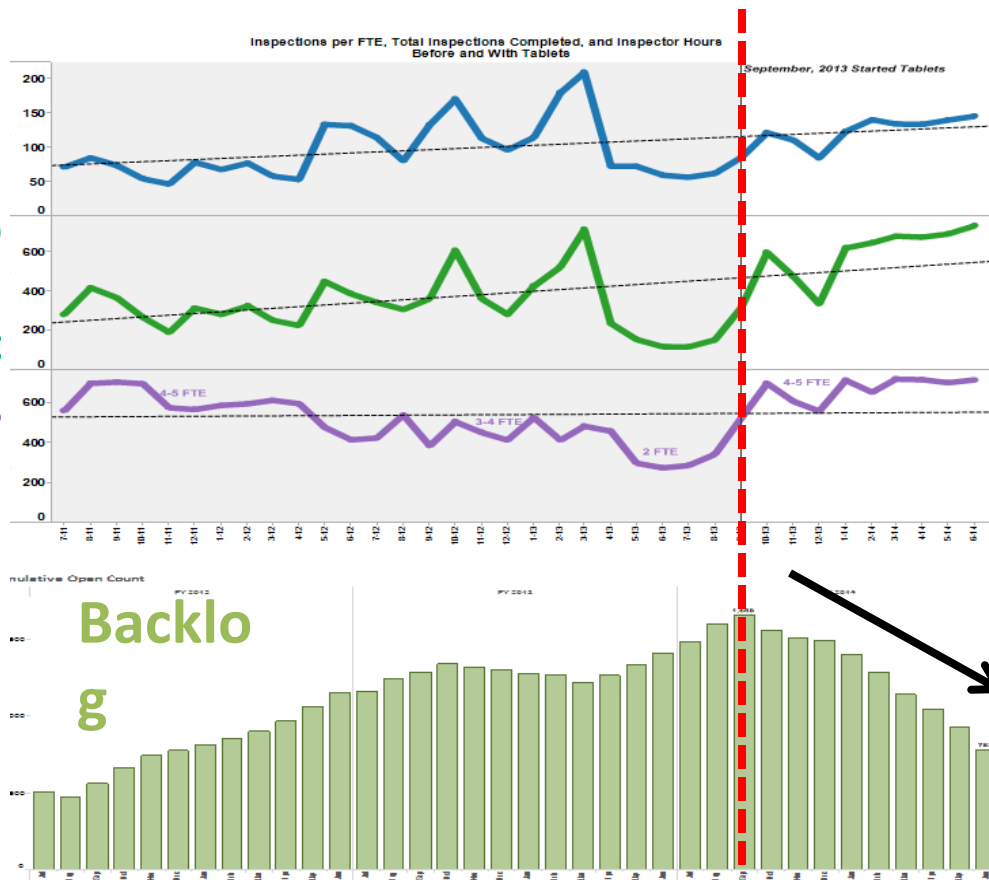


# Some **PublicWorksStat** performance measures:

1. Responsiveness to public and client requests: time to respond and to complete work (average, % within target time; adherence to project schedules)
2. Productivity and efficiency: work completed per FTE, labor hours or cost of services performed
3. Accuracy: cost variance from estimate
4. Volume completed compared to demand; backlog analysis
5. Service equity: measures above compared across geographic and other groupings

**Average  
per FTE**

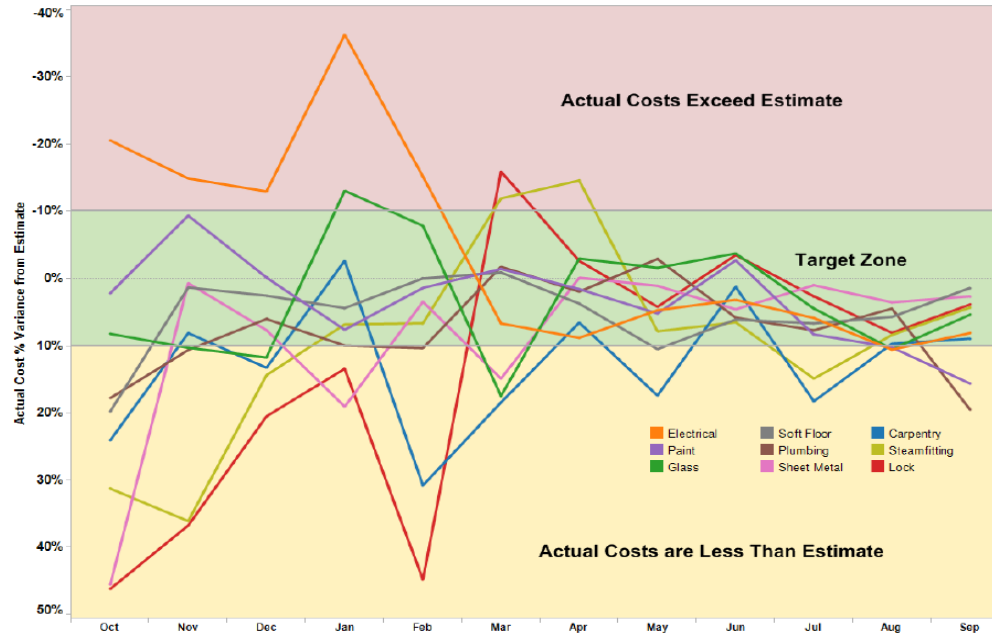
# Inspection count Hours





# Improving the accuracy of cost estimates

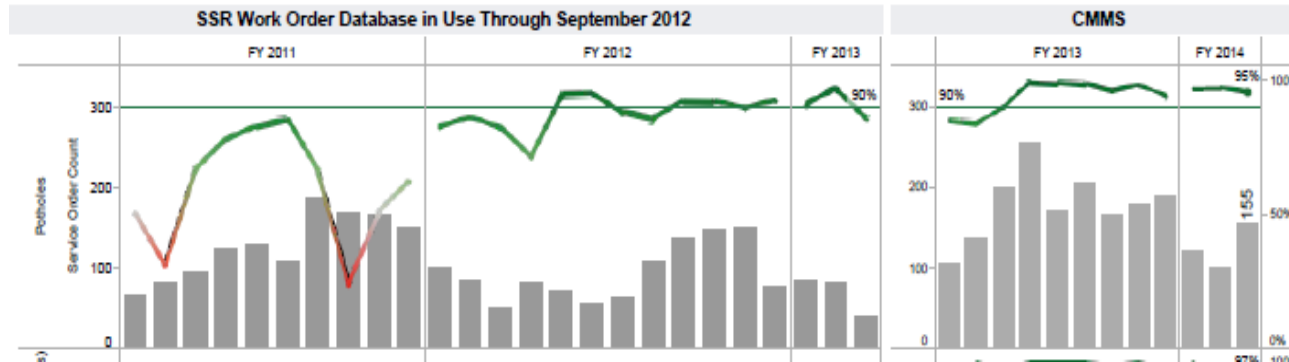
**Percentage Variance from Estimate to Actual Cost for Corrective Service Orders**  
By Shop and Month Completed  
*Goal: Within +/- 10%*



# Monitoring Volume and Response Time

## Roadway Repair Volume & Response Time Over Four Years

Public Request (311) Service Orders Completed, and  
Percentage Within Three Business Days, by Month

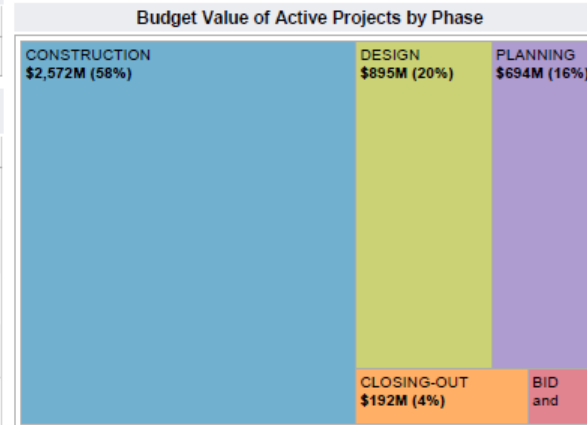
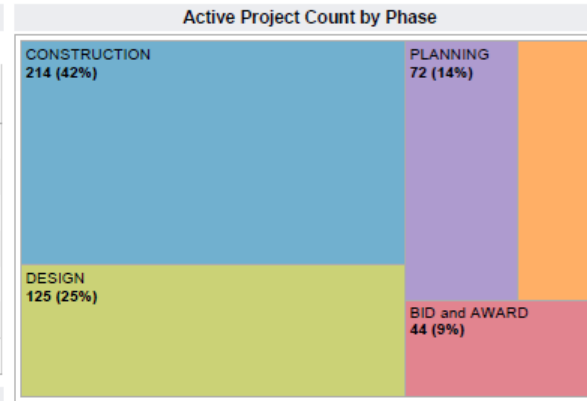


# Capital Project Management Overview

Projects by Phase				
Phase	Project Status			Grand Total
	Active	Inactive/ On-Hold	Closed	
PLANNING	72	15	17	104
DESIGN	125	15	13	153
BID and AWARD	44	2		46
CONSTRUCTION	214	4	55	273
CLOSING-OUT	51	1	141	193
Unknown	2		102	104
Grand Total	508	37	328	873

All Projects		
Projects by Phase	Pre-Planning	Grand Total
873	122	995

MOU Status of Active Projects <small>*excludes IDC-Task Force projects</small>					
	BPM	BDC	IDC	Unkno..	Total
MOU/Agreement Uploaded	22	72	95	68	257
MOU/Agreement Not Applicable		16	167	66	249
MOU/Agreement Not Uploaded	2	1	1	3	7
Unknown			1	1	2
Grand Total	24	89	264	138	515



# PublicWorksStat supports better:

## Information

Encouraging improvements in collection, reporting, analysis, and use of data; and supporting implementation of IT systems (e.g., CMMS, EPM).

## Analysis

Dedicated staff using data to identify patterns and point toward strategies to improve.

## Communication

Clarifying expectations on performance and service delivery.  
Improving communication and collaboration at all levels.

## Decision-making

Promoting the use of data in decision-making and resource allocation processes.

## Service

Improving performance and service delivery and aligning resources to demand for services.

# Questions?

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# PERFORMANCE WORKSHOP

# PERFORMANCE WORKSHOP

## Vision

- How do we measure progress?
- Goal is to “Increase Efficiency & Effectiveness”

## Research

- Evaluate data sources

## Review

- Build baseline data
- Set objectives

# PERFORMANCE WORKSHOP

Exercise 1: What can technology do to make operations more efficient? BE SPECIFIC

Exercise 2: Group your answers together

Exercise 3: Rank your highest 2 measures! Share-out  
(2 votes each)



# BUDGET SEASON CALENDAR

- December 8: Mayor's Budget Instructions
- January 13: COIT Budget Submissions Deadline

## Budget Review:

- March 3, 10 – Enterprise Departments
- March 24 – Begin General Fund Departments

## COIT SharePoint Site:

<https://sfgov1.sharepoint.com/sites/ADM-COIT/SitePages/Home.aspx>

- Preference for collaborative requests
- Please consider COIT Policies (available on our website!)

## **7. Public Comment**

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