COMMITTEE ON INFORMATION TECHNOLOGY
Office of the City Administrator

COIT Budget & Performance Subcommittee: Budget Hearings

April 6, 2018

Theme: IT Infrastructure

Dept	Project	Previously Approved by COIT*	FY2018-19 GF Request	FY2019-20 GF Request
TIS	Upgrade the Network	Y	$600,000	$620,000
TIS	City Telecom Modernization	Y	$2,409,000	$2,409,000
TTX	Payment Card Industry (PCI) Compliance		$450,000	-

*Previously approved projects include those funded through COIT's allocations and other General and Non-General Fund sources.

Theme: Residential Services

Dept	Project	Previously Approved by COIT	FY2018-19 GF Cost	FY2019-20 GF Cost
ADM	CCSF Digital Inclusion Pilot Expansion		$320,000	-
ADM	Citywide Digital Services Project	Y	$1,200,000	-
OEWD	Jobs Portal	Y	-	-
TTX	Upgrade Business Tax Applications		-	-

The Committee on Information Technology (COIT)
Project Submission Summary

Project: Upgrade the Network
Department: Technology

Project Overview

Start: FY2018-19   Finish: FY2020-21   Type of Request: Replacement of legacy technolo ▼

Project Objective: Upgrade the network infrastructure for the City and provide capacity, reliability, redundancy, and operational availability 24x7.

Performance Measure: 99.99% network uptime at 200 Paul Avenue and Rancho Cordova.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$3,900,000	$4,720,000	$0	$0	$0
COIT Request	$600,000	$620,000	--	--	--
Matching Fund					

Proposed Use	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Number of Existing FTE:					
Existing Classifications:					
Number of New FTE:	3	3			
New Classifications:	**1043**	**1043**			
Total Salary & Fringe:	$600,000	$620,000	$0	$0	$0
Software:	$0	$0	$0	$0	$0
Hardware:	$1,600,000	$2,700,000	$0	$0	$0
Professional Services:	$1,700,000	$1,400,000	$0	$0	$0
Materials & Supplies:	$0	$0	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$3,900,000**	**$4,720,000**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$8,620,000	+ Annual ongoing costs			$153,000

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$2,663,775	$2,781,718	$414,000	$427,800
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$3,300,000	$4,100,000
Any Other Source (NGF)	$1,196,768	$1,196,768	$186,000	$192,000

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project: Upgrade the Network

Department: Technology

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Alignment with mayoral and ICT goals. Critical infrastructure for City network. Top priority for DT and the City. Upgrade the Network project shifted to focus on VOIP capacity last year.	4
Project Benefits (Users, Measures)	Project will provide capacity, reliability, redundancy and operational availability to City network 24/7. Benefits departments and many projects that rely on the network. Potential measures around network reliability, performance, and security.	4
Financial Benefits (Savings, Measures)	Due to size and scope, this may become a Major IT project over the next 10 years. Cost being split between Capital Planning, COIT, and operating budget. Currently negotiating financing options to lease network and VOIP equipment.	3
Regulatory Compliance & Risk Management (Policy, Security)	Network redesign needed to fulfill resiliency and disaster recovery functions. Security practices maturing and staff will continue to work on ensuring security of various components. Network will also need to be PCI, HIPAA, and CJIS compliant.	4
Architecture & Development Plan (Development, Methods, Sharing)	Foundational network architecture for City operations. DT is doing assessment via six waves with over a dozen departments/agencies as part of each wave.	3
Department Capacity (Planning, Staffing)	DT is currently doing landscape analysis and plans to upgrade 2-3 wave sites over the next year. Department expressed concern over staffing on this project. Unspent balance anticipated to be spent by end of FY 2017-18.	3

Total: **21**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project:	City Telecom Modernization
Department:	Technology

Project Overview

Start:	FY2018-19	Finish:	FY2020-21	Type of Request:	Replacement of legacy technolo ▾

Project Objective:	Convert 35,000+ phone lines from 100+ telephone systems to VoIP.

Performance Measure:	Percentage of phone lines upgraded to VoIP by July 2019.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$2,409,000	$2,409,000	$0	$0	$0
COIT Request	$2,409,000	$2,409,000	--	--	--
Matching Fund					

Proposed Use	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Number of Existing FTE:					
Existing Classifications:					
Number of New FTE:					
New Classifications:					
Total Salary & Fringe:	$408,825	$408,825	$0	$0	$0
Software:	$124,550	$124,550	$0	$0	$0
Hardware:	$0	$0	$0	$0	$0
Professional Services:	$1,875,625	$1,875,625	$0	$0	$0
Materials & Supplies:	$0	$0	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$2,409,000**	**$2,409,000**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$4,818,000	+ Annual ongoing costs			$600,000

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$453,155	$1,662,210	$1,662,210
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$0	$0
Any Other Source (NGF)	$0	$0	$746,790	$746,790

Scoring Rubric	See Full Project	Save & Close

Project: City Telecom Modernization

Department: Technology

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Critical project to support telephony services. Strategic priority to improve the performance of City infrastructure and day-to-day operations. Major IT Project.	4
Project Benefits (Users, Measures)	Project will benefit 24 call centers including customers who call in. Departments looking to upgrade their phone system will also benefit. The quality of communication should increase since older system is failing. Potential performance measure on system reliability.	4
Financial Benefits (Savings, Measures)	May initiate a $1M revolving fund to pay for ongoing equipment costs. Canceling several support contracts in the future may generate savings. Need to clarify ongoing costs, which appears to be low.	3
Regulatory Compliance & Risk Management (Policy, Security)	Regulation exists but satisfied by other means.	4
Architecture & Development Plan (Development, Methods, Sharing)	Project is central to promote share architecture for communication. DT is set on using Cisco. Actively coordinating with multiple departments. Prioritizing 9 departments for installation with high need (current systems failing or end of life).	4
Department Capacity (Planning, Staffing)	This is a multi-year project and beginning implementation phase. Equipment has been purchased and ready for installation at selected sites. Funding is needed to continue project.	4

Total: **23**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project: PCI
Department: Treasurer-Tax Collector

Project Overview

Start: FY2018-19   Finish: FY2020-21   Type of Request: Development of a new service ▾

Project Objective: Ensure that CCSF is compliant with credit card industry standards.

Performance Measure: SFMTA to be PCI compliant by September 30, 2018 and 20 other departments to be PCI Compliant by June 30, 2018.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$939,520	$1,309,520	$0	$0	$0
COIT Request	$449,520	$449,520	--	--	--
Matching Fund	$490,000	$860,000			

Proposed Use	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Number of Existing FTE:					
Existing Classifications:					
Number of New FTE:	1	1			
New Classifications:	**0923**	**0923**			
Total Salary & Fringe:	$155,520	$155,520	$0	$0	$0
Software:	$0	$0	$0	$0	$0
Hardware:	$0	$0	$0	$0	$0
Professional Services:	$269,000	$269,000	$0	$0	$0
Materials & Supplies:	$25,000	$25,000	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$449,520**	**$449,520**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$2,249,040	+ Annual ongoing costs			$155,520

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$0	$449,520	$449,520
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$490,000	$860,000
Any Other Source (NGF)	$0	$0	$0	$0

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project: PCI

Department: Treasurer-Tax Collector

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	PCI compliance is required to provide credit card services. Needed to secure additional payment options.	4
Project Benefits (Users, Measures)	Project will bring security and compliance to over 6 million credit card transactions. Project will also bring greater standardization to all credit card processing.	3
Financial Benefits (Savings, Measures)	Substantial fines for non-compliance. TTX will provide match for coordination activities. FTE to be dedicated to support departments to either move off existing platform to the new one that is PCI compliant. 100% GF support for network segmentation.	3
Regulatory Compliance & Risk Management (Policy, Security)	Project required to satisfy PCI compliance. SFMTA must be compliant by September 30, 2018 and all other departments by June 30, 2018.	4
Architecture & Development Plan (Development, Methods, Sharing)	Project is central to promoting shared architecture. TTX, CON, and DT need to actively coordinate to create policy, redesign network, and agree on a overall strategy that will impact multiple departments.	4
Department Capacity (Planning, Staffing)	Thorough scoping based on PCI assessment report. More coordination needed between TTX, CON, and DT and potentially an ongoing governance structure.	2

Total: **20**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project:	CCSF Digital Inclusion Pilot Expansion
Department:	City Administrator's Office

Project Overview

Start: FY2018-19	Finish: FY2019-20	Type of Request: Development of a new service ▼

Project Objective: Serve as a central coordinator for City agencies and non-profits to help close the digital divide.

Performance Measure: By July 2019, 75% of SF Digital Equity program participants will pass the digital skills assessment.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$320,000	$0	$0	$0	$0
COIT Request	$320,000	$0	--	--	--
Matching Fund					
Proposed Use	**FY2018-19**	**FY2019-20**	**FY2020-21**	**FY2021-22**	**FY2022-23**
Number of Existing FTE:					
Existing Classifications:					
Number of New FTE:	1				
New Classifications:	**0922**				
Total Salary & Fringe:	$176,256	$0	$0	$0	$0
Software:	$0	$0	$0	$0	$0
Hardware:	$0	$0	$0	$0	$0
Professional Services:	$138,744	$0	$0	$0	$0
Materials & Supplies:	$5,000	$0	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$320,000**	**$0**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$320,000	+ Annual ongoing costs			$176,256

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$0	$320,000	$0
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$0	$0
Any Other Source (NGF)	$0	$0	$0	$0

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project:	CCSF Digital Inclusion Pilot Expansion
Department:	City Administrator's Office

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Aligned with Mayoral vision of a City that is diverse, equitable, and inclusive. Digital inclusion is also an initiative of the FY 2018-22 ICT Plan. Demonstrated need and impact in first year of program.	4
Project Benefits (Users, Measures)	The Digital Equity Officer will act as a coordinator, whereas departments and non-profits will continue to provide direct services. The City's role with digital equity will continue to evolve to address digital problems.	3
Financial Benefits (Savings, Measures)	Will help coordinate City programs to be more impactful. Unlikely to provide financial savings.	1
Regulatory Compliance & Risk Management (Policy, Security)	Not a regulatory requirement but reliance on digital tools is only increasing, and understanding information security is a societal need. Digital Equity Office plans to take proactive steps to help residents feel secure and participate in digital society.	3
Architecture & Development Plan (Development, Methods, Sharing)	Playbook has been designed using Human Centered Design techniques. Program continues to act as a community organizer and helping address most pressing needs.	3
Department Capacity (Planning, Staffing)	Program is fully dedicated towards closing digital divide. May need additional staff capacity in the future to scale.	3

Total: **17**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project:	Extension to Citywide Digital Services Project
Department:	City Administrator's Office

Project Overview

Start:	FY2018-19	Finish:	FY2019-20	Type of Request:	Enhancement of an existing serv ▾

Project Objective: Build a new website for the city using Drupal 8, making it easier for residents to transact with the city by taking a services-based approach to the site.

Performance Measure: By July 2019, there will be 50 service start pages implemented on sfgov.org that did not exist or were previously hard to find.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$1,200,000	$0	$0	$0	$0
COIT Request	$1,200,000	$0	--	--	--
Matching Fund	$0	$0			
Proposed Use	**FY2018-19**	**FY2019-20**	**FY2020-21**	**FY2021-22**	**FY2022-23**
Number of Existing FTE:	3.5				
Existing Classifications:					
Number of New FTE:	2				
New Classifications:	**0932; 1822**				
Total Salary & Fringe:	$340,000	$0	$0	$0	$0
Software:	$100,000	$0	$0	$0	$0
Hardware:	$100,000	$0	$0	$0	$0
Professional Services:	$660,000	$0	$0	$0	$0
Materials & Supplies:	$0	$0	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$1,200,000**	**$0**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$1,200,000	+ Annual ongoing costs			

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$0	$1,200,000	$1,200,000
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$0	$0
Any Other Source (NGF)	$0	$0	$0	$0

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project:	Extension to Citywide Digital Services Project
Department:	City Administrator's Office

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Aligned with Mayoral vision of excellent City services and ICT Plan. Additional funding needed to continue strategic effort to redesign City services to be more accessible and easy to use.	4
Project Benefits (Users, Measures)	Project will begin by redesigning sfgov.org to be more modern and provide a better user experience. Later phases of implementation will redesign individual services to create a seamless user experience. As a primary principle, the Digital Services team emphasizes user testing in development.	4
Financial Benefits (Savings, Measures)	Service redesign will improve efficiency of staff time to be directed towards more resident level services instead of manual processes. Additional cost savings may be found by consolidating web hosting.	3
Regulatory Compliance & Risk Management (Policy, Security)	Accessibility requirements for all digital services. Web sites must also be compliant with the language ordinance. All website must be secure, and have an SSL certificate. Chrome browser will not work for non-compliant pages.	3
Architecture & Development Plan (Development, Methods, Sharing)	The Digital Services team will be designing the architecture for City websites, and eventually services. Digital services will emphasize user testing and agile development. Will help spread best practices to departments.	4
Department Capacity (Planning, Staffing)	Funds needed to supplement staffing. Current team is at capacity with current work load, and more staff is needed to support demand.	2

Total: **20**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project: San Francisco Jobs Portal
Department: Economic & Workforce Development

Project Overview

Start: FY2017-18   Finish: FY2019-20   Type of Request: Enhancement of an existing serv ▾

Project Objective: A "one-stop" destination on all City Workforce Development services.

Performance Measure: The SF Jobs Portal will place 350 applicants into gainful employment by July 2019.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$645,232	$645,232	$0	$0	$0
COIT Request	$0	$0	--	--	--
Matching Fund	$645,232	$645,232			
Proposed Use	**FY2018-19**	**FY2019-20**	**FY2020-21**	**FY2021-22**	**FY2022-23**
Number of Existing FTE:	**3**	**3**			
Existing Classifications:	0923; 1053; 1823				
Number of New FTE:					
New Classifications:					
Total Salary & Fringe:	$492,232	$492,232	$0	$0	$0
Software:	$32,000	$32,000	$0	$0	$0
Hardware:	$0	$0	$0	$0	$0
Professional Services:	$118,400	$118,400	$0	$0	$0
Materials & Supplies:	$2,600	$2,600	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	**$645,232**	**$645,232**	**$0**	**$0**	**$0**
Total Cost (5 Years)	$1,290,464	+ Annual ongoing costs		$200,000	

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$0	$0	$0
Major IT	$0	$0	$0	$0
Other GF Sources	$671,047	$289,000	$645,232	$645,232
Any Other Source (NGF)	$0	$0	$0	$0

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project:	San Francisco Jobs Portal
Department:	Economic & Workforce Development

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Citywide service. Aligned with Mayoral vision of excellent city services and a key component of Digital Services Strategy. Upholds vision of making City services easy to use and accessible.	4
Project Benefits (Users, Measures)	Intended impact is to help job seekers find employment, and business owners find employees. KPI will measure number of job placement through the SF Jobs Portal. Eager to hear more on how Jobs Portal will be integrated into Department workflows.	3
Financial Benefits (Savings, Measures)	Financial benefits may be found through enhanced coordination of Community Based Organizations and Departments using the same tool. Staff time savings may be a benefit.	2
Regulatory Compliance & Risk Management (Policy, Security)	Not a regulatory requirement. Jobs Portal does have online transactions with personal information. Information should be considered "sensitive" and given appropriate protections.	2
Architecture & Development Plan (Development, Methods, Sharing)	Recent change to agile development. Using Salesforce for transaction services, and information will be integrated into workflows of partnering organizations.	3
Department Capacity (Planning, Staffing)	3.0 FTE split time to develop the Jobs Portal and Business Portal. Also have a contract with a vendor for continued development.	2

Total: **16**

One Pager	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Project Submission Summary

Project: Upgrade Business Tax Applications
Department: Treasurer-Tax Collector

Project Overview

Start: FY2018-19 Finish: FY2020-21 Type of Request: Enhancement of an existing serv ▼

Project Objective: Upgrade business tax applications to support taxpayer engagement with tax filing and renewals, pdf bill presentment, online payments, and e-signature.

Performance Measure: By July 2019, 80% of business taxes will be filed online.

Budget Information

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Estimated Cost	$100,000	$100,000	$0	$0	$0
COIT Request	$0	$0	--	--	--
Matching Fund	$100,000	$100,000			

Proposed Use	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Number of Existing FTE:					
Existing Classifications:					
Number of New FTE:					
New Classifications:					
Total Salary & Fringe:	$0	$0	$0	$0	$0
Software:	$0	$0	$0	$0	$0
Hardware:	$0	$0	$0	$0	$0
Professional Services:	$100,000	$100,000	$0	$0	$0
Materials & Supplies:	$0	$0	$0	$0	$0
Contingency/Other:	$0	$0	$0	$0	$0
Project Total:	$100,000	$100,000	$0	$0	$0
Total Cost (5 Years)	$200,000	+ Annual ongoing costs			$10,000

Funding Source	FY2017-18 Approved	Q2 Balance	FY2018-19 Request	FY2019-20 Request
COIT Allocation	$0	$0	$0	$0
Major IT	$0	$0	$0	$0
Other GF Sources	$0	$0	$100,000	$100,000
Any Other Source (NGF)	$0	$0	$0	$0

Scoring Rubric	See Full Project	Save & Close

The Committee on Information Technology (COIT)
Scoring Rubric

Project:	Upgrade Business Tax Applications
Department:	Treasurer-Tax Collector

Criteria	COIT Notes	Score
Strategic Value (Goals, Impact)	Alignment with mayoral and ICT goals. Project will enhance functionality and user experience of a number of online services. Some of the online applications have not had a major upgrade in 5 years.	3
Project Benefits (Users, Measures)	Project will benefit businesses taxpayer's online experience and automate workflow for TTX staff. Potential performance measure - time savings of entering/processing various components.	3
Financial Benefits (Savings, Measures)	100% funded by department.	2
Regulatory Compliance & Risk Management (Policy, Security)	Regulation exists, but satisfied by other means.	3
Architecture & Development Plan (Development, Methods, Sharing)	Applications will be on Drupal 8. Design will be iterative. Dependency on Accela. Make sure to align with Digital Services user experience strategy.	2
Department Capacity (Planning, Staffing)	Priority project for TTX. Department has an established practice to manage projects and change management.	3

Total: **16**

One Pager	See Full Project	Save & Close