



# Committee on Information Technology

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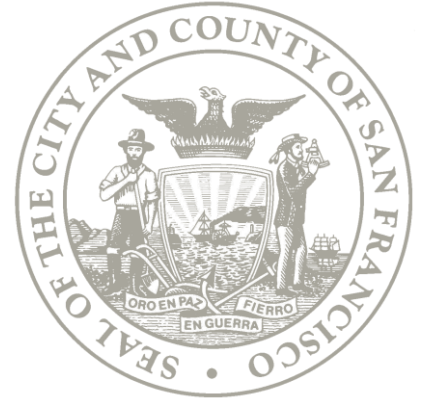
Regular Meeting  
April 19, 2018

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

# Agenda

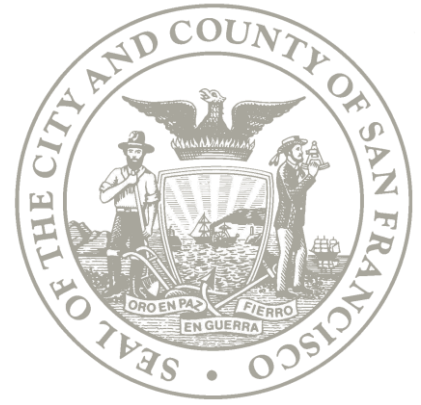
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- Call to Order by Chair
- Roll Call
- Approval of Meeting Minutes from March 15, 2018
- Chair Update
- CIO Update
- Major IT Update: Property Assessment & Tax System
- FY 2018-19 & FY 2019-20 General Fund Budget Recommendations
- FY 2018-19 & FY 2019-20 Enterprise Department Budget Recommendations (Action Item)
- Public Comment
- Adjournment

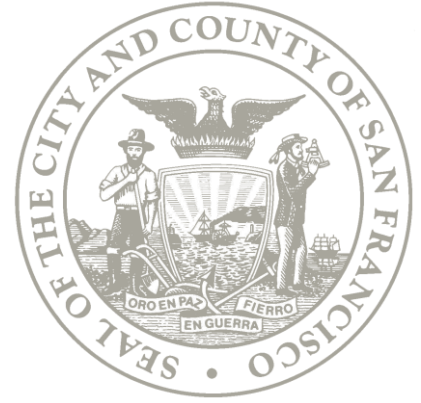


# 3. Approval of Minutes

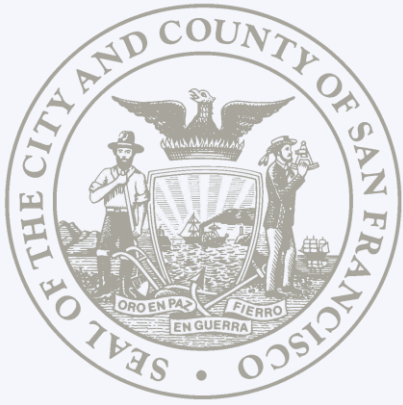
Action Item



## 4. Chair Update



## 5. CIO Update



# Property Assessment and Tax System Replacement Project (PATs)

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Assessor, Treasurer and Tax Collector, and Controller's Office

Rachel Cukierman, Tajel Shah, and Michelle Allersma

# PATS

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## Project Objective

- Modernize and secure the property assessment and tax systems that enable assessment and collection of approximately \$2.7 billion in annual property tax revenues that fund our local neighborhood services and public schools
- Sunset the existing systems, since they have exceeded their useful life
- Improve service and transparency to taxpayers
- Provide financial forecasts and analysis to policy makers

## Primary Users & Major Stakeholders

- Assessor Recorder (ASR), Treasurer/Tax Collector (TTX), and Controller (CON)
- Taxpayers, Policymakers, and Property and Business Owners
- City Departments (DBI, DPW, Planning)



# PATS

## The California property Assessment / Tax market remains immature



- Small and medium sized counties continue to leverage Megabyte as an interim solution until a stronger market player appears. Four counties went live with Megabyte in 2016.
- The integrated Thomson Reuters systems in Riverside and San Diego continue into another year (approximately 6+ and counting). A few additional counties are still waiting in line for their turns post-Riverside.
- A number of counties have begun their own modernization efforts, either by replatforming legacy systems or attempting custom builds
- Based on the current market, San Francisco should consider a wide variety of vendors and their ability to actually deliver the desired functionality
  - In order for the top-rated 2-system alternative to be viable, each system procurement (ASR and CON/TTX) should **target at least 2 market-viable vendor offerings to ensure competitive pricing and negotiations**, while remaining realistic about the environment



# PATS

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## RFP Process

- ASR
  - › Sapient / Salesforce / Hamer Custom Build
  - › Infosys / 21Tech Custom Build
  - › Thomson Reuters COTS (projected to go-live in October 2018 in Riverside County)
- TTX / CON
  - › Grant Street COTS (projected to go-live in San Mateo in 2019)
  - › Thomson Reuters COTS (projected to go-live in October 2018 in Riverside County)

# PATS

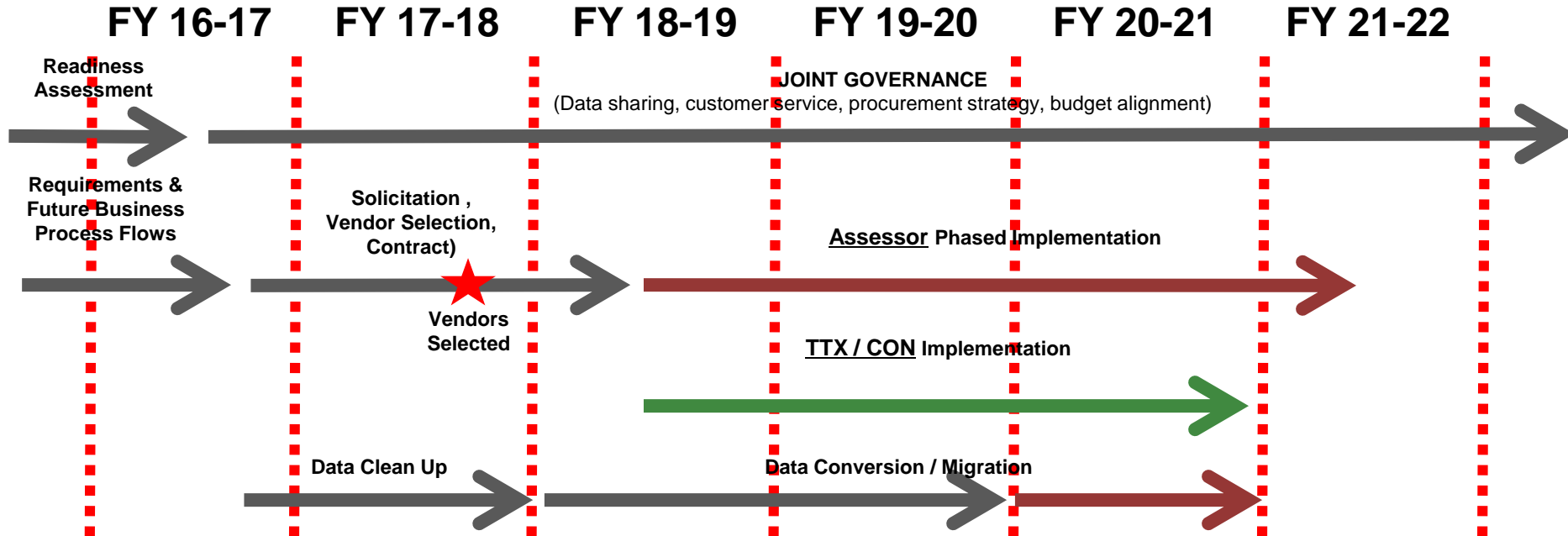
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## Two System Implementations

- ASR
  - › Sapient / Salesforce Solution
  - › Hosted
  - › Phased Implementation, final phase (3) goes live in FY21-22
- TTX/CON
  - › Grant Street Solutions
  - › Hosted
  - › Determining phasing based on Controller Office and TTX configuration requirements – Estimated go live FY20-21

# PATS

## Projects Implementation Stages/Phases

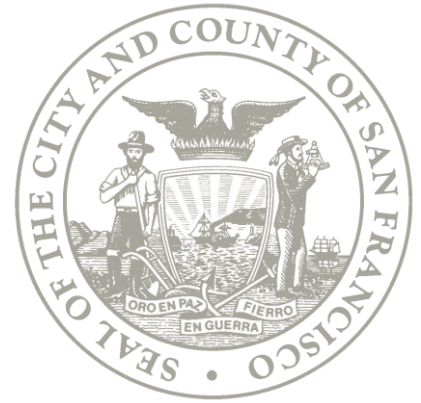


# PATS

## Budget Assumptions:

- TTX/CON system will go live in FY21
- ASR's final phase will go live in FY22
- Software and professional service numbers may change due to contract negotiations

| SOURCES                        | FY16-17             | FY17-18           | FY18-19              | FY19-20              | FY20-21              | FY21-22             | TOTAL                |
|--------------------------------|---------------------|-------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| Total COIT Allocation          | \$ 2,720,000        | \$ 10,274,600     | \$ 12,016,142        | \$ 12,807,629        | \$ 15,664,737        | \$ 8,362,780        | \$ 61,845,888        |
| Work Order - TTX               | \$ 300,000          |                   |                      |                      |                      |                     | \$ 300,000           |
| ASR Funding                    | \$ 1,307,553        | \$ 1,432,239      |                      |                      |                      |                     | \$ 2,739,792         |
| TTX Funding                    | \$ -                | \$ 3,362,366      |                      |                      |                      |                     | \$ 3,362,366         |
| CON Funding                    | \$ -                | \$ 217,190        |                      |                      |                      |                     | \$ 217,190           |
| <b>Total Sources</b>           | <b>4,327,553</b>    | <b>15,286,395</b> | <b>12,016,142</b>    | <b>12,807,629</b>    | <b>15,664,737</b>    | <b>8,362,780</b>    | <b>68,465,236</b>    |
| Carryforward                   | \$ -                | \$ 1,697,553      | \$ 16,550,131        | \$ 12,425,331        | \$ -                 | \$ -                | \$ -                 |
| <b>Total Sources + CF</b>      | <b>4,327,553</b>    | <b>16,983,948</b> | <b>28,566,273</b>    | <b>25,232,960</b>    | <b>15,664,737</b>    | <b>8,362,780</b>    | <b>68,465,236</b>    |
| USES                           | FY16-17             | FY17-18           | FY18-19              | FY19-20              | FY20-21              | FY21-22             | TOTAL                |
| <b>Cross Department Budget</b> |                     |                   |                      |                      |                      |                     |                      |
| Non-Labor                      | \$ 2,630,000        | \$ -              | \$ -                 | \$ -                 | \$ -                 | \$ -                | \$ 2,630,000         |
| <b>ASR Project Budget</b>      |                     |                   |                      |                      |                      |                     |                      |
| Labor                          | \$ -                | \$ 28,838         | \$ 2,207,248         | \$ 3,031,633         | \$ 3,031,633         | \$ 3,031,633        | \$ 11,330,984        |
| Non-Labor                      | \$ -                | \$ 25,000         | \$ 5,426,825         | \$ 12,750,923        | \$ 4,060,390         | \$ 4,837,445        | \$ 27,100,583        |
| <b>ASR Subtotal</b>            | <b>\$ -</b>         | <b>\$ 53,838</b>  | <b>\$ 7,634,073</b>  | <b>\$ 15,782,556</b> | <b>\$ 7,092,023</b>  | <b>\$ 7,869,078</b> | <b>\$ 38,431,567</b> |
| <b>TTX/CON Project Budget</b>  |                     |                   |                      |                      |                      |                     |                      |
| Labor                          | \$ -                | \$ 375,979        | \$ 835,869           | \$ 986,404           | \$ 986,404           | \$ 493,202          | \$ 3,677,859         |
| Non-Labor                      | \$ -                | \$ 4,000          | \$ 7,671,000         | \$ 8,464,000         | \$ 7,586,310         | \$ 500              | \$ 23,725,810        |
| <b>TTX Subtotal</b>            | <b>\$ -</b>         | <b>\$ 379,979</b> | <b>\$ 8,506,869</b>  | <b>\$ 9,450,404</b>  | <b>\$ 8,572,714</b>  | <b>\$ 493,702</b>   | <b>\$ 27,403,669</b> |
| <b>Total Uses</b>              | <b>\$ 2,630,000</b> | <b>\$ 433,817</b> | <b>\$ 16,140,942</b> | <b>\$ 25,232,960</b> | <b>\$ 15,664,737</b> | <b>\$ 8,362,780</b> | <b>\$ 68,465,236</b> |



## **7. FY 2018-19 & FY 2019-20 GF Budget Recommendations**

# Budget Overview

- Review budget process
- Discuss Subcommittee recommendations
- Mayor's Budget Office: All technology projects with a projected cost over \$100,000 must be reviewed & approved by COIT



# COIT Allocation

| Source              | FY 2018-19  | FY 2019-20  |
|---------------------|-------------|-------------|
| Major IT Allocation | 20.4        | 22.5        |
| Annual Allocation   | 12.8        | 14.1        |
| <i>Total</i>        | <i>33.2</i> | <i>36.6</i> |

Note: All figures are shown in \$ millions.



# San Francisco Strategic Goals

| Mayor's Vision   | FY 2018-22 ICT Plan Goals   |
|--|---|
| <ul style="list-style-type: none"><li>- Residents and Families that Thrive</li><li>- Clean, Safe, and Livable Communities</li><li>- A City that is Diverse, Equitable, and Inclusive</li><li>- Excellent City Services</li><li>- A City and Region Prepared for the Future</li></ul> | <ul style="list-style-type: none"><li>- Support, Maintain, Secure Critical Infrastructure</li><li>- Improve Efficiency &amp; Effectiveness</li><li>- Increase Access &amp; Transparency</li></ul> |





# COIT Budget Strategy

- Support City strategy
- Prioritize investment towards projects with greatest impact

# COIT Budget Overview

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Initial Budget  
Submission

January

Department  
Interviews

February

Follow-ups &  
Documentation

March

Subcommittee  
Review

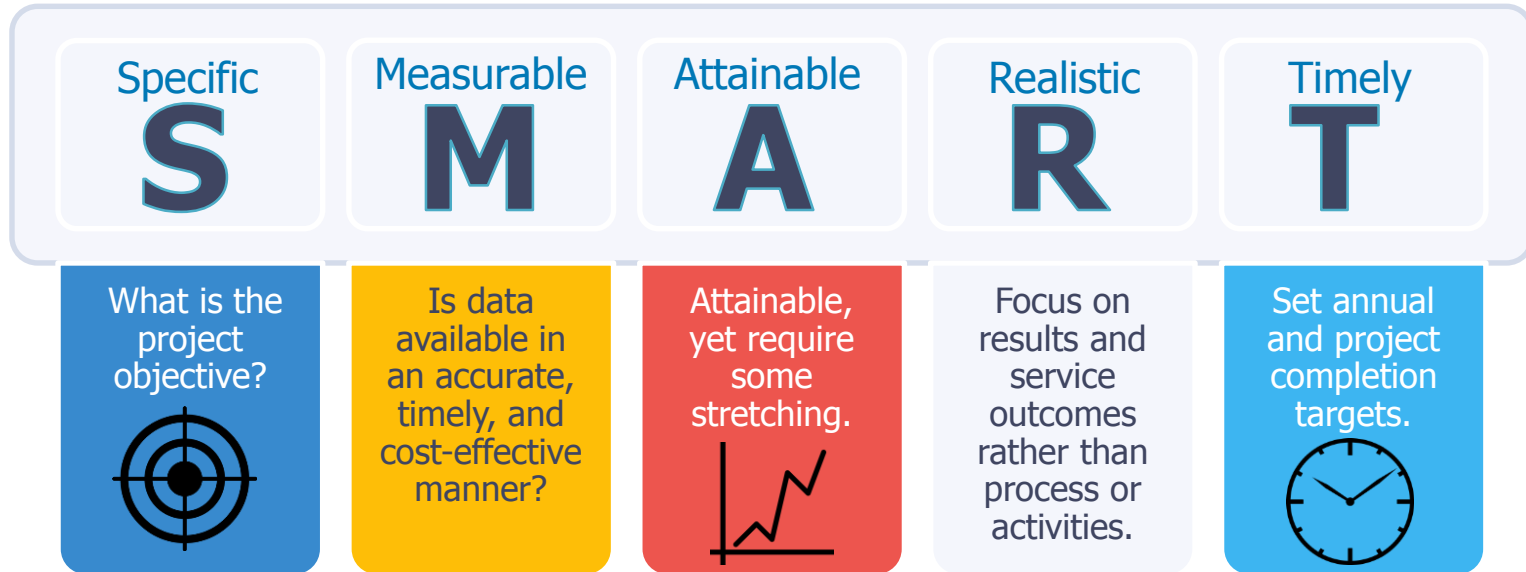
April

# COIT Evaluation Criteria

- Strategic Value (Goals, Impact)
- Project Benefits (Users, Measures)
- Financial Benefits (Savings, Department Match)
- Regulatory Compliance & Risk Management (Policy, Security)
- Architecture & Development Plan (Development Plan, Data Sharing)
- Department Capacity (Planning, Staffing)



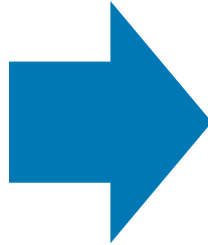
# Performance: SMART Model



# COIT Budget Recommendations

## 77 Total COIT Projects

- 10 Enterprise Projects
- 67 General Fund Projects



## Subcommittee Recommendations

- **17** Request COIT Approval
- **29** Recommend Approval Without Funding
- **31** Recommend General Fund Support

# Major IT Recommendations

| Project Name                     | FY 2018-19  | FY 2019-20  |
|----------------------------------|-------------|-------------|
| Property Assessment & Tax System | 12.1        | 11.7        |
| Radio Replacement Project        | 8.3         | 7.5         |
| Telecom Modernization            | -           | 2.4         |
| CAD Replacement                  | -           | 0.8         |
| <i>Major IT Allocation</i>       | <i>20.4</i> | <i>22.5</i> |
| <b>Remaining Balance</b>         | <b>-</b>    | <b>-</b>    |

Note: All figures are shown in \$ millions.



# Annual Allocation Recommendations

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| Source                   | FY 2018-19  | FY 2019-20  |
|--------------------------|-------------|-------------|
| COIT General Fund        | 12.8        | 6.1         |
| <i>Annual Allocation</i> | <i>12.8</i> | <i>14.1</i> |
| <b>Remaining Balance</b> | <b>-</b>    | <b>8.0</b>  |

Note: All figures are shown in \$ millions.



# Annual Allocation Recommendations

| ICT Goal  | Number of Projects to Approve | General Fund Recommendation |            |
|---|-------------------------------|-----------------------------|------------|
|   |                               | FY 2018-19                  | FY 2019-20 |
| Support, Maintain, Secure Critical Infrastructure | 25                            | 6.9                         | 3.7        |
| Improve Efficiency & Effectiveness                | 26                            | 2.5                         | 1.0        |
| Increase Access & Transparency                    | 15                            | 3.4                         | 1.5        |
| <b>Total</b>                                      | <b>67</b>                     | <b>12.8</b>                 | <b>6.2</b> |

Note: All figures are shown in \$ millions.





# Support, Maintain, Secure Critical Infrastructure

| Dept         | Projects to Approve | Total GF Recommendation |                  |
|--------------|---------------------|-------------------------|------------------|
|              |                     | FY 2018-19              | FY 2019-20       |
| AAM          | 1                   | 150,000                 | -                |
| ASR          | 2                   | -                       | -                |
| CON          | 5                   | 138,242                 | -                |
| DAT          | 3                   | -                       | -                |
| DEM          | 3                   | 1,206,594               | -                |
| DPH          | 1                   | -                       | -                |
| FAM          | 1                   | 150,000                 | -                |
| GSA          | 1                   | 26,570                  | -                |
| SCI          | 1                   | -                       | -                |
| TIS          | 6                   | 5,014,210               | 3,744,000        |
| TTX          | 1                   | 250,000                 | -                |
| <b>TOTAL</b> | <b>25</b>           | <b>6,935,616</b>        | <b>3,744,000</b> |



# City Telecom Modernization

## **Project Objective**

- Convert 35,000+ phone lines from 100+ telephone systems to VoIP
- Enterprise Contact Center capabilities
- High availability and reliability

## **Primary Users & Major Stakeholders**

- Citywide

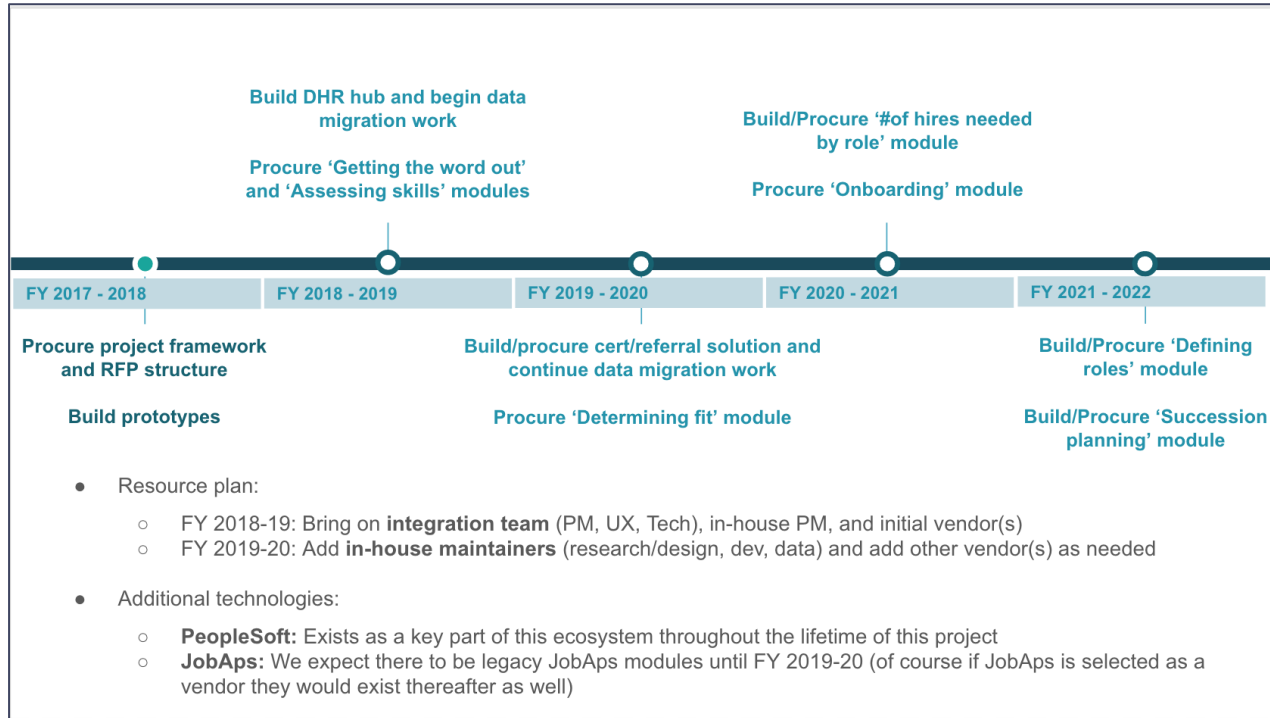


# Improve Efficiency & Effectiveness

| Dept         | Projects to Approve | Total GF Recommendation |                  |
|--------------|---------------------|-------------------------|------------------|
|              |                     | FY 2018-19              | FY 2019-20       |
| CON          | 2                   | -                       | -                |
| DAT          | 1                   | 291,900                 | -                |
| DEM          | 1                   | 375,000                 | -                |
| DHR          | 2                   | 1,133,000               | -                |
| DPA          | 1                   | -                       | -                |
| DPW          | 3                   | -                       | -                |
| FIR          | 6                   | -                       | -                |
| HSA          | 1                   | -                       | -                |
| POL          | 2                   | 480,000                 | -                |
| PDR          | 1                   | -                       | -                |
| LIB          | 1                   | -                       | -                |
| REC          | 1                   | -                       | -                |
| TIS          | 3                   | 138,000                 | 1,000,000        |
| TTX          | 1                   | 100,000                 | -                |
| <b>TOTAL</b> | <b>26</b>           | <b>2,517,900</b>        | <b>1,000,000</b> |



# Hiring Modernization



# Increase Access & Transparency

| Dept         | Projects to Approve | Total GF Recommendation |                  |
|--------------|---------------------|-------------------------|------------------|
|              |                     | FY 2018-19              | FY 2019-20       |
| CON          | 1                   | 21,751                  | -                |
| DPA          | 1                   | -                       | -                |
| GSA          | 3                   | 1,720,000               | 1,000,000        |
| OEWD         | 1                   | -                       | -                |
| POL          | 4                   | -                       | -                |
| REG          | 1                   | 300,000                 | -                |
| SHF          | 2                   | 525,000                 | -                |
| TIS          | 1                   | 800,000                 | 500,000          |
| TTX          | 1                   | -                       | -                |
| <b>TOTAL</b> | <b>15</b>           | <b>3,366,751</b>        | <b>1,500,000</b> |



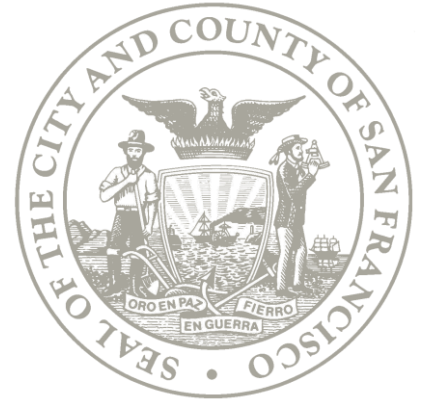
# Citywide Web Redesign

- Let residents get things done with the city digitally
- Make it easy for staff to make digital services
- Objective: Launch new sf.gov by Fall 2018

## Office of Digital Equity

- Serve as a central coordinator for City agencies and non-profits to close the digital divide by improving access and digital skills.
- Ensure target population residents can access City's digital services.





# **8. FY 2018-19 & FY 2019-20 Enterprise Budget Recommendations**

# Enterprise Request Overview

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| Department       | Number of<br>Technology Projects | Total Cost |
|------------------|----------------------------------|------------|
| Airport          | 7                                | 7.0        |
| Port             | 1                                | 2.6        |
| Public Utilities | 2                                | 23.7       |
| <b>Total</b>     | 10                               | 32.3       |

Note: All financial figures are shown in \$ millions.





# Airport

| Project Title                           | Cost |
|---|------|
| Building Information Technology Upgrade | 1.4  |
| IT Security Mitigation                  | 0.6  |
| Managed Security Upgrade                | 0.8  |
| Network Monitoring & Management         | 1.1  |
| Network Security                        | 1.5  |
| Operating Budget System (OBS)           | 1.4  |
| SFO Data Storage System                 | 0.3  |

Note: All financial figures are shown in \$ millions.



# Public Utilities

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| Project Title                           | Cost        |
|---|-------------|
| Power Enterprise – Power Billing System | 23.5        |
| Multi-factor Authentication             | 0.2 ongoing |

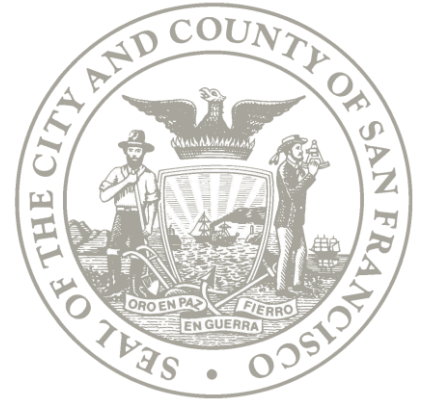
Note: All financial figures are shown in \$ millions.

# Port – Maintenance Management

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| Project Title          | Cost |
|------------------------|------|
| Maintenance Management | 2.6  |

Note: All financial figures are shown in \$ millions.



## 9. Public Comment