



# COIT Budget & Performance Subcommittee

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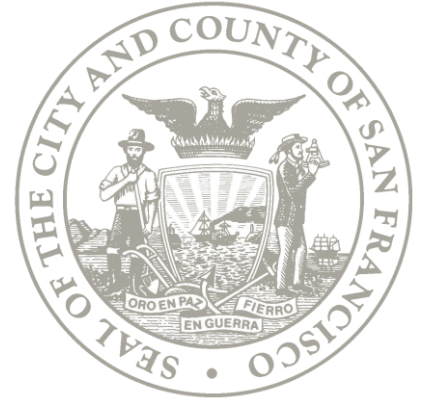
Special Meeting  
April 6, 2018

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

# Agenda

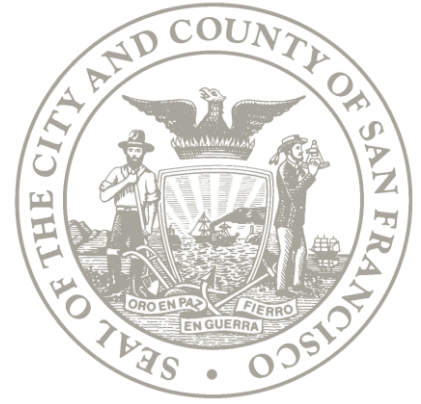
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- Call to Order by Chair
- Roll Call
- Approval of Meeting Minutes from March 2, 2018
- Department Updates and Announcements
- FY 2018-19 & FY 2019-20 GF Budget Presentations
- FY 2018-19 & FY 2019-20 GF Recommendations
- Public Comment
- Adjournment

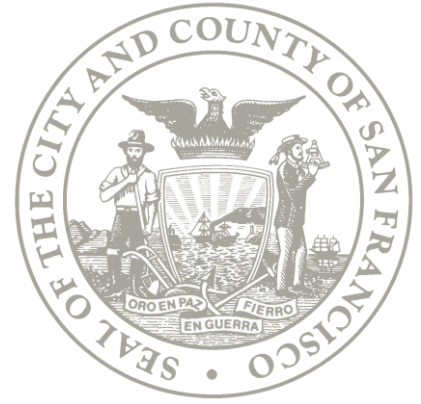


Action Item

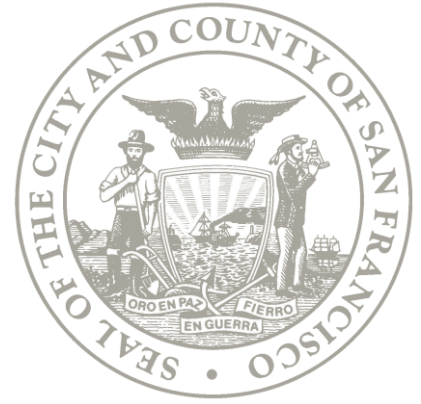
## 3. Approval of Minutes



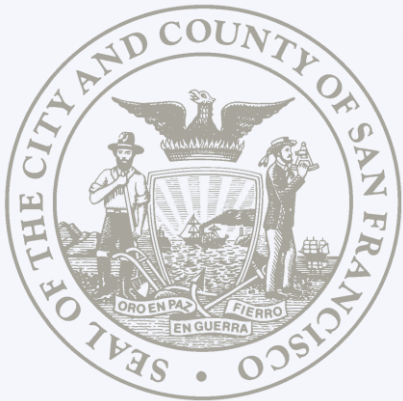
## 4. Department Updates & Announcements



# 5. FY 2018-19 & FY 2019-20 GF Budget Presentations



# Theme: IT Infrastructure



# Upgrade the Network with VoIP

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Department Of Technology  
Matt Reeves

# Upgrade the Network with VoIP

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## Project Objective

- Upgrade existing citywide network infrastructure to improve performance, resiliency and security to accommodate the future data demands from VoIP, applications, video, cloud providers, and mobility
- New network upgrades transition into the operational budget

## Primary Users & Major Stakeholders

- Citywide





# Upgrade the Network

Project is now focused on VoIP

## UTN Phase I

- Up to FY 2016-17:
- Scope
  - › Network perimeter FW's
  - › Optical Network System (Linking data centers)
  - › CCSF WiFi
  - › VPN
  - › Switches



## UTN with VoIP

- FY 2017-18
- Scope
  - › Requirements
  - › High and low level designs
  - › Network core remediation
  - › VoIP assessment remediation

# Upgrade the Network with VoIP

## Business Case

Current State	<ol style="list-style-type: none"><li>1. Aging network equipment</li><li>2. Inadequate quality of service for VoIP</li><li>3. High maintenance</li><li>4. Security vulnerability</li></ol>
Future State	<ol style="list-style-type: none"><li>1. Future proofing and improved network performance</li><li>2. Quality of service for VoIP, video, collaboration</li><li>3. Reduced maintenance cost, and flexible configurations</li><li>4. Strong security profile</li></ol>

# Upgrade the Network with VoIP

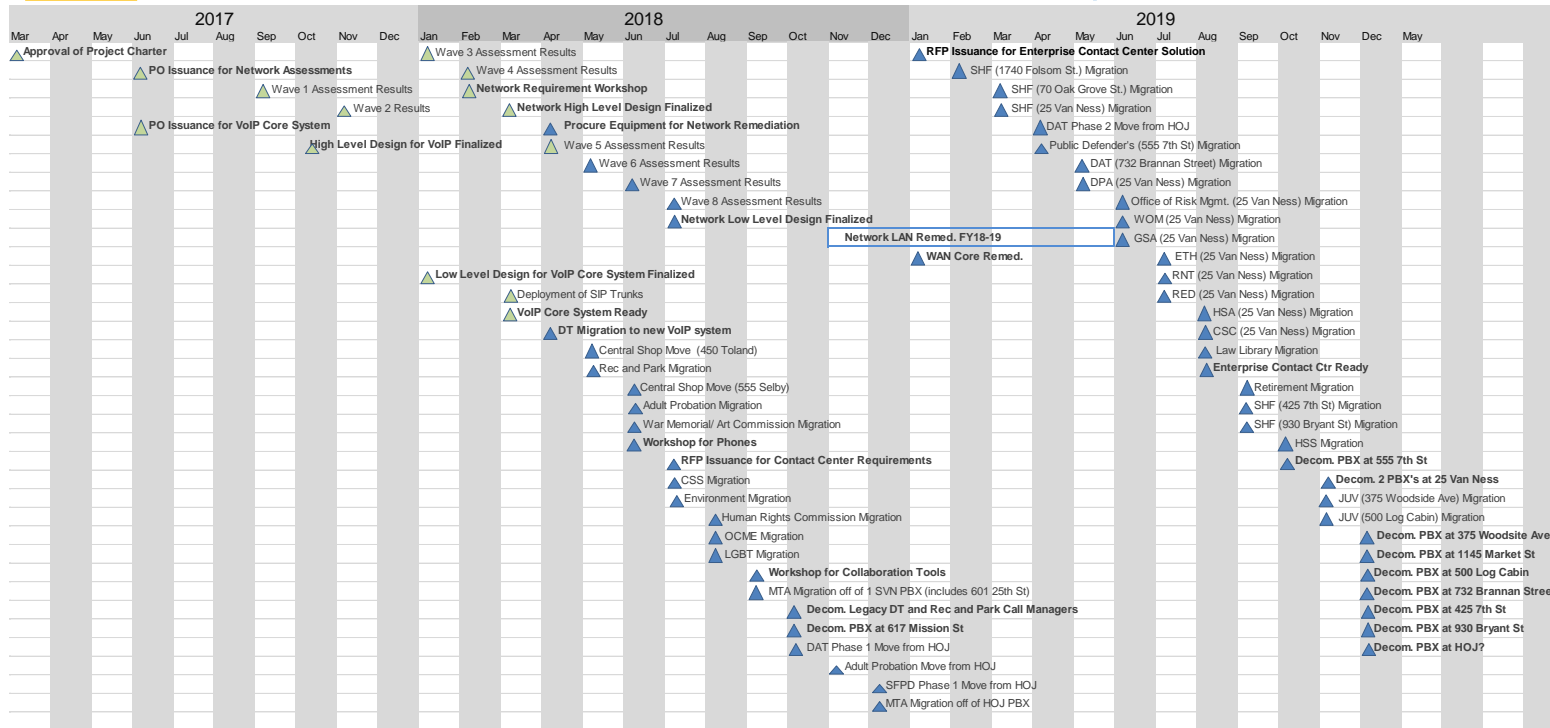
## Benefits

- Improve performance
  - › Improved performance for applications, data, audio, and video
- Build for the future
  - › Increased capability
  - › Flexible configurations
- Reduce cost
  - › Simpler maintenance
- Increase resiliency
  - › Improved vulnerability management
- Improve security
  - › Improved security profile with more granularity and automation



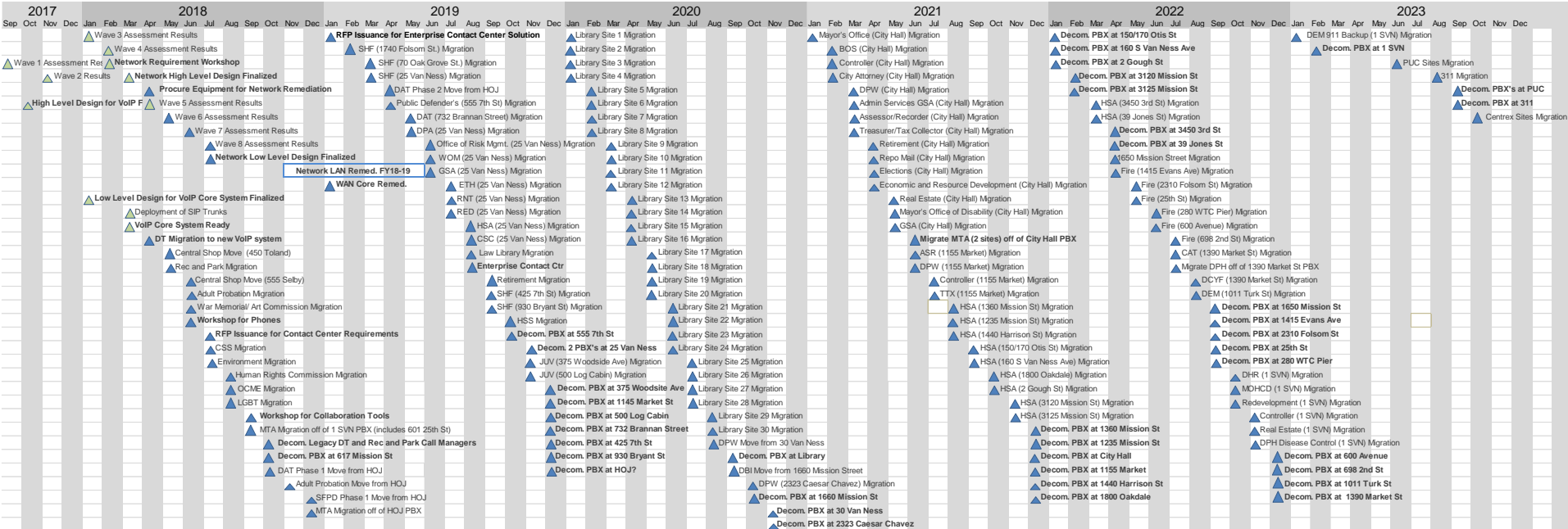
# Upgrade the Network with VoIP

## Draft Schedule for UTN and VoIP – 2018/2019



# Upgrade the Network with VoIP

## Draft Schedule for UTN and VoIP – Complete Program



# Upgrade the Network with VoIP

## Recent Accomplishments

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- Network assessment 55% completed since 11/2017
- 55 sites completed out of 125
  - › 170 closets assessed
  - › Assessed 100's of network devices, UPS's, environmentals and safety
  - › Typical remediation will include switches, power, UPS's, cabling, EoX equipment
- Network business requirement workshop completed with 39 depts.
- Network architecture workshop completed
- Detailed design review in progress





# Upgrade the Network with VoIP

Example of assessment findings, cont'd





# Upgrade the Network with VoIP

## Example of assessment findings, cont'd

<b>Cisco Stackable Switch - C9300 - 24P</b>						
<b>C9300-24U-A</b>	Catalyst 9300 24-port UPOE, Network Advantage	---	1	24	3,491.60	83,798.40
CON-SSSNT-C93002UA	SOLN SUPP 8X5XNBD Catalyst 9300 24-port UPOE, Network Adva	60	1	24	1,864.00	44,736.00
C9300-NW-A-24	C9300 Network Advantage, 24-port license	---	1	24	0.00	0.00
S9300UK9-166	CAT9300 Universal image	---	1	24	0.00	0.00
PWR-C1-1100WAC	1100W AC Config 1 Power Supply	---	1	24	0.00	0.00
PWR-C1-1100WAC/2	1100W AC Config 1 Secondary Power Supply	---	1	24	1,102.00	26,448.00
C9300-NM-8X	Catalyst 9300 8 x 10GE Network Module	---	1	24	1,479.00	35,496.00
CAB-TA-NA	North America AC Type A Power Cable	---	2	48	0.00	0.00
STACK-T1-50CM	50CM Type 1 Stacking Cable	---	1	24	58.00	1,392.00
CAB-SPWR-30CM	Catalyst Stack Power Cable 30 CM	---	1	24	55.10	1,322.40
C1A1TCAT93001	Cisco ONE Advantage Term, C9300 24-Port	---	1	24	0.00	0.00
C1A1TCAT93001-5Y	C1 Advantage Term C9300 24P 5Y-DNA, 25 ISE PLS, 25 SWATCH	60	1	24	2,528.80	60,691.20
C1-C9300-24-DNAA-T	Cisco ONE C9300 DNA Advantage 24-Port Term licenses	---	1	24	0.00	0.00
C1-C9300-TRK-5Y	Cisco ONE Subscription SKU 5Y	60	1	24	0.00	0.00
C1-ISE-BASE-T	Cisco ONE ISE BASE License Term	---	25	600	0.00	0.00
C1-ISE-BASE-TRK-5Y	Cisco ONE Subscription ISE BASE 5Y	60	25	600	0.00	0.00
C1-ISE-PLS-T	Cisco ONE ISE PLUS License Term	---	25	600	0.00	0.00
C1-ISE-PLS-TRK-5Y	Cisco ONE Subscription SKU ISE Plus 5Y	60	25	600	0.00	0.00
C1-SWATCH-T	Cisco ONE StealthWatch License Term - 1 Flow License	---	25	600	0.00	0.00
C1-SWATCH-TRK-5Y	Cisco ONE Subscription SWATCH SKU 5Y	60	25	600	0.00	0.00
Professional Services	Rack/Stack/Configuraton and Cut-Over			24	1,410.00	33,840.00

Link to findings – secure site shared with those “with a need to know”:

[sfgov1.sharepoint.com/sites/TIS-CityTelephony/SitePages/Documents.aspx](https://sfgov1.sharepoint.com/sites/TIS-CityTelephony/SitePages/Documents.aspx)



# Upgrade the Network with VoIP

<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Salary & Fringe (3 FTEs - 1043s)	\$600,000	\$620,000
Software	-	-
Hardware Lease cost: HW/SW/Maint.	\$1.6M	\$2.7M
Professional Services	\$1.7M	\$1.4M
Materials and Supplies	-	-
<b>Total Project Cost</b>	<b>\$3.90M</b>	<b>\$4.72M</b>



# Upgrade the Network with VoIP




	<b>Financing</b>	<b>Non-Financing</b>
1 <sup>st</sup> year	<ul style="list-style-type: none"> <li>• Hardware: \$5.4M</li> <li>• Maintenance: \$1.86M</li> <li>• Soft. subscription: \$3.41M</li> <li>• Lease amt: \$1.6M</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.7M for professional services</li> <li>• \$600K for 3 FTE's</li> </ul>
2 <sup>nd</sup> year	<ul style="list-style-type: none"> <li>• Hardware: \$3.48M</li> <li>• Maintenance: \$1.28M</li> <li>• Soft. subscription: \$2.6M</li> <li>• Lease amt: \$2.7M</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.5M for professional services</li> <li>• \$620K for 3 FTE's</li> </ul>
3 <sup>rd</sup> year	<ul style="list-style-type: none"> <li>• Hardware: \$480K</li> <li>• Maintenance: \$230K</li> <li>• Soft. subscription: \$580K</li> <li>• Lease amt: \$2.9M</li> </ul>	<ul style="list-style-type: none"> <li>• \$400K for professional services</li> </ul>
4 <sup>th</sup> year & ongoing	<ul style="list-style-type: none"> <li>• Finance for equipment lease ~\$2.9M</li> </ul>	

Note: Assuming 42% discount



# Upgrade the Network with VoIP

Total Project Cost*	Total COIT Funding To Date (FY17-18)	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$24M	\$2.6M	\$0	\$1.2	\$3.86M	\$660K

	Status	Comment
<b>Schedule</b>		Begin Date: July 2018 End Date: June 2025 % Complete: 10%
<b>Scope</b>		Currently, defining scope for network remediation.
<b>Budget</b>		<ul style="list-style-type: none"> <li>• Current balance of \$3.2M will to spent this fiscal year on core and assessment remediation efforts – if we can get the financing done this FY.</li> <li>• * 2018 ~ 2025 cost</li> </ul>



# City Telecom Modernization

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Department Of Technology  
Matt Reeves

# City Telecom Modernization

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## **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



# City Telecom Modernization

## Business Case

Current State	<ol style="list-style-type: none"><li>1. Failing PBXs</li><li>2. PBXs that are no longer supported</li><li>3. Single points of failures</li><li>4. Costly maintenance</li></ol>
Future State	<ol style="list-style-type: none"><li>1. VoIP technology</li><li>2. Collocation of data and voice:<ol style="list-style-type: none"><li>a. Simplified connectivity technology (wires)</li><li>b. Improved portability</li></ol></li><li>3. Dual call managers, increased availability</li><li>4. Central telecom management</li></ol>

# City Telecom Modernization

## Benefits

- Mitigate risk of outages from legacy telephony systems
- Gain efficiency through simplified technology
- Deliver Enterprise Contact Center solution
- Improve portability
- Increase availability
- Better accuracy in billing





# City Telecom Modernization

## Rollout

- Revolving fund to include end-point devices (e.g. handsets, soft-phones)
- Upfront funds for deployments, replenished by departments
- Network remediation precedes VoIP departmental implementations
- Prioritized by aging PBXs first



# City Telecom Modernization

## Project Milestones

<b>PHASE</b>	<b>DESCRIPTION</b>
Phase 1	Design and deploy the core VoIP system
Phase 2	Begin migration of departments of legacy telephony systems to VoIP
Phase 3	Design and Deploy Enterprise Contact Center system
Phase 4	Continue to migrate departments from legacy telephony systems to VoIP and contact centers.



# City Telecom Modernization

## Recent Accomplishments

- Designed a highly available core VoIP system
- Deployed VoIP call manager system at 1011 Turk and Rancho Cordova
- Deployed SIP trunking
- Obtained block of 10,000 new numbers from AT&T
- Developed a draft 5 year VoIP deployment roadmap






# City Telecom Modernization

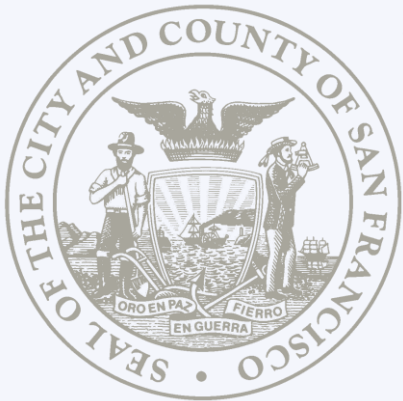
<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Salary & Fringe	\$408,825	\$408,825
Software	\$124,550	\$124,550
Hardware	-	-
Professional Services & Equipment: Phase 2 and 3	\$1,875,625	\$1,875,625
Materials & Supplies	-	-
<b>Total Project Cost</b>	<b>\$2,409,000</b>	<b>\$2,409,000</b>



# City Telecom Modernization

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$21.8M	\$1.9M	\$2M		\$3.9M	\$1.8M

	Status	Comment
<b>Schedule</b>		Begin Date: July 2016 End Date: June 2023 % Complete: 60% Note: % complete is for this FY's work only.
<b>Scope</b>		
<b>Budget</b>		<ul style="list-style-type: none"> <li>• Source of funding for 'Total Other GF Funding': DT telephone fund balance</li> <li>• Total Project Cost includes estimate for phones and licenses</li> <li>• Current balance of \$2.2M to be spent on VoIP migrations and Contact Center RFP</li> </ul>



# PCI Compliance

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Office of Treasurer & Tax Collector  
Department of Technology

# PCI Compliance

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## **Project Objective**

- Ensure that CCSF is compliant with credit card industry standards
- Ensure that CCSF systems are PCI compliant

## **Primary Users & Major Stakeholders**

- All departments accepting credit cards
- All payers making payments to CCSF via payment cards



# PCI Compliance

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## Recent Accomplishments

- Negotiating contract with new partners for gateway credit card services
- Confirmed that Dept of Technology's security training includes required PCI training
- Confirmed that TTX's cashiering training includes required PCI training



# Cost – Benefit Analysis

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Current State	Significant changes in network to maintain current relationship with credit card gateway partners
Future State	Change architecture to share responsibility of between gateway partner and CCSF Change and upgrade system architectures so that payment systems are secure and compliant with PCI-DSS (includes firewalls, devices/scanners, POS devices, protocols)

# Performance Measure

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- Move all existing gateway services to new partner
- Add new online smart payments services (ScreenDoor)
- Standardize PCI training for all departments
- Conduct PCI assessment as needed by banking industry
- As system assessments are completed, implement system changes as needed and within budget

# PCI Compliance

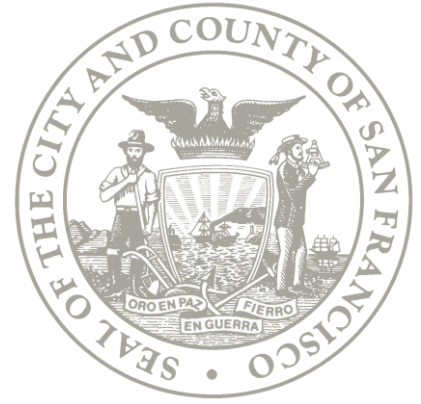
<b>PHASE</b>	<b>DATES</b>	<b>DESCRIPTION</b>
Contracting	Now – till July	Negotiate contract and scope first round of services
Migration	July to Oct	Move all existing departments off of existing gateway to new platform and architecture
Sweet Spot	July to Oct	Migrate critical services off CCSF banking architecture to new partners Assess Department PCI systems
Scale	Oct - on	Advance new departments online and enhance existing ones and upgrade/redesign systems



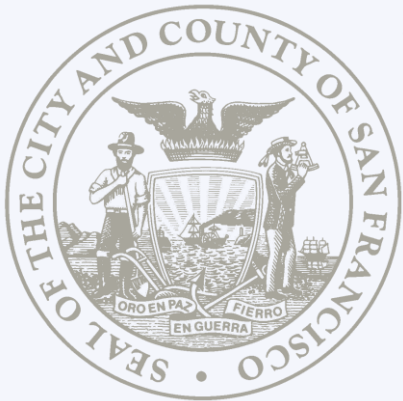
# PCI Compliance

<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Number of FTE	1	1
FTE Classifications	0923	0923
Salary & Fringe	\$155,520	\$155,520
Software	-	-
Hardware	-	-
Professional Services - TTX	\$69,000	\$69,000
Professional Services - Technical	\$200,000	\$200,000
Materials & Supplies	\$25,000	\$25,000
<b>Total Project Cost</b>	<b>\$449,520</b>	<b>\$449,520</b>





# Theme: Residential Services



# Office of Digital Equity

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City Administrator's Office  
Alex Banh

# Office of Digital Equity

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## Project Objective

- 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.

# Office of Digital Equity

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## Primary Users & Major Stakeholders

- Target population
  - › Low-income residents
  - › Seniors
  - › Persons with disabilities
- Stakeholders
  - › City agencies: MOHCD, OEWD, SFPL, DAAS, MOD, DT
  - › Nonprofits



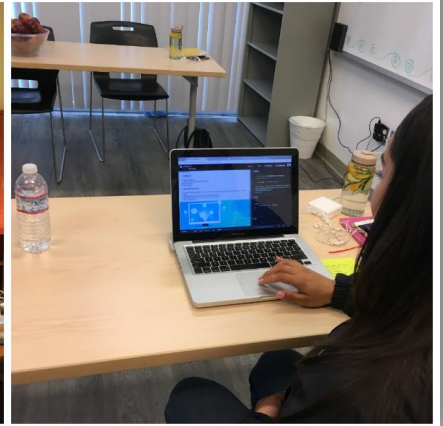


# Pilot Year Summary

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- **Housing pilot:** Comprehensive tech programs launched at **2** subsidized housing sites. With basic digital literacy training, youth IT program, tech support, & DT fiber connectivity.
- **Workforce pilot:** Integrated digital equity services at **3** workforce centers. With training, tech support, & access help.
- **Stakeholder coordination:** Partnered with MOHCD, OEWD, and tech companies to fund projects. Joint programming with SFPL.
- **Research:** Completed needs assessment with input from 200+ residents. Conducting citywide digital equity survey.





## Digital Literacy Programs

## Youth IT Programs



# Recent Accomplishments

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- 26 residents completed digital literacy program so far.
  - › Digital Skills increased by 48% on average between pre/post assessment
  - › Satisfaction with class: 9.5/10
- 9 youth enrolled in 12-week IT training program at subsidized housing sites.
  - › As part of “service learning” component, participants provide free tech support and repair services to their communities
- 100 computers refurbished for workforce centers, senior centers, and CBOs serving adults with disabilities.



# Digital Equity Research

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## Citywide Survey

- Survey of Internet access, digital skill, and perceptions among a representative sample of city residents
- n=1,058
- Full report expected in early May



# Citywide Survey

## Preliminary Findings

	<b>Low-income (&lt;\$25k)</b>	<b>Med-High income (&gt;\$100k)</b>	<b>Citywide</b>
No home access	<b>31%</b>	1%	7%
No internet usage	<b>26%</b>	0.4%	4%
% Users unable to apply for a job online	<b>29%</b>	3%	10%
% Users unable to upload file	<b>27%</b>	3%	9%

Sample size; Margin of Error

105; 10%

451; 5%

1,058; 3%



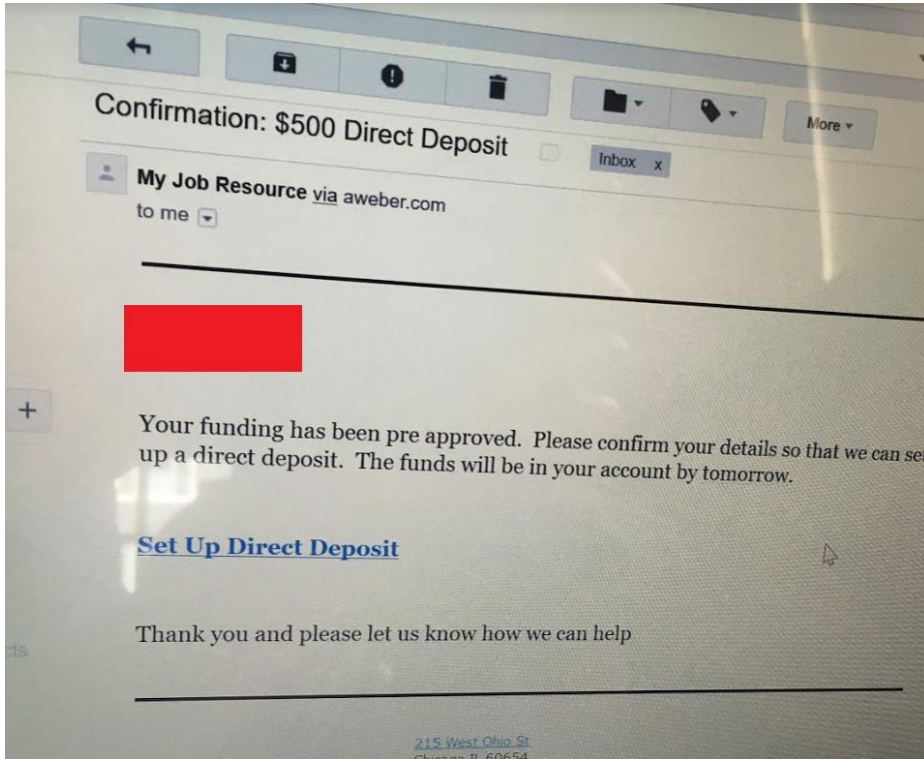
# Digital Equity Research

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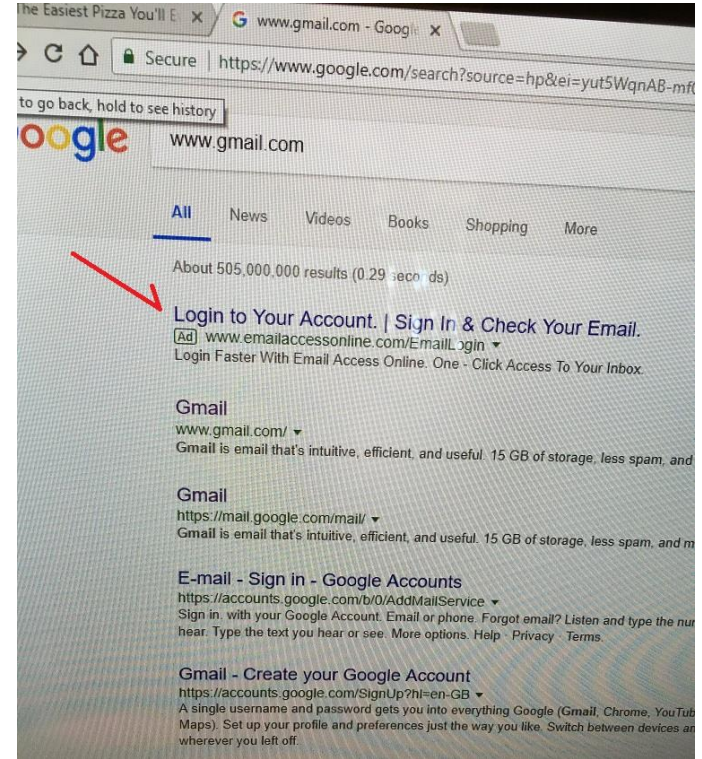
## Needs assessment findings

- Qualitative research (focus groups & interviews)
  - › Prevalent concerns about lack of connectivity & digital literacy
  - › Internet safety and online crime
- Cybersecurity research (CBO/SFPL client survey)
  - › n=153 (non random/representative)
  - › 24% of respondents have fallen victim to an online scam, resulting in loss of money or identity theft.





**Job Service Scam**



**Ad to Malware**

# Office of Digital Equity: FY18-19

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- **CBOs and Workforce Centers:** Integrate digital equity services at **13** CBOs serving target population, including OEWD Access Point workforce centers.
- **Housing:** Sustain current program at **2** pilot subsidized housing sites.
- **Long-term strategy:** Engage multisector stakeholder network to develop a long-term citywide digital equity strategy.



# Office of Digital Equity: FY18-19

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## “Digital equity services” defined

- Digital skills training using standard curriculum and assessment tools
- Home access assistance through free/low-cost programs
- Referrals for advanced tech training or low-cost refurbished computers

### Digital Equity Playbook

Version 1.0, March 2018

  
SAN FRANCISCO  
DIGITAL EQUITY

# Office of Digital Equity: FY18-19

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- **Digital Literacy Training:** Train **600** residents across 15 sites (13 CBO/workforce centers + 2 housing)
  - › Training includes online job search, government digital services, online health resources, and Internet safety.
- **Housing Site Youth IT Program:** Train **20** youth on industry-standard IT skills.
  - › Includes 6 weeks of tech support provision to their communities.



# Performance Measure

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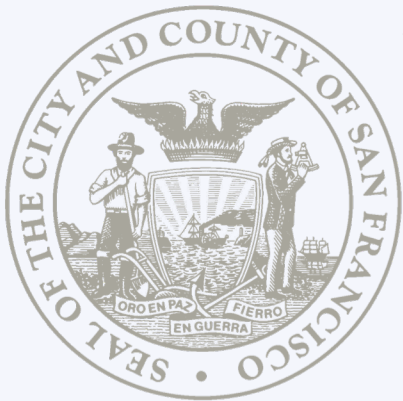
By July 2019, 75% of SF Digital Equity program participants will pass the digital skills assessment.



# Office of Digital Equity

<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Number of FTE	1	-
FTE Classifications	0922	-
Salary & Fringe	\$176,256	-
Software	-	-
Hardware	-	-
Professional Services	\$138,744	-
Materials & Supplies	\$5,000	-
<b>Total Project Cost</b>	<b>\$320,000</b>	<b>-</b>





# Citywide web redesign

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Digital Services  
Carrie Bishop

# Citywide web redesign

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## **Project Objective**

- Let residents get things done with the city digitally
- Make it easy for staff to make digital services

## **Primary Users & Major Stakeholders**


- Residents, businesses and visitors to the city
- Departments and city staff




# Examples from elsewhere

CITY of **BOSTON** | Mayor Martin J. Walsh


PAY AND APPLY PUBLIC NOTICES FEEDBACK TRANSLATE




Search property info with Assessing Online




Pay your real estate taxes




Apply for a job with the City



Pay a parking ticket



Schedule for Boston food trucks



Get a resident parking permit

**GOV.UK**

Welcome to GOV.UK

The best place to find government services and information  
Simpler, clearer, faster

Search GOV.UK

Popular on GOV.UK  
[Universal Jobmatch job search](#)  
[Remove vehicle tax](#)  
[Log in to student finance](#)  
[Book your theory test](#)

my.indy.gov

**Benefits**  
Includes eligibility, appeals, tax credits and Universal Credit

**Births, deaths, marriages and care**  
Parenting, civil partnerships, divorce and Lasting Power of Attorney

**Business and self-employed**  
Tools and guidance for businesses

**Childcare and parenting**  
Includes giving birth, fostering, adopting, benefits for children, childcare and schools

**Citizenship and living in the UK**  
Voting, community participation, life in the UK, international projects

**Crime, justice and the law**  
Legal processes, courts and the police

**Disabled people**  
Includes carers, your rights and the Equality Act

**Driving and transport**  
Includes vehicle tax, MOT licences

**Education and learning**  
Includes student loan apprenticeships

**Employing people**  
Includes pay, contract

**Environment and planning**  
Includes flooding, recycling

**Housing and local authority**  
Owning or renting and

**Agencies**

- Marion County Auditor's Office
- Public Access Counselor
- Office of Finance & Management Purchasing Division
- Office of the Mayor
- Indianapolis Metropolitan Police Department
- Marion County Treasurer's Office
- Marion County Assessor's Office

**Tags**

ABOUT THE PROJECT SERVICES ESPAÑOL

## Services and Programs

**Apply for a Mortgage Deduction**

Lower your tax on mortgaged property

[Learn more →](#)

**Request a Public Record**

Take these steps to view or copy public information

[Learn more →](#)

**View Deduction Application Status**

See if your claim has been processed

[Learn more →](#)

**Access to Public Records Act**

You have the right to access certain government records

**Open Door Law**

You have the right to attend certain government meetings

**The Contract Bidding Process**

Find out about RFBs, RFIs, RFPs, RFQs, and RPQs



# HOW TO GET A BIRTH CERTIFICATE

You can get a copy of a birth certificate for anyone who was born at a hospital or home in Boston, or whose parents listed Boston as their residence at the time of the birth. You have two options:

BY MAIL

IN PERSON

[HOME](#) > [DEPARTMENTS](#) > [REGISTRY: BIRTH, DEATH, AND MARRIAGE](#) > [HOW TO GET A BIRTH CERTIFICATE](#)

Last updated: 3/21/18

STEP  
1

## BORN IN BOSTON? WE HAVE YOUR BIRTH CERTIFICATE

Boston has birth records from 1630 to present day. Birth certificates for recently born babies are available at Boston City Hall about two weeks after the baby's paperwork is completed at the hospital.

If the parents weren't married when the baby was born, the birth certificate becomes restricted. Only those listed on a restricted record can request it and you need to include a photocopy of your valid ID (a driver's License, state ID, or passport).

In person certified copies are \$12. We take cash, a check (with a valid photo ID), money order, credit, or debit card.

STEP  
2

## PREPARE YOUR REQUEST

Complete and print out a [birth certificate request form](#).

Certificates cost \$14 per copy. If you are requesting a copy dated before 1870,

- ① **NEED TO KNOW: JUST WANT TO KNOW THE TIME OF BIRTH?**
- When you complete the [Birth Certificate Request Form](#), check the box "Time of Birth Only."

- You only need to pay \$10 for this type of request.

### STILL HAVE QUESTIONS?

We created a page that answers some of the common questions we hear.

### REGISTRY INFORMATION

#### CONTACT:

[REGISTRY: BIRTH, DEATH, AND MARRIAGE](#)

☎ 617-635-4175

✉ [REGISTRY@BOSTON.GOV](mailto:REGISTRY@BOSTON.GOV)

📍 1 CITY HALL SQUARE  
ROOM 213  
BOSTON, MA 02201-2006  
UNITED STATES

#### 🕒 OFFICE HOURS

We're open Monday through Friday,  
9 a.m. - 4 p.m.

## Apply for Over 65 Property Tax Deductions

Get Started

The city-county provides two ways to save

Property owners aged 65 or older could qualify for two opportunities to save on their property tax bill: the over 65 or surviving spouse deduction and the over 65 circuit breaker credit. This includes those buying on a recorded contract.

### Over 65 or Surviving Spouse Deduction

If you receive the over 65 or surviving spouse deduction, you will receive a deduction in your taxable assessed value of \$2,000 on the assessed

GET IN TOUCH

**Marion County Auditor's Office**

☎ 317-327-4646

✉ [AuditorCustomerService@indy.gov](mailto:AuditorCustomerService@indy.gov)

🕒 8 a.m. - 4:30 p.m. (M-F)

BETA This is a new service - your [feedback](#) will help us to improve it.

## Apply for British citizenship by naturalisation

Use this online form to apply for British citizenship by naturalisation.

In your application, you can also include family members. Each person included in the application will be assessed against the statutory requirements in their own right.

You can also apply on behalf of a child under 18 if they meet the eligibility criteria. [Read more about citizenship for children under 18 in Guide MN1.](#)

### Before you apply

Before you begin your application, ensure you can provide the following:

- a 'Life in the UK Test' certificate: this must be from [the official government service for Life in the UK Tests](#) and you will need to provide your pass reference number (If you are applying on behalf of a child under 18, they don't have to pass the Life in the UK Test)
- two referees
- proof of your knowledge of the English language



# Recent accomplishments

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- The initial discovery phase is complete and has moved into prototyping and testing
  - › Architecture options testing is underway
  - › Wireframes are being tested with the public today!
  - › Developed prototype content editing interface
- The service inventory is 2/3 complete
- 350 tickets resolved on sfgov.org since December
- 'Start an equity cannabis business' service is live
- 'Become a short term rental host' is live (Business Portal)

# What we did during discovery

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- Service inventory
- User interviews
- Visual design mock-ups and mood boards
- Visual design workshop with PIOs
- Content survey  
Light content inventory
- Content design workshop with content editors and PIOs
- Google Analytics research
- Hosting and architecture landscape analysis

# Some facts

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- There are 49,604 web pages on sfgov.org
- There are 51,429 files, mostly PDFs
- There are 317 content editors
- 25% of content editors have not logged in in the last year
- The average reading age of content is 12<sup>th</sup> grade
- There are more than 400 (and counting) services offered by the city, but only 24% of them can be done online

# Most popular services

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## **Get married**

File a police report

Report a homeless person who needs assistance

Get a permit to do construction work

Apply for affordable housing

Pay property tax

Have a car blocking your driveway towed

Request a hearing about an illegal rent increase or eviction

Get your towed car back

Get a parking permit

Pay a parking ticket



# Services inventory

A	B	C	D	H	I	J	K	L
<b>Service Overview</b>								
<b>Department(s)</b>	<b>What would a real person call it? (VERB)</b>	<b>What does the department call it?</b>	<b>Service Provided by Contracted Non-profit(s)</b> Y/N	<b>Referral Only?</b>	<b>Can it be completed online right now?</b> Y/N/Partially/Unclear	<b>If digital, mobile-responsive?</b> Y/N/Unclear	<b>If digital, 3rd-party or in-house?</b>	<b>Is there a Form for download?</b> Y/N/Sometime/Unclear
			Y=34	Y=7	Y=105	Y=58		Y=129
Assessor Recorder	Change your mailing address	Change of Mailing Address	N		Y	y	in-house	n
Assessor Recorder	Change the assessed value of your property	Contest Your Assesed Value	N		Y	y	in-house	n
Assessor Recorder	Request that the Assessor communicate with you in another language	Request for Translated Notice	N		Y	y	in-house	N
Assessor Recorder	File a Business Property Statement	571-L Business Property Statement	N		Y	N	3rd Party	Y
Assessor Recorder	Files a Business Apartment Statement	571-R Business Apartment Statement	N		Y	N	3rd Party	Y
Assessor Recorder	Get an appraisal of your property	Real Property Assessment / Change in Ownership	N		N			y
Assessor Recorder	Transfer property value	Transferring Assessed Value, BOE-60-AH Claim of Person(s) at Least 55 Years of Age for Transfer of Base-Year Value to Replacement Dwelling, BOE-58-AH Claim for Reassessment Exclusion for Transfer Between Parent and Child,	N		N			y

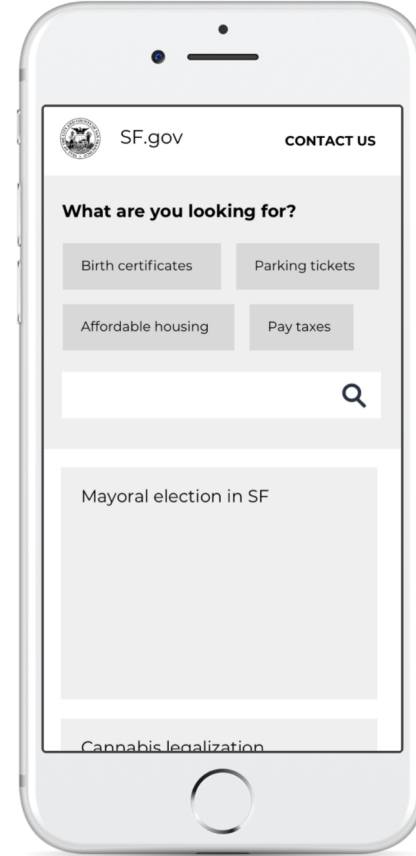
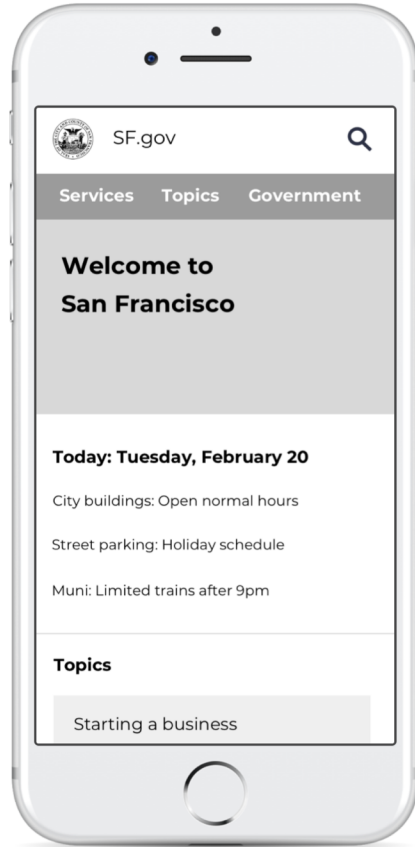
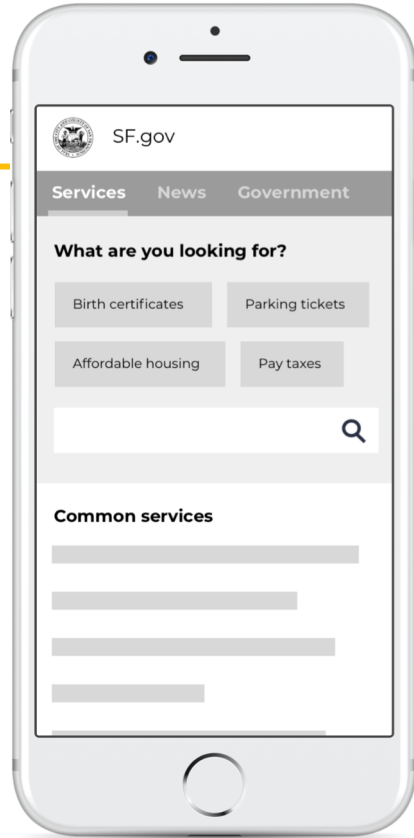


# Initial prototypes

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- Get married
- File a police report\*
- Get a copy of a birth certificate
- Report a homeless person who needs assistance
- Get a permit to do construction work
- Apply for affordable rental housing
- Pay property tax
- Request a hearing about an illegal rent increase or eviction
- Pay business taxes
- Register your business





Title \*

Service Description \*

**NEED TO KNOW**

**Cost**  
No Cost information added yet.

Add Cost

**Need to Know Items**  
No Need to Know Item added yet.

Add Need to Know Item

What to do \*

No method added yet.

Add Method

Special Cases

No special case added yet.

Add Special Case

Custom Section

No custom section added yet.

Add Custom Section

Tools

No Paragraph added yet.

Add Tools

Get Help

No Get Help Contact information added yet.

Add Get Help Contact

RELATED SERVICES

Related Services

Hide row weights

BROUGHT TO YOU BY

ORDER

0

Add another item

Published

Save

Preview

Title \*

Service Description \*

**NEED TO KNOW**

Cost Add

Other Add

**WHAT TO DO**

Online Add

Phone Add

Mail Add

In person Add

**SUPPORTING INFO**

Special Cases Add

Tools Add

Custom section Add

**CONTACT AND RELATED INFO**

Get help contacts Add

Brought to you by

Departments

Related services

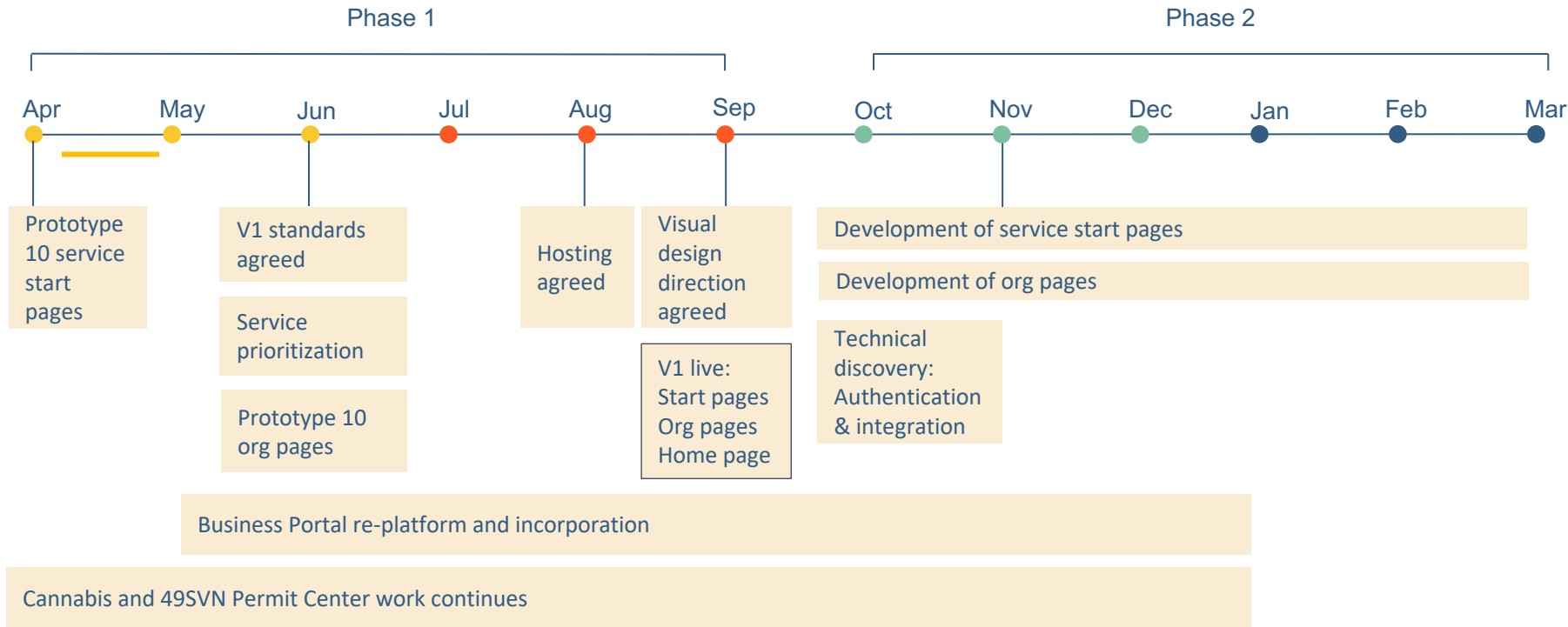
Services





# Cost – Benefit Analysis

<p>Current State</p>	<p>Complete costs of web hosting citywide are unknown but base hosting is \$72k per year for sites on the main contract, plus maintenance at \$90k per year (\$162k total)</p> <p>Costs per transaction for offline services are not known but assumed to be high.</p>
<p>Future State</p>	<p>Online transactions reduce the need for in-person services, freeing staff time.</p> <p>Content that clearly explains services reduces residents' confusion, leading to fewer calls and queries, freeing staff time.</p>



Recruitment

Recruitment

Procurement

Procurement (hosting)



# Citywide web redesign

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## **Primary 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.

## **Secondary Measures being developed**

- Completed user journeys
- Cost per transaction
- Services put online

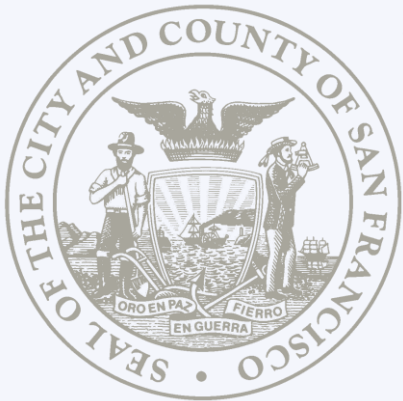
# Citywide web redesign

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<b>PHASE</b>	<b>DATES</b>	<b>DESCRIPTION</b>
Phase 1	Jan 18 – Sept 18	Project initiation, discovery, prototyping, testing, V1.
Phase 2	Sept 18 – Jul 19	Product development, service prioritization and implementation

Type	Item	Description	Cost
Project staff	0932 Design Director salary + fringe	Oversee design team and design direction for SF.GOV. Coach, manage and mentor staff, develop design standards and guidelines, support departments.	\$230,000
	1822 PEX project coordinator	Arrange user testing and research, administration for stakeholder meetings, entry level business analysis e.g. service inventory.	\$110,000
Hosting	Managed hosting	Hosting for new site and additional sites citywide as needed.	\$100,000
Software	Form builder	Tools that make it easier to build web forms	\$100,000
Professional services	Graphic design	Design of City brand and initial development of pattern library	\$200,000
	Drupal Development	Additional Drupal 8 development capacity.	\$460,000
<b>TOTAL</b>			<b>\$1.2M</b>





# San Francisco Jobs Portal

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Office of Economic & Workforce Development  
Jason Hemmerle

[Find Jobs](#)[Find Candidates](#)

What?



Where?



# San Francisco Jobs Portal

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## Project Objectives

- Improve service delivery & customer satisfaction for jobseekers & employers in SF's workforce programs
- Address workforce challenges, such as skills gaps & underemployment
- Encourage collaboration amongst our service provider community
- Adopt a mobile-first strategy, making it easier for customers to access services
- Centralize employer & job seeker data into a single, accessible database, providing all stakeholders with real-time, actionable data analytics on employment and hiring trends

## Primary Users & Major Stakeholders

- Jobseekers, Employers
- Community Based Organizations, Departments





# San Francisco Jobs Portal

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## Recent Accomplishments

- 6 provider groups are actively using the Jobs Portal from intake through placement
- All 5 user-group workflows mapped/approved by group leads
- Over 70% of product backlog bugs & enhancements closed
- Providers now have access to reports & other value-add metrics/analytics
- Workforce Alignment Committee project complete



# San Francisco Jobs Portal

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Current State	<ul style="list-style-type: none"><li>• The pilot version is live &amp; includes:<ul style="list-style-type: none"><li>▪ 6 Provider user-groups (13 active users)</li><li>▪ Minimally viable reporting functionality</li><li>▪ First-source hiring identification</li><li>▪ User-authenticated profiles</li><li>▪ Job-matching criteria</li></ul></li></ul>
Future State	<ul style="list-style-type: none"><li>• Future iterations include:<ul style="list-style-type: none"><li>▪ All Provider user-groups (100% adoption)</li><li>▪ End-to-end user-journey baselines</li><li>▪ Integration w/ partner department legacy systems</li><li>▪ Niche programs &amp; custom configuration</li></ul></li></ul>

# Performance Measures

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- Primary: The SF Jobs Portal will place 350 applicants into gainful employment by July 2019.
- Other KPIs
  - › The total amount of time a spent in the jobseekers' journey, from identification through placement
  - › Seamlessness of services provided to jobseekers, across multiple departments and partner organizations

DATE	DESCRIPTION
FY 2017-18	<ul style="list-style-type: none"> <li>• Customize and configure centralized resource for jobseekers and employment providers utilizing the Salesforce.com platform</li> <li>• Build out Portal functionality via industry-specific “Launchpad” software and services</li> <li>• Integration with SFO job placement web-application</li> </ul>
FY 2018-19	<ul style="list-style-type: none"> <li>• Assess complete user journey, relying on research and routine user-testing, resulting in user-centered design principles and iterative improvements</li> <li>• Use custom API’s and middleware to integrate disparate systems between multiple partner departments, CBO’s &amp; other external sources</li> </ul>
FY 2019-20	<ul style="list-style-type: none"> <li>• Leverage holistically integrated systems to continue improving access &amp; transparency for job seekers and providers, via implementation of robust data analytics and performance management program</li> </ul>






# San Francisco Jobs Portal

<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Number of FTE	3	3
FTE Classifications	0923; 1053; 1823	0923; 1053; 1823
Salary & Fringe	\$492,232	\$492,232
Software	\$32,000	\$32,000
Hardware	-	-
Professional Services	\$118,400	\$118,400
Materials & Supplies	\$2,600	\$2,600
<b>Total Project Cost</b>	<b>\$645,232</b>	<b>\$645,232</b>

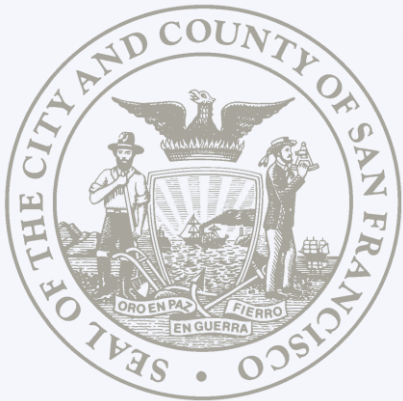


# San Francisco Jobs Portal

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$1,961,511	-	\$671,047	-	\$671,047	\$1,672,511

	Status	Comment
<b>Schedule</b>		<ul style="list-style-type: none"><li>• Project currently on track, with 30% completed</li></ul>
<b>Scope</b>		<ul style="list-style-type: none"><li>• Scope has changed to integrate SFO web-app</li><li>• Project has moved from Waterfall to Agile software development methodology</li></ul>
<b>Budget</b>		<ul style="list-style-type: none"><li>• Project currently on budget</li><li>• No additional COIT funding requested</li></ul>

<b>Risks</b>	<ul style="list-style-type: none"><li>• Community-based Organization (CBO) buy-in, collaboration, and adoption must be consistent</li><li>• Platform data exchange functionality with partner departments (ex: HSA)</li><li>• Vendor lock and over-reliance on single provider for additional maintenance &amp; support</li></ul>
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# Online Tax Applications

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Office of the Treasurer & Tax Collector  
Alanna Wheatley and Amanda Fried

# Online Tax Applications

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## Project Objective

- Consolidate, redesign and create new online tax filing and payment portals (aka “shopping cart”) to simplify and improve customer experience while achieving backend efficiencies and streamline internal workflows.

## Primary Users & Major Stakeholders

- San Francisco taxpayers (110,000+ businesses and 220,000 property owners)
- City departments and TTX staff





# Online Tax Applications

## Recent Accomplishments: Property Tax Presentment

- Consolidated four portals into one single system powered by Adobe Experience Manager Forms.
- Redesigned the landing pages for taxpayers
- Created a customized PDF billing statement

**10%** **MORE** taxpayers use the new self-service tax portal



Improved **COMMUNICATIONS** about waivers and reprocessing



**REDUCED** time to create and send property tax bills by nearly half



**FASTER** billing summaries

# Online Tax Applications

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## **Recent Accomplishments: DPH Food Permit**

- Worked with DPH to transform 10 page paper based food permit application into an online process.
- Eliminated submission of incomplete applications and associated workflows.
- Improved backend business processes, including utilizing TTX's core competency of money collection/disbursement.



# Online Tax Applications

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## **Recent Accomplishments: Making government smarter**

- Built and shared lookup tools for other departments so they can view standard business information and tax delinquencies in real time
- Developed online Employer Annual Reporting Form for Office of Labor Standards and Enforcement (HCSO and FCO)
- Quickly put sugary drinks tax collection online, and are prepared to add any additional measures that pass in June to our 2018 collection cycle



# Cost – Benefit Analysis

Prior State	<ul style="list-style-type: none"><li>- Separated payment portals for various tax/fee payments</li><li>- Manual entry and calculation by taxpayers for paper forms</li><li>- Manual processing by staff</li></ul>
Current State	<ul style="list-style-type: none"><li>- Consolidated “shopping cart” payment portals</li><li>- Automated calculations and processing</li><li>- Expanded e-signature</li><li>- Improved online tax services</li><li>- Reduced late fees and waivers</li></ul>

# Performance Measures

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- By July 2019, 80% of business taxes will be filed online.

# Online Tax Applications

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## Coming soon

- January 2019: Go live with improved New Business Registration Online
- March 2019: Go live with redesigned TOT/TID/MED online application
- June 2019: Go live with redesigned Parking online application

# Online Taxpayer Applications

<b>PHASE</b>	<b>DATES</b>	<b>DESCRIPTION</b>
Phase 1	July – Aug 2018	Discovery and Requirements gathering
Phase 2	Sep – Oct 2018	Development
Phase 3	Nov - Dec 2018	Testing
Phase 4	January 2018	Go live

Phases will be repeated, often overlapping with each other, for each web portal.

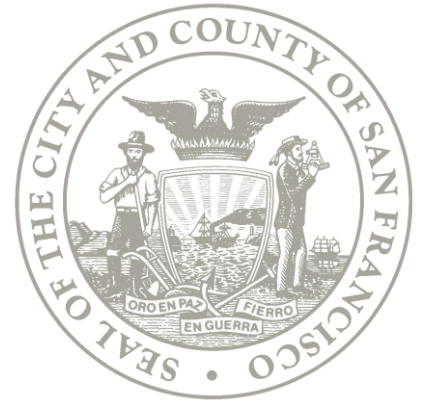


# Online Taxpayer Applications

<b>PROJECT BUDGET</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Number of FTE	-	-
FTE Classifications	-	-
Salary & Fringe	-	-
Software	-	-
Hardware	-	-
Professional Services	\$100,000	\$100,000
Materials & Supplies	-	-
<b>Total Project Cost</b>	<b>\$100,000</b>	<b>\$100,000</b>







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

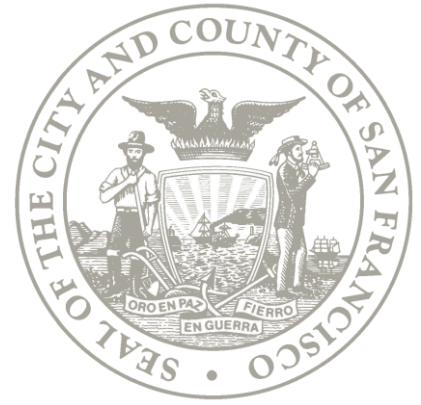
# Tentative Presentation Schedule

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## April 13

Time	Presentation
9:00 – 9:30	ASR: Property Assessment & Tax System
9:30 – 9:45	DEM: Computer Aided Dispatch (CAD) Replacement
9:45 – 10:00	DHR: Hiring Modernization
10:00 – 10:15	POL: Crime Data Warehouse Projects
10:15 – 10:45	General Budget Questions
10:45 – 11:00	-- BREAK --
11:00 – 12:00	Final Review & Action





# 7. Public Comment