



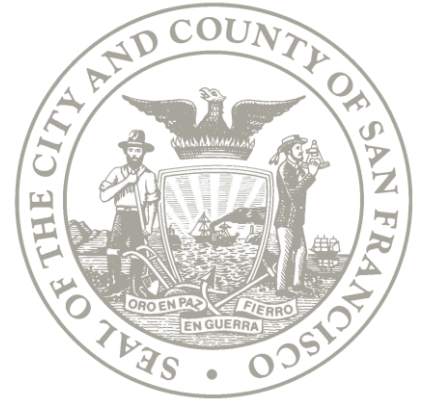
COIT Budget & Performance Subcommittee

Regular Meeting
October 5, 2018

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

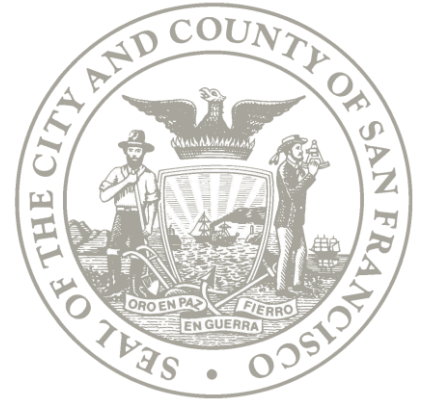
Agenda

- Call to Order by Chair
- Roll Call
- Approval of Meeting Minutes from April 13, 2018
- Department Updates and Announcements
- Discussion: Objectives of the Subcommittee & Upcoming Changes
- Portfolio Analysis: FY 2017-18 Overview
- COIT Funded Project: Updates
- Public Comment
- Adjournment

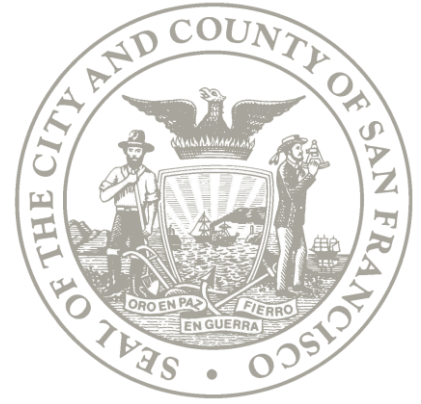


Action Item

3. Approval of Minutes



4. Department Updates & Announcements



5. Objectives of the Subcommittee & Upcoming Changes

COIT Public Meetings

Objectives

- Facilitate Cross-Department Dialogue
- Transparency
- Governance

COIT vs B&P Subcommittee

COIT

- City Strategy
- Policy Review & Approval

Budget & Performance Subcommittee

- Refine Discussion for COIT
- Project Performance
- More Detailed
- Budget Oversight

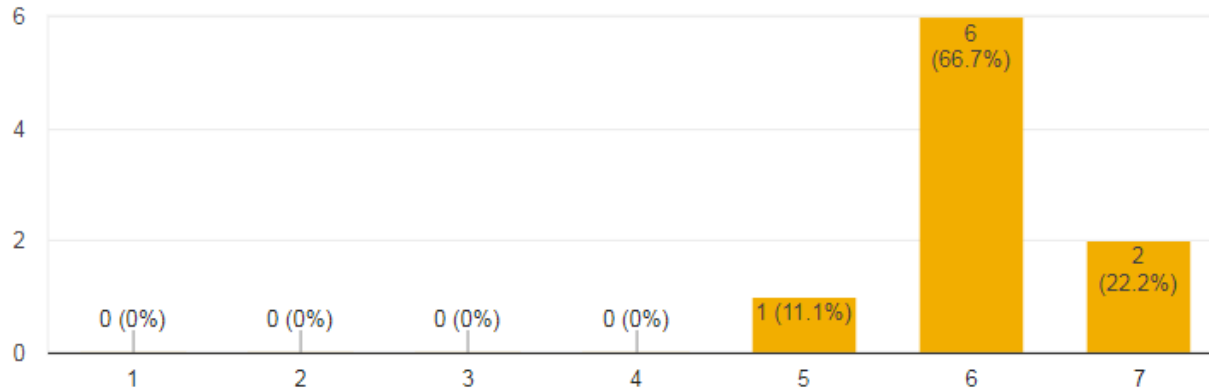
FY 2017-18 Changes

- Modified Budget Process
 - › Additional review for GF projects
 - › Partnership with CON
 - › Revised Scoring Criteria
- Technology Inventory
- Performance: Key Performance Indicators

Survey Results

In your opinion, how useful are COIT meetings to understand the direction of technology in the City?

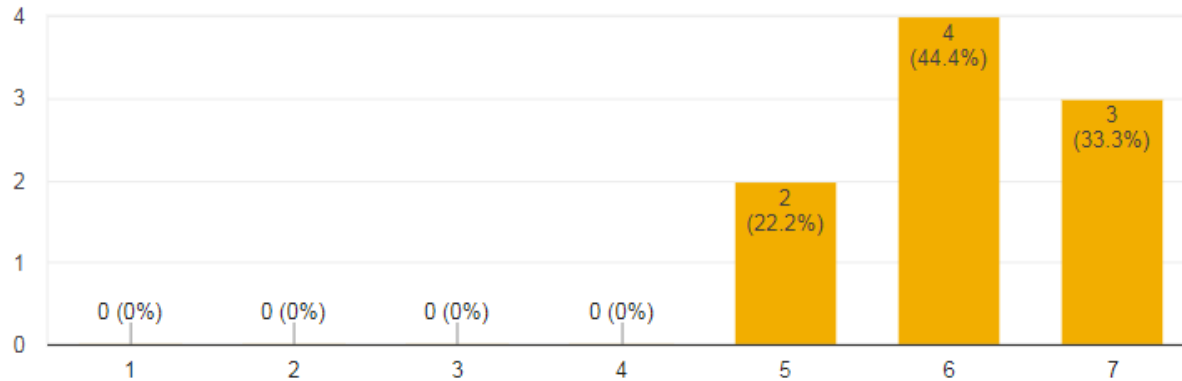
9 responses



Survey Results

As a committee member, do you feel your input is meaningful in shaping the future direction of technology in the City?

9 responses



Survey Results: Topics

Members wanted to hear more:

- Budget & Project Updates
- Major IT Projects
- Cybersecurity
- Digital Equity
- Business value of technology

Survey Results: Recommendations

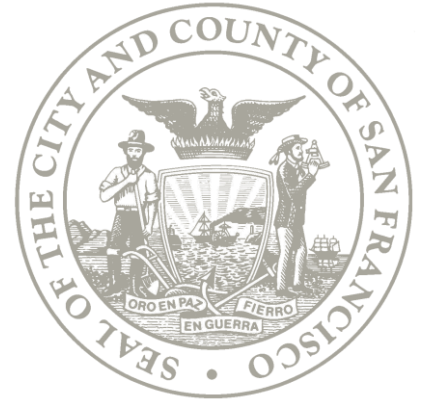
- Link ICT Plan to projects
- Focus on citywide impacts
- Share lessons learned
- Improve SharePoint site

Preview: FY 2018-19 B&P

- Oversight: Keeping projects accountable
- Increased emphasis on performance
- Evaluation of “Service Impact”
- Promote collaboration on common issues

PREVIEW: Project Overview

- Discussion Topic
 - › Issue area you are working through
 - › Challenges faced by users, staff, stakeholders



6. Portfolio Analysis: FY 2017-18 Overview

Performance Goals

- Help identify issues early on
- Share best practices & innovations
- Support Departments to succeed!

Performance Initiatives

- **Visibility:** IT products inventory
- **Reporting:** Citywide and department dashboards
- **Standards:** Total Cost of Ownership & ROI model
- **Training:** IT brown bag series for COIT product owners



Performance Methodology

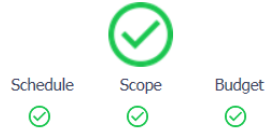
- Quarterly Performance & Check-ins
- NEW - Analysis: TCO/ROI
- NEW - Portfolio Analysis
- NEW - RFP Collection
- New - Vendor Pools

Quarterly Performance

Technology City Telecom Modernization FY2017-18 Q4 Performance Report

Project ID: TIS45354

Overall Project Health



Life Cycle Phase



Project Manager

Payal Desai Product Owner **Matt Reeves**

Project Update

Wave 6 of network assessment completed. Network architecture high level design completed. PO for Network core equipment issued. Network LAN equipment purchase strategy finalized. Developed Project Sharepoint site for client communications - please visit at: bit.ly/moderntelemcom. DT and Central Shops successfully migrated to City Call Manager. Phone demo conducted for city departments on June 21-22. Cost Benefit analysis completed. Working to migrate CSS and Rec & Park next.

Project Risks

Dealing with a wide variety of technology and process standards throughout the City makes it more challenging to use a repeatable process to deploy VoIP and network remediation at each location. The project team is working through this by using a detailed checklist in order not to miss any important detail.

Status Update	Prior Quarter	Current Quarter	Total Project Cost	\$ 27,658,744	Total COIT-Funded Amount	\$ 2,027,852
Project Status	In Progress	<input type="text" value="In Progress"/>	Other General Fund Sources	\$ 0	Non General Fund Sources	\$ 0
Percent Complete	25%-49%	<input type="text" value="1%-24%"/>	Financial Reference			
Schedule Status	On-Time	<input type="text" value="On-Time"/> <input checked="" type="checkbox"/>	Primary <input checked="" type="checkbox"/> Add additional source			
Scope Status	No Change	<input type="text" value="No Change"/> <input checked="" type="checkbox"/>	Fund ID <input type="text" value="28080"/>			
Budget Status	On-Budget	<input type="text" value="On-Budget"/> <input checked="" type="checkbox"/>	Department ID <input type="text" value="207929"/>			
Encumbered Balance	<input type="text" value="\$ 1,315,292"/>	<input type="text" value="\$ 1,315,292"/>	Authority ID <input type="text" value="17610"/>			
Ending Balance	<input type="text" value="\$ 432,125"/>	<input type="text" value="\$ 432,125"/>	Project ID <input type="text" value="10024812"/>			
			Activity ID <input type="text" value="0001"/>			

Clear Current Editors

Save & Close

Submit



FY 2017-18 Year-End Update

- **31 COIT-Funded projects** are active, with **\$26.8M** General Fund support

INITIAL FUNDING YEAR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
# of Active Projects	5	6	2	7	11

- Throughout FY 2017-18, 13 projects completed, 8 started, 3 canceled, 4 merged

COIT-Funded Projects: FY13-14

DEPT	PROJECT TITLE	FY17-18 YEAR-END BALANCE
SHF	Automated Staffing & Shift Mgmt System	\$190,860
DAT	Case Management with Document Management	\$584,500
POL	Police Vehicle Upgrades	\$578,093
ASR	Property Assessment & Tax Systems Replacement	\$16,302,879
FIR	Vehicle Modem Project	\$355,481

COIT-Funded Projects: FY14-15

DEPT	PROJECT TITLE	FY17-18 YEAR-END BALANCE
FIR	Business Intelligence Upgrade	\$130,000
TIS	Cybersecurity - City AD/Authentication Consolidation	\$381,573
GSA	Laboratory Information Management System (LIMS)	\$144,600
FIR	Mobile Data Terminals Replacement	\$280,888
TIS	Upgrade the Network	\$1,086,509
JUV	YGC Security Camera Project	\$700,000

Discussion

- Clarification: Scope changes require re-approval by COIT
- What is an appropriate length of time to require re-authorization

FY 2017-18 Year-End Update

- **95 remaining active projects** with **\$642.4M** projected cost
- Throughout FY 2017-18, 54 projects completed, 18 started, 19 canceled, 14 merged

Technology Portfolio: Overview

- 95 remaining active projects with \$642.4m projected cost

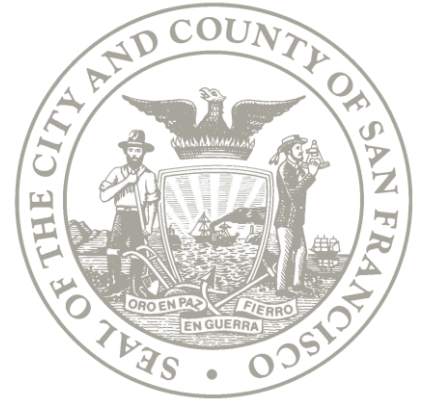
BUDGET YEAR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
# of Active Projects	14	12	14	14	41

- Throughout FY 2017-18, 54 projects completed, 18 started, 19 canceled, 14 merged

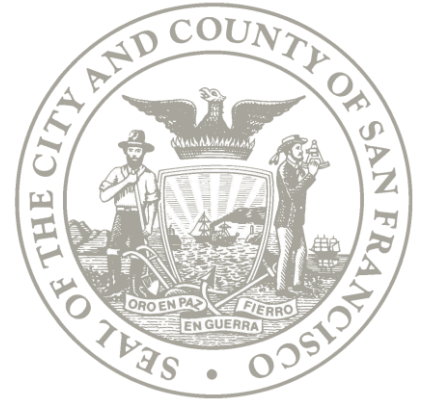
Technology Portfolio by Theme

THEME	# OF ACTIVE PROJECTS
Business Specific	9
Customer & Case Management	8
Digitization & Document/Records Management	11
Infrastructure: Network & Data Centers	22
Residential Digital Services	7
Resource Management	17
Risk Management: Cybersecurity & Business Continuity	11
Staff Collaborative Tools - Data Analysis / Data Sharing	7
Major IT	3
All Active Projects	95





7. COIT Funded Project: Updates



Department of Technology

Upgrade the Network Telecom Modernization

Benefits for migrating to VoIP

- Cost avoidance: PBXs are outdated, failing, many are unsupported.
- Efficiency: Going from managing 100's of disparate PBX's, many geographies, to just one VoIP call manager.
- High availability: New VoIP call manager is designed with geographical high availability.
- Simplicity: Collocating data and voice on the network will progressively reduce the number of wires.
- Flexibility: Paving the way for new applications that provide better flexibility, such as voicemail to email integration, fully enabled mobile functionality, video conferencing capabilities. Some of these capabilities will replace costly conference call numbers.
- Cost Benefit Analysis (CBA): \$6M+ savings per year after deployment of VoIP and disconnecting PBXs, break even point of 4 years.



What's been completed?

- Overall Project Health: Fair
 - › Completed network assessments for 250+ closets (85%)
 - › Completed network low level design
 - › Deployed encrypted and highly available VoIP core system with redundant SIP Trunks
 - › Migrated PD, DT, CSS, Central Shops to VoIP; 800+ phones (2%)
 - › Disconnected 6 PBXs (8%)
 - › Awarded WAN equipment to vendor
 - › Awarded professional services for LAN, WAN, and VoIP

Upcoming Schedule

Initiating

Planning

Implementing

Closing

MILESTONE	DATES	DESCRIPTION
Rec Park Migration	1/2019	Migrate Rec Park sites from their legacy system to the City Call Manager
Migrate depts. on legacy DT call manager to City call manager	1/2019	Migrate users from Adult Probation, Environment, OCME, War Memorial, Art Commission, LGBT that are on the legacy DT call manager to City call manager
Deploy WAN core at 1011 Turk	2/2019	Build the WAN network before remediating the LAN sites to ensure good quality of service for VoIP
Fiber	On going	Provide redundant fiber connections to locations that will be migrating to call manager
Facilities remediation	On going	Ensure facility readiness, for network remediation to begin at these sites

Project Update - Network




Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent (FY18-19)
\$24M	\$1.6M (FY18-19)	\$4.4M (Carryover & headcount)	\$-M	\$6M (FY18 Budget)	\$1.3M (Actuals)

	Status	Comment	
Schedule	<div><div></div></div> <div>Begin Date: 07/2016 End Date: 6/2023 % Complete: 10%</div>	Awaiting facilities remediation and equipment for network remediation effort to begin.	
Scope	<div><div></div></div>	Completed network assessments for 250+ closets as well as network low level design. Will begin to deploy WAN equipment at 1011 Turk as soon as the equipment arrives.	
Budget	<div><div></div></div>	Awarded professional services for LAN remediation, WAN remediation, and procured key WAN equipment.	
Risks	Facilities readiness for deployment of new network equipment is critical in order to move forward on the project.		



Project Update - Telecom

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent (FY18-19)
\$21.8M	\$2.4M (FY18-19)	\$1.4M (Carryover)	\$750K (Capital)	\$4.5M (FY18 Budget)	\$0M (Actuals)

	Status	Comment
Schedule		Begin Date: 03/2017 End Date: 12/2023 % Complete: 15% Awaiting facilities remediation and equipment for network remediation effort to begin. Onboarded new vendor to accelerate department migrations to City Call Manager
Scope		Deployed encrypted and highly available VoIP core system with redundant SIP Trunks Migrated DT, CSS, Central Shops to new VoIP system
Budget		
Risks	Facilities readiness for deployment of new network equipment is critical in order to move forward on the project.	



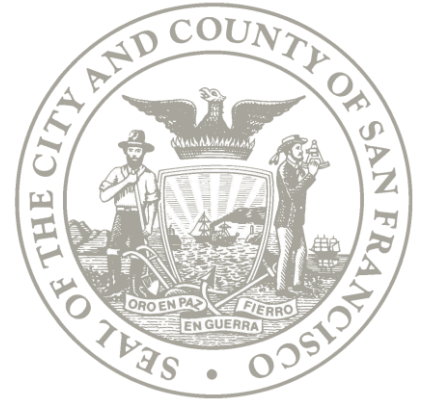
Program Procurement Plan 2018

Description	1. Core	2. Network	3. Network	4. Core	5. VoIP	6. Core	7. Net. & VoIP
Funds	\$1.29M	\$272,375	\$958,640	\$419k	\$488,875	\$1.6M	\$5.5M
Source	FY17-18 UTN COIT Fund	FY17-18 VoIP COIT Fund	FY17-18 UTN COIT Fund	FY17-18 UTN COIT Fund	FY17-18 COIT Fund	FY18-19 UTN COIT Fund	FY18-19 Citywide VoIP Fund
Status	Encumbered	Encumbered	Encumbered	Encumbered	Encumbered	In Procurement	Not Started
Purpose	a. Core Remediation Hardware. Awarded to vendor.	b. Network Assessment for 50 Sites c. Low Level Design. Awarded to vendor.	d. Closet Remediation professional services for 90 sites. Awarded to vendor.	e. Core Remediation Professional Services. Awarded to vendor.	f. VoIP Migration for 8 departments Awarded to vendor.	g. PAN - \$581k h. FW/F5 - \$449k i. ACI - \$476k In procurement.	j. Equipment for Closet remediation k. RFP for PBX to VoIP migration and Contact Center Requirements l. Facilities Remediation
Target PO date	Jun-18	Jun-18	Jun-18	Jul-18	Sep-18	Oct-18	Jan-19



Discussion

- Showcase new [Performance Dashboards](#)
- Stakeholder engagement with modernization efforts





Department of Technology

Vulnerability Management

Project Update – Vulnerability Mgmt

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$375k	\$375k	0	0	\$375k	\$197K

	Status	Comment
Schedule		Begin Date: 10/2017 End Date: 10/2019 % Complete: 25%
Scope		Project Purpose: Modernize vulnerability management within the City by procuring and deploying a solution which includes <u>third party software patching</u> . Develop a vulnerability and patch management program with best practice processes. Role Based secured access allows departments their own platforms.
Budget		
Risks		

Project Update – Vulnerability Mgmt



Tanium Endpoint Client Deployment (by OS - including all City Departments)	Oct. 2018	Jan. 2019 (projected)
Apple MacOS	2	~100
Linux Server (RedHat / CentOS)	4	~500
Windows Server	30	~1000
Windows Workstation	667	~800
Total	703	~2900

Project Phase: Executing

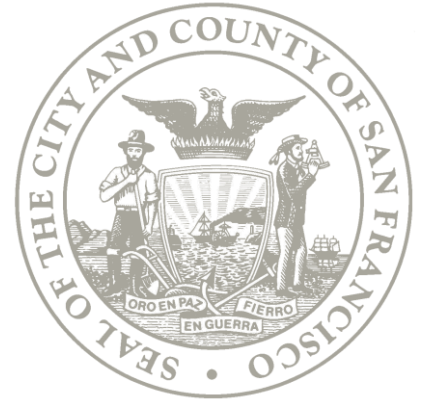
- Procurement complete (subscription for 5000 Tanium endpoint clients)
- Core system installed and config under way
- Developing five additional modules
- Deploying endpoint agents within DT and select client departments.

Project Update – Vulnerability Mgmt

Tanium Module Deployment

- **Deploy** (3rd party software deployment and patching) – expected completion 10/31/18
- **Patch** (OS Patching) – expected completion 10/31/18
- **Comply** (Hardening compliance, vulnerability reporting & remediation) – expected completion 10/31/18
- **Asset** (Inventory)– expected completion 12/31/18
- **Discover** (Unmanaged interfaces) – expected completion 12/31/18

Onboarded to Tanium System	Modules	Users Trained
DAT	Deploy, Patch, Asset	2
TIS	Deploy, Comply	6
WAR	Deploy, Patch	1






Department of Technology

Citywide Active Directory

Project Update – CityAD Upgrade

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent
\$1.4M	\$1.4M	0	0	\$1.4M	\$826K

Status		Comment
Schedule		Begin Date: 06/2018 End Date: 10/2018 % Complete: 90%
Scope		Project Purpose: This project modernizes the City Active Directory environment by making necessary upgrades. It improves compatibility of services offered through the CityAD and it improves the security of the CityAD system.
Budget		
Risks		

Discussion

- Stakeholder engagement in and around cybersecurity

Project Update – CityAD Upgrade

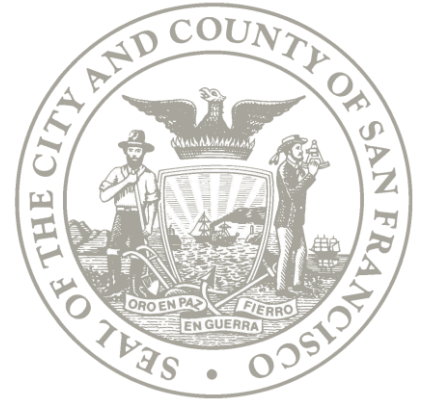
Initiating

Planning

Implementing

Closing

MILESTONE	DATES	DESCRIPTION
AD Upgrade	8/30/2018	Upgraded five CityAD domain controllers to Windows 2016, upgraded ADFS to Windows 2016 and ADFS v4, and upgraded PKI certificate templates to SHA256.
AD Hardening	9/28/2018	Active Directory system and server hardening recommendations according to Microsoft best practices.
FIM to MIM Upgrade	10/23/2018	Migrate FIM 2010R2 to MIM 2016.
Execution Complete	10/26/2018	Upgrade work and all deliverables complete. Project closing begins.



8. Public Comment