



City and County of San Francisco

Committee on Information Technology

Budget and Performance Subcommittee

Regular Meeting

April 7, 2023

Meeting Broadcast & Public Comment

- We are now leaving practice mode and recording will begin.
- Today's meeting will be broadcast live via WebEx (Link can be found at the Budget & Performance Committee's website at sf.gov/coit).
- Public commenters who are participating remotely can join the WebEx or call 415-655-0001 and use access code 2498 180 1099.
- To speak when public comment is open, dial Star 3 or use the WebEx raise hand feature.

Agenda

1. Call to Order by Chair
2. Roll Call
3. General Public Comment
4. Approval of the Meeting Minutes from March 31, 2023
5. Department Updates and Announcements
6. FY 2023-24 & FY2024-25 Budget Project Presentations
7. FY 2023-24 & FY2024-25 Budget Recommendations
8. Public Comment
9. Adjournment

Item Number 3

General Public Comment

Item Number 4

Approval of the Meeting Minutes from March 31,
2023

Action Item

Item Number 5

Department Updates and Announcements

Discussion

Item Number 6

FY 2023-24 & FY2024-25 Budget Project Presentations: COIT Allocation Requests

Discussion

Presentation Schedule

Department	Project Title	Theme	Previously Funded	Approximate Schedule
Assessor-Recorder	Property Assessment and Tax Systems Replacement	Major IT, Legacy System Replacement, Infrastructure	Y	9:15-9:40AM
City Administrator, Digital Services	Support for Digital Security & Translation	Residential Services: Digital, Financial	Y	9:40-10:05AM
Human Resources	HR Modernization: Electronic Onboarding and e-Personnel Files	HR Systems, Records Management, Digitization	Y	10:05 - 10:45AM
	Employee Access to their City	Staff Collaborative Tools – Data Analysis / Data Sharing		10:05 - 10:45AM
	Disaster Service Worker Management System	HR Systems, Records Management, Digitization		10:05 - 10:45AM - BREAK AFTER



**Treasurer-Tax Collector, Controller, Assessor-Recorder
City and County of San Francisco**

Presentation to COIT Budget & Performance Subcommittee

Property Assessment and Tax System

March 31, 2023

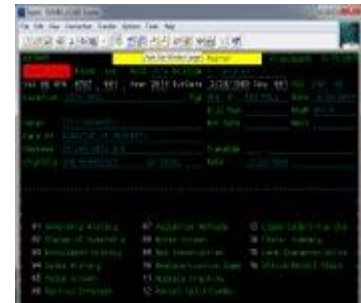
Project Overview

Joint effort between financial services Departments to replace two legacy information systems that together enable the assessment, billing, collection and apportionment of over \$3 billion in annual property tax revenue.

- Replace aging legacy systems
- Resolve multiple single points-of-failure and lack of redundancy which place core government functions at risk;
- Data exchanged between ASR and TTX's separate systems lead to errors and time-consuming manual corrections;
- Systems are inflexible with missing controls or broken business rules, and require manual workarounds;
- Databases don't support workload forecasting, production analysis or reporting.



LINE	DESCRIPTION	AMOUNT	CYCLE	DATE	STATUS	OTHER
1.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
2.000	SALES TAX	200,000	1	01-01-2010	OPEN	
3.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
4.000	SALES TAX	200,000	1	01-01-2010	OPEN	
5.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
6.000	SALES TAX	200,000	1	01-01-2010	OPEN	
7.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
8.000	SALES TAX	200,000	1	01-01-2010	OPEN	
9.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
10.000	SALES TAX	200,000	1	01-01-2010	OPEN	



LINE	DESCRIPTION	AMOUNT	CYCLE	DATE	STATUS	OTHER
1.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
2.000	SALES TAX	200,000	1	01-01-2010	OPEN	
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4.000	SALES TAX	200,000	1	01-01-2010	OPEN	
5.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
6.000	SALES TAX	200,000	1	01-01-2010	OPEN	
7.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
8.000	SALES TAX	200,000	1	01-01-2010	OPEN	
9.000	PROPERTY TAX	1,000,000	1	01-01-2010	OPEN	
10.000	SALES TAX	200,000	1	01-01-2010	OPEN	

Project Objectives

- **Increase Efficiency and Quality:**

Re-engineer assessment and tax business processes based on best practices to eliminate manual processes and workarounds.

- **Improve Revenue Collection:**

Increase turnaround time for assessments and providing timely tax billing, revenue collection and certification to reduce potential property tax impact.

- **Strengthen the Technology Infrastructure:**

Secure \$3.9 billion in revenue through modern technology platforms that are secure and resilient.

- **Increase Access to Data:**

Improve information available to public and policymakers and enabling better revenue forecasting and data analysis.

- **Improve Taxpayer Service and Transparency:**

Integrate property tax and assessment functions among the three departments for better customer service.

Project Delivery Approach

- TTX/CON Tax System
 - TaxSys
 - Grant Street Solutions
 - Hosted
 - Go live in 2020
- ASR Property Assessment System
 - System for Managing Records Assessments and Transactions (SMART)
 - Sapient Corporation / Salesforce Solution
 - Hosted
 - Phased Implementation, two major phases
 - Hybrid Agile/Waterfall




Project Update

- TTX/CON
 - TaxSys go-live in 2020
- ASR
 - System for Managing Assessment, Records & Transactions (SMART) Phase 1 go-live in January 2021 (20% of total project)
 - Second module delivered in two releases. Phase 2.0 in December 2023 Phase 2.x in February 2024 (80% of total project)
 - Sapient Corporation (System Integrator) contract amendment \$5.7M approved by Budget & Finance Committee 3/15

Project Update (For Active Projects)

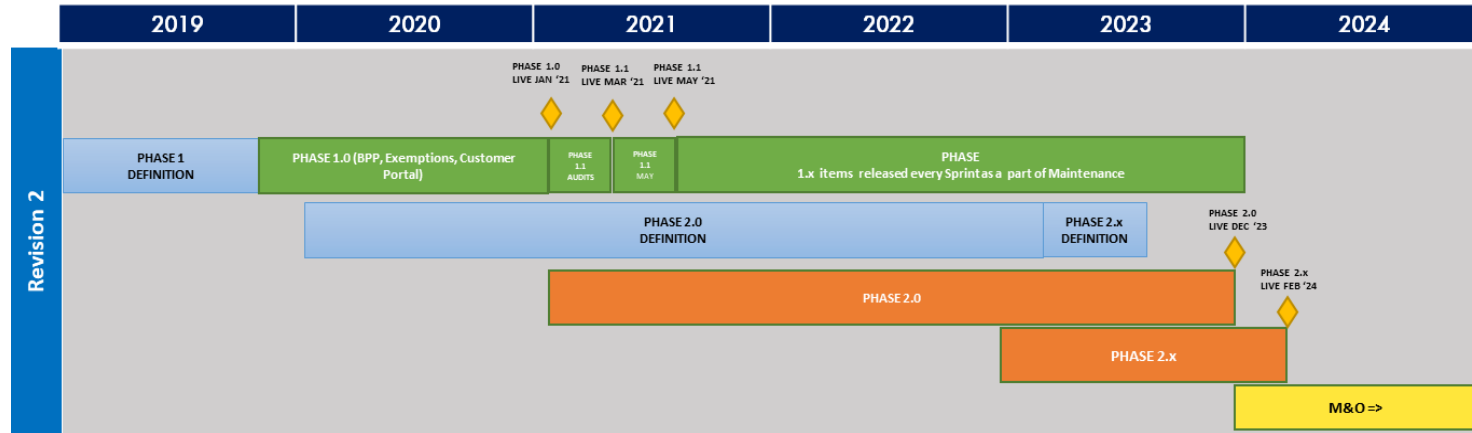
Total Project Cost (COIT + Other)	Total COIT Funding To Date	Total COIT Request for FY23-28	Total Non-COIT Sources of Funding	Total Spent	Remaining Balance (Total Project)
\$78.8M	\$53.1M	\$1.2M	\$24.5M*	\$66.1M	\$12.7M

*Includes FY 23-24 forecasted Non-COIT sources not yet appropriated

	Status	Comment		
Schedule		Begin Date	Jan 2019	<ul style="list-style-type: none"> Original Phase 2 go-live date May 2021 90% complete with phase 2.0 requirements 87% complete with phase 2.0 design 83% complete with 2.0 build
		End Date	Feb 2024	
		% Complete	83%	
Scope		<ul style="list-style-type: none"> ASR scope of work is unchanged. Change orders have been accommodated within existing contingency. 		
Budget		<ul style="list-style-type: none"> Delays due to issues with vendor project management and reporting. Underestimated scope, inaccurate planning, forecasting and scheduling. More customization than anticipated. Delays due to project turnover and loss of resources through COVID-19. Challenges in timely completion of requirements. 		

High-Level Project Plan

Project Schedule Revision - 2



Remaining Phase 2.0 major milestones include:

- Build Complete – July
- User Acceptance Testing (UAT) - August - November
- Cutover / Roll back – November/December
- End User Training – December

Project Challenges

- No off-the shelf software for large county property assessment, building the system from the ground up.
- Vendor underbid the project, underestimated scope, inaccurate planning, forecasting and scheduling.
- Delays due to issues with vendor project management and reporting.
- More customization than anticipated.
- Delays due to project turnover and loss of resources through COVID-19.
- Challenges in timely completion of requirements.
- ASR needed more resources than anticipated, SMEs, business analysts and operations support particularly for data cleansing and migration.

Thank You

Impact - RUMBA AS/400 Display

File Edit View Connection Transfer Options Tools Help

Auto Size Window Larger Master Displayed: 6/15/2015

Read Only Block Lot Roll 2014 RollCde S Secured

Vol 06 APN 0787 001 Year 2014 EvtDate 2/29/1969 Seq 001 VSC ENR 50

Location CITY HALL Typ REG 0 REG ROLL Date 6/30/2014

Owner CITY PROPERTY Bill Num Res# A0174

Care Of DIRECTOR OF PROPERTY Not.Date Next

Address 25 VAN NESS AVE TransCde

CityStZip SAN FRANCISCO CA 94102 Date 2/29/1969

01 Ownership History 07 Valuation Methods 13 Class Code/Situs Chg

02 Change of Ownership 08 Notes Screen 14 Chars. Summary

03 Enrollment History 09 New Construction 15 Land Characteristics

04 Sales History 10 NewConstruction Summ 16 Office/Retail Chars

05 Value Screen 11 Appeals Tracking

06 Partial Interest 12 Parcel Split/Combo

Property 0022 010 @ 475 BEACH ST SAN FRANCISCO, CA 94133-1127

+ Follow Edit Delete New Note

Record Type Neighborhood Real Property Use Real Property Type Real Property Subtype
 Real Property North Waterfront Commercial Accommodations Hotel

Details Related Exception Assessment History AIMS Property Events Valuations Ownership History Base Year Value History Activity Chatter Document Generator

Related Parcel Managements (0)

Property Events (10+)

10+ items • Updated a minute ago

Property Event Name

1 PE-408456

2 PE-408457

3 PE-408458

Value Date Ownership % Start Date End Date Status Creating Document Nu...

Value Date	Ownership %	Start Date	End Date	Status	Creating Document Nu...
10/17/2018	100.0000%	10/17/2018		Current	2018K68357800
3/1/1993	100.0000%	11/22/1983	7/1/1986	Retired	1983 D425073-77
3/1/1993	100.0000%	7/1/1986	10/17/2018	Retired	1986 D824793-95

View All

Property Values (8)

8 items • Sorted by Value Date • Updated a few seconds ago

Name	Value Date	Retirement Date	Fair Market Value	Fair Market Value - Land	Fair Market Value - Impr...	Event Type
<input type="checkbox"/> PV-00557881	9/27/2021			\$0		New Construction
<input type="checkbox"/> PV-00744300	1/1/2021	9/26/2021	\$0	\$0	\$0	CIP
<input type="checkbox"/> PV-00684613	1/1/2020	12/31/2020	\$0	\$0	\$0	CIP
<input type="checkbox"/> PV-01151836	10/17/2018					Change in Ownership
<input type="checkbox"/> PV-00138756	1/1/2011	12/31/2011	\$0	\$0	\$0	Proposition 8
<input type="checkbox"/> PV-00963791	1/1/2010	12/31/2010	\$0	\$0	\$0	Proposition 8
<input type="checkbox"/> PV-00610841	1/1/2009	12/31/2009	\$0	\$0	\$0	Proposition 8
<input type="checkbox"/> PV-00355882	3/1/1993	10/17/2018				Conversion (Legacy)

View All

Questions?

Project Risk Management Plan

<p><u>Potential Risk #1</u>: Budget Overrun and/or Vendor Delays</p>	<ul style="list-style-type: none">• Assess the root cause. If ASR responsibility utilize project contingency. If vendor responsibility, demand plan for correction.• 20% retainage on remaining milestone payments to ensure the project is fully implemented.• Maintenance payments do not begin until project implementation is complete.
<p><u>Potential Risk #2</u>: Bugs discovered during UAT</p>	<ul style="list-style-type: none">• Strict UAT entry and exit criteria negotiated with the vendor.• Zero Priority 1, Priority 2 bugs before we exit UAT.• ASR must sign off on all documentation and test results before closing UAT.
<p><u>Potential Risk #3</u>: Issues discovered before go-live</p>	<ul style="list-style-type: none">• Strict Go/No-go criteria negotiated with the vendor covers application readiness, M&O readiness and Organizational readiness.• Rollback plan required.

Item Number 7

FY2023-24 & FY2024-25 Budget Recommendations

Action Item

Overview of Recommendations

- The City's financial outlook has worsened since January
- Departments we're asked by the Mayor to propose an additional 5% in ongoing cuts (on top of 5% in FY24 & 8% in FY25 originally requested)
- COIT's Base Allocation of roughly \$28 million for FY23-24 could also be impacted by this financial strain

Recap of Initial Evaluation Criteria

(1) Problem Definition: *User research, Alternatives*

(2) Strategic Alignment and Benefits: *Strategic Priority, Impact*

(3) Development Plan and Change Management: *Role of Business Prototyping*

(4) Architecture Review

(5) Department Capacity: *Staffing, Project History*

Added Focus in Prioritizing Funding

Given the financial climate, we recommend only funding projects that are clearly:

1. Critical to City Operations
2. Strongly Aligned with Mayoral Priorities &/or ICT goals
3. Clearly within the Department's Capacity to Implement

Two Funding Scenarios

Low Scenario: Assumes COIT's Base Allocation of \$28m in FY23-24 with a 4% CPI increase in FY24-25

High Scenario: Assumes roughly \$2m increase on Base Allocation in FY23-24 with an 8% increase in FY24-25

Low Scenario Projects

Department	Project Title	FY23-24 GF Allocation	FY24-25 GF Allocation	Additional Context for Recommendation
Assessor-Recorder	Property Assessment and Tax Systems Replacement	1,172,607	-	Critical to citywide operations, strong alignment with ICT goals
Board of Supervisors	Legislative Management System	1,000,000	-	Critical to citywide operations; Strong ICT goal alignment
City Administrator	[ADM-Digital Services] Support for Digital Security & Translation	1,212,400	765,000	Citywide impact, ICT goal alignment
District Attorney	Electronic Subpoena Project	282,000	-	Mayoral Priority. ICT goal alignment
District Attorney	eProsecutor Phase II Project	125,000	-	Mayoral Priority. ICT goal alignment
Emergency Management	Computer Aided Dispatch Replacement	11,347,820	14,220,605	Critical to citywide operations, strong alignment with ICT goals and Mayoral priority
Emergency Management	Public Safety Radio Replacement Project	3,858,872	3,863,872	Critical to citywide operations; Strong ICT goal alignment
Human Resources	Employee Access to their City (Intranet/Employee Portal)	1,075,729	727,567	Citywide impact; Strong ICT goal alignment
Human Resources	HR Modernization: Electronic Onboarding and e-Personnel Files	297,535	-	Citywide impact; Strong ICT goal and Mayoral priority alignment

Low Scenario Projects

Department	Project Title	FY23-24 GF Allocation	FY24-25 GF Allocation	Additional Context for Recommendation
Juvenile Probation	JUV VoIP Project	-	240,000	Strong ICT goal alignment, critical to dept operations
Sheriff	New Jail Management System	1,868,102	1,868,102	Strong ICT goal alignment, critical to dept operations
Sheriff	Records Management System	500,000	500,000	Strong ICT goal alignment, critical to dept operations
Technology	Cloud Center of Excellence	1,371,856	1,257,856	Critical to citywide operations, strong alignment with ICT goals
Technology	Data Center Resiliency	675,000	380,000	Critical to citywide operations, strong alignment with ICT goals
Technology	JUSTIS Data Center of Excellence	1,369,500	1,324,988	Critical to citywide operations, strong alignment with ICT goals
Technology	Telecom and LAN Modernization	1,380,000	3,200,000	Critical to citywide operations, strong alignment with ICT goals
Treasurer-Tax Collector	Empty Homes Tax	500,000	750,000	Strong alignment with ICT goals

High Scenario Projects

Department	Project Title	FY23-24 GF Allocation	FY24-25 GF Allocation	Additional Context for Recommendation
City Administrator	[ADM-Real Estate 1] City Hall Assistive Listening System Replacement - ADA Requirement	120,000	-	Citywide impact (numerous Departments hold public hearings at City Hall). Alignment with ICT goal of accessibility. May fit more neatly into the Capital Plan facilities upgrades.
City Administrator	[ADM-Real Estate 2] City Hall Hearing Room Audio System Upgrade	500,000	-	Citywide impact (numerous Departments hold public hearings at City Hall). Alignment with ICT goal of accessibility. May fit more neatly into the Capital Plan facilities upgrades.
Emergency Management	Access Control Badging System Replacement NEW	450,000	-	Priority/critical for dept; not typical for COIT to fund this sort of single dept facilities/equipment upgrade.
Emergency Management	Perimeter and Building Video Security System Replacement	500,000	-	Priority/critical for dept, though not typical for COIT to fund this sort of single dept facilities/equipment upgrade.
Human Resources	Disaster Service Worker Management System	384,000	-	Citywide impact; Strong ICT goal alignment; Lower department priority; Limited department capacity
Police	NIBRS-Compliant RMS	-	3,300,000	Position requests seem operational rather than project-specific. Department may have existing funds that can be allocated toward this work. Alignment with ICT goals. Suggest funding initial contract costs in the high-scenario.

Questions

Adjournment