

City and County of San Francisco
Committee on Information Technology

Budget and Performance Subcommittee

03/29/24

Agenda

- Call to Order by Chair
- Roll Call
- General Public Comment
- Department Updates and Announcements
- Approval of Meeting Minutes from March 22, 2024 (Action Item)
- FY 2024- 2025 & FY 2025 - 2026 Budget Presentations
- Review the remaining schedule for Department presentations
(March - April)
- Adjournment

Item Number 3

General Public Comment

Discussion

Item Number 4

Department Updates and Announcements

Discussion

Item Number 5

Approval of Minutes from March 22, 2024

Action item

Item Number 6

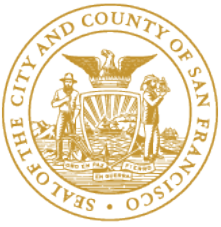
FY 2024 - 2025 & FY 2025 - 2026

Budget Presentations

Discussion

Presentation Schedule

- **Computer Aided Dispatch Replacement Project (10:10AM - 10:30AM)**
- **Property Assessment and Tax Systems Replacement (10:30AM - 10:50AM)**
- **VOIP and LAN Modernization (10:50AM - 11:10AM)**
- **NIBRS-Compliant RMS (11:10AM - 11:30AM)**
- **Business Tax Application (11:30AM - 11:50AM)**



Department of Emergency Management

Presentation to COIT Budget & Performance Subcommittee

Computer Aided Dispatch (CAD) Replacement Project

Mike Dougherty, Program Manager

March 29, 2024

Project Overview

Project Overview

- Problem Statement

- Replace obsolescent, near end-of-life, mission-critical public safety dispatch system.
- Product instability affecting end users; inability to implement Next Generation- 911 (“NG- 911”) services and State of CA 911 initiatives; limited Disaster Recovery (backup) capabilities.
- Obsolescent system for data access, sharing, reporting as well as situational awareness for first responders in the field.

- Project Objectives

- To replace the existing CAD & CAD Mobile System for DEM/ DEC & SFMTA Dispatch; to procure and implement new mobile hardware and CAD software solutions for the City’s first responders (FD/EMS, PD, SO).
- Evaluate business processes and conduct business process re-engineering to support dispatch and response operations.
- Conduct Organizational Change Management program to support end users.
- Replace and/ or upgrade network components; disaster recovery site & system; and system integrations (~20).
- System Resiliency: Long-term maintenance, support and upgrades contract.

Project 5- Year Financial Forecast

	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29
COIT Allocation	\$10.95M* *Request to COIT	\$15.5M	\$12.8M	\$0 N/A at this time	\$0 N/A at this time
Other Sources	~\$7.8M* *'24-'24 estimated balance	\$0	\$0	\$0	\$0
Total Project Funding	\$18.7M	\$15.5M	\$12.8M		

High-Level Project Plan

Quarter/FY	Dates of Key Milestones	FY24	FY24	FY24	FY25	FY25	FY25	FY25	FY26	FY27								
		Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Project Planning & Execution	3/20/24 8/20/26																	
Kickoff, Site Surveys, Design Reviews, Business Process Evaluation & Re-Engineering	3/20/24 10/9/24																	
Provisioning Training & Provisioning	7/10/24 2/24/25																	
Procurement, Staging, Installation, Integration	7/8/24 1/6/25																	
Interface Configuration	5/9/24 10/27/25																	
Training Development & Training	8/16/24 4/5/26																	
Acceptance Testing Planning & Testing	1/7/25 4/16/26																	
Cutover Planning & Cutover	7/21/25 5/22/26																	
90-Day Reliability Period/Final Acceptance	5/22/26 8/20/26																	

Measuring Project Success

- Key Performance Indicator(s)
 - Improved data access and situational awareness for dispatchers and first responders in the field through the deployment of:
 - new CAD Mobile Applications: “Native” CAD applications for MDCs, tablets and smartphones
 - Integrations with new 3rd party applications with enhanced data and location services such as new NG- 911 phone system; Rave; Rapid SOS; State of CA CAD Data Sharing Project
 - Improved data access, sharing and reporting capabilities for the City’s CAD Data Consumers
 - Business Process improvements based on Business Process evaluations and Business Process Re-engineering

Other Relevant Information Dept Wants to Share

- **Research Findings**

- The public safety CAD vendor market is a niche industry that has gone through a consolidation phase; migration to COTS solutions; with limited providers for large jurisdictions with complex needs and requirements like the CCSF.
- COTS products cannot meet all jurisdictions' needs. Prioritization and compromise are needed, requiring extensive research & diligence.

- **Comparative Research – A LOT!**

- RFI with Vendor Demos; Conference Demonstrations; RFP with Vendor Demos and Orals (4 vendors, 4 days each); Reference Site Visits, Comparative Site Visits

- **11 months of Contract Negotiations with Motorola Solutions**

- Leveraged negotiating position to garner product enhancements for SF needs and lock-in long-term maintenance, support and upgrade costs; participation in vendor's UI/UX User Group

Schedule & Long-Term Maintenance, Support & Upgrades

- Current Schedule Highlights
 - Project Kickoff: March 20, 2024
 - Cutover: May 2026
 - Final Acceptance August 2026
- Long-Term Maintenance, Support & Upgrades
 - 1-Year Warranty Period from Final Acceptance
 - 12-Year Maintenance, Support & Upgrades
 - Locked-in long-term costs as inflation hedge and to support financial forecasting
 - ***Includes 2 CAD System Replacements in Years ~5 & ~10***
 - Mitigates obsolescence as a major issue common in the industry
 - 24/7/365 remote support & monitoring with strong SLAs

Risk Mitigation Strategies

Project Risk Management Plan

<p>Potential Risk # 1: Staffing/Institutional Capacity for Implementation, Deployment, Training</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u> The planning process has highlighted the challenges of implementing a mission critical, public safety system across 4 different departments. Risk mitigation has included and will continue:</p> <ul style="list-style-type: none">- Project Governance established with Transformation Committees; Working Groups; Executive Steering- Multi-year relationship development and project awareness to support more active engagement from stakeholders and forecast commitments.- Additional services from the prime contractor and sub-contractors to fill gaps.
<p>Potential Risk #2: Project Scope & Budget Overrun</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u> The scope is extensive including: CAD, CAD Mobile, CAD Network, integrations (~20 systems); State of CA NG911 initiatives; DR site at Rancho Cordova. Risk mitigation has included and will continue:</p> <ul style="list-style-type: none">- Thorough research for CAD and CAD related scope elements inside & outside of DEM- Locked-in long-term costs for maintenance, support & upgrades as much as possible- DEM is taking a leadership role with the State of CA's NG911 Board to ensure CCSF guidance is heard, and we have alignment with the initiatives.- Contract includes optional scope with Not to Exceed values providing flexibility & cost containment
<p>Potential Risk #3: Organizational Change Management/ End User Adoption and Satisfaction</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u> Stakeholder adoption of new, daily use technologies in a complex, under-staffed, mission- critical environment with a completely new UI/UX and business process changes puts pressure on end user adoption and satisfaction. Risk management has included and will continue:</p> <ul style="list-style-type: none">- Proactive over- communications early in the project to develop awareness & buy- in.- Organizational Change Management services from a qualified industry expert to help address and mitigate the impact of change on end users.

Project Risk Management Plan, Continued

<u>Consequences of Not Funding</u>	<p>Failure to proceed with this project will:</p> <ul style="list-style-type: none">- Jeopardize the City's capabilities to receive 9-1-1 calls and dispatch first responders to respond to emergencies- Jeopardize alternative response initiatives- Jeopardize the City's ability to stay current with Next Generation 911 and State of CA 911 initiatives.- DEM has planned the implementation of the new CAD system to coincide with the expiration of the current CAD system's useful life, while extending the life of the existing system as much as possible.
<u>Alternate Plans</u>	N/A

Change Impact Assessment

Impact Analysis	
Dimension of Change	Description of the change
Operational Impact	How will workflows/processes be impacted? TBD. There will be impacts. Business Process evaluations and re-engineering is part of the Project Scope (see impact field below). Dispatchers' workflows and "muscle memory" will be impacted due to high-speed, high-volume transaction processes. Field first responders will need to be trained and adapt to a new CAD Mobile solution.
Policy & Management Impact	Use of new technologies such as NG911 applications could require policy review and updates; first time adoption of mobile CAD by SFPD/SFSO will require policy review (already begun); updates to current policy and/or creation of new policies based on business process re-engineering
Impact to Specific Roles/Teams, Departments, Residents	Stakeholder adoption of new, daily use technologies in a complex, short-staffed, mission-critical environment with a completely new UI/UX and business process changes will put pressure on end-user adoption and satisfaction. The Organizational Change Management Program is designed to address end-user impacts. In general, the new system will improve public safety situational awareness for first responders and public safety management; support improved response operations, and safety for first responders and the public.

Questions?





Treasurer-Tax Collector, Controller, Assessor-Recorder

Presentation to COIT Budget & Performance Subcommittee

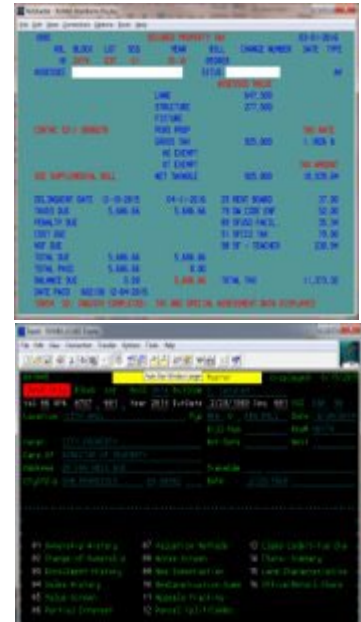
Property Assessment and Tax System

March 29, 2024

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.



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 (\$27M)
 - TaxSys
 - Grant Street Solutions
 - Hosted
 - Go live in 2020

- ASR Property Assessment System (\$55M)
 - System for Managing Records Assessments and Transactions (**SMART**)
 - Publicis Sapient (PS) Corporation / Salesforce Solution
 - Hosted
 - Phased implementation with two distinct phases
 - Hybrid Agile/Waterfall

2023 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 2.2 in February 2024 (80% of total project)
 - Publicis Sapient (System Integrator) contract amendment \$5.7M approved by Budget & Finance Committee 3/15

2024 Project Update

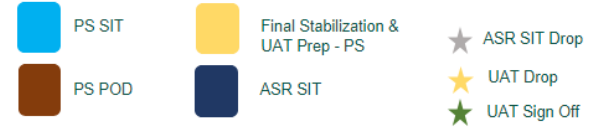
- TTX/ CON
 - TaxSys go- live in 2020
- ASR
 - System for Managing Assessment, Records & Transactions (SMART) Phase 1 go- live in J anuary 2021 (20% of total project)
 - **Second module, Phase 2, delayed until 2025 due to major issues with vendor's system design (80% of total project)**
 - Publicis Sapien (System Integrator) contract amendment \$5.7M approved by Budget & Finance Committee 3/15

Project Status

- In January 2023, ASR and PS negotiated Contract Amendment 1. ASR added \$5.7M to the contract and agreed to a two-release go-live for Phase 2 in December 2023 / February 2024.
- In September 2023, ASR rejected flawed roll management functionality and paused design and build to address major issues and design gaps through a series of requirements workshops. We held a series of requirements workshops to get the project back on track.
- In February 2024, PS presented a new project schedule and two-release delivery strategy. Phase 2.0 MVP proposed completion is February 2025, while the remaining non-MVP scope estimated completion is October 2025.
- In March 2024, PS submitted a change request asking ASR to pay an additional \$5.6M due to the delay. We have denied the CR and it is not currently contemplated in the COIT request. Negotiations on cost sharing continue.

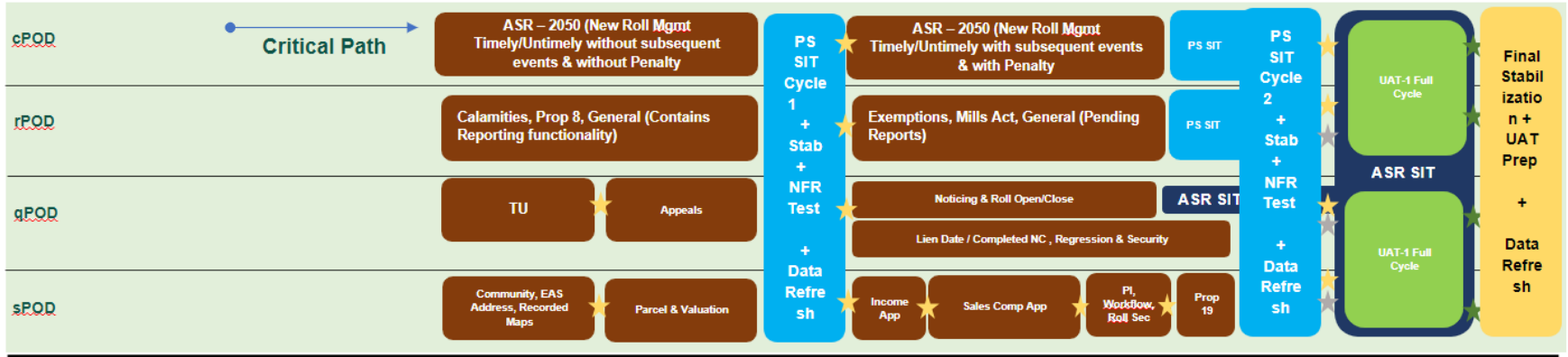
Rev.2 Project Schedule – Phase 2.0

2024 Program timeline for MVP Scope



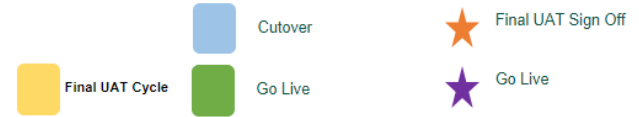
SPRINT 1 17-Jan	SPRINT 2 07-Feb	SPRINT 3 28-Feb	SPRINT 4 20-Mar	SPRINT 5 10-Apr	SPRINT 6 01-May	SPRINT 7 22-May	SPRINT 8 12-Jun	SPRINT 9 03-Jul	SPRINT 10 24-Jul	SPRINT 11 14-Aug	SPRINT 12 04-Sep	SPRINT 13 25-Sep	SPRINT 14 16-Oct	SPRINT 15 06-Nov	SPRINT 16 27-Nov	SPRINT 17 18-Dec
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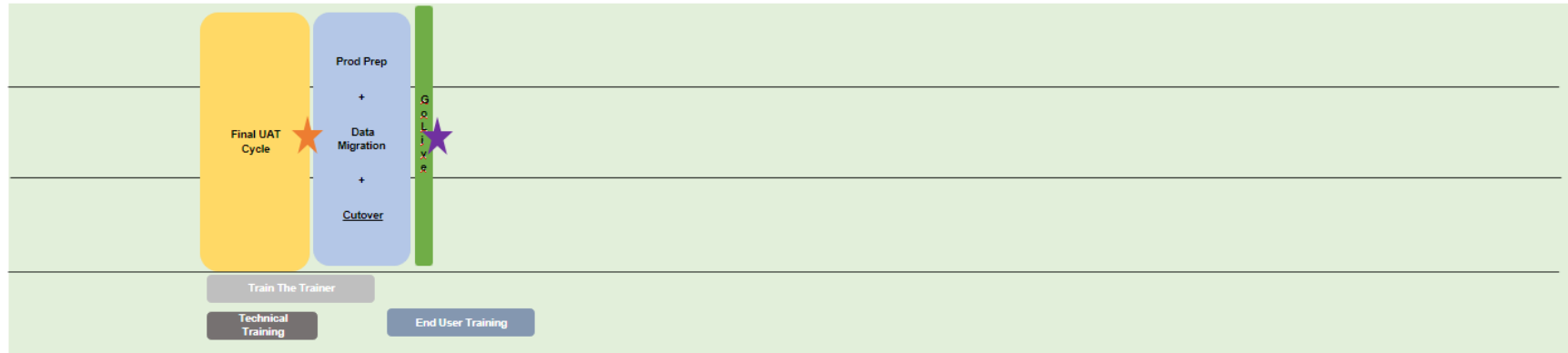
Rev.2 Project Schedule – Phase 2.0

2025 Program timeline for MVP Scope Go Live



SPRINT 1	SPRINT 2	SPRINT 3	SPRINT 4	SPRINT 5	SPRINT 6	SPRINT 7	SPRINT 8	SPRINT 9	SPRINT 10	SPRINT 11	SPRINT 12	SPRINT 13	SPRINT 14	SPRINT 15	SPRINT 16	SPRINT 17
8-Jan	29-Jan	19-Feb	12-Mar	02-Apr	23-Apr	14-May	04-Jun	25-Jun	16-Jul	06-Aug	27-Aug	17-Sep	08-Oct	29-Oct	19-Nov	10-Dec

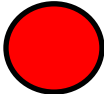

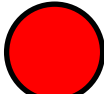
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Project Challenges

- No off-the-shelf software for large county property assessment, building the system from the ground up.
- Vendor not experienced in California property tax assessment.
- More customization than anticipated.
- Underbid the project, underestimated scope, inaccurate planning, forecasting and scheduling.
- ASR needed more resources than anticipated, SMEs, business analysts and operations support particularly for data cleansing and migration and UAT script writing.

Project Update (For Active Projects)

Total Non-COIT Sources of Funding	Total COIT Funding To Date	Total COIT Request for FY25-29	Total Project Cost (COIT + Other)	Total Spent + Encumbered	Current Remaining Balance
\$25.9M	\$54.3M	\$2.9M	\$83.1M	\$76.6M	\$3.5M
	Status	Comment			
Schedule		Begin Date	Jan 2019	<ul style="list-style-type: none"> Original Phase 2 go-live date May 2021 New schedule proposes a 15-month schedule delay with go-live in 2025. 	
		End Date	Feb-2024 Oct 2025		
		% Complete	~75%		
Scope				<ul style="list-style-type: none"> ASR scope of work is based on original baseline requirements and approved change requests 	
Budget				<ul style="list-style-type: none"> Overall project budget increased due to time extension of ASR resources 	

Project Risk Management Plan

<p><u>Potential Risk #1</u>: Delayed property tax revenue due to go-live</p>	<ul style="list-style-type: none">• Vendor's schedule proposed go-live in February would stop ASR enrollment of value in November 2024 (no enrollment = no property tax revenue).• ASR mitigation is to complete the project in February and put into production in July.
<p><u>Potential Risk #2</u>: System gaps</p>	<ul style="list-style-type: none">• Optimize deliverable acceptance criteria• Leverage legacy vendor to support review of deliverable acceptance criteria• Test the system more frequently through mini-UATs• Automation of SIT and UAT test scripts in addition to manual User Acceptance Testing• Vendor is required to fix all P1/ P2 bugs prior to go-live
<p><u>Potential Risk #3</u>: Project budget</p>	<ul style="list-style-type: none">• Changed from sprint-based payment to deliverables-based payment• 20% retainage on remaining milestone payments• Assess the root cause of any issue/ delay. If ASR responsibility utilize project contingency. If vendor responsibility, they are accountable for budget augmentation.

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
- 02 Change of Ownership
- 03 Enrollment History
- 04 Sales History
- 05 Value Screen
- 06 Partial Interest
- 07 Valuation Methods
- 08 Notes Screen
- 09 New Construction
- 10 NewConstruction Summ
- 11 Appeals Tracking
- 12 Parcel Split/Combo
- 13 Class Code/Situs Chg
- 14 Chars. Summary
- 15 Land Characteristics
- 16 Office/Retail Chars

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

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+)

Property Event Name	Value Date	Ownership %	Start Date	End Date	Status	Creating Document Nu...
1 PE-408456	10/17/2018	100.0000%	10/17/2018		Current	2018K68357800
2 PE-408457	3/1/1993	100.0000%	11/22/1983	7/1/1986	Retired	1983 D425073-77
3 PE-408458	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
1 PV-00557881	9/27/2021			\$0		New Construction
2 PV-00744300	1/1/2021	9/26/2021	\$0	\$0	\$0	CIP
3 PV-00684613	1/1/2020	12/31/2020	\$0	\$0	\$0	CIP
4 PV-01151836	10/17/2018					Change in Ownership
5 PV-00138756	1/1/2011	12/31/2011	\$0	\$0	\$0	Proposition 8
6 PV-00963791	1/1/2010	12/31/2010	\$0	\$0	\$0	Proposition 8
7 PV-00610841	1/1/2009	12/31/2009	\$0	\$0	\$0	Proposition 8
8 PV-00355882	3/1/1993	10/17/2018				Conversion (Legacy)

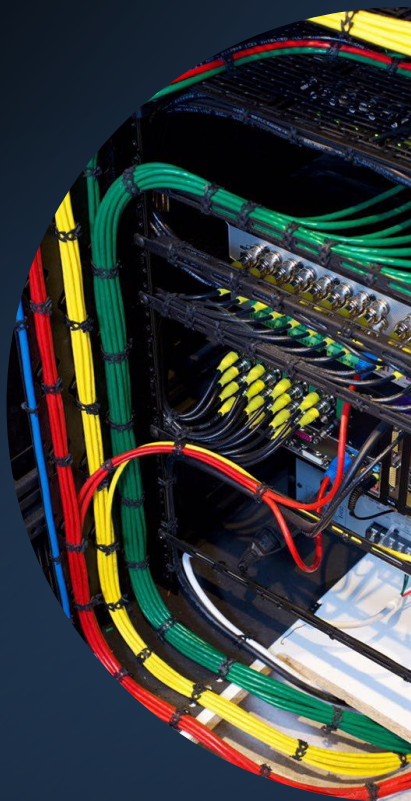
[View All](#)

Questions?

Addendum

Project Budget (January 2024)

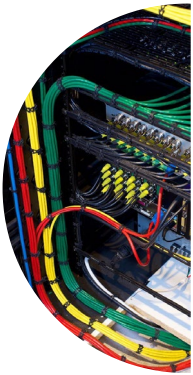
	Projected	Projected	Projected			
SOURCES	FY 23-24	FY 24-25	FY 25-26	TOTAL		
COIT - Authorized	\$ 1,500,000			\$ 54,275,124		
COIT - Request		\$ 920,689	\$ 2,037,922	\$ 2,958,611		
Other Sources (TTX W/O, Scoop)	\$ 3,591,271			\$ 25,855,818		
Total Sources	5,091,271	920,689	2,037,922	83,089,553		
Carryforward	\$ 13,685,878	\$ 2,074,310				
Total Sources + CF	\$ 18,777,149	\$ 2,994,999	\$ 2,037,922			
USES	FY 23-24	FY 24-25	FY 25-26	TOTAL	Comparison to FY 23/24 COIT budget	
Non-Labor	\$ -	\$ -	\$ -	\$ 1,236,063	1,236,063	\$ -
Cross Dept TOTAL	\$ -	\$ -	\$ -	\$ 1,236,063	1,236,063	\$ -
						\$ -
ASR USES	FY 23-24	FY 24-25	FY 25-26	TOTAL	TOTAL	
Labor	\$ 2,009,134	\$ 923,417	\$ 811,029	\$ 11,646,844	10,326,519	\$ 1,320,325
Non-Labor	\$ 13,278,074	\$ 1,108,760	\$ 740,931	\$ 43,312,250	42,107,162	\$ 1,205,089
ASR TOTAL	\$ 15,287,208	\$ 2,032,177	\$ 1,551,960	\$ 54,959,094	52,433,681	\$ 2,525,413
						\$ -
TTX / CON USES	FY 23-24	FY 24-25	FY 25-26	TOTAL	TOTAL	
Labor	\$ 440,782	\$ 462,821	\$ 485,962	\$ 4,264,254	3,831,057	\$ 433,197
Non-Labor	\$ 929,612	\$ 500,000	\$ -	\$ 22,630,141	22,630,141	\$ -
TTX /CON TOTAL	\$ 1,370,394	\$ 962,821	\$ 485,962	\$ 26,894,396	26,461,199	\$ 433,197
						\$ -
TOTAL USES	\$ 16,657,602	\$ 2,994,998	\$ 2,037,922	\$ 83,089,553	80,130,942	\$ 2,958,610
Sources - Uses		0	0	0	Surplus / (Deficit)	



VoIP & LAN Modernization

VoIP & LAN Modernization

Project Objective



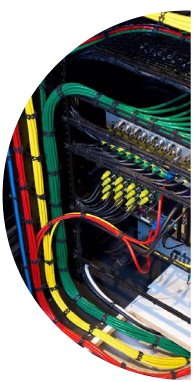
- Continue to replace outdated legacy telephony systems to modern feature rich solutions by providing a range of services such as Cisco VoIP, Webex VoIP Soft Phones, MS Teams VoIP and contact center capability.
 - › Legacy Avaya systems are past manufacturer support dates, lacking resiliency, and maintenance costs are rising.
 - › Requirements to enable:
 - Mobility
 - Shared office spaces
 - Disaster recovery
 - Collaboration
 - › Centralized Service (licensing, monitoring, management...) is more efficient and reliable
 - › Legacy LAN Performance does not meet current or future needs for data, voice, video, and wireless.

VoIP & LAN Modernization

Performance Measures

Measures (from start)

1. Went from 100+ to 38 PBX Sites. Risk of telephony failure cut to 1/3rd (excludes PUC, AIR, HSA, 311)
2. 19,387 lines (users, conference phones, etc.) migrated to VoIP system including 4,905 users on softphones
3. Enabled remote work and shared office space for employees
4. Reduced reliance on miles of legacy copper telephone cabling
5. Savings in circuits (PRI, 1MB) and support costs.

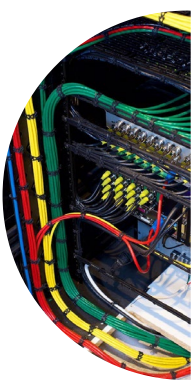


VoIP & LAN Modernization

Recent Accomplishments

Completed FY23/24:

1. SFPD VoIP: Migrated all stations but one to new SFPD Call Manager.
2. DPW VoIP: Migrated 2323 Cesar Chavez, BUF Nursery to VoIP (15 buildings)
3. Elections at Pier 31 VoIP: Completed
4. City Attorney LANs: All network closets remediated, and LANs have been updated
5. SHF LANs Remediation: All network closets remediated, and LANs have been updated
6. 1 SVN DHR: All network closets remediated, and LANs have been updated
7. 1 SVN MOHCD, OEWD, CII: Network remediation in progress- planned to complete by June
8. DCYF: Network remediation in progress- planned to complete by June
9. FIR Network Remediation Requirements Completed (46 stations)
10. Provided MS Teams phone solution integrated with Call Manager (for DPH)
11. Migrated City Call Manager onto new network at the data centers
12. Completed Call Manager hardware refresh.



VoIP & LAN Modernization

Upcoming

Upcoming FY23/24:

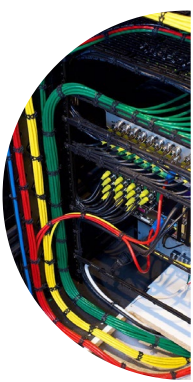
1. Ensuring compliance with E911 Ray Baum Act across DT supported departments
2. SFPD VoIP: Targeting final PBX to VoIP migration
3. SHF: Targeting the first 2 out of 5 sites to VoIP
4. PDR: Targeting network remediation completion. Migrating PDR users (555 7th Street) to Webex Softphones
5. DCYF: Targeting 3 network closet remediations and Wi-Fi Upgrade
6. MOHCD, OEWD, CII LAN Remediation (1SVN)
7. Call Manager Software Upgrade to v.14.

Planned FY24/25:

1. SHF VoIP Migration (3 remaining Sites)
2. MOHCD, OEWD, CII VoIP Migration (1SVN)
3. DHR VoIP Migration (1SVN)
4. City Hall Network Remediation
5. FIR Network Remediation (grant funded)
6. City Attorney Migration to VoIP
7. DEM Admin Migration to VoIP.

Beyond FY24/25:

1. City Hall Migration to VoIP: FY25/26
2. JUV Migration to VoIP: FY25/26
3. FIR Migration to VoIP: FY26/27
4. HOJ Remediation: FY27/28



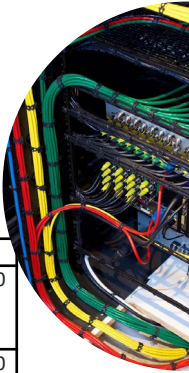
Project Risk Management Plan

<p><u>Potential Risk #1:</u> Telecom resource contention due to time sensitive real estate moves/consolidation projects.</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u></p> <p>Re-baseline schedule to incorporate resource impact caused by these moves/consolidation projects.</p>
<p><u>Potential Risk #2:</u> Schedule impact caused due to lack of site readiness (power, cooling, etc.)</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u></p> <p>Re-align the schedule to pull in sites that are ready from a facilities perspective.</p>

Project Risk Management Plan, Continued

<u>Consequences of Not Funding</u>	The City would be running critical business functions on outdated hardware and software with limited support.
<u>Alternate Plans</u>	Highly increased maintenance expenditures and the need for expanded spare parts inventory to support legacy telephony systems.

VoIP & LAN Modernization Funding Request






		FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29
Total Project Costs	High	Carry Over = \$2.1M Upcoming Need = \$2.1M Ask = \$0	\$1.3M	\$1.3M	\$1.2M	\$0
	Low	Carry Over = \$2.1M Upcoming Need = \$2.1M Ask = \$0	\$1.3M	\$1.3M	\$1.2M	\$0
Funding requested from COIT		\$0	\$1.3M	\$1.3M	\$1.2M	\$0

Breakdown of Funding	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29
Licensing for LAN Equipment	\$0	\$0	\$0	\$0	\$0
LAN Equipment or Small Parts	\$300K for Small Parts, \$400K for City Hall Equipment & Wi-Fi, \$400K for FIR Equipment	\$300K Buy Small Parts	\$300K Buy Small Parts	\$200K Buy Small Parts	\$0
Funding for 'O' Positions (3 1042's- Network, Telecom, Softphones)	\$1M	\$1M	\$1M	\$1M	\$0
Capital funds	\$0	\$400K	\$400K	\$200K	\$0
Total From COIT:	\$0	\$1.3M	\$1.3M	\$1.2M	\$0
Total From Capital:	\$0K	\$400K	\$400K	\$200K	\$0

Notes: for Capital we estimate a positive balance of \$400K for FY2024-25 due to carryovers

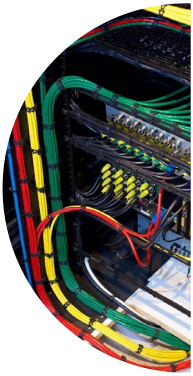
Project Update

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent	Remaining Balance
\$16MM	\$12MM	-	-	-	\$9.8MM	\$2.2MM

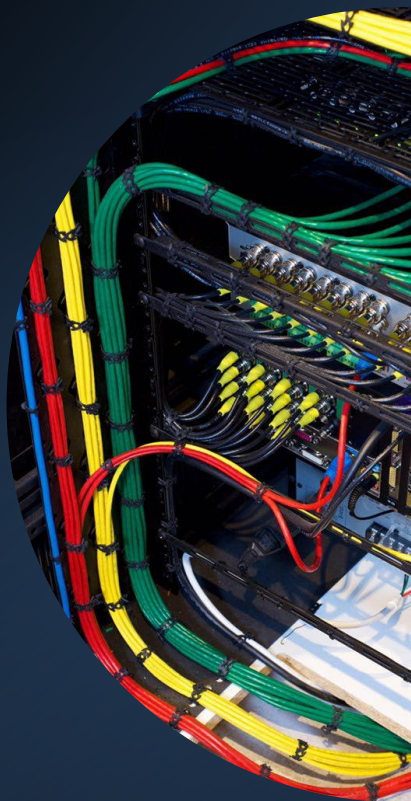
	Status	Comment
Schedule		Begin Date July 2017
		End Date June 2028
		% Complete 70%
Scope		Scope per FY detailed in earlier slide.
Budget		Plan to carryforward remaining funds to FY24-25.

VoIP & LAN Modernization

Business Benefits & Impact



- **Increased Resiliency:**
 - › Reduces risk of equipment failures that would disrupt business operations
 - › Delivers high availability for Disaster Recovery
- **Enablement for mobility, shared office spaces, increased collaboration**
- **Prerequisite for VoIP:**
 - › Provides Power Over Ethernet (POE) support for VoIP and upgraded Wi-Fi
- **Telephony for New Sites:**
 - › Central telephony system to bring on new sites
- **Enhanced Security:**
 - › Increased security visibility
 - › Segmentation of users, devices and applications at a departmental level
- **Future proofing and scalability:**
 - › Increases network capacity



Q&A





Jim Shields, San Francisco Police Department (SFPD)

✓ CIBRS-Compliant RMS Update

NIBRS = National Incident-Based Reporting System

CIBRS = California Incident-Based Reporting System

RMS = Records Management System

Project Overview

- Problem Statement

- › Problem(s) you are trying to solve:

- CDW (Crime Data Warehouse) – SFPD incident reporting system – does not meet FBI and California DOJ new crime reporting standard.

(New reporting standard for crime data submissions was mandated by the FBI on January 1, 2021.)

- › Challenges with AS-IS

- CDW, developed in-house, cannot easily be changed to meet on-going requirements, let alone changed to meet NIBRS compliancy.
- CDW lacks modular integration which is required for Incident-Based Reporting.




Project Overview

- Project Objective
 - › To meet UCR (Uniform Crime Reporting) standard of Incident-Based Reporting –mandated by the FBI – via a fully integrated COTS (Commercial Off The Shelf) RMS.
- Primary Key Performance Indicator
 - › Resource deployment.
 - Config Workshops. ✓
 - Training Workshops.
 - Testing.
 - Training.
 - Cutover and Go-Live Stabilization.
 - Certification.

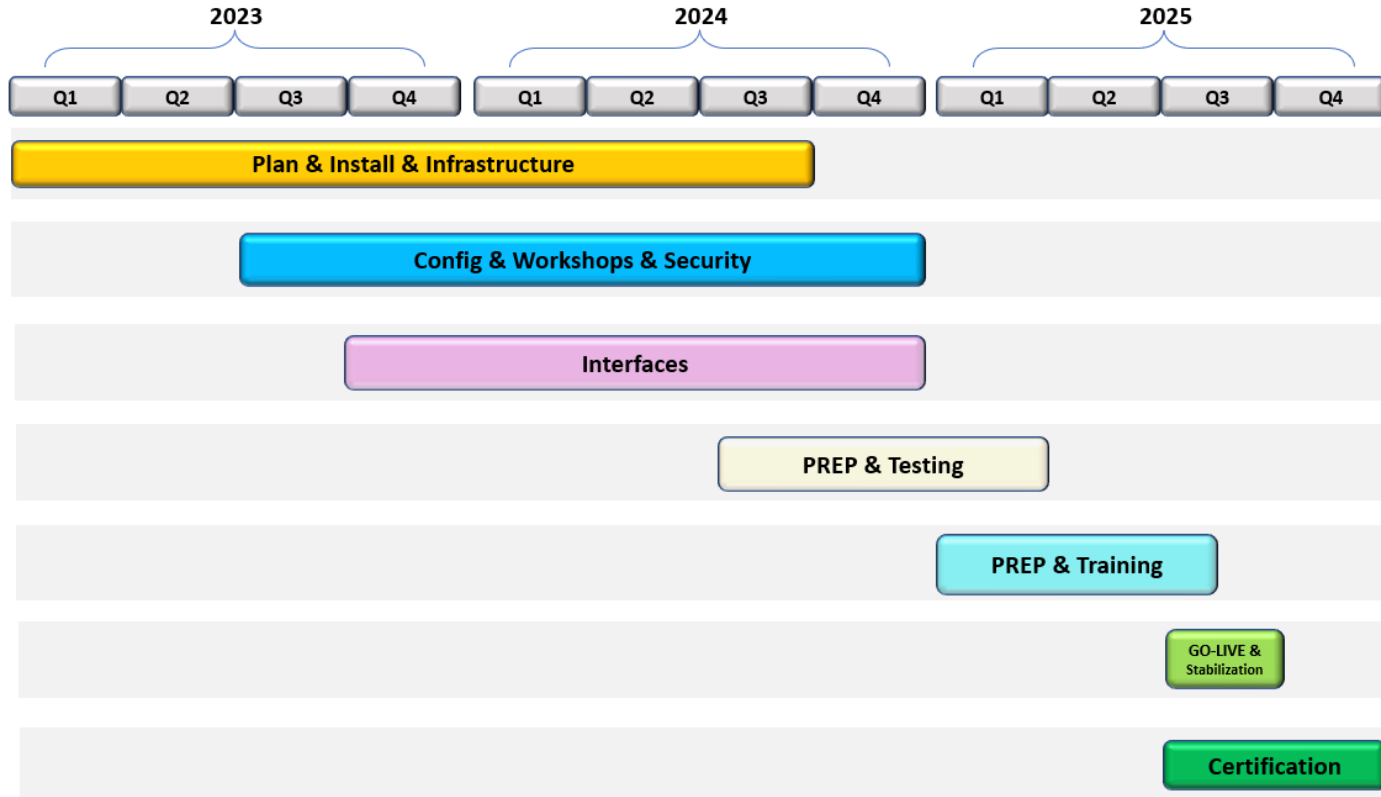


Project Update

- Overall Project Health: Good 
- Milestones / Accomplishments:
 - › SFPD City infrastructure completed for working in RMS.
 - › Software installed to start workshops.
 - › Workshops complete 22%.
 - › System configuration 50% complete.
 - › PREP analysis work for 8 interfaces completed.



High-Level Project Plan



Project Risk Management Plan

<p><u>Potential Risk #1: Budget Overrun and/or Vendor Delays</u></p>	<p>Mitigating cost overruns and/or vendor delays is done through continuous monitoring and tracking of monies spent and projecting remaining costs of work to be done relative to budget.</p> <p>Mitigating vendor delays is also done through continuous monitoring and evaluating impact of any delays to the Project schedule for appropriate action to be taken.</p>
<p><u>Potential Risk #2: Project Scope Creep</u> (<i>project deliverables expand beyond original plan and exceed available resources</i>)</p>	<p>Mitigating scope creep is the responsibility of the NIBRS RMS Project Team who is charged with analyzing and presenting different options to Leadership on a request or event that would add cost, resources, and/or extend the Project Timeline as well as the impact Stakeholders.</p>
<p><u>Potential Risk #3: Staffing/Capacity for Implementation, Deployment, Training</u></p>	<p>Mitigating staffing risk (sworn and civilian) is to have plans developed ahead of requesting resources for sign-off by Leadership (up to and including the Chief).</p>



Project Risk Management Plan, Continued

<u>Consequences of Not Funding</u>	<p>The risk of failure of not proceeding with the CIBRS RMS implementation will have serious consequences to the City and County of San Francisco:</p> <ul style="list-style-type: none">• Grant funds would need to be returned.• The FBI could withhold issuing Federal Grants to SFPD. The FBI does not accept the old crime reporting standard since the FBI's mandate of Incident-Based Reporting was made effective January 1, 2021. <p>Out of the Top 20 law enforcement agencies by population in the nation, SFPD would be at the bottom of the list -- changing from <i>Projected Fall 2025</i> to <i>Not yet known</i>. See next slide.</p>
<u>Alternate Plans</u>	<p>There are no viable cost-free alternatives for SFPD to become CIBRS compliant. Recoding CDW would be cost prohibitive.</p>



Nationwide Progress on the Mandate to NIBRS



Live
Projected
Unknown

Top 20 Law Enforcement Agencies in Population Covered - FBI NIBRS Transition Status			
Pop. Rank	Law Enforcement Agency	NIBRS Transition Status	Started NIBRS
1	New York Police Department (NYPD)	Live	1/1/2023
2	Los Angeles Police Department (LAPD)	Projected Spring 2024	
3	Chicago Police Department	Live	7/1/2021
4	Houston Police Department	Live	1/1/2018
5	Philadelphia Police Department	Live	4/1/2021
6	Dallas Police Department	Live	3/1/2018
7	Miami-Dade Police Department	Live	1/1/2022
8	Atlanta Police Department	Live	10/1/2020
9	Washington, D.C. Metropolitan Police Department	Live	8/1/2021
10	Detroit Police Department	Live	1/1/2005
11	Boston Police Department	Live	10/1/2019
12	Phoenix Police Department	Projected July 2024	
13	Baltimore Police Department	Live	7/1/2021
14	San Francisco Police Department	Projected Fall 2025	
15	Riverside County Sheriff's Department	Not yet known	
16	Los Angeles County Sheriff's Department	Not yet known	
17	San Diego Police Department	Live	1/1/2021
18	Las Vegas Metropolitan Police Department	Live	9/1/2020
19	San Antonio Police Department	Live	11/1/2020
20	Oakland Police Department	Not yet known	

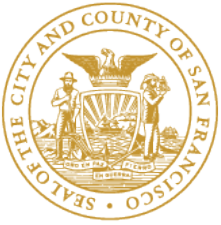


Project Update

Total Project Cost	Total COIT Funding To Date	Total Other GF Funding	Total NGF Funding	Total NGF + GF Funding	Total Spent	Remaining Balance
\$32.2M	\$0	\$4.9M	\$5.3M	\$10.2M	\$10.2M	\$20.0M

Status		Comment		
Schedule		Begin Date	FY23, Q3	
		End Date	FY26, Q3	
		% Complete	38%	
Scope				
Budget				
Risks				





Office of the Treasurer & Tax Collector

Presentation to COIT Budget & Performance
Subcommittee

Business Tax System Replacement

Tajel Shah, Alanna Olague

Project Overview

Project Overview

Problem Statement: The current Business Tax System is end of life and needs to be replaced.

- We're the only customer on the product.
- Product requires Internet Explorer/ Microsoft Edge in backward compatibility mode, and Microsoft only guarantees support of backward compatibility through 2029.
- Outdated and overly complicated data structure contributes heavily to extreme performance issues, sometimes taking 2 + minutes to navigate from one screen to the next.

Project Overview

- On premises database maintenance and upgrading is cumbersome, costly, and risk-prone.
- Business Taxes have evolved in ways not foreseen within the current system, and will continue to evolve.
 - Empty Homes Tax, Commercial Vacancy Tax
 - Business Tax Reform
- Infrastructure human capital & product human capital is at risk of being lost.

Project Objective

Project Objective

- Build a custom and customizable system that allows:
 - TTX- IT to retain configuration and ownership responsibilities
 - TTX to continue to be nimble and responsive to legislative changes
 - Ongoing citywide reliance on TTX business tax data for enhanced compliance and data consistency efforts
- Move to a cloud- based system
- Improve Disaster Recovery support for Business Tax
- Reduce ongoing technical debt overhead

Business Tax System History

Pre-2014

Mainframe

2014 – Present

COTS

Now

Looking to do cloud based, custom application

Why This Approach?

What we've learned:

- Our office collects both county and city-level taxes and serves county and city level functions.
- There is no one COTS solution that is able to handle cashiering and mail processing, workflow management, accounting, and tax assessment.
- In addition, San Francisco has a complex and unique business tax schema, meaning every COTS solution will require significant “square peg, round hole” efforts.
- We're buying a lot of bells and whistles and not getting the core functionality we need.

Measuring Project Success

Key Performance Indicator(s)

- No changes to data shared between TTX and many other departments
- No interruption to annual business tax filings and collection
- Ability to elegantly and efficiently administer taxes as they continue to evolve (business tax reform, future legislation, etc.)
- Adherence to timeline determined in Discovery
- Adherence to budget

Project Risk Management Plan

<p><u>Potential Risk #1</u>: Budget Overrun and/or Vendor Delays</p>	<p>TTX has a long history and proven track record of completing system projects on time and on budget.</p>
<p><u>Potential Risk #2</u>: Vendor delays and complexity of configuring for San Francisco's unique and complicated business tax schema</p>	<p>We have an experienced team using a comprehensive methodology, including an aggressive go-live strategy and will have weekly meetings with key stakeholders and project teams, ensuring we meet deadlines and seamlessly integrate with internal business operations</p>
<p><u>Potential Risk #3</u>: Requirements gaps</p>	<p>Comprehensive documentation of current state, and how that current state supports business process and, ultimately, department policies, will reduce the risk of requirements gaps.</p>

Project Risk Management Plan, Continued

Below, please answer two questions related to a scenario in which your project does not receive funding.

<u>Consequences of Not Funding</u>	<p>If we do not replace the Business Tax System before Microsoft backwards compatibility ends, we will not be able to use our system.</p> <p>If we do not replace the system now, we also risk losing the infrastructure human capital and product human capital we need to reduce overall risk.</p>
<u>Alternate Plans</u>	There is no alternate plan.

Project Planning/Scoping to date

- Identified key functionalities and data elements/ components that must remain “as- is” to reduce risk
- Engaged with a consultant to improve our understanding of the deficiencies of the current system
- Drafted RFP for the replacement project, got feedback from DT and Gartner consultant
- Continued comprehensive documentation of current state and critical use cases

Project 5- Year Financial Forecast

	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29
COIT Allocation	\$1.0M	\$1.0M– 2.0M			
Other Sources	\$3.0M	\$3.0M			
Total Project Funding	\$4.0M	\$5.0M			

Questions?

Item Number 7

Review the remaining schedule for
Department presentations (March - April)

Discussion

Budget & Performance Presentation Calendar (10:00AM-12:00PM)

Week of March 29

Major IT Project

(10:10AM - 10:30AM)	DEM	*Computer Aided Dispatch Replacement Project
(10:30AM - 10:50AM)	ASR	Property Assessment and Tax Systems Replacement
(10:50AM - 11:10AM)	TIS	*VOIP and LAN Modernization
(11:10AM - 11:30AM)	TTX	Business Tax Application
(11:30AM-11:50AM)	POL	NIBRS-Compliant RMS

Week of April 5

Customer & Case Management

(10:10AM - 10:30AM)	ADM	Digital building permit application platform (Phase 1 - PTS/Accela replacement)
(10:30AM - 10:50AM)	ADM	Permitting Database Replacement
(10:50 AM - 11:10AM)	SHF	*New Jail Management System
(11:10AM-11:30AM)	DAT	Electronic Subpoena Solution

Adjournment