

City and County of San Francisco
Committee on Information Technology

Budget and Performance Subcommittee

04/05/24

Agenda

- Call to Order by Chair
- Roll Call
- General Public Comment
- Department Updates and Announcements
- Approval of Meeting Minutes from March 29, 2024 (Action Item)
- FY 2024- 2025 & FY 2025 - 2026 Budget Presentations
- Approval of Funding Recommendations and Project Approvals (Action Item)
- Adjournment

Item Number 3

General Public Comment

Discussion

Item Number 4

Department Updates and Announcements

Discussion

Item Number 5

Approval of Minutes from March 29, 2024

Action item

Item Number 6

FY 2024 - 2025 & FY 2025 - 2026 Budget Presentations

Discussion

Presentation Schedule

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



**ADM Permit Center – Department of
Building Inspection – Planning**

Presentation to COIT Budget & Performance Subcommittee

One City Permit Platform

April 5, 2024

One City Permit Platform – Multiphase Program

Project Overview

Project Overview – One City Permit Platform

Problem Statement

- The user experience for permit customers must improve
 - Confused by differing application requirements and entry points
 - Burdened with excessive manual processes to accommodate our technology deficiencies
- Existing technology is no longer supported, making it harder to support current City priorities such as housing production and economic recovery
- Technical debt continues to accumulate as departments are transforming their business processes to meet new mandates

Objective

Implement an industry - standard platform with extensible capabilities that support cross-departmental systems and business operations for permit issuance

5 Year Consultant Recommended Budget

	Low	High	Average
One-Time Project Costs			
Implementation Services			
Configuration (Design, Develop, Test)	\$ 4,741,100	\$ 6,095,700	\$ 5,418,400
Software Enhancements / Customizations	\$ 1,002,925	\$ 1,289,475	\$ 1,146,200
Data Conversion	\$ 262,500	\$ 375,000	\$ 318,750
Integration	\$ 761,250	\$ 1,087,500	\$ 924,375
Report Development	\$ 2,415,000	\$ 3,622,500	\$ 3,018,750
Program Management (PM, QA, Training, Go-Live Support)	\$ 2,374,000	\$ 3,108,000	\$ 2,741,000
Travel Costs	\$ 1,155,678	\$ 1,557,818	\$ 1,356,748
Program Assurance	\$ 1,800,000	\$ 2,700,000	\$ 2,250,000
Total One-Time Costs	\$ 14,512,453	\$ 19,835,993	\$ 17,174,223
Ongoing Costs			
SaaS Licensing (5 years)	\$ 8,877,786	\$ 15,003,618	\$ 11,940,702
Five Year Total Cost	\$ 23,390,238	\$ 34,839,610	\$ 29,114,924

5 Year Revised Budget

	Low	High	Average	REVISED
One-Time Project Costs				
Implementation Services				
Configuration (Design, Develop, Test)	\$ 4,741,100	\$ 6,095,700	\$ 5,418,400	\$ 4,741,100
Software Enhancements / Customizations	\$ 1,002,925	\$ 1,289,475	\$ 1,146,200	\$ 1,002,925
Data Conversion	\$ 262,500	\$ 375,000	\$ 318,750	\$ 262,500
Integration	\$ 761,250	\$ 1,087,500	\$ 924,375	\$ 761,250
Report Development	\$ 2,415,000	\$ 3,622,500	\$ 3,018,750	\$ 250,000
Program Management (PM, QA, Training, Go-Live Support)	\$ 2,374,000	\$ 3,108,000	\$ 2,741,000	\$ 2,374,000
Travel Costs	\$ 1,155,678	\$ 1,557,818	\$ 1,356,748	\$ 577,839
Program Assurance	\$ 1,800,000	\$ 2,700,000	\$ 2,250,000	\$ 1,800,000
Total One-Time Costs	\$ 14,512,453	\$ 19,835,993	\$ 17,174,223	\$ 11,769,614
Ongoing Costs				
SaaS Licensing (5 years)	\$ 8,877,786	\$ 15,003,618	\$ 11,940,702	\$ 6,360,000
Five Year Total Cost	\$ 23,390,238	\$ 34,839,610	\$ 29,114,924	\$ 18,129,614

Project 5- Year Financial Forecast

	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29
COIT Allocation	\$3.0m	\$1.5m	\$1.5m	\$1.5m	--
Other Sources	\$2.5m	\$2m	\$2m	\$2m	\$2m
Total Project Funding	\$5.5m	\$3.5m	\$3.5m	\$3.5m	\$2m

High-Level Project Plan

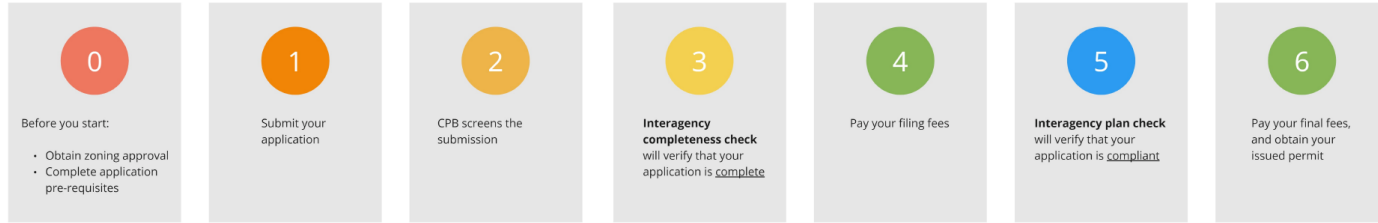
Quarter/FY	Dates of Key Milestones	FY25	FY25	FY25	FY25	FY26	FY27	FY28	FY29
		Q1	Q2	Q3	Q4				
Track #1 Portal/Routing	07/2024								
Track #2 User Accounts	02/2025								
Track #3 Digital Forms	12/2025								
Track #4 Preparation	07/2025								
Track #5 DBI	08/2025								
Track #6 Planning	08/2026								
Track #7 TBD	TBD								
Track #8 TBD	TBD								

Measuring Project Success

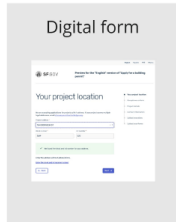
- Improved throughput of applications, measured by a decrease in applications returned to customers
- Reduction in backlog volumes, measured by
 - Decreased staff time spent on researching applications, verifying submitted data, and rekeying information into their systems of record
 - Reduced time from application to plan review from faster completeness check process
 - Elimination of all shadow trackers used by departments to monitor cross-departmental work and status
- Improved customer experience, measured by
 - Decrease volume of customer service tickets related to building application status
 - Lower volume of resubmissions preceding successful completion determination
 - Reduction in staff processing time

Other Relevant Findings

Beginning the Digital Transformation



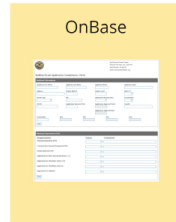
- City publishes all building permit application requirements.
- Customer reviews the requirements.
- **If we don't list it here, we can't ask for it later.**



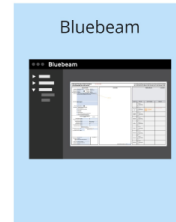
- Customer submits application form, plans, and other forms.
- For projects subject to AB 1114, this is where the 15-business-day clock starts.



- CPB screens the submission.
- If the BPA can't be set up:
 - CPB **rejects** the submission if the BPA can't be set up.
 - OnBase emails a Rejection letter to the applicant.
- If the BPA can be set up:
 - OnBase emails the BPA number to the applicant.



- All departments concurrently review application for completeness.
- **If we don't ask for it here, we can't ask for it later.**
- OnBase generates Completeness Review letter, and emails it to the applicant.



- All departments concurrently review application for compliance.



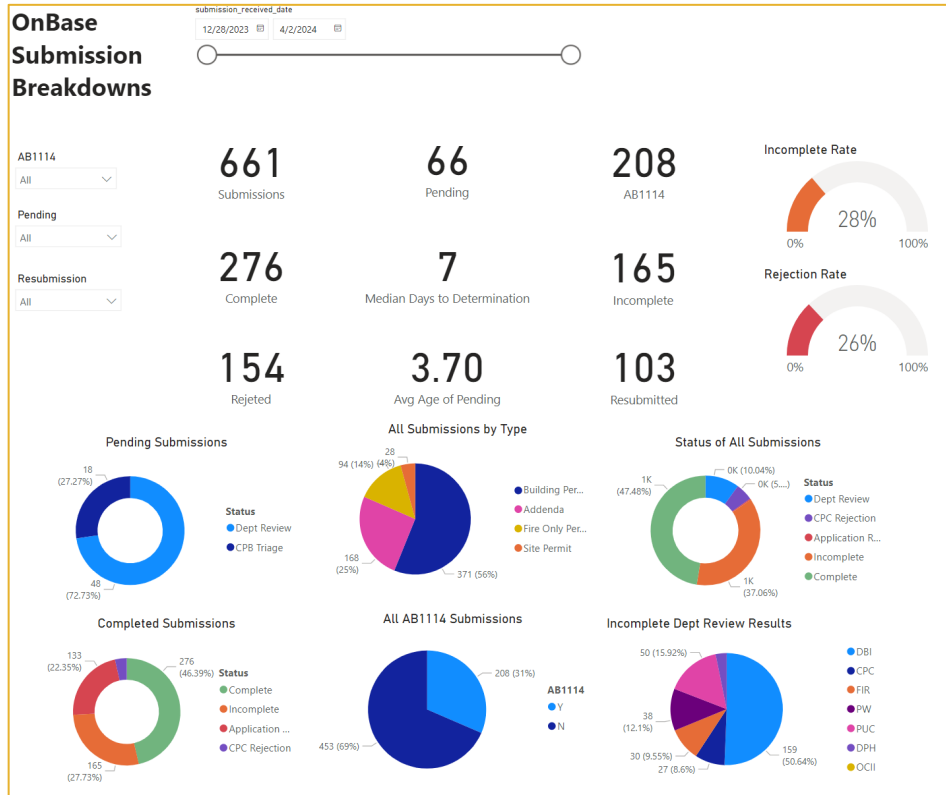
- CPB creates/updates the BPA.



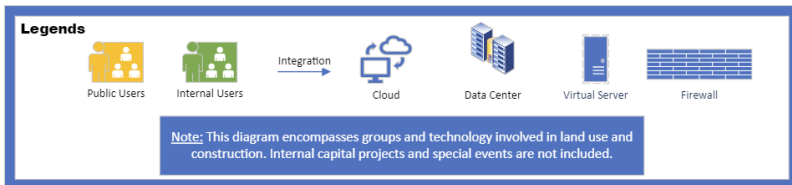
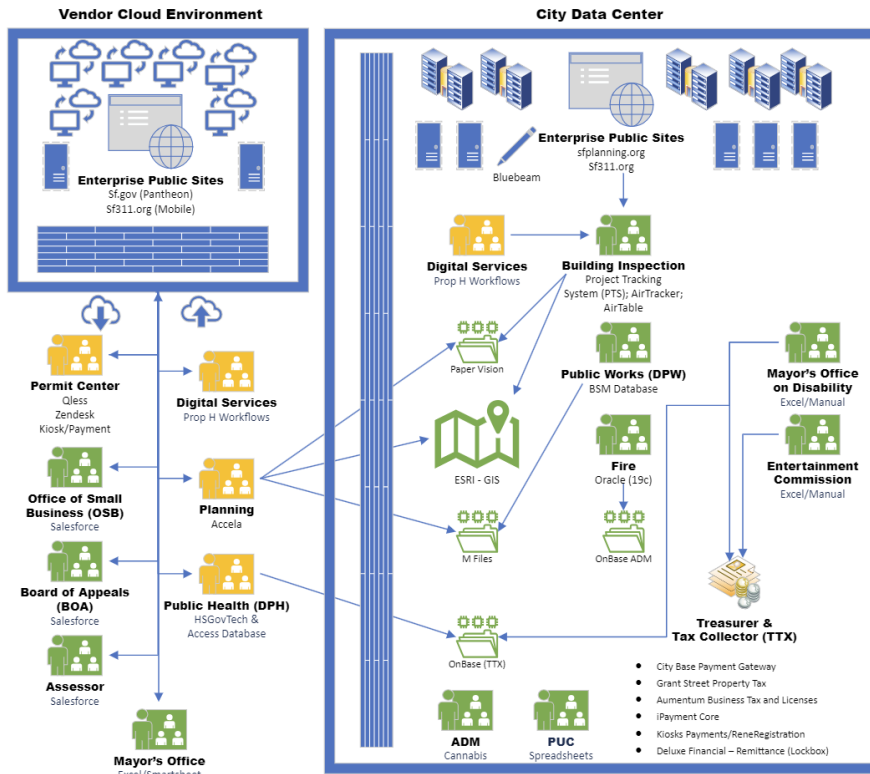
- PPC sets up the routing.
- All departments update PTS with review dates and review results.

On 1/ 1/ 2024 a new solution launched to coordinate initial review of post-entitlement permits across multiple departments in 15 days or less

Data Driven Business Process Improvements



- New 100% EPR process provides operational data to prioritize changes to process and technology
- Cross-departmental platform with strong inter-agency governance can:
 - Align processes
 - Standardize data
 - Improve collaboration
 - Support standardization to scale



Current Landscape

Siloed systems have made data sharing and connecting our processes complicated.

A modern platform will allow us to integrate our work.

Risk Mitigation Strategies

Project Risk Management Plan

<p><u>Potential Risk #1 :</u> Change Management across Departments (Systems & Business Processes)</p>	<ul style="list-style-type: none">• Executive sponsorship, staff - wide training, update process documentation• Meet with JUSTIS and PATS (TTX, ASR, CON) replacement program leads, to learn how they managed through large cross - agency changes• Form Steering Committee where Department Executives (Mayor, DBI, PLN & ADM) review for status and escalation• Form cross-departmental governance team for ongoing change requests
<p><u>Potential Risk #2 :</u> Current Accela implementation does not support interconnected Planning/DBI workflows</p>	<ul style="list-style-type: none">• Move DBI and Planning onto the same platform• Conduct requirements gathering and solution design with DBI and Planning in tandem to ensure process alignment
<p><u>Potential Risk #3 :</u> Accumulated tech debt on PTS and DBI Oracle Forms makes system changes risky</p>	<ul style="list-style-type: none">• Manual operational workarounds• Internal data hygiene projects• Adjacent projects like the Citywide Enterprise Address System
<p><u>Potential Risk #4 :</u> Successful adoption of DBI application systems (e.g. PTS replacement)</p>	<ul style="list-style-type: none">• Streamline current business processes and advance legislative changes• Data clean- up ahead of launch• Internal ownership of project, including business requirements and use cases• Modular testing and launch approach

Project Risk Management Plan, continued

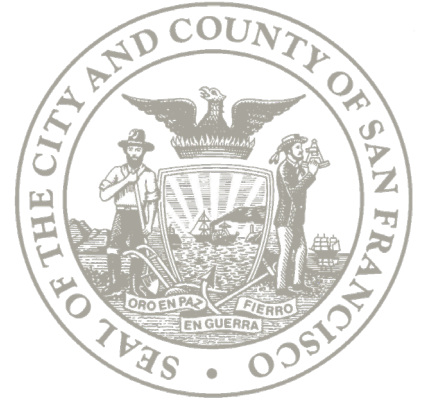
<u>Consequences of Not Funding</u>	PTS (and Division Apps) are built on Oracle Forms which is no longer supported. If PTS becomes inoperable there will be critical consequences to City revenue streams, economic recovery, and its ability to meet housing production mandates. If PTS fails, the City fails.
<u>Alternate Plans</u>	Permit stakeholders can continue to work around the aging technology but there is a limit to what can be accomplished on antiquated systems. Workarounds will lead to increased technology debt, inequity in service delivery, delays in processing times, and potential compliance risk.

Change Impact Assessment

Impact Analysis

Dimension of Change	Description of the change
Operational Impact	Operational improvements began in 2022 with pre-plan check, WIP reports, and 100% EPR. Continued changes are underway to elevate work across departments including best practices from industry experts and introduction new technology. This project seeks to transform work.
Policy & Management Impact	Applications are centralized in a common tool allowing for the centralized monitoring of work. Departments use shared communications channels to collaborate on work and escalate issues. Cross-departmental governance and data teams continue to evolve and are expected to drive changes in our highly federated environment.
Impact to Specific Roles/Teams, Departments, Residents	<p>Moving away from semi-digital solutions and fillable PDFs to a digital option will be a significant change to customers and staff. Few wish to maintain this status quo and want a modern system that is easier to use and makes the process more transparent. Internal change management and public outreach will be a priority for this project like it was for the launch of the 100% EPR process this year.</p> <p>IT teams will experience the greatest impact as the technology they have been supporting for decades is replaced with modern platforms. As part of the change management process, upskilling staff and supporting them through the transition will be essential and is contemplated in the budget.</p>

Questions?



Martin Okumu, Sheriff

JMS Update

Project Overview

- Problem Statement
 - › Problem(s) you are trying to solve
 - DOJ Compliance
 - Operational challenges
 - Cost / economies of scale
 - Data preservation and Information exchange
 - › Challenges faced by users, staff, stakeholders
 - Operational Inefficiencies
 - Cyber security threats
 - Infrastructure -2003 servers, Legacy CMS API, Performance
 - Data and Reporting –Analytics
 - DOJ Audits – CORI and FBI III



Project Overview

- Project Objective
 - › Implement City operations that are efficient and cost-effective
 - › Meet DOJ compliance through effective jail management operations
 - › Improve data quality and information exchange
- Primary Key Performance Indicator
 - › KPI description
 - Average time to process the number of bookings per day
 - Average time to process the number of releases per day
 - › Current:
 - Average booking time 45-120 minutes
 - Average release time 45-120 minutes

Project Update

- Overall Project Health: [Good, Fair, Poor]
 - › Good
- Milestones / Accomplishments
 - › Phase 1 FY21-22 - Completed
 - Completed 11 Deliverables and Milestones
 - › Developed a JMS Requirements Traceability Matrix
 - › Implemented a Conceptual Design...
 - › Phase 2 FY23-24 –In progress
 - Assignment Agreement - Completed
 - Contract Amendment >3-4 Months
 - Project kick-off

High-Level Project Plan

List key project activities in left-hand column, known dates of key milestones in second column, and adjust length/position of blue bars and diamonds to indicate time period/duration for listed activities.

Quarter/FY	Dates of Key Milestone	FY24	FY24	FY24	FY25	FY25	FY25	FY25	FY26	FY27	FY28
		Q2	Q3	Q4	Q1	Q2	Q3	Q4			
JMS Phase 2	19 Months										
Project Planning	April. 2024										
Project Kick-off	Aug 2024										
Infrastructure Design	Oct. 2024										
Data Transformation	June 2025										
Interface Integrations	Oct. 2025										
Testing-U/A/T	Feb. 2024										
Go-Live/Launch	Jun. 2026										



Project Risk Management Plan

COIT considers a thoughtful list of potential risks and plan to address them to be a strength. For a helpful reference on types of project risk, see this [this resource](#).

Below, please discuss the risks this project might face. What could fail and why? How would you prepare for these risks? Some common risks are pre-populated below, but **feel free to change these** as appropriate for your project.

<p><u>Potential Risk #1:</u> Budget Overrun and/or Vendor Delays</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u></p> <ul style="list-style-type: none">-Monitor contractor performance per the contract agreement-Monitor software licenses-Share costs through partnerships
<p><u>Potential Risk #2:</u> Project Scope Creep <i>(project deliverables expand beyond original plan and exceed available resources)</i></p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u></p> <ul style="list-style-type: none">-Project control-Steering committees-Early stake-holder engagement, communications-Change management
<p><u>Potential Risk #3:</u> Staffing/Capacity for Implementation, Deployment, Training</p>	<p><u>Your Plan to Prepare for/Mitigate this Risk</u></p> <ul style="list-style-type: none">-Approve 250K for Microsoft Fastrak services – support staffing augmentation-Partnership with City Departments-Internal staffing detail and coordination



Project Risk Management Plan, Continued

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

<p><u>Consequences of Not Funding</u></p>	<p>If you have additional information, please expand on any consequences, including potential impacts to your operations, of not pursuing this project. (This was addressed in Question #17 of your application.) This is helpful for COIT to weigh against potential project risks.)</p> <p>Non-compliance with CLETS, CJIS Public safety impact –life & death, accidental releases Legal implications against the City Impacts JUSTIS data information exchange.</p>
<p><u>Alternate Plans</u></p>	<p>Please describe what your back-up plan would be in the case that this project is not funded.</p> <p>The project is already in motion. Phase 1 milestone completed. 5-10% budget cuts in FY 23-24 impacted the departments' ability to fund any projects. Encumbered will be wasted.</p>



1.8.1. Schedule a Court Appearance

1. Navigate to Offender Management -> Offenders -> Choose an Offender -> Court Cases -> Choose a Court Case

The screenshot shows the OFFENDER360 interface. The breadcrumb trail at the top indicates the navigation path: 'Offender Man...' > 'Offenders' > 'Matthew Joseph Mc...'. A red circle highlights the dropdown arrow next to the offender name. A red arrow points from this dropdown to the 'Court Cases' tab in the main menu, which is also circled in red. The main menu contains various tabs such as Addresses, Alerts, Aliases, Assessments, Bed Assignments, Bookings, Case Notes, Classifications, Contacts, Court Appearances, Criminal History, Disciplinary Hearings, Disciplinary Reports, Documents, Drug Tests, Fees, Funds, Gang Aff, Grievanc, Holds, Incidents, Jobs, and Mail.

2. Scroll down to the Court Appearances Tab/Grid and Click + Sign to add a New Court Appearance



1.11.1. Add Criminal History

1. Navigate to Offender Management -> Offenders -> Choose an Offender -> Criminal History




The screenshot shows the OFFENDER360 interface. At the top, there is a navigation bar with 'OFFENDER360' on the left, 'Offender Man...' in the center, and 'Offenders > Matthew Joseph Mc...' on the right. A red circle highlights the dropdown arrow next to 'Matthew Joseph Mc...'. A red arrow points from this dropdown to the 'Criminal History' icon in the main menu. The main menu is titled 'Profile' and contains a grid of icons for various functions: Addresses, Alerts, Aliases, Assessments, Bed Assignments, Bookings, Case Notes, Classifications, Contact, Court Appearances, Court Cases, Criminal History, Disciplinary Hearings, Disciplinary Reports, Documents, Drug Tests, Fees, Funds, Gang Aff, Grievance, Holds, Incidents, Jobs, and Mail. The 'Criminal History' icon is circled in red.

2. Click ADD NEW CRIMINAL HISTORY

The screenshot shows the 'Criminal History Associated View' interface. At the top, there is a title 'Criminal History Associated View' with a dropdown arrow. Below the title, there is a toolbar with several icons and buttons: '+ ADD NEW CRIMINAL HIST...', 'CHART PANE', 'RUN REPORT', 'EXCEL TEMPLATES', and 'EXPORT CRIMINAL HIST...'. The '+ ADD NEW CRIMINAL HIST...' button is circled in red. Below the toolbar, there is a table with columns: 'Case Number', 'Inmate', 'Charge Type', 'Charges', and 'State'. The 'Case Number' column has a checkmark and an upward arrow, and the 'Inmate' column has a vertical line.



Project Update

Total Project Cost	Total COIT Original Funding FY23-24	Total COIT CF FY22-23 Funding	Other COIT Encumbrances CF GF Funding FY22-23	Total COIT + GF Funding	Total Spent	Remaining Balance
\$8,785,760	\$2,715,093	\$3,849,247	\$1,531,720	\$8,785,760	\$689,700	\$2,947,548
Schedule		End Date	05 2026	Phase 1 completed in June of 2022.		
		% Complete	7.85%	Phase 2 planned for 19 months from kick-off –Aug.		
Scope		Statement of Work for Phase 2 completed.				
Budget		Budgeted in the base.				
Risks	Budget, Resources, DOJ Application ** Funding In Reserved					

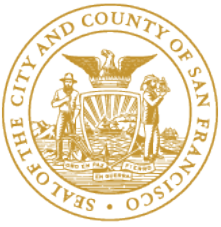


Discussion

- Help needed to finalize the contract amendment
 - › Re-Assignment Agreement – Delayed the project.
- Preserve COIT GF budgeted base
- Submit the DOJ Cloud Application



Questions?



Office of the District Attorney and SFPD

Presentation to COIT Budget & Performance Subcommittee

Electronic Subpoena Project

April 5 , 2024

SFDA CIO- Herman Brown Jr.

Project Overview

Project Overview

- Problem Statement

- The Office of the District Attorney issues over 60,000 subpoenas annually to law enforcement, medical professionals (doctors, nurses, EMTs), experts, custodians of record for businesses/agencies, and civilian witnesses, via a cumbersome ad hoc non standardized process that includes SharePoint, eProsecutor, Outlook, SFDA website, US mail and manually calling subpoenaed persons.

- Project Objective

- Department is seeking a simple electronic subpoena solution that is integrated into its case management system for the dissemination, tracking, and updating of subpoenas in real-time with the objective of fostering better communication amongst the stakeholders required to participate in court criminal proceedings.

Project 5- Year Financial Forecast

	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29
COIT Allocation	\$341K				
Other Sources		\$325K	\$325K	\$325K	\$325K
Total Project Funding	\$341K				

High-Level Project Plan

Quarter/FY	Dates of Key Milestones	FY24	FY24	FY24	FY25	FY25	FY25	FY25	FY26	FY27	FY28
		Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Planning/Procurement						[Bar]					
Implementation							[Bar] ◆				
User Acceptance Testing											
SFDA Internal Testing								[Bar] ◆			
Roll-out											
SFDA Investigators								[Bar] ◆			
JUSTIS Partners											◆
Training							[Bar]				

Measuring Project Success

- Key Performance Indicator(s)
 - Processing time (avg. time taken to process a subpoena).
 - Compliance adherence (frequency of continuations based upon no-shows).

Other Relevant Information Dept Wants to Share

- Enhanced security, document management, audit trail, and scalable.
- We have already investigated possible solutions with iSubpoena being the solution of choice.
 - Currently in use in the following counties: **Butte County** , Calaveras, Glenn, Madera, Monterey, San Luis Obispo, Santa Cruz, Shasta, Tehama, **Tulare**, and Yuba.
 - Used by over 100 California law enforcement agencies.
- We have had high-level conversations with our JUSTIS partners.
 - Adult Probation, Police, and Sheriff
- We expect the solution to streamline criminal justice process by saving time.

Risk Mitigation Strategies

Project Risk Management Plan

<p><u>Potential Risk #1:</u> Budget Overrun and/or Vendor Delays</p>	<p>There is always a risk of budget overrun, as we don't know what we don't know. However, we will look to minimize this possibility with a clearly defined statement of work with vendor commitment to complete the work in an agreed upon timeline in advance of starting the project.</p>
<p><u>Potential Risk #2:</u> Project Scope Creep (<i>project deliverables expand beyond original plan and exceed available resources</i>)</p>	<p>The Department (DAT) already has a cross-functional group of executive leadership, supervisors, managers, and line staff that meet weekly to discuss active projects. This "governance" group's responsibility is to make both technical and business decisions to meet the needs of the organization as well as manage scope creep.</p>
<p><u>Potential Risk #3:</u> Staffing/ Capacity for Implementation, Deployment, Training</p>	<p>The Department (DAT) already has a cross-functional project team of technical and business subject matter experts (SMEs), along with a knowledgeable project manager that will be responsible for implementation of the solution. We will also rely on the expertise and knowledge of our business partners and their previous implementations to assist with implementation, testing, documentation and training. This project will not require additional FTEs.</p>

Project Risk Management Plan, Continued

<u>Consequences of Not Funding</u>	<p>The consequences of not doing this project are:</p> <ul style="list-style-type: none">• DAT staff will continue to work inefficiently in several ad hoc systems cobbled together to issue subpoenas.• DAT staff will continue to manually update court calendar information on Department website.• DAT staff will continue to manually call officers served to appear in court for confirmation of receipt of subpoena as well as provide updated dates, times and location.• DAT staff will continue to mail some subpoenas and email other subpoenas.• DAT staff will continue to provide printed subpoenas to station subpoena officers.• Witnesses will continue to utilize inefficient processes to understand status of subpoenas.• DAT attorney staff will continue to be blind to the status of their subpoenaed witness.• SFPD members will continue to manually and inefficiently track subpoenas and officers' availability changes.• SFPD officers will continue to incur unnecessary overtime when not forewarned of court schedule changes.
<u>Alternate Plans</u>	<p>There are no alternate plans for this project. Department will continue to rely on issuing subpoenas via "snail mail" and manually calling subpoenaed personal for confirmations, appearance, and schedule changes.</p>

Change Impact Assessment

Impact Analysis

Dimension of Change	Description of the change
Operational Impact	Workflows/processes will be impacted by automating some of the current manual processes such as calling subpoenaed officers to confirm their receipt of subpoena, determining over-time eligibility for officers, and/or update information related to their subpoenaed court information (i.e., date, time, location).
Policy & Management Impact	This project will require the District Attorney to work with its law enforcement partners on modifying any General Orders/policies for subpoena service. This may involve coordinating with DHR to engage in meet and confer with labor union(s).
Impact to Specific Roles/Teams, Departments, Residents	The implementation of this solution will not change the role or responsibility of staff, only how they perform their role. It is expected that there will be a learning curve for all, as it will be a new process but in the long run will eliminate the current frustration and stress of law enforcement. There will be a slight impact to CCSF Officers (i.e., DAT Investigators, APD, SHF and POL) as they will be expected to use the application that will be installed on their currently issued department mobile device as well as respond to subpoenas via their device.

Questions?

Item Number 7

FY24-25 Approval of Funding Recommendations Project Approvals

Action Item

Adjournment