File No. _____210221_____   **Committee Item No.** _____1_____
                                    Board Item No. 15 _____

COMMITTEE/BOARD OF SUPERVISORS
AGENDA PACKET CONTENTS LIST

Committee: Budget & Appropriations Committee   **Date** _____April 7, 2021_____

Board of Supervisors Meeting   **Date** _____April 13, 2021_____

Cmte Board

Cmte	Board	
☐	☐	**Motion**
☒	☒	**Resolution**
☐	☐	**Ordinance**
☐	☐	**Legislative Digest**
☐	☐	**Budget and Legislative Analyst Report**
☐	☐	**Youth Commission Report**
☐	☐	**Introduction Form**
☒	☒	**Department/Agency Cover Letter and/or Report**
☐	☐	**MOU**
☐	☐	**Grant Information Form**
☐	☐	**Grant Budget**
☐	☐	**Subcontract Budget**
☐	☐	**Contract/Agreement**
☐	☐	**Form 126 – Ethics Commission**
☐	☐	**Award Letter**
☐	☐	**Application**
☐	☐	**Public Correspondence**

OTHER   **(Use back side if additional space is needed)**

Cmte	Board	
☒	☒	Information & Communication Technology Plan - FYs 2022-2026
☐	☒	Department Presentation - April 7, 2021
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Completed by: _Linda Wong_____ **Date** _____April 2, 2021_____
Completed by: _Linda Wong_____ **Date** _____April 9, 2021_____

1   [Five-Year Information and Communication Technology Plan - FYs 2022-2026]

2

3   **Resolution adopting the City's five-year Information and Communication Technology**

4   **Plan for Fiscal Years (FYs) 2022-2026, pursuant to Administrative Code, Section 22A.6.**

5

6   WHEREAS, Administrative Code, Section 22A.6 requires the Committee on

7   Information Technology (COIT) to submit and the Mayor and the Board of Supervisors to

8   review, amend, and adopt in odd-numbered years a five-year ICT Plan; and

9   WHEREAS, COIT reviewed and unanimously approved the City's ICT plan at its

10 meeting held on February 18, 2021; and

11   WHEREAS, The COIT-approved ICT Plan outlines guiding priorities the City will focus

12 on in the next five years, outlines a financial strategy to fund these technology needs, and lists

13 the currently planned technology projects for each department over the next five years; and

14   WHEREAS, The plan details four strategic IT goals in order to align available resources

15 and the identified department and citywide IT project requests over the next five years; now,

16 therefore, be it

17   RESOLVED, That the Board of Supervisors adopts COIT's proposed ICT Plan, with

18 such amendments and revisions as the Board deems appropriate, as the City's five-year ICT

19 Plan for FYs 2022-2026, as provided in Administrative Code, Section 22A.6.

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Committee on Information Technology

Office of the City Administrator

MEMORANDUM
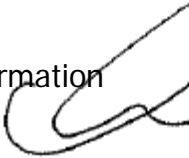
February 22, 2021

To: Members of the Board of Supervisors

From: Carmen Chu, City Administrator and Committee on Information Technology Chair

Copy: Angela Calvillo, Clerk of the Board

Re: Recommendation on the City & County of San Francisco Proposed FY 2022-26 Information and Communication Technology Plan.

In accordance with Section 22A.6 of the Administrative Code, on February 18, 2021, the Committee on Information Technology (COIT) approved the following action item to be considered by the Board of Supervisors. COIT's recommendations are set forth below.

1. Board File Number: TBD	**Recommendation on the City & County of San Francisco Proposed FY 2022-26 Information and Communication Technology Plan.**
Recommendation:	Recommend the Board of Supervisors approve the Proposed 5-year ICT Plan.
Comments:	COIT recommends approval of this item by a vote of 11-0.
	Committee members or representatives in favor include:
	- Carmen Chu, City Administrator, Chair; Linda Gerull, Chief Information Officer, Department of Technology; Ashley Groffenberger, Budget Director, Mayor's Office; Shamann Walton President, Board of Supervisors; Ben Rosenfield, Controller; Carol Isen, Acting Director, Department of Human Resources; Michael Carlin, Acting General Manager, Public Utilities Commission; Michael Lambert, Acting City Librarian, Public Library; Ivar Satero, Director, San Francisco International Airport; Jeffrey Tumlin, Director, Municipal Transportation Agency; Trent Rhorer, Executive Director, Human Services Agency

Information & Communication Technology Plan

City and County of San Francisco

FY 2022-26

Contents

Message from the City Administrator

Mayor Breed and Members of the Board of Supervisors:

Times of crisis have a way of revealing the true character of a community. It is no surprise then that the COVID-19 pandemic has shown to the world what San Francisco is made of. Faced with unprecedented challenges, our local government proved to be resilient and our services continued to support our community uninterrupted. These accomplishments reflect the incredible dedication of our staff and the investments we have made in the past.

In a year where technology has been more important than ever, I am pleased to submit the proposed City and County of San Francisco Information and Communication Technology (ICT) Plan. The FY 2022-26 ICT Plan builds on the lessons we have learned and describes the City's technology strategy on where we need to go.

The sixth iteration of the ICT Plan places renewed emphasis the importance technology plays in business continuity. But more than ever, we chart a future to leverage technology to meet needs of our most vulnerable residents. COVID-19 has shown how important technology is to reach our residents, especially when meeting in person is not an option. With the clarity of learned experience, our mission is now to provide universally accessible services for every resident, business, and visitor.

Since the last ICT Plan, we have made substantial investments in technology to reach this goal. Our investments in the City fiber network and cybersecurity allow us to make modern digital services. The continued development of our financial system and other applications are providing an unprecedented level of transparency and efficiency in the administration of local government.

I am proud of our many accomplishments and look forward to a future that is even brighter.

Although we face a difficult financial picture over the next five years, the decisions we make now will determine our ability to continue to keep our government services available and accessible. As we plan for the future, I hope the FY 2022-26 ICT Plan will help provide guidance on where investments in technology are needed most. Although the demand for technology investment continues to outpace available resources, our future lies in our ability to continue to meet the needs of residents where they are at.

I look forward to building our future together.

Sincerely,

Carmen Chu

City Administrator

Executive Summary

The Fiscal Year (FY) 2022-26 Information and Communication Technology (ICT) Plan is the City & County of San Francisco's guiding document for technology. Over the next five years, we must continue to balance the need to replace legacy technologies, support critical Information Technology (IT) infrastructure, and modernize our services.

San Francisco's Guiding Technology Vision:
Government services that are available and universally accessible in times of crisis and beyond.

The FY 2022-26 ICT Plan vision reflects the increased importance technology has played in a pandemic that restricts in-person interactions. COVID-19 brings a new urgency to deliver City services safely and remotely.

To make our vision of universal accessible services a reality, many of City services will need to be re-designed to meet the needs of every resident, especially our most vulnerable. Even in a technology-centric city like San Francisco, the digital divide is significant. Over 100,000 residents lack internet access at home and many rely on a single mobile device like a cell phone to access the internet.[1] In order to serve our most vulnerable, our services must be available to those with and without digital means.

Going forward, we seek to achieve the following service standards:

- Designed alongside our most vulnerable community members
- Built to be used on a mobile device and exceed federal accessibility standards
- Unified across departments to provide a simple, citywide service experience

Looking forward, our highest priorities are to redesign job, housing, and permitting services to be universally accessible.

Figure 1: City Services by Service Area.

Service Area	Total Number of Services	Number of Digitally Accessible Services
Administration & Records	244	57
Arts, Culture, and Community Building	130	31
Business	164	40
Neighborhoods & Public Infrastructure	75	29
Permitting	52	10
Public Safety & Justice	131	11
Social & Health Services	171	16
Total	**967**	**194**

Note: Only services that are designed for mobile devices and accessible for vulnerable communities are considered "digitally accessible."

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[1] https://sfmohcd.org/digital-equity

San Francisco Technology Goals

To transform local government services, we need to leverage modern technologies. Through the adoption of user-centered design, city services will be on course to adapt to the needs of every resident.

Goal 1 - Online and Accessible City Services Residents Can Use

Transforming government means making services more accessible and easier to use. Redesigning our operations and innovating with new services is key to modernization.

Goal 2 - City Operations that are Efficient and Cost-Effective

The onset of an economic recession has changed the financial picture for the coming years. Our technology solutions must continue to find ways to improve efficiency so that we can improve the quality of our services without increasing costs.

Goal 3 - IT Infrastructure You Can Trust

Much like capital projects, technology infrastructure requires continual maintenance and investment to ensure critical systems are available at all times.

Financial Forecast

From FY 2021-22 through FY 2025-26, City departments anticipate initiating 89 projects for a total of projected cost of $216.7 million. Projects are reflective of submissions from all 51 City departments with a projected cost over $100,000.

Figure 2: Five-Year Forecast of Technology Projects

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Number of Projects	74	69	56	42	36
Projected Cost	51,057,422	58,067,617	55,713,032	32,865,402	18,995,248
General Fund Request	36,902,908	43,520,666	50,068,614	30,004,162	17,319,298

To support the upcoming technology requests, COIT recommends funding from two General Fund sources: the Major IT Project Allocation and the Annual Allocation. COIT prioritizes funding towards projects that align with City priorities and have the highest impact over the next five years.

Figure 3: COIT Allocations Five-Year Forecast

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Annual Allocation	2,290,372	2,519,409	2,771,350	4,231,325	4,654,458
Major IT Allocation	15,544,212	25,048,633	25,703,497	26,227,521	28,800,273
Total	17,834,584	27,568,042	28,474,847	30,458,847	33,454,731

In order to maintain business continuity and accessible services, COIT recommends the following:

Recommendation 1 – COIT allocation levels should return to pre-COVID levels by FY 2025-26.

Demand for technology investments continue to outpace available funding levels. The need to replace legacy technologies, support critical Information Technology (IT) infrastructure, and modernize our services has never been greater. As the City's finances begins to recover, investments in one-time technology investments should be a top priority.

Recommendation 2 – Dedicated Funding for Universally Accessible Services.

The competing needs of an aging technologies and demand for modern services has reached a breaking point. Under current trends, all existing COIT funding will be consumed by replacement of legacy systems. A dedicated funding source is needed to support modernization efforts and to ensure all City services are universally accessible. By FY 2022-23, the COIT Annual Allocation should be boosted by 5% to support service redesign projects.

Recommendation 3 – City departments to submit Digital Transformation roadmap alongside FY 2022-23 budget proposals.

Currently only about ⅕ of City services are designed to meet the needs of our most vulnerable residents. To achieve the ICT Plan vision of universally accessible services, Department budgets must prioritize the development of services that are online, mobile accessible, and designed to meet the City's web accessibility standards.

Starting in FY 2022-23, Departments should submit a roadmap for digital transformation to COIT. COIT should regularly report on the City's progress in redesigning services to be universally accessible. The Citywide Service Inventory should be regularly updated every other year, and regular updates should be provided to COIT on the status of digital transformation efforts.

Introduction

The COVID-19 pandemic has changed the course of San Francisco and local government. Both in terms of finances and operations, the direction of our city has had to re-adjust to a new reality. Through this crisis and into the years to come, our highest priority must be the safety and well-being of our residents. As we make our way through both a global pandemic and an economic recession, the role of technology has become even more important in ensuring the continuity of local government services.

The Fiscal Year (FY) 2022-26 Information and Communication Technology (ICT) Plan is the City & County of San Francisco's guiding document for technology. Over the next five years, we must continue to balance the need to replace legacy technologies, support critical Information Technology (IT) infrastructure, and modernize our services. COVID-19 brings a new urgency to deliver City services safely and remotely.

The FY 2022-26 ICT Plan presents a vision for making San Francisco stronger and more unified. Through the innovative use of technology and efficient use of our existing resources, San Francisco seeks to transform government services.

A Call to Action: Universally Accessible Services

San Francisco's response to the COVID-19 pandemic is a national model of effective local action. Through the course of this crisis, our leaders were willing to make the tough decisions to keep our community safe and government services up and running. Looking forward, we seek to continue this legacy of bold leadership especially as it relates to using technology to improve government services.

San Francisco's Guiding Technology Vision:
Government services that are available and universally accessible in times of crisis and beyond.

The FY 2022-26 ICT Plan vision reflects the increased importance technology has played in a pandemic that restricts in-person interactions. In order to continue to support our community, our services must be available and remotely accessible, wherever possible.

To better understand our current state in reaching this vision, the Committee on Information Technology (COIT) conducted the first citywide inventory of resident facing services in 2020. In total, City agencies identified 967 individual services that residents, businesses, and visitors use in local government.[2] These services include everything from borrowing a library book, to filing a police report, to paying taxes.

However, the service inventory revealed only a fraction of City services are designed to be fully accessible online. Only approximately 20% of City services are available online in a format that is mobile-friendly and accessible to those with disabilities.

To make our vision of universal accessible services a reality, many of City services will need to be re-designed to meet the needs of every resident, especially our most vulnerable. Even in a technology-centric city like San Francisco, the digital divide is significant. Over 100,000 residents lack internet access at home and many rely on a single mobile device like a cell phone to access the internet.[3] In order to serve our most vulnerable, our services must be available to those with and without digital means.

Going forward, we seek to achieve the following service standards:

- Designed alongside our most vulnerable community members
- Built to be used on a mobile device and exceed federal accessibility standards
- Unified across departments to provide a simple, citywide service experience

Transforming how local government delivers services is one that will take years to accomplish. Looking forward, our highest priorities are to focus on providing universal access to job, housing, and permitting services.

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[2] The Citywide Service Inventory was conducted in September 2019. Departments were asked to self-identify all resident facing services. Full details on the inventory are available in Appendix D.
[3] https://sfmohcd.org/digital-equity

Jobs, Workforce Development, and Small Business

San Francisco seeks to help all our residents benefit equitably from the prosperity of our city. Ongoing investments strengthen the vitality of our diverse neighborhoods and small businesses and help to deepen workforce opportunities.

The Citywide Services Inventory shows that San Francisco offers 88 distinct job and business development services in 23 departments. These services are intended to strengthen workers and small businesses.

Figure 4: Services that Support Jobs, Workforce Development, and Small Business.

Job Services Subcategory	Number of Services	Number of Departments	Number of Digitally Accessible Services
Business Development	9	2	-
City Jobs & Internships	18	10	5
City Opportunities	10	8	3
Legal & Administration	7	4	1
Volunteers	24	11	5
Workforce Development	20	7	3
Total	**88**	**23**	**17**

Note: Only services that are designed for mobile devices and accessible for vulnerable communities are considered "digitally accessible."

However, as we plan for the future, only a minority of them are designed to be accessible by mobile device or for disabled communities.

Looking Forward: Transforming Workforce Development

Led by the Office of Economic and Workforce Development (OEWD), the City provides a one point of contact for a variety of essential City programs and services. OEWD's goal is to ensure that San Francisco will always be what it is today: one of the best places on the planet to live, work, and play.

To further opportunities for all San Franciscans, we will create more equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We continue to invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the civic vitality of San Francisco's diverse and vibrant neighborhoods. All of these efforts support broader social and economic goals that improve the quality of life for our residents

Read OEWD's strategic plan at https://oewd.org/reports-and-plans

Housing

San Francisco is dedicated towards the singular vision of an equitable and diverse City where all residents can afford a place to live in safe and livable communities. The Citywide service inventory shows that overall San Francisco offers 104 different housing support services, spread across 12 different departments.

Figure 5: Services that Support Housing Assistance

Housing Services Subcategory	Number of Services	Number of Departments	Number of Digitally Accessible Services
Homeowner Taxes & Assessment	27	6	2
Housing Assistance	37	4	5
Landlord & Rent Services	32	4	-
Legal & Administration	8	3	-
Total	**104**	**12**	**7**

Note: Only services that are designed for mobile devices and accessible for vulnerable communities are considered "digitally accessible."

Looking Forward: Affordable Housing

Since its creation under Mayor Feinstein, the Mayor's Office of Housing and Community Development (MOHCD) has led the way in addressing the needs of low-income and marginalized San Franciscans. One of the main objectives in the City's 2020-2024 Consolidated Plan for community planning and development is to ensure families and individuals are stably housed. To achieve this, MOHCD and other City departments are working across four priority areas, each with their own goals and activities. We have strategies to:

1) develop and maintain accessible and affordable housing,
2) make housing more affordable,
3) prevent and reduce homelessness, and
4) provide services to maintain housing stability.

While in-person programs and services will always be needed when serving low-income and vulnerable populations, many of these efforts can benefit from more incorporation of technology. However, digital equity must accompany any digital transformation effort.

MOHCD as a department has committed to a multitiered approach with regards to Digital Equity to ensure that San Francisco's lowest income residents have access to the value of the internet. High quality, free or low-cost Internet connectivity is now included as part of work scope on both new affordable housing construction and rehabilitation projects, and supplemental services like digital literacy classes and device distribution is offered at many locations.

MOHCD is also working with Community Development Division Grantees to use technology to compliment in-person program delivery. In particular, grantees have needed to adapt program delivery to online platforms in response to emergencies like COVID-19, while also mitigating barriers to digital access, including cultural, language, online safety, and resource barriers.

Permitting in San Francisco

The vision for the future of permitting is to advance San Francisco as a safe, vibrant, and beautiful city through friendly, streamlined, and efficient services available for all residents and businesses.

The City has over 500 permit and license types, that aggregate into 127 permitting services. The pandemic accelerated the digital roadmap for many departments. Initiatives to digitize permitting for customers have increased for single services. The City continues to work on initiatives that aggregate services enabling more streamlined permitting experience.

Figure 6: Overview of Permitting Services.

Permitting Services Subcategory	Number of Services	Number of Departments	Number of Digitally Accessible Services
Building & Construction	26	9	4
Do Business in SF	24	6	1
Events	20	8	2
Legal & Administration	29	10	7
Public Benefit & Safety	28	6	4
Total	**127**	**17**	**18**

A Digital Experience: Permits Made Easier

Underpinning the new Permit Center will be a variety of technologies transforming the service experience. Using the principle of putting the customer first, technology is helping redesign the permitting process to be friendly, streamlined, and efficient.

Some of the major way's technology will be used include:

- *Online, Self-Service Permits:* The future of permitting interweaves a digital experience with the in-person service experience. Customers will be able to check minimum requirements, calculate fees, and book appointments online, as well as easily apply online for many permits.

- *Data Unification:* A unified data layer is needed to bring cohesion to the permitting ecosystem without requiring mass system replacement.

Electronic Plan Review: The City launched a multi-department electronic plan review (EPR) process that eliminates hard copy construction plans for certain permit types. This enables more efficient management of documents across departments and review teams as well as provides more transparency and accessible to the review process for customers

- *Digital Queuing:* A state of the art queuing system with artificial intelligence features enables us to learn about customer behavior and examine the time spent with departments. From this information we can set real expectations for customers about wait times and prioritize initiatives for service enhancements with the Permitting Departments.

San Francisco Technology Goals

To transform local government services, we need to leverage modern technologies. Through the adoption of user-centered design, city services will be on course to adapt to the needs of every resident.

The delivery of "shared services," or internal services like budgeting, human resources, procurement, and Information Technology (IT), are critical factors in the City's ability to deliver universal accessible services.

The following strategic goals describe how we plan to align our technology investments and internal operations to achieve our vision.

Goal 1 - Online and Accessible City Services Residents Can Use

Goal 2 - City Operations that are Efficient and Cost-Effective

Goal 3 - IT Infrastructure You Can Trust
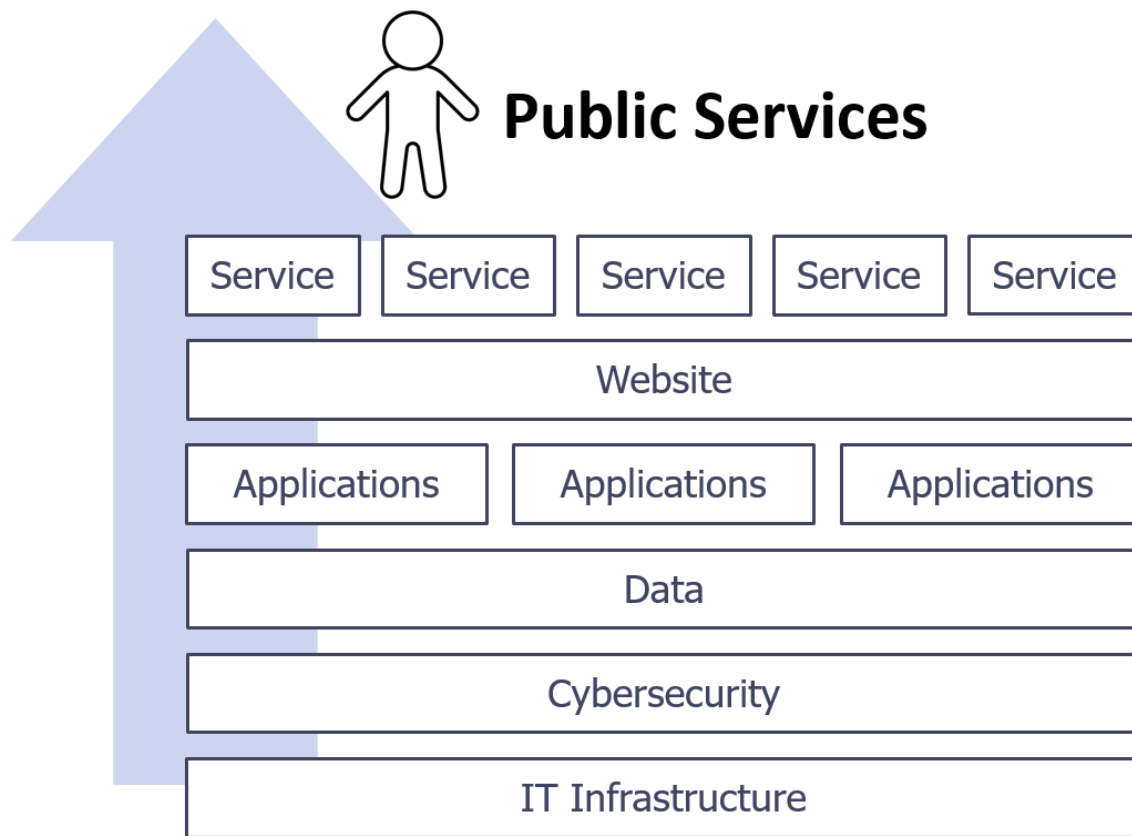
Figure 7: Each of San Francisco's IT Shared Services need to work together to support the delivery of public services.

Goal 1: Online and Accessible City Services Residents Can Use

Transforming government means making services more accessible and easier to use. Redesigning our operations and innovating with new services is key to our modernization efforts.

Over the next five years, departments have proposed 18 technology projects in support of technologies that improve the service experience. The combined projected cost for all projects is $13.2 million.

The following agencies are leading the way to achieve this goal.

Digital Services

Imagine a city where a family in the Mission could apply for affordable housing from a computer at their local library. Or an aspiring café owner could apply for and track every permit for her business online on a City website.

The City is committed to achieving this vision through transformative service redesign. The mission of the Digital Services Office is to do more than just build websites, but to rethink how the City delivers services. The primary responsibility of the Chief Digital Services Officer will be to help departments redesign existing services from the ground up and build services to be digital by default.

Over the next five years, the Digital Services team will continue to build sf.gov as a platform to support online and accessible services. Ultimately, we want every resident, visitor, and business to feel confident that whenever they need something from the City, they can get it quickly and easily.

Read San Francisco's Digital Services Strategy in Appendix C.

DataSF

DataSF data teams are engaged in citywide efforts to capture the full potential of data and achieve high-quality information for data sharing and analytics. Effective use of data is key to understanding City service delivery and improving it.

The City's Open Data Portal is a one-stop shop for employees and residents to access city data for reporting, business analytics, decision making, visualizations and predictive analytics. In partnership with the Controller's Office, programs like Data Academy also build internal capacity to leverage data and analytics more effectively.

To achieve the vision of unified services that are responsive to resident needs, the City will need to think creatively. The Office of Civic Innovation (OCI) helps to make government more collaborative, inventive, and responsive through its nationally recognized partnership programs.

The OCI team empowers City staff through public-private partnerships that introduce new approaches, expand resources and develop digital solutions for Citywide priorities.

- *Startup in Residence (STIR)* is a modified procurement program that connects government agencies with startups to develop technology products that address civic challenges.

- *Civic Bridge* is a program that connects City Departments with pro bono private industry teams to solve civic challenges.

Over the next five years, OCI will help create new public-private partnership models in the City, introduce new skills and tools that increase the responsiveness of government, and pilot new technologies citywide.

Read the Office of Civic Innovation strategic plan in Appendix C.

Digital Equity

San Francisco is committed to building a supportive and inclusive digital society. As more City services become digital, the City has a responsibility to make sure all residents have access to all services. Our vision is that all residents have full and equitable access to digital technology and its benefits so all communities can thrive, regardless of demographic.

Through the Public Library, the SFConnected program, and TechSF, the City is training and exposing thousands of residents to digital tools. In particular, San Francisco's efforts target:

- Low-income households
- People with disabilities
- Residents with limited English proficiency
- And seniors

Connecting residents to the Internet also increases their exposure to new risks from criminals and scammers attempting to steal private information. In response, San Francisco is developing new programs to address these threats head on. The City's Digital Equity program, in partnership with the Department of Technology's cybersecurity team, has created digital literacy and security trainings to help our most vulnerable residents.

Read San Francisco's Digital Equity Strategy in Appendix C.

Over the next five years, City departments plan to engage in the following projects to make City services more accessible and easy to use.

WorkforceLinkSF
Office of Economic and Workforce Development
Go-Live Target: FY 2022-23
Total Projected Cost: $1,453,627

The WorkforceLinkSF is a one-stop job-matching tool developed by OEWD to connect businesses with local talent. WorkforceLinkSF provides job seekers access to San Francisco's latest job postings so they can build their career and even apply for jobs before they go public through the First Source Hiring Program. A user-friendly platform allows for job searching based on an applicant's skill set and interest, and job seekers may apply for positions through the WorkforceLink and track the progress of their applications.

The WorkforceLinkSF makes it easy for employers to post their jobs on the site and search through a list of potential candidates based on our job matching software. Employers can view resumes and hire candidates directly through the WorkforceLinkSF while tracking an applicant's progress through the website.

Client Digital Services Program
Human Services Agency
Go-Live Target: FY 2021-22
Total Projected Cost: $330,000

The digital divide is a barrier confronting the low-income populations. While our service delivery providers have moved to online service delivery in response to COVID, a significant percentage of our clients are unable to benefit from these services due to a lack of access to technology and the internet, and a lack of knowledge and skills to utilize the technology. HSA is expanding its availability of employment and training services to virtual methods in order to provide additional options for clients to remotely engage in services.

DAHLIA Affordable Housing Portal
Mayor's Office of Housing and Community Development (MOHCD)
Ongoing Project

The Housing Portal's multi-language online applications have made it easier for more people from diverse groups to become involved with MOHCD's inclusionary housing programs. The Housing Portal has turned a difficult, time-consuming, inconvenient and tough-to-navigate application set of procedures into a much simpler and quicker process. In addition, it made the process much more accessible by improving language access, increasing ease of use for residents with disabilities, and simplified reading levels. in many forms (language, physical, reading levels, etc.)

Human Resources Modernization
Department of Human Resources
Go-Live Target: FY 2021-22
Total Projected Cost: $5,489,000

Our goal is to provide an exceptional applicant and employee experience where individuals understand the hiring timeline and are appropriately supported throughout their employment with the City. We also want to be able to measure and increase HR productivity by allowing analysts to focus less on manual data entry and more on providing effective consultation services to hiring managers. Hiring managers should understand what hiring options are available to them within the constraints of the complex merit-based system and receive the right level of support to be able to hire the best possible candidate in the shortest amount of time.

Goal 2: City Operations that are Efficient and Cost-Effective

The onset of an economic recession has changed the financial picture for the coming years. Our technology solutions must continue to find ways to improve efficiency so that we can improve the quality of our services without increasing costs.

Over the next five years, departments have proposed 27 technology projects to improve operational efficiencies. The combined projected cost for all projects is approximately $52.5 million.

The following efforts are leading the way to achieve this goal.

Shared Services

An important technology initiative to improve City business operations is technology shared services. With 52 City Departments it can be difficult to deploy technologies that are supportive of the variety of business uses and yet, the goal of shared services is to optimize and economize technology investment and ongoing maintenance and support. Shared service delivery can be accomplished in a variety of ways such as:

- Purchasing from enterprise vendor agreements that reduce cost with volume discounts
- Using city infrastructure platforms – network, cloud and data – to avoid new investment and simplify maintenance costs
- Leverage technology support teams for Service Desk support to increase capacity
- Utilizing technology project managers to reduce project risk and maintain project schedules and deliverables

These shared services enable a consolidation and focus for resources that underpin all technologies. Delivering these common and standard services increases the resiliency and predictability of system performance and reduce operational costs.

Enterprise Technologies

Citywide or enterprise technologies enable City programs and services to achieve efficiencies at scale. Supported by policy and procedures, shared, enterprise systems benefit the City by:

- Reducing duplication of business technology assets, data and solutions
- Achieving greater return on business technology investment
- Efficient use of resources through simplified and streamlined business systems
- Effectively and easily sharing data with seamless integrations
- Centralizing user support and administration functions
- Enabling Departments to be agile and quickly adapt
- Sharing the reports, dashboards and new services among the City-wide user community

Collectively, the Controller's Office, the Department of Technology, Human Resources, Health Service System, and Office of Contract Administration support citywide systems for shared services.

Over the next five years, the City will increase the use of shared, enterprise applications to reduce cost and speed the modernization of business technologies.

Local government technology procurement is complex because, unlike standard commodity goods, technology requires licensing and a sustained relationship with vendors to maintain goods and products. With technology rapidly evolving every day, local government must have the ability to be responsive to new service demands and purchase the tools it needs quickly.

At the same time, local government is also committed to supporting fair and open competition in all strategic sourcing. Over the years, the City has built an extensive set of rules to ensure all procurement is upholding our highest ideals. Although the City must seek opportunities to acquire goods and services quickly, we must also account for these policies.

Over the next five years, the Office of Contact Administration and Department of Technology seek to create efficiencies and maximize our purchasing power to the greatest extent possible. Via enterprise agreements, guidance documents, and enhanced trainings on modern procurement methods, the City seeks to uphold ethical and streamlined purchasing citywide.

Read San Francisco's Technology Procurement Strategy in Appendix C.

Over the next five years, City departments plan to engage in the following projects to improve the efficiency of our operations.

JUSTIS Program
Department of Technology
Total Projected Cost: $1,300,00
Ongoing Project

The JUSTIS Data Hub enables the secure exchange of criminal justice data (e.g. arrests, bookings, incarcerations, charges, court proceedings ...) between the Police, Sheriff, District Attorney, Superior Court, Public Defender, and Adult Probation agencies. These agencies rely on the JUSTIS Data Hub to conduct their daily operations. In 2019 the JUSTIS Executive Council adopted a 5-year roadmap to modernize the JUSTIS Data Hub's 20+ year old design and architecture. The modernization is required to support the justice agencies critical need for data analytics, dashboards, predictive analytics, and data driven decisions. During FY19/20 the JUSTIS Program has:

SF Budget, Performance Measurement, Projections & Reporting Project
Controller's Office
Total Projected Cost: $6,442,587
Go-Live Target: FY 2021-22

The objective of the Budget System & Performance Measurement Replacement Project is to replace the City's current budget systems. The current system is at the end of useful life with no continuous product support from vendor, which put both systems at risk due to lack of compatibility to the 1) ever changing world of technology, and 2) required security patches to correct systems' vulnerability to hacking or viral infection.

Police Officer Shift Scheduling System
Police Department
Total Projected Cost: $610,000
Go-Live Target: FY 2021-22

The objective of the Police Scheduling System project is to transition from the existing HRMS PeopleSoft system that is used to store employee HR related department data, employee training records and the assignment, scheduling and payroll of police department employees.

The existing HRMS PeopleSoft system is an older version and SFPD lacks the in-house expertise to modify or enhance the functionality to meet the department's scheduling and citywide payroll needs. Because of these limitations, SFPD must employ manual processes outside of the HRMS system and submit files to the Controller's Office that is also manually processed into the City's PeopleSoft system.

Goal 3: IT Infrastructure You Can Trust

City operations rely on our underlying technology infrastructure. Much like capital projects, technology infrastructure requires continual maintenance and investment to ensure critical systems are available at all times.

Over the next five years, departments have proposed 44 technology projects to support technology infrastructure. The combined projected cost for all infrastructure projects is projected to be $150.9 million over the next five years.

The Department of Technology is supporting this goal through the following activities.

Network, Data Centers, and Telephony

The City's technology infrastructure is aging and requires a focused effort towards modernization. In particular, our three priority infrastructure areas are: the City's network, telephony, and movement to affordable cloud environments.

> **Network:** The Department of Technology manages 280 miles of fiber-optic cable to support 400 City facilities and operations throughout San Francisco. With the ultimate goal of connecting all City buildings by 2025, the City's fiber network is a critical piece of infrastructure enabling the next generation of City services.
>
> Over the next five years, the Department of Technology will install a Software Defined Network (SDN). The City's SDN will provide a future proof, high-availability network that can accommodate the demands of data from future applications, voice, video, cloud providers, and mobility. The modernized network also delivers continuity of operations with a secondary data center in the event of a disaster.

- **Telephony**: Investment in the City's network also provides an opportunity to modernize the City's voice communications. A unified communication tool is critical to support 35,000 employees and 60 City Departments in a highly mobile and decentralized work environment. By replacing the decades old analog phone system with a citywide Voice-over-Internet Protocol (VoIP) system, the City seeks to lower overall maintenance and support costs.

- **Cloud Environment**: The Department of Technology is also investing in the build of a hybrid cloud environment. Named SFCloud, City cloud services are housed in-house with high speed connections to several third party cloud providers. The City network extends to these environments to allow scalability, redundancy, and a managed security environment that is compliant with specialized data requirements.

Read San Francisco's Technology Infrastructure Strategy in Appendix C.

Cybersecurity

The Department of Technology is taking steps to secure City infrastructure by establishing strong policies and practices while integrating superior cybersecurity tools. Protecting our systems and data from outside intrusion or disruption is the mission of the City's Cybersecurity Program.

The City deploys a range of cybersecurity measures to keep business operations safe online. In addition to implementing consistent vulnerability management practices and continuing to refine identity and access management, the Chief Information Security Officer will build a robust risk mitigation program over the course of the coming years.

Read San Francisco's Cybersecurity Strategy in Appendix C.

Disaster Preparedness

Whether from a natural or man-made emergency, the City's information systems and communications must be operational and restored quickly if interrupted. From public safety radio communications to network and internet service, disaster preparedness and cyber security protections require constant vigilance.

Several offices are charged with actively preparing San Francisco including:

- City Administrator's Office
- Department of Emergency Management
- City's Chief Resiliency Officer
- Controller's Office
- City's Chief Information Security Officer

Redundancy and failover of the City's critical system ensure that the City can quickly stabilize and begin to operate during a crisis. Regular stress-testing and building resiliency by expanding our regional partnerships remains a priority for City departments.

The coming years will see a robust regional exercise program, which will include simulated cyberattacks, tightening our collaboration with our neighboring counties and cities, and entrenching our partnerships with federal and local cyber professionals.

Network Maintenance
Department of Technology
5-Year Projected Cost: $18,554,091
Ongoing Project

The City's network is critical infrastructure for all city business systems. Maintaining our networks is the first step to guaranteeing citizens reap the benefits of more effective digital services, for everything from getting a new passport to filling out paperwork when starting a small business.

The existing City network equipment is under capacity, obsolete, and in some cases unsupported, and is not "right sized" to handle the current and future needs of the City for data, video, and voice. In addition, nearly every department being brought onto VoIP lacks capable network switches which support VoIP which is needed to modernize the City phone system.

SFCLOUD Efficiencies
Department of Technology
5-Year Projected Cost: $7,320,000
Ongoing Project

SFCLOUD reduces risk and cost across the total cost of ownership of City business systems. SFCloud continues to expand and replace legacy infrastructure for City departments among a few: CON, 311, DBI, DPW, TTX, IAM, REC as well as other smaller departments. DT has added 700+ Terabytes of storage, provided 1576 primary servers, 459 Disaster Recovery (DR) servers as well as connection to 3 different 3rd party hosted cloud environments.

Many City department servers are located in substandard equipment closets that lack physical security, equipment redundancy and modern patch management tools rendering them vulnerable to cyber threats, earthquakes, electrical failures, fire, theft, and overheating. Moving these devices into a modern Data Center with a physical security, environmental controls, a fully redundant network, multi-layer security, disaster recovery (DR), fire suppression, earthquake safety features, armed guards, electrical generators, and monitoring tools greatly minimizes risks.

Citywide Cyber Attack Protection and Response
Department of Technology
5-Year Projected Cost: $ 776,737
Ongoing Project

Departments are delivering more services digitally and staff with cyber expertise is needed to ensure services are safe and trusted by San Franciscans. Engineers with cyber expertise are in high demand and departments have experienced challenges finding candidates . Further smaller and medium sized department carry significant risk of financial loss from a cyber-attack because these departments often have large amounts of sensitive data and are connected with critical City systems.

To support Departments' digital efforts and restricted budgets, we are bringing forward COIT request for small and medium department cyber shared service team. The team will help support risk remediation, conduct vendor risk assessment, respond to alerts and clean malware, and fix vulnerabilities among other duties.

Public Safety Network Modernization
Police Department
5-Year Projected Cost: $500,000
Go-Live Target: FY 2024-25

The objective of this project is to update the police network infrastructure to be able to provide capacity, reliability and 24/7 operational availability to ensure public safety goals are achieved.

Financial Forecast

The following section previews the City's upcoming financial picture and describes the framework for future funding decisions.

From FY 2021-22 through FY 2025-26, City departments anticipate initiating 89 projects for a total of projected cost of $216.7 million. Projects are reflective of submissions from all 51 City departments with a projected cost over $100,000.

Figure 8: Five-Year Forecast of Technology Projects

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Number of Projects	74	69	56	42	36
Projected Cost	51,057,422	58,067,617	55,713,032	32,865,402	18,995,248

Note: Cost figures are in $ millions.

Upcoming technology projects address a variety of business needs throughout the City. Below is a table detailing the number of technology projects in each primary theme.

Figure 9: Forecast of Technology Projects by Theme

	Number of Projects	Projected Cost
Business Specific	4	11,295,000
Case Management	9	37,784,000
Customer Service Experience	10	3,992,217
Digitization & Document/Records Management	4	3,273,000
Infrastructure: Network & Data Centers	20	45,324,329
Major IT Project	4	81,212,193
Resource Management	10	17,062,575
Risk Management: Cybersecurity & Business Continuity	16	9,909,407
Staff Collaborative Tools: Data Analysis/Data Sharing	12	6,846,000

Note: Cost figures are in $ millions.

A full list of projects is available in Appendix E.

Within the City & County of San Francisco, the funding required to support and maintain existing technologies is separated from investments in new technologies. Overall, the vast majority of the City's technology budget is dedicated towards the ongoing support of operations and services. However, a growing portion goes towards new projects.

Every new technology project with a projected cost over $100,000 is required to go through a centralized review and approval process conducted by the Committee on Information Technology (COIT).

At the end of the budget process, COIT provides funding recommendations to the Mayor and the Board of Supervisors for consideration in the final budget. Funding for all technology projects come from the following sources:

COIT's Annual Projects Allocation is a portion of the General Fund dedicated towards a range of technology projects throughout the City. Structured as a pay-as-you-go fund, General Fund Departments may request funding to supplement their annual operating budgets.

COIT's Major IT Projects Allocation was created in FY 2014-15 by the Mayor and the Board of Supervisors to support technology projects that impact multiple departments.

Department Operational Budgets support all projects less than $100,000 and the continued licensing and maintenance cost for other technologies. The vast majority of the City's spending on technology is in operational budgets.

The Department of Technology's Rate Model supports the implementation of a number of Citywide ICT projects through the use of chargeback rates. In FY 2015-16, these chargeback rates were allocated 30 percent to Enterprise departments and 70 percent to General Fund departments.

Non-General Fund Sources are a critical source of support for technology projects throughout the City. Technology projects from the City's Enterprise Departments (San Francisco International Airport, Municipal Transportation Administration, the Port, and Public Utilities Commission) are wholly support by non-general fund sources. In addition, grants from Federal, State, and private sources are critical sources of funding for departments throughout the City.

The COIT budget process is designed to support City priorities and to promote coordination and collaboration between departments. Projects requesting support from COIT's General Fund allocation receive an additional level of review to ensure City investments are impactful.

Every technology project is evaluated based on a set of standard scoring criteria to help identify investment priorities. The criteria help to analyze the variety of projects with diverse business purposes and contexts.

The scoring criteria includes the following measures:

- *Problem Definition:* Understanding the needs of residents should be well defined and thoroughly researched. User research with vulnerable members of the community should define why a technology investment is needed.

- *Strategic Alignment & Benefits:* Preference is given to projects that support Mayoral priorities and citywide challenges. Projects should clearly be able to define benefits with specific quantitative measures.

- *Development Plan & Change Management:* Departments should have a comprehensive plan to implement the technology and redesign existing operations. Special consideration should be evident on how users and staff will transition to a new way of doing business.

- *Architecture Review:* Technologies should support citywide cybersecurity and disaster preparedness standards and align with existing citywide investments. The City prefers technologies that are configurable off-the-shelf products with open application programming interface (API) standards.

- *Department Capacity:* With so many projects and ongoing activities in each department, consideration is given to the department's capacity to adequately deliver a new technology. Priority is given towards departments who have prioritized staff resources and have clear change management strategy in place.

All information on the COIT budget process is made available through monthly meetings at the Budget & Performance Subcommittee, and through the COIT website at https://sfcoit.org/.

Annual Allocation Projection

Through the Annual Project Allocation, COIT makes funding recommendations towards ICT projects that range from citywide projects to department specific. The Annual Project Allocation is structured as a pay-as-you-go fund and intended to support new technology projects.

Over the next five years, the Annual Allocation is projected to continue to grow at 10% a year for a total of $16.5 M. However, the General Fund Request for the 84 upcoming projects is $99.7 million, leaving an overall projected shortfall of $83.3 million.

Figure 10: Forecast of Annual Project Allocation

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Number of General Fund Requests	52	51	41	33	30
General Fund Request Amount	25,063,696	26,721,171	20,232,409	14,224,946	13,491,719
Annual Allocation	2,290,372	2,519,409	2,771,350	4,231,325	4,654,458
Difference	(22,773,324)	(24,201,762)	(17,461,059)	(9,993,621)	(8,837,261)

Note: Fund figures are in $ millions.

Major IT Allocation

The Major IT Allocation is a dedicated funding source to large technology projects that impact multiple departments. These projects typically last multiple years and require intensive coordination to successfully develop and deploy. The replacement of the City's financial system is a recent example of a major IT project.

The addition of the Major IT Projects Allocation in FY 2014-15 has significantly increased COIT's ability to make funding recommendations. However, over the next five years, the current Major IT Projects require funding beyond resources available,

Figure 11: General Fund Requests on the Major IT Allocation

Major IT Projects	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Computer Aided Dispatch Replacement	2,500,000	8,875,642	25,398,626	11,401,637	-
City Telecom Modernization	795,000	730,000	630,000	570,000	20,000
Public Safety Radio Replacement Project	3,807,579	3,807,579	3,807,579	3,807,579	3,807,579
Property Assessment & Tax System	4,736,633	3,386,274	-	-	-
Projected Major IT Allocation	15,544,212	25,048,633	25,703,497	26,227,521	28,800,273
Difference	3,705,000	8,249,138	(4,132,708)	10,448,305	24,972,694

Note: All figures are in $ millions.

In addition, several other projects are potential Major IT Projects, including:

- JUSTIS Program (Department of Technology)
- NIBRS-Compliant Record Management System (Police)
- Citywide Customer Relationship Management (City Administrator)

With multiple projects on the horizon, the City is forced to sequence projects to support City priorities. Although the City recognizes the inherent risks of extending a project's timeline, which can include an increase to project costs, project funding must be spread over the five-year period of this plan.

Read the details on the City's Major IT Projects in Appendix F.

Recommendations

San Francisco is proud to be global leader in the delivery of government services and is eager to incorporate the next generation of technologies. Working together to tackle our greatest problems, technology will play a pivotal role in helping to make our City a better place to live.

To address current and future needs, COIT recommends the following:

Recommendation 1 – COIT allocation levels should return to pre-COVID levels by FY 2025-26.

Demand for technology investments continue to outpace available funding levels. The need to replace legacy technologies, support critical Information Technology (IT) infrastructure, and modernize our services has never been greater. As the City's finances begins to recover, investments in one-time technology investments should be a top priority.

Recommendation 2 – Dedicated Funding for Universally Accessible Services.

The competing needs of an aging technologies and demand for modern services has reached a breaking point. Under current trends, all existing COIT funding will be consumed by replacement of legacy systems. A dedicated funding source is needed to support modernization efforts and to ensure all City services are universally accessible. By FY 2022-23, the COIT Annual Allocation should be boosted by 5% to support service redesign projects.

Recommendation 3 – City departments to submit Digital Transformation roadmap alongside FY 2022-23 budget proposals.

Currently only about ⅕ of City services are designed to meet the needs of our most vulnerable residents. To achieve the ICT Plan vision of universally accessible services, Department budgets must prioritize the development of services that are online, mobile accessible, and designed to meet the City's web accessibility standards.

Starting in FY 2022-23, Departments should submit a roadmap for digital transformation to COIT. COIT should regularly report on the City's progress in redesigning services to be universally accessible. The Citywide Service Inventory should be regularly updated every other year, and regular updates should be provided to COIT on the status of digital transformation efforts.

Appendix A: Legislation

[Five-Year Information and Communication Technology Plan – FY 2021-2022 through 2025-2026]

Resolution adopting the City's Five-Year Information and Communication Technology Plan for FYs 2021-2022 through 2025-26 pursuant to San Francisco Administrative Code Section 22A.6.

WHEREAS, San Francisco Administrative Code Section 22A.6 requires the Committee on Information and Communication Technology (COIT) to submit and the Mayor and the Board of Supervisors to review, amend and adopt in odd-numbered years a five-year ICT plan; and

WHEREAS, COIT reviewed and unanimously approved the City's fifth five-year ICT plan at its meeting held on February 18, 2021; and

WHEREAS, COIT-approved ICT plan outlines guiding priorities the City will focus on in the next five years, outlines a financial strategy to fund these technology needs and lists the currently planned technology projects for each department over the next five years; and

WHEREAS, The plan details three strategic IT goals in order to align available resources and the identified department and citywide IT project requests over the next five years; now therefore be it

RESOLVED, That the Board of Supervisors adopts COIT's proposed information and communication technology plan, with such amendments and revisions as the Board deems appropriate, as the City's five-year ICT plan for Fiscal Years 2021-2022 through 2025-26, as provided in San Francisco Administrative Code Section 22A.6.

Appendix B: Administrative Code 22A – Information and Communication Technology

There is hereby created a Committee on Information Technology (COIT).

(a)   COIT shall be composed of five (5) permanent members consisting of the Mayor, the President of the Board of Supervisors, the Controller, the City Administrator, and the CIO, or their designees. The Mayor, the President of the Board of Supervisors, the Controller, the City Administrator and the CIO, shall elect a Chair, who shall serve for a 2-year term. All of the permanent members of COIT shall be eligible to serve as Chair. Five additional Department Heads shall be recommended by the Chair and approved by the permanent members for two year terms, one representing each of the major service areas: (a) Public Protection, (b) Human Welfare and Neighborhood Development, (c) Community Health, (d) Culture and Recreation, and (e) General Administration and Finance; and three representing the major service area of Public Works, Transportation, and Commerce. The five permanent members and eight non-permanent members will be voting members of COIT.

(b)   COIT shall organize into subcommittees. The Chair shall appoint subcommittee members based on participants' technical, financial, management, and policy-making capabilities and responsibilities. The Chair shall consult with and consider the recommendations of the CIO regarding the number, type and make-up of subcommittees, Subcommittee members shall represent major service areas of the City.

(c)   Purpose and Duties. COIT shall review and approve the recommendations of the City CIO for (i) the five-year City ICT plan, including budget, projects and staffing for all City departments, boards, commissions and agencies (City Departments), (ii) ICT plans, budgets, projects and staffing plans for City Departments; and (iii) ICT standards, policies and procedures to enable successful development, operation, maintenance, and support of the City's ICT.

(d)   COIT shall monitor compliance of all City Departments with adopted ICT plans, budgets, projects, standards, policies and procedures.

(e)   COIT shall ensure the most cost-effective and useful retrieval and exchange of information both within and among City Departments and from the City to the people of San Francisco.

(f)   There will be two additional non voting members of COIT selected by the voting members of COIT. These individuals cannot be employees of the City and County of San Francisco and shall have expertise in fields of ICT innovation and advances, emerging ICT applications, and public policy issues related to ICT.

(g)   COIT shall incorporate performance and financial reporting on the Department of Technology and all other City Departments' ICT planning and purchases in the ICT Capital and Operating Plan and the annual reviews of the plan. The factors to be evaluated in determining the performance of all departments shall include, but are not limited to: quality of service level

agreements, adherence to budgeted costs, and cost recovery methodology for all ICT products and services provided by City Departments, including the Department of Technology.

(h)   COIT shall work to ensure adequate City ICT workforce development, including training and certification in order to maintain the competitiveness of City ICT staff.

(i)   COIT will review and approve procedures, developed by the Office of Contract Administration and the Department of Technology, for the development and administration of ICT enterprise agreements. The factors addressed by the procedures will include, but not be limited to; (1) Whether the purchase is consistent with the City's current ICT Capital and Operating Plan; (2) Whether the purchase is the most economical method of obtaining the highest-quality products and services; (3) The best interests of the City.

(j)   The Department of Technology shall provide support to the COIT. COIT shall review and approve the Department's annual plan, budget, and staffing required to support the Committee.

(k)   When a City Department submits to COIT a Surveillance Impact Report under subsection 19B.2(b)(1) of Chapter 19B of the Administrative Code, COIT shall develop a Surveillance Technology Policy for the Department. For purposes of this subsection (k), "City Department," "Surveillance Technology Policy," and "Surveillance Impact Report" shall have the meanings set forth in Section 19B.1 of Chapter 19B of the Administrative Code.

SEC. 22A.6. INFORMATION AND COMMUNICATION TECHNOLOGY OPERATING PLAN.

(1)   By March 1 of each odd-numbered year, COIT shall submit to the Mayor and Board of Supervisors a five-year Information and Communication Technology ("ICT") plan which shall include an assessment of the City's enterprise and general fund ICT capital and operating infrastructure, hardware and software needs, an estimate of timelines and investments required to meet the needs identified through this assessment, and recommendations to budget for or otherwise finance the investments.

(2)   By May 1 of each odd-numbered year, the Mayor and Board of Supervisors shall review, update, amend, and adopt by resolution the five-year information technology plan and its corresponding budget request. The Mayor and Board of Supervisors may update the plan as necessary and appropriate to reflect the City's priorities, resources, and requirements as reviewed and approved by the COIT.

Appendix C: Shared Services Program Strategies

San Francisco's push for universal accessible services will require sustained investment and development. The following City programs are dedicated to helping other agencies and others reach our common goals.

- Digital Equity
- Digital & Data Services
- Innovation
- Cybersecurity
- Network, Data Centers, and Disaster Recovery
- Technology Procurement

Citywide Vision:

Full and equitable access to digital technology and its benefits so all San Francisco residents and communities can thrive, regardless of demographics.

San Francisco Digital Equity is a citywide initiative to ensure all residents have the tools and ability to participate in digital society. Through programs and partnerships, our team is focused on helping the city's vulnerable populations bridge the digital divide and leverage technology to improve outcomes in education, employment, and health.

To view the comprehensive FY 2019-24 Digital Equity Strategy, please visit:
https://sfmohcd.org/digital-equity

The COVID-19 pandemic has dramatically shifted the way society views and relies on technology. Schools have replaced classrooms with online distance learning. Clinics and hospitals have replaced in-person visits with virtual doctor's visits and online messaging. Employers have replaced offices with widespread telecommuting for non-essential workers, and job centers are providing training and employment services to job-seekers now mostly online. People rely on the internet to order food and supplies, apply for public benefits, stay in contact with family and friends, and to receive up-to-date news and emergency alerts.

The digital divide has never been more evident than during the pandemic, and low-income residents, seniors, people with disabilities, and people with limited English proficiency in San Francisco are most at-risk. Only 59% of low-income San Franciscans have high-speed home internet connections and only 53% have basic digital skills, compared to 87% of all residents. There are also significant disparities by race, with 25% of Black and 22% of Latino residents lacking home Internet, compared to only 8% of White residents. Prior to the pandemic, this digital inequity prevented already disadvantaged populations from accessing the opportunities that technology provides, and the current pandemic has only amplified these challenges. Having quality devices, robust Internet connectivity, and digital skills are now urgent necessities to participate in society, and these trends will continue throughout COVID-19 recovery.

Accomplishments

The City has long been engaged on advancing digital equity. Through its Fiber to Housing program, the Department of Technology has led the way on Internet connectivity by providing free, high-speed Internet to over 5,000 households across 36 low-income housing communities. In terms of digital literacy, thousands of residents participate in technology trainings each year to learn basic and advanced digital skills through programs from Department of Aging & Adult Services, San Francisco Public Library, Office of Economic and Workforce Development, and others.

Since 2017, the SF Digital Equity initiative has worked to coordinate the City's efforts on digital equity by addressing gaps in services and piloting new approaches to technology training, access, and support. It has funded organizations to expand digital skills training to hundreds of residents, including youth, job-seekers, newcomer immigrants, seniors, people with disabilities, and public housing residents. Based on its own research identifying cybersecurity as a high need in underserved communities, it has developed and led new cybersafety workshops for residents and community-based organizations (CBOs) across the city. Its pilot computer refurbishment program last year distributed over 200 computers to high-need residents. Finally, it has supported the efforts of City agencies and CBOs to bridge the digital divide through annual convenings like the Digital Equity Conference and documenting best practices and resources through the Digital Equity Playbook.

During COVID-19, the City has accelerated and expanded on these efforts by bringing free Wi-Fi to family housing sites and shelters to support SFUSD distance learning, ensuring DCYF's Community Hubs have adequate Internet access and computers for youth, distributing hotspots and devices, and providing remote digital literacy trainings. The result has been over 1,800

students attending Community Hub learning, over 500 students in 7 public housing units with in-home free broadband, and 41 community rooms equipped with Wi-Fi.

Strategic Goal #1: Access: All San Franciscans have affordable, reliable, and high-quality Internet access.

- **Objective 1: Connect residents to high-speed home Internet**
  - ○ 5-year target: 15,000 residents connected. 95% are satisfied or very satisfied with speed and quality of connection
- **Objective 2: Provide digital devices (including computers and tablets) to residents**
  - ○ 5-year target: 5,000 residents receive a device. 95% are satisfied or very satisfied with quality of device.

Strategic Goal #2: Digital skills and usage: All San Francisco residents have the necessary digital literacy to use technology in the most beneficial ways.

- **Objective 1: Train residents in basic digital skills, cybersecurity/online safety, privacy, information literacy, and advanced digital skills**
  - ○ 5-year target: 5,000 residents complete training. 90% report increase in technology proficiency after training.

Digital and Data Services Strategy

Our vision: All San Franciscans can access high quality, seamless City services online with a mobile device.

The San Francisco Digital Services Team is transforming how residents interact with the City by building services designed around the people that use them. Our mission is to make it easy for San Franciscans to get things done with the City, online. We're committed to equity, inclusion, honesty, and involving our residents in everything we do.

Formed in 2017, Digital Services is a team of 40 consisting of product managers, designers, developers, researchers, service designers, and content strategists. DataSF has recently combined with Digital Services in a new step for data efforts in San Francisco. Data standards and service standards are two critical pieces that ensure joined up services and accurate data for decision-making. Bringing these two teams together creates a strong end-to-end digital offer that puts San Francisco at the forefront of civic data and digital services.

We work alongside city departments like Treasurer Tax Collector, 311, Assessor Recorder, Department of Technology, and Controller's Office. Together, we are engaged in citywide efforts to design services that meet the needs of residents. The goal is a virtuous circle that ensures that services are thoughtfully designed, data is open, and analytics drive service improvements.

Values

- Simple services. San Franciscans do not need to understand the organizational structure of the City to navigate access to services
- Taking a human-first approach instead of a technology-first approach
- Equity is built into services at every level - Language translation, economic access, and other traditional barriers to services are all considered up front
- Using Agile approaches to design around specific use cases before scaling
- Data is used ethically and informs how we can dismantle structural discrimination in all forms
- Privacy considerations are designed in to all services

How we will achieve this

Covid-19 has pushed departments to move further toward digital services and data-driven decision making. Our approach builds on this momentum with adjustments to work within San Francisco's highly federated organizational structure.

We aim to incorporate the following practices as citywide design standards in all our work.

Designed for Accessibility

- ADA and W3C accessibility standards are the minimum acceptable standards for website accessibility, and we go beyond these minimums.
- Services are translated into Chinese, Spanish and Filipino by human translators before they are launched in English
- English content is written at 5th grade reading level
- Services have light page load times and few images that consume data plans

Always Online and mobile first

- Move all City websites to sf.gov as the City's single web platform
- The service can be completed without the need for in-person visits or the use of physical mail.
- Services work on older mobile devices and multiple mobile browsers
- We will eliminate services that rely on PDF forms
- Services and online forms are mobile-responsive

Seamless City Services

- Transactional data is shared across systems to support primary business processes; handoffs between departments are automated through data sharing
- Internal systems are inter-operable and data can move between them
- Services that span more than one department (more than 40% of all our services) are designed as a whole service from beginning to end
- Service analytics should show the whole service and be used to improve the service across departments

Data-Driven

- Departments use high quality data to analyze service performance and drive improvements
- Data is used to understand and address equity issues in service delivery
- Data is easy to share internally and we have enterprise tools that support internal data sharing and analytics.
- The City is a model for the ethical use of data and algorithmic decisions
- When we buy new systems we will make sure they are 'interoperable' - they can join up with other existing systems to exchange data.
- The City is transparent about what data it collects and for what purpose, and it is collected in a way that allows for tracking of disparities and inequities across systems
- There are common sources of truth for data underlying decision-making, and those sources are transparently surfaced to the public via the open data portal
- Staff capability is built so that departments can use data and apply analytics to have tangible impact on service delivery

Standards

- Build on existing work to expand shared standards for data collection and reporting
- Develop shared standards for customer experience, including accessibility and equity
- Lead the way in developing principles for the ethical use of data
- Balance service delivery with the need to protect residents' privacy by developing standards and approaches to privacy at every stage.
- Develop meaningful data governance and standards

Our mission is to empower City departments by introducing new approaches, resources and inclusive technologies to address Mayoral priorities. We work with City departments, community partners and residents to drive impact on some of the City's biggest challenges. OCI brings a set of tools, methodologies, and resources to help teams collaborate and come up with new ways of solving difficult problems:

- ***Partnerships & Facilitation.*** Build partnerships between public and private sectors to achieve common goals. Private partners are collaborating with city government in ways that push new boundaries and allow government to reap the benefits of an entrepreneurial spirit.

- ***Human-centered design.*** Bring together multiple parties with shared interests and an attention to the human experience to design and test new ideas and producing timely, relevant, and ethical solutions. Using a human-centered design approach makes products and services more impactful.

- ***Rapid prototyping.*** Make a point with prototypes. Prototypes create results quickly, enable teams to show momentum, and gain buy-in, making a bigger difference to both City stakeholders and residents. With agility and passion, prototyping can build recognition, garner trust and encourage learning.

Vision for Innovation

We imagine Innovation flourishing in the following avenues:

1. ***Foundations:*** OCI programs improve something the City already does to deepen the impact on people's lives. For example, a team might simplify a core business process, redesign a customer service systems, or make information and programs more accessible to residents through online services.

2. ***Research:*** OCI teams adapt a tried and true idea to a new context. As part of a system with tremendous breadth and scale, program teams are uniquely positioned to borrow great ideas or catalyze the adoption of proven ideas City-wide.

3. ***Experimentation:*** Teams develop something entirely new to achieve Mayoral or departmental goals. This may be a new service, process, policy or tool — the possibilities are endless**.**

Background

The Office of Civic Innovation works to improve City services and solve issues with clever solutions that mobilize public and private resources, relying on creativity and collaboration. This effort is reflected in the following programs:

Civic Bridge (Probono Consulting): Civic Bridge recruits private sector professionals to volunteer their time to work alongside government employees on critical City issues. Pro bono volunteers increase the City's capacity to identify and analyze pain points and provide agile and iterative solutions.

Startup-in-Residence (STIR) (Innovative Technology Piloting & Procurement): The STIR program is a collaborative process that connects city agencies with innovative tech companies to solve challenges together. STIR empowers City departments to streamline technology acquisition and reduce risk through a try-before-you buy methodology.

Accomplishments

Civic Bridge

- Since Civic Bridge's launch in 2015, the program has seen 37,000 total volunteer hours and an estimated $5.48 million in pro bono services. The program has successfully executed 55 projects, working with over 20 departments and 26 private sector partners. Projects have ranged from helping residents find affordable housing to improving access to eviction support services and much more.

- In 2019, Civic Bridge expanded to include the Day of Service model. Similar to Civic Bridge's traditional 16-week program, Day of Service matched private sector volunteer teams with City departments to tackle a civic challenge. This program was among three other municipalities recognized by Bloomberg's by the prestigious Engaged Cities award in 2019.

- In 2020, Civic Bridge secured the City's first project with Google.org, engaging a team of Google.org fellows full-time for six months to work with a multi-departmental team analyzing City housing pipeline data, generating $750,000 in pro-bono employee time. During this time, Civic Bridge expanded to a multi-cohort model, doubling the number of collaborations per year.

STIR

- OCI created the Startup in Residence program (STIR) to bridge the gap between startups and government . The 2014the pilot was called Entrepreneurship in Residence. The following year, the U.S. Department of Commerce awarded a three-year grant to scale Startup in Residence in four Bay Area cities: Oakland, San Francisco, San Leandro and West Sacramento.

- STIR partnered with the City Innovate Foundation to expand to 11 cities across the United States in 2018. To date, the program has worked with nearly 30 startups. Since the program's inception, 26 solutions have been developed through STIR for over 18 San Francisco City departments. These have ranged from improving the foster parent application process to making the planning code more accessible to small businesses using machine learning.

- STIR piloted the City's first challenge-based procurement model, which was revised in 2019 in partnership with the Office of Contracting Administration and the City Attorney's Office, creating the first city-wide template for challenge-based procurement.

Strategic Goals

Goal 1: Innovative City - Create partnerships between the City and County of San Francisco, the private sector and academia.

OCI brings the best and brightest to City Hall to tackle issues. Connecting these groups brings collaborative gains to government and society.

#	Objectives	Supporting Strategies
1	**Build relationships with reliable partners to contribute expertise**	• Host annual pro bono convening • Identity and scope partnership opportunities of different scales • Support partners with internal recruiting
2	**Develop greater understanding and trust between City departments and the private sector**	• Develop and deploy trust-building playbook for successful and collaboration • Host informal public-private networking events around shared interests and communities of practice
3	**Create visibility for private organizations into new opportunities for government engagement**	• Encourage new types of companies with new business models • Inspire cases for business expansion

Goal 2: Responsive City - Empower staff with accelerated models of problem solving.

San Francisco's commitment to its citizens and business partners often means allocating staff time and resources can be challenging. Partnership programs bring in additional capacity and generate powerful ways of meeting deadlines and ensuring city excellence and uninterrupted service.

#	Objectives	Supporting Strategies
1	**Develop project opportunity pipeline**	• Develop ongoing pipeline of civic problems and opportunities • Modularize and create menu for different levels of partner engagement
2	**Operate world-leading local government pro bono partnership program**	• Create Civic Bridge Partnership Playbook • Refine matching strategies to maximize impact • Demonstrate value of engaging with pro bono partners • Cultivate institutionalization and scaling partner
3	**Formalize model for accelerated technology pilots and procurement**	• Via STIR, partner with • Office of Contract Administration and City Attorney's Office to streamline pilot procurements and opportunities for piggybacking and scaling • Carve out and define roles for individual cities to inform national STIR model
4	**Prototype new partnership models leveraging partner networks to fill capacity gaps.**	• Continuously evaluate program models to build on learnings and value proposition • Apply partnership model to policymaking around emerging technology. • Test, refine and design complementary partnership models

Goal 3: Agile City - Introduce skills and tools that increase responsiveness of government.

OCI encourages highly collaborative projects that allow public sector employees to engage with private sector professionals with a range of expertise. Motivated government entrepreneurs are rewarded with additional resources and growth opportunities, while government staff gain new skills and tools in their roles beyond the duration of the program.

#	Objectives	Supporting Strategies
1	**Identify skills gaps for modern service delivery and policymaking**	• Survey city staff for skills gaps and professional development aspirations • Recruit partners responding to needs and interests
2	**Bolster collaboration and partnership skills to lead effective, meaningful engagements**	• Develop curriculum to increase individual skills and capacity to lead effective public-private partnerships through our partnership programs • Demonstrate value of partnerships
3	**Increase use of prototyping and structured experimentation by City staff**	• Provide training on structured approaches to identifying, prototyping, and implementing new ideas • Demonstrate value of piloting or testing a new approach to an existing problem

Goal 4: Creative City - Nurture a culture of creativity, experimentation, and innovation.

Our team engages with senior City leadership to gain executive buy-in and resourcing for changemakers in Departments. We also connect government intrapreneurs with each other, building a community of support and encouragement for public service professionals across agencies.

#	Objectives	Supporting Strategies
1	**Provide supportive environment for innovation**	• Create outlets for experimentation with senior executive buy-in • Establish clear processes and protocols for those interested in developing new ideas • Provide moral support and barrier breaking as partners navigate complex City processes

2	**Build a network of innovators**	• Provide forums for innovative employees to advocate for new approaches and share best practices • When employees pilot new ideas, connect them with mentors who can provide leadership and guidance through the innovation process • Launch innovation office hours for City staff to get advice on projects, learn about different tools and tactics or explore a partnership
3	**Celebrate and promote innovative projects and people**	• Recognize and celebrate new ways of problem solving via the Data and Innovation Awards • Share stories of innovative work on a blog and across media platforms

5 Year Roadmap

FY 2021-22	- Execute two cycles of Civic Bridge projects focused on high-priority projects and digital maturity areas for programs and services - Pilot academic track to bring academics into collaborations
FY 2022-23	- Expand Civic Bridge by enrolling more City departments - Evaluate how to expand the STIR program - Develop a robust case-study repository to share best-practices, effective approaches new methodologies to address civic challenges. - Support and expand the SFGov Innovators Network
FY 2023-24	- Continue to execute impactful projects through Civic Bridge - Continue to execute impactful technology projects through STIR Network - Identify new models for collaborations with external partners

The City Cybersecurity team's mission is to empower departments with knowledge and a robust suite of cybersecurity tools to protect San Francisco. The Cybersecurity team, is focused on the following avenues of growth:

- *Cyber-aware San Francisco.* Build staff knowledge and cyber risk awareness: protecting the City depends not only on the successful use of security software, but experience and familiarity with potential threats. The CCSF staff's vigilance to cyber risk is the first line of defense alongside myriad cybersecurity tools.

- *Digital San Francisco.* Secure tools for effective collaboration: cybersecurity not only protects data and privacy but facilitates effective digital service delivery and inter-organizational collaboration. Tools and infrastructure provided by the Cybersecurity team guarantee innovation and growth without sacrificing digital safety.

- *Secure San Francisco.* Protect systems and alert users for business continuity: cybersecurity is an essential for San Francisco to remain resilient across City business — from radio and telecommunications, servers and networks, to computers and mobile devices — in the face of potential cyber disruptions.

Vision for Cybersecurity

We envision being a trusted leader and global example in providing innovative technology services and solutions to all CCSF agencies, the people of San Francisco and worldwide. The Cybersecurity team imagines City cyber protections growing in the following directions:

1. *Foundations.* Building on existing systems, City teams will train and innovate new ways of keeping the City cybersecure.

2. *Research.* The City Cybersecurity team will implement solutions demonstrated in other areas or municipalities to catalyze development and accelerate the ability to deal with ongoing challenges.

3. *Experimentation.* The City Cybersecurity team is committed to innovation, creativity and deploying genuinely novel and exciting ideas to achieve Mayoral or departmental goals.

Strategic Goals

Goal 1: **People** – Inform and educate City staff and officers on cyber risks and strong cyber practices, support secure engagement with vendors and partners, and promote cyber safety for San Franciscans

Goal 2: **Tools** – Enable innovation, collaboration, and digital transformation of City services through secure development and access to City data, email and collaboration tools, as well as websites and applications.

Goal 3: **Tech** – Build resiliency against cyber disruptions of City radios and telecommunication technology, servers and networks, and computers and mobile devices

Background

City Cybersecurity team develops and implements City cybersecurity policy, monitors and mitigates cyber risk, protects City IT infrastructure, and defends information resources by responding to active threats. As we progress towards a greater connected and digital City, the cybersecurity of our digital infrastructure is vital to for uninterrupted access by San Franciscans to digital City services.

Accomplishments

Cybersecurity Stewardship and Best Practices Initiative:

- With support from COIT, the City Cybersecurity team developed new cybersecurity policy requirements, shared methodology, and approaches for department cybersecurity risk assessment. Twenty departments have completed the full assessment and developed strong mitigation plans to manage their cyber risk.

- The City Cybersecurity team has strengthened cyber training for City staff with a focus on use of the City learning platform. Training enrollment increased by more than three times from the year before, reflecting the growing use of technology and remote work by City staff.

- The City Cybersecurity team also focused on engagement with the community of department Information Security Officers and Emergency Managers to develop the City's first cyber emergency plan.

CCSF Identity Management:

- The City recently implemented a flexible, modern platform for management identity and access to City and department applications and tools. The platform strengthens access safeguards and improves staff experiences. Forty-four City applications have already been connected to the platform.

- The City Cybersecurity team enhanced protections for email and collaboration tools with a specific focus on sensitive data shared with external parties. The new file sharing platform also safeguards sensitive data sharing between departments and with external partners.

24/7/365 System Monitoring and Alerting:

- The City Cybersecurity team continues to observe an increase of cyberattacks on City services and government organizations around the country. As such the Cybersecurity team has committed to protecting City technology infrastructure against ransomware and data theft through a City cyber alarm system.

- Virtually every department has participated in the roll-out of City cyber alarms for 24/7/365 attack detection and response. Additional security software has been deployed to 30 departments, allowing their systems to preemptively detect and mitigate vulnerabilities before attackers exploit them.

Strategic Goals

Goal 1: People – Train City staff and officers on cyber risks and strong cyber practices, facilitate secure engagement with vendors and partners and maintain cyber safety for San Francisco and its residents.

Alongside a robust suite of security software and infrastructure, staff training and knowledge of potential cyber threats form an essential first line of defense.

#	Objectives	Supporting Strategies
1	Cultivate cybersecurity and best practices knowledge	• Develop mitigation plans for department leaders • Provide staff with general cybersecurity training • Achieve more than 90 percent training completion and over 50 percent reduction of click rates during phishing simulations
2	Develop cybersecurity emergency readiness and business continuity	• Train staff on cyberthreat response and emergencies • Achieve over 90 percent training completion rate
3	Maintain cybersecure relationships with existing or potential vendors and partners	• Perform cyber risk assessments on outside vendors and partners • Train at-risk vendors and partners on how to reduce and minimize potential cyber risks

Goal 2: Tools – Enable innovation, collaboration and digital transformation of City services through secure development and access to City data and email and collaboration tools, as well as websites and applications.

A secure and digital platform guarantees the City's diverse organizations can successfully and safely collaborate with each other and external partners, minimizing potential losses and interruptions to City business services.

#	Objectives	Supporting Strategies
1	Protect City against cyber attacks and unauthorized data access	• Continue using and increase use of City Identity and Access Platform • Move more than 90 percent of applications to said platform
2	Develop and maintain secure collaboration tools	• Ensure more than 90 percent of departments are using safeguards for email and collaboration software
3	Support secure transfer of data between City organizations and outside vendors and partners	• Ensure more than 90 percent of data transfers are done through the secure sharing platform

Goal 3: Tech – Build resiliency against cyber disruptions for City radios and telecommunication technology, servers and networks and computers and mobile devices.

In the event of an actual cyberattack, quickly recognizing the source, informing affected parties and initiating an emergency response are critical to minimizing damage and interruption to services. Thorough implementation of security software and collaboration with department IT teams will ensure the City and County of San Francisco is poised and ready.

#	Objectives	Supporting Strategies
1	Detect and stop cyberattacks on City systems and networks	• Ensure more than 90 percent of City computers and networks are protected with alarms and monitored for cyber attacks
2	Enable Department IT teams to fix vulnerable systems and increase cybersecurity	• Ensure more than 90 percent of City computers are equipped with security software to detect and combat cyber vulnerabilities • Ensure more than 90 percent of City software is updated to mitigate cyber vulnerabilities according to industry standards

5 Year Roadmap

FY 2021-22	- Assist departments with risk mitigation planning and execution - Enhance cyber training and increase completion rate - Conduct citywide cyber emergency preparedness exercise - Implement enhanced vendor risk assessment process and supporting platform - Promote adoption of City identity and access solution and security sharing platform - Increase resilience of cyber shared platforms - Complete deployment of cyber alarms and security agents to city computers
FY 2022-23	- Implement cyber training customized to staff roles and responsibilities - Enhance quantitative cyber risk model for Citywide cyber risk portfolio analysis - Pilot Bay Area regional initiative for common vendor cyber risk analysis - Pilot digital identity for San Franciscans to enhance usability of City services and protect privacy - Implement advanced data analysis for early detection of cyber threats - Automate cyberattack and vulnerabilities remediation

FY 2023-24	- Provide holistic understanding to City leaders of the cyber risk portfolio and potential impact of cyber risk on San Francisco communities
	- Streamline regional approach to assist with clear understanding of vendor cyber risk across the region
	- Implement digital identify that guarantees privacy protection and puts access in the hands of San Franciscans
	- Leverage advanced machine learning in collaboration with industry partners to protect against cyberattacks
FY 2024-25	- Continue to partner with Bay Area government teams and national organization for collective defense of government services against cyber attackers
	- Leverage world-class solutions to deliver digital City services with safety and privacy to San Franciscans
	- Educate vulnerable communities on strong cybersecurity practices to protect and promote use of digital City services

The Department of Technology delivers technology infrastructure and services for voice, data and video networks. These fiber and wireless networks provide services such as radio communications and internet connectivity. City's Infrastructure and Operations team is dedicated to delivering high-availability connectivity and performance for telecommunications, data processing, file storage and disaster recovery in a hybrid cloud environment. Based on a software-defined network and state-of-the-art security tools, this infrastructure is underpinned by efficient and low-cost equipment and operations to achieve the lowest cost of ownership and risk.

Vision for Infrastructure and Operations

The City's Infrastructure and Operations teams (radio, fiber, network) strive to be a trusted leaders and partners delivering state-of-the-art, low-cost solutions to all CCSF agencies and the people of San Francisco.

Digital City Infrastructure

Investing in smart, sustainable technology to provide Internet service delivery to residents, government agencies, and businesses is an important rising opportunity. Digital Cities technologies includes several technologies—such as wireless connectivity, sensors, safety alarms, and sustainable solar lighting for outdoor public spaces. These modern technologies hold promise in improving efficiency, cost savings, speed, and functionality for a variety of public and commercial uses. Most importantly, this Digital Cities infrastructure would bring much needed broadband capacity to underserved neighborhoods. During the COVID pandemic, the City found that neighborhoods in the South East and Center of the City currently lack the underling fiber optic infrastructure to allow residents to reach educational, health care and employment on an equal basis. A ubiquitous digital cities network infrastructure would allow the City to quickly ensure that all members, especially those struggling with homelessness or housing costs to access to critical services. While it would not provide broadband to every home and business, it will provide the underlying platform to provide these services to the public in an emergency. public fiber backbone would allow the City to deliver

City Internal Business Infrastructure

The City teams drive digital transformation with cloud-enabling technologies that align next generation infrastructure with the changing needs of the City. These services will expand in the following ways:

Infrastructure Foundations: Plan, engineer, build, support and manage infrastructure that enables flexibility to support legacy City business systems as well as new technology investments and deliver the agility and capacity to handle emergencies. This smart intelligence infrastructure includes hybrid cloud data centers and networks, automated and tiered data protection platforms and multi-layered security and access control. CCSF's IaaS offers processing, storage and memory resource pools that can be used to build custom workload configurations suited to customers' business needs that can be managed independently by customers.

Managed Operational Services: Ensure service level agreements are managed effectively and proactive so that timely maintenance is completed to secure City data centers and network infrastructure. This ensures disaster recovery protocols for mission critical systems and are regularly monitored and maintained, creating resiliency which increases system availability and eliminates maintenance windows. Managed services include a robust VMware environment for compute and processing workloads, 800 Mhz radio infrastructure, high-speed network connectivity internally and to cloud providers and voice and telephone services such as soft phones, VoIP and call centers, as well as automated attendants.

Capacity: Deliver a hybrid cloud environment that optimizes application performance and maintenance while reducing costs. A hybrid model provides the benefits of cloud systems while maintaining flexibility to support applications that are less suited to the cloud. For newer business systems and Software-as-a-Service (SaaS) subscriptions, City infrastructure is extended to these third-party environments to integrate with CCSF's network and provide high speed and secure access. Easy access to public clouds is provided via the CCSF Cloud Exchange connection and highly resilient, highspeed interconnections with the CCSF Network, which clients can move into with established administration structures and onboard new cloud providers without the need to provision additional transport services. The City network's extension to these environments reduces latency and enables constant monitoring for cyber threats, in addition to easier access to public cloud providers.

Strategic Goals

Goal 1:   Highly Available Infrastructure – Engineer and deliver secure and resilient wireless and fiber networks and data centers (both City-owned and third party provided) infrastructure for current and future business system workloads.

Goal 2:   Cost Efficient Capacity – Deliver server processing and storage capacity, connectivity and data transport at the lowest cost and with the most efficient system utilization possible to maximize real-time usage and reduce the demand for new capacity.

Goal 3:   Excellent Customer Service – Ensure City departments receive excellent customer service when building, deploying and maintaining business systems.

Background

The Infrastructure and Operations teams design, implement and manage the City's infrastructure (on premise and through third-party cloud environments), wireless and fiber networks and telecommunications systems. This infrastructure is the backbone of City technology and digital business systems. Maintaining a high-performing, reliable and large-distribution environment supporting 52 different department business units is complex. Systems must be flexible enough to meet business needs with low maintenance costs and zero trust security. As an example, the SFCloud ecosystem delivers IaaS (Infrastructure-as-a-Service), Platform-as-a-Service (PaaS) and full Software-as-a-Service (SaaS) environments to accommodate departments' ranging needs. Each virtualized environment can be viewed and managed from departments' customized, self-service consoles, providing SFCloud services greater versatility and agility while systems remain secure and efficient to maintain.

Accomplishments

Internet Service to Public Housing

The Fiber to Housing (FTH) project will build a fiber broadband network to support free Internet access to tenants in public and affordable housing sites, navigation centers and homeless shelters and sponsored by the City. (For the purposes of this summary, all of these are considered "affordable housing".) City investment to deliver fiber-based internet service to affordable housing an "equity equalizer" and the services is not throttled or less than commercial broadband service. At its core FTH seeks to provide very low income residents grappling with housing costs and those struggling with homelessness with state-of-the art Internet access that will open educational, health care and work resources.

Through the Fiber for Housing Project, FTH, over the last 2.5 years, the Department of Technology has connected over 6,000 units in 35 affordable housing sites to provide residents with free broadband internet access. As part of this effort and in response to the Covid-19 pandemic, in the Spring of 2020, DT accelerated the expansion of FTH to and 1,500 units in affordable housing buildings with high concentrations of students to accommodate distance learning. Also 32 community rooms were equipped with wifi for residents to access the Internet.

Network Modernization:

The City's network remains critical to the five-year Network Modernization project underway to modernize business systems with updated infrastructure and VoIP communications. Existing City network equipment does not provide enough capacity and is obsolete. In some cases, the equipment is no longer supported or is not sufficient to handle current or future data, video and voice processing needs. Moreover, as nearly all City departments are migrating to VoIP, updated network switches are critical to maintaining communication with the City's older phone systems.

The last three-years of the City's Network Modernization Project have seen existing network infrastructure successfully upgraded to improve performance, resiliency and security. The upgraded infrastructure accommodates current and future data demands for VoIP, digital business systems, video, document management, SaaS applications and mobility. Completed work includes:

the design and engineering of a modern, software-defined network that will secure and support the City's digital future;

implementation of the network core at the City's primary data center;

and implementation of the new City Permit Center which houses 12 departments and 1,800 employees.

This concentrated work has created millions of dollars in savings and enables San Francisco's future. Telecommuting during the COVID-19 pandemic would also not have happened without this new network core. The improved network provides Power-over-Ethernet (POE), can support

existing City systems and provides increased capacity for VoIP and video applications. It is also 15 times faster than the old network and takes six times less space in City data centers.

Telephony Modernization:

VoIP uses Internet Protocol (IP) to transmit telephony voice signals as digitized data packets over an IP network. One of the City's motivations for converting to VoIP is that a significant portion of the current Avaya PBX systems are no longer supported by the vendor. These PBX systems are obsolete and suffer regular failures. Voicemail systems are also an essential service and Avaya maintenance costs for them are skyrocketing. When these patchwork and unstable PBX systems are replaced with the VoIP telephone system and retired, the City will save $2 million per year.

Additional savings will be created by efficiencies from centralization and the decreased need for real estate space in City data centers. The new VOIP infrastructure requires 1/1000th of the space required by the legacy system and space is at a premium. The system is centralized into 4 "pizza box" sized devices. It's quadruple-redundant, situated in a highly-survivable data center, has encrypted communications for additional safety, it is very easy to support because it is centralized (as opposed to being separated between 100's of racks throughout the entire city) and is collocated with the network, thereby removing the need to have miles of telephone wiring inside each of our City buildings. Moreover, an overall reduction in complexity brings operational savings and the benefits of modernized telephony system. With VoIP, modern and cutting-edge infrastructure can accomplish much more with much less.

The Telephony Modernization project started in FY19/20, and to date DT has successfully migrated 30 plus departments to VoIP. This includes the state-of-the-art City Permit Center at 49 South Van Ness, which houses 12 departments and 1,800 employees serving the public.

Digital City Initiative

The Digital Cities Initiative would leverage the fiber and internet infrastructure to the City housing units and provide additional benefit to surrounding city facilities such as navigation centers, parks, emergency shelters, community centers, and medical sites. The City fiber Internet service would decrease operational costs to these City funded public/private facilities.

The Department of Technology completed the first phase of the Digital City initiative which was a feasibility study. The study recommends an initial two-year pilot program at a cost of $2 million. If successful, the City could consider a citywide implementation. This program would replace the aging Emergency Call Box system and Outdoor Public Warning System with newer, more secure robust alternatives that would enhance public safety and deliver wifi services. The initiative could be funded with grants or public-private partnerships.

Strategic Goals

Goal 1:   **Highly Available Infrastructure – Engineer and deliver secure and resilient network and data center (both City-owned and third party provided) infrastructure for current and future business system workloads.**

Highly available infrastructure and communications enable City departments to provide efficient and cost-effective services and look forward to new digital services for the City.

#	Objectives	Supporting Strategies
1	**Extend the City network to third party cloud providers and enable monitoring of the remote workloads.**	- Complete the connectivity to AWS - Build connectivity to Google Cloud - Build and implement the redundant backhaul
2	**Develop automated processes to remotely monitor, secure and support all cloud environments.**	- Provide new self-service tools for users to manage their system environments - Leverage new SDN to provide security alerting and edge awareness
3	**Exercise disaster recovery and prove recovery point times for City mission critical systems.**	- Test failover and operational readiness for mission critical systems and document findings - Implement needed improvements to improve resiliency and reduce time to recover.

Goal 2:   **Cost Efficient Capacity – Deliver server processing and storage capacity, connectivity and data transport at the lowest cost and with the most efficient system utilization possible to maximize real-time usage and reduce the demand for new capacity.**

Infrastructure operations must deliver cost-efficient service. Holding operational cost increases to three to five percent per year ensures funding for new investments in City business systems such as modernizing legacy systems or implementing new technologies.

#	Objectives	Supporting Strategies

#		Supporting Strategies
1	**Utilize the new Data Transport Contracts to achieve cost savings for ISP and fiber connectivity**	• Competitively quote data transport services and lower costs • Assist Departments in correctly using these contracts to lower ISP and data transport costs
2	**Enable Departments to have "choice" of platform type, e.g. IaaS, PaaS, SaaS, and providers to optimize their application environment and cost.**	• Present options to Departments that are modernizing systems or building new applications. • Engineer efficient short term and long term data storage strategies. • Ensure Departments are protected and have access to backups of data in SaaS
3	**Leverage VM technology and management to extend processing from the City core to 3rd party cloud to provide Departments with a seamless and single console for managing workloads.**	• Build the VMware infrastructure to centrally manage environments across multiple providers. • Build new console technology to provide more control and troubleshooting capabilities to department system admin teams

Goal 3:   Excellent Customer Service – Ensure City departments and internal Department of Technology divisions receive excellent customer service when building, deploying and maintaining business systems.

Building and supporting city technology infrastructure requires excellent customer service. The Infrastructure team works to ensure department system administration staff are well trained and have tools and resources available. When a problem is identified, the Team and customers work together to quickly find a solution. Services encompass regular new system builds (servers and storage), maintenance (patches and upgrades) and problem resolution (application issues or infrastructure connectivity).

#	Objectives	Supporting Strategies
1	**Ensure users are aware and trained on all available infrastructure tools and resources**	• Create online help guide from the DT Service environment for department system admins • Expand the management console for Vmware to deliver new metrics and capabilities
2	**Measure customer satisfaction**	• Conduct a customer satisfaction survey to understand where the I/O team can improve service

		• Compare City customer satisfaction score with industry
3	**Work proactively with vendors to reduce the recovery time when problems occur**	• Ensure after-action reports with vendors are completed • Escalate recurring problems to management for contractual remedy

5 Year Roadmap

FY 2021-22	- Continue the modernization of the City data centers, network, connectivity, and VoIP - Migrate additional CCSF departments and agencies to SDN/SDA (30 Library facilities, Cesar Chavez (DPW), and Sheriff) - Full deployment of SDN technologies at the Rancho and SFO Data Centers - Integration of network edges - Pilot Digital City technology in a low income neighborhood
FY 2022-23	- Continue the modernization of the City data centers, network, connectivity, and VoIP - Achieve cost avoidance by eliminating old PBXs that are outdated, failing, and unsupported. - Fully implement the new VoIP call manager with geographical high availability in mind. - Continue to reduce the number of wires for communications (data and voice), especially in new constructions or remodels - Expand Digital City technology to new communities
FY 2023-24	- Continue the modernization of the City data centers, network, connectivity, and VoIP - Test migration of workloads between 3rd party providers to validate data and system transportability. - Create industry partnership to fully deploy Digital City technology and service in the City

FY 2024-25	- Finalize and complete any remaining modernization projects and tasks for the City's data centers, network, connectivity, and VoIP
	- Test the high availability and DR for essential systems
	- Continue deployment of Digital City infrastructure and network
FY 2025-26	- Build asset inventory and maintenance plan for the infrastructure environment. Estimate capacity growth and upgrade costs to determine the Total Cost of Ownership and optimize environments to achieve a normalized and predictable operational cost model.
	- Continue deployment of Digital City infrastructure and network

Technology Procurement Challenges and Roadmap

Program Mission

Establish an overarching technology procurement strategy that creates a procurement environment which will better enable the City to provide unified services across all City Departments and greater accessibility to its services for all San Francisco residents. To do this, the Office of Contract Administration (OCA) will strive to:

- Provide tools to improve and standardize the ways in which the City procures technology;
- Establish a unified set of processes for purchasing IT products/services that is easily shared and understood by all City Departments;
- Encourage the free-flowing exchange of ideas and innovation among all City departments;
- Leverage the City's purchasing power for certain purchases rather than negotiate piecemeal by Department; and
- Foster greater equity in technology procurement.

The Challenge of Technology Procurement

When it comes to Technology procurement, City Departments face a number of challenges to the equitable and resilient provision of public services. Some of these challenge areas include:

- Equitable access to services when available by online or digital means only;
- Siloed digitization efforts that result in inconsistent service experiences and lack of data-sharing across departments;
- Lost opportunities to maximize City's leverage as a singular entity in terms of pricing and cybersecurity/privacy needs.

Due to the rapidly evolving nature of the technology industry and complexity of technology solutions, technology procurement is currently one of the most complex, riskiest, and problematic areas of City procurement. We have identified the following challenges in the City's technology procurement processes:

1. **Lengthy Process**
   - Standard public procurement process is too long for technology procurement.
   - Because of the rapidly changing nature of Technology industry, certain Technology may become obsolete by the time an award is made.
2. **Lack of Technical/Subject Matter Expertise**
   - Department end users are relied upon to be the subject matter technical experts in the procurement process. When Department end users do not have sufficient technical knowledge of the technology being procured (e.g. minimum essential technical specifications and operational features and network security requirements), it can result in delays in the procurement process and ultimately, performance issues once the technology is delivered.

- These Departments lack staff with the requisite combined experience in procurement processes and procedures and technical expertise, which is especially an issue for small or new Departments engaging in the purchase of Technology Professional Services, a responsibility delegated to Departments.
- These solicitations often have mistakes and omissions.

3. **Data Security, Ownership Rights, Licensing**

- Technology procurements are often high-risk purchases because of concerns over data security, ownership rights, and violations of license rules. All too often, City interests are not appropriately protected.
- Departments should use the correct contract template, correct terms, and correct purchasing vehicle. Often times, the incorrect contract templates are used or Prop Q is used to make the purchase.

4. **City Contract Terms Do Not Address Business Needs**
- City's contract terms are necessarily exhaustive with the purpose to protect the City's rights and information, but they can be complicated and contrary to those typically used in the Technology industry which can lead to issues during the negotiation process and sometimes prevents the City from contracting with firms.

5. **Technology Pervades Nearly Everything (the Internet of Things)**
- Because technology is now in everything, purchases for non-technology commodities often include technology and thus merit special handling and documentation which slows down the purchasing process. In some cases, it is not known early enough that a non-technology commodity includes technology, and the purchase is made without vital technology-specific protections for the City.
- It is not always immediately evident if a procurement is a Technology procurement or non-Technology procurement.
- A Technology item can be purchased as a non-Technology item, and as a result specific Technology terms or documentation that should have been included is omitted.
- "Internet of Things": P-220 is insufficient to address terms/conditions for commodities involving software licensing/maintenance. Need additional, standardized terms.

6. **Lack of Diversity Among Technology Partners**
- There is a lack of diversity among technology partners which leads to inequality.
- It is difficult to encourage Departments to use Micro LBE set asides because of the low dollar thresholds that are associated with Micro LBE Set Asides
- A lot of the business in City Technology procurement is concentrated in a few companies. This is especially so in the City's Technology Marketplace.

Strategic Goals to Address These Issues

The identification of challenge areas presents an equal opportunity to address these shortcomings. The following five strategic goals can be achieved through a number of actionable objectives, some of which can be executed and implemented in a matter of months, while others may require a longer time horizon. That a number of these objectives span multiple strategic goals indicates that there is a multiplier effect to be gained from each incremental improvement we make to technology procurement in the City.

Table 1 provides a snapshot of five strategic goals, the actionable objectives, and the time horizon needed to achieve each objective. Additional detail on each strategic goal and actionable objective is provided further below.

Table 1. Technology Procurement Matrix: Objectives to Achieve Strategic Goals

Time Horizon	Objectives	Goal 1 Development of innovative procurement practices	Goal 2 Unified Enterprise Agreement Strategy	Goal 3 Standardization of Procurement Practices/Tools	Goal 4 Legal Reform	Goal 5 Equity/Inclusion in Technology Procurement
< 1 year	Tech RFP Template			X		
	Tech RFI Template	X		X		
	Tech RFP Database	X	X			
	Early OCA & CAT engagement	X		X		
	Tech Implementation Checklist	X				
	More Piggybacking	X				
	Dept CIO/CISO Review			X		
	CAT Re-think Tech Contracts			X	X	
	Dept Inventory of all IT Purchases	X		X		
	StIR Program Review	X				X
1-3 years	IT Procurement "Best Practices" Guidelines	X		X		
	Tech Resource Database	X				
	Develop "Proof of Concept" Exit Clause	X			X	
	Update Chapter 21 and Rules & Regs				X	
	Increase Micro LBE Set Aside Thresholds				X	X
	Increased MBE and WBE participation				X	X
	Host "Demo Days"	X				X
	Modular approach	X				
3-5 years	More Tech EAs		X			
	More pre-qualified supplier pools	X	X	X		
	Unified City Tech Policy	X		X		

Goal 1: Development of innovative Procurement Practices	**Objective #1 - Create a Technology-specific RFI Template.**	• This will provide an RFI template that Departments can readily use and issue. • Provides efficient method to conduct current market research in a systematic, transparent, and impartial manner.
	Objective #2 - Create an IT Procurement "Best Practices" guide.	• Encourages Departments to engage in pre-solicitation RFI's, research, and/or product demonstrations. • Promotes procurement best practices and avoid any conflict of interest, i.e. understand that if a Department works closely w/supplier to draft/develop specs, that supplier is prohibited from responding to resulting solicitation.
	Objective #3 - Create a Technology RFP Database with past technology RFPs.	• Departments can draw on this resource library when they develop their own RFP. • Encourages knowledge-sharing and communication between Departments.
	Objective #4 - Encourage Departments to engage OCA and City Attorney very early in the process.	• Ensures that Departments use the appropriate documents and have the correct contract terms in place. • Promotes identification of potential problem areas and helps to address at an early stage, thus speeding up the procurement process.
	Objective #5 - Create a Technology Implementation checklist.	• Departments can use this checklist to consider the potential impacts on staff and business operations as they prepare to engage in a project to implement a new Technology. • Identifies business and process requirements to incorporate into the RFP.
	Objective #6 - Create a Technical Resource Database that contains specs and other product information.	• Departments can use this database as reference material when they prepare to develop their own specs for a solicitation.
	Objective #7 - Make "Piggybacking" off of other	• Leverages competitive processes and contracts already undertaken by other public

	public procurements easier/more acceptable.	entities/municipalities and thus skip a redundant competitive solicitation process. • Identify other government entities with potentially similar social legislation (e.g. State of CA, State of WA)
	Objective #8 - Create pre-qualified pools for Technology items/services.	• Utilizes RFQ and/or RTOP process to obtain pools of pre-qualified and/or contract-holding vendors for specific technologies. This would speed up purchases of items covered by these pools. • Use of city-wide surveys may help to identify collective areas of need for specific technologies.
	Objective #9 - Create an overarching Technology policy that includes input from all Departments, not just dictated by DT.	• Schedule quarterly meetings with DT and all IT departmental decision makers to increase collaborative decision making. These meetings can serve as an opportunity to discuss upcoming policy updates regarding IT purchases and for all departments to opine on these decisions. • Where consensus between user departments and DT cannot be reached on a specific IT solution, but where DT-identified essential criteria are met, develop guidelines by which departments acknowledge responsibility for their own business decisions.
	Objective #10 - Develop a standard "Proof of Concept" contract clause that allows City to back out of longer agreements if performance/product is not up to expectations.	• The first phase is a proof-of-concept where City will evaluate selected proposer's small-scale implementation based on pre-defined set of criteria/expectations. City can choose to advance to next phase based on criteria being met. If not, City is able to move on to next-highest ranked proposer's proof-of-concept implementation. • Phased approach gives City flexibility should the initial award not meet City's needs because all proposers are provided criteria/expectations upfront.

	Objective #11 - Require Departments to keep track of all their Technology contracts/purchases so they can track end dates, documentation, and inventory all Technology purchases City-wide.	• Helps Departments to be more organized and informed about their Technology usage and needs. It may also help OCA identify which technologies are common across various Departments and can thus lead to Citywide agreements.
	Objective #12 - Host "Demo Days" for new Technology solutions in the market.	• Alerts Departments to new technologies and to vendors they may not be familiar with.
	Objective #13 - Encourage modular approach to Technology procurements.	• A modular approach tackles technology purchases and implementations piece by piece such that different pieces are treated as their own project. Under this approach a large project is broken down into many small projects and a Department is not tied down, all or nothing, to one vendor. Also, City can incorporate improvements in technology and/or its learnings into each successive module.
	Objective #14 - STIR Program Review.	• Takes lessons from the successes and shortcomings of StIR and create a new similar program.
Goal 2: Unified Enterprise Agreement Strategy	**Objective #1 - Create a Technology RFP database with past technology RFPs.**	• Departments can draw on this resource library when they develop their own RFP. • Encourages knowledge-sharing and communication between Departments.
	Objective #2 – Identify Opportunities for and create more Technology EAs.	• Provides Departments with a quicker purchasing process because the solicitation and contracts will have already been completed.
	Objective #3 - Create pre-qualified pools for Technology items/services.	• Utilizes RFQ and/or RTOP process to obtain pools of pre-qualified and/or contract-holding vendors for specific technologies. This would speed up purchases of items covered by these pools.

Goal 3: Standardization of Procurement Practices/Tools	Objective #1 - Create a Technology-specific RFP template.	• Outlines all required steps in the competitive solicitation process and will provide technology specific terminology.
	Objective #2 - Create a Technology-specific RFI Template.	• This will provide an RFI template that Departments can readily use and issue. • Provides efficient method to conduct current market research in a systematic, transparent, and impartial manner.
	Objective #3 - Require a Department's CIO/CISO or Director to approve all Technology purchases.	• Provides an additional layer of review to a Technology purchase. This can be especially important in the higher risk purchases.
	Objective #4 - Create an overarching Technology policy that includes input from all Departments, not just dictated by DT.	• Schedule quarterly meetings with DT and all IT departmental decision makers to increase collaborative decision making. These meetings can serve as an opportunity to discuss upcoming policy updates regarding IT purchases and for all departments to opine on these decisions. • Where consensus between user departments and DT cannot be reached on a specific IT solution, but where DT-identified essential criteria are met, develop guidelines by which departments acknowledge responsibility for their own business decisions.
	Objective #5 - Engage City Attorney's Office in cooperative process re-envision Technology Contracts.	• Focus should be on the Technology being procured. Contract template should address technology-relevant issues, e.g. use rights, data protection, risk, and liability. • The document should be streamlined and flexible. Direct contractual relationships can reduce costs, improve administrative efficiency, and clarify legal obligations. • Regularly evaluate contract templates for effectiveness in meeting City's evolving technology contracting needs.
	Objective #6 - Require Departments to keep track of all their Technology contracts/purchases so they can track end dates,	• Helps Departments to be more organized and knowledgeable about their Technology usage and needs. It may also help OCA identify which technologies are common

	documentation, and inventory all Technology purchases City-wide.	across various Departments and can thus lead to Citywide agreements.
	Objective #7 - Encourage Departments to engage OCA and City Attorney very early in the process.	• Ensures that Departments use the appropriate documents and have the correct contract terms in place. • Identifies potential problem areas and helps to address at an early stage, thus speeding up the procurement process.
	Objective #8 - Create an IT Procurement "Best Practices" guide.	• Encourages Departments to engage in pre-solicitation RFI's, research, and/or product demonstrations. • Promote procurement best practices and avoid any conflict of interest, i.e. by understanding that if a Department works closely w/supplier to draft/develop specs, that supplier is prohibited from responding to resulting solicitation.
Goal 4: Legal Reform	**Objective #1 - Engage City Attorney's Office in cooperative process to re-envision Technology Contracts.**	• Focus should be on the Technology being procured. Contract template should address technology-relevant issues, e.g. use rights, data protection, risk, and liability. • The document should be streamlined and flexible. Direct contractual relationships can reduce costs, improve administrative efficiency, and clarify legal obligations. • Regularly evaluate contract templates for effectiveness in meeting City's evolving technology contracting needs.
	Objective #2 - Develop a standard "Proof of Concept" contract clause that allows City to back out of longer agreements if performance/product is not up to expectations.	• The first phase is a proof-of-concept where City will evaluate selected proposer's small-scale implementation based on pre-defined set of criteria/expectations. City can choose to advance to next phase based on criteria being met. If not, City is able to move on to next-highest ranked proposer's proof-of-concept implementation. • Phased approach gives City flexibility should the initial award not meet City's needs because all proposers are provided criteria/expectations upfront.

	Objective #3 - Add definitions for Technology purchasing terms in Chapter 21 and/or Rules & Regulations.	• Makes clear what is and what is not considered technology which will then allow a Department to take the appropriate purchasing approach.
	Objective #4 - Increase LBE Set-Aside thresholds for Technology Purchases.	• Allows Department to make more and larger purchases through LBE Set-Aside contracts.
Goal 5: Equity/Inclusion in Technology Procurement	**Objective #1 - Increase LBE Set-Aside thresholds for Technology Purchases.**	• Allows Departments to make more and larger purchases through LBE Set-Aside contracts. • Provide greater opportunity for small, local technology businesses to thrive and grow.
	Objective #2 - Increase focus on MBEs and WBEs.	• Highlights LBEs that are minority or women owned.
	Objective #3 - Host "Demo Days" for new Technology solutions in the market.	• Alerts Departments to new technologies and to vendors they may not be familiar with.
	Objective #4 - STIR Program Review.	• Takes lessons from the successes and problems of StIR and create a new similar program

Appendix D: Citywide Service Inventory

The Citywide Service Inventory is the most comprehensive view of the services offered by the City & County of San Francisco. All information was validated or provided by Department leadership in September-October of 2020.

The Service Inventory was originally populated by the Digital Services team and City Controller's Office who reviewed each department's website to identify public facing services. The Committee on Information Technology (COIT) then used this data and requested all City agencies to report on the availability of their resident facing services and their digital status.

Definition of a Service

- A public facing service is when a department provides a product or information in response to a customer request.
- A customer can be anyone who the City & County of San Francisco serves including residents, businesses, visitors and anyone else.

Rating Scale for Digital Maturity

1 – Paper Based – Requires in-person appointments or mail
2 – Non-Fillable PDF – Must download and email or mail
3 – Fillable PDF – Fill out online and pay online
4 – Digitally Accessible – Online form designed to be mobile friendly and accessible
5 – Universally Accessible – Unified service experience between departments

All data from the Citywide Service Inventory is available to download at: https://datasf.org/opendata/

Figure 12: Citywide Service Inventory Summary Statistics

Service Area	Definition	Number of Services
Administration & Records	- Any request to create/file a public record except public records filed by businesses - Any request to review records or information, or to receive copies of records or other documentation - Tax forms and filing except from businesses	244
Arts, Culture, & Community Building	- Technical and financial assistance to arts and culture organizations - Programs providing arts, culture, recreation, or general educational programs or events - Logistical services related to the museums or other cultural institutions - Community volunteering opportunities	130
Business	- Public records filed by businesses - Business tax filing - Business operating permits - Technical and financial assistance to businesses	164
Neighborhood & Public Infrastructure	- Infrastructure and capital projects - Neighborhood development - Public right-of-way improvements	75
Permitting	- Issuance of authorization to perform construction, or hold an event - Logistical services related to the permitting process (e.g., filing a complaint, or an appeal)	52
Public Safety & Justice	- Services to enforce local, state, and federal laws geared toward protecting the public - Court mandated services related to criminal justice/ public safety	131
Social & Health Services	- Services to support the general welfare of the public - Court mandated or voluntary social and health services offered by public safety departments	171
TOTAL		**967**

See attached excel file

Appendix E: Completed IT Projects

See attached excel file

Appendix F: Major IT Project Descriptions

- o Computer Aided Dispatch (CAD) Replacement – Department of Emergency Management

- o Replacement of the City's Property Assessment and Tax System - Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON)

- o Radio Replacement Project – Department of Emergency Management

- o Telecom Modernization – Department of Technology

Project Summary: To plan for, to develop the budget and scope of work for, and to replace the City's Computer Aided Dispatch (CAD) System, including mobile CAD units for the City's first responders and SFMTA parking enforcement.

The CAD system is the City's core application for receiving, categorizing, and dispatching SFFD, SFPD, SFSO, and Emergency Medical 9-1-1 calls. The CAD system interfaces to over 20 other public safety and/or City enterprise systems. The CAD system is also leveraged by the SFMTA for parking enforcement dispatch. The City's CAD system is the emergency response system of record for the City's first responders, government, and all citizens, including the homeless.

The CAD Replacement Project is divided into five phases: (i) System Evaluation & Needs Analysis; (ii) System Design; (iii) RFP; (iv) Procurement & Negotiations; and (v) Implementation. Phases one and two are the planning phases include: hiring of project staff; market research; acquisition of an industry subject matter expert consulting firm; scope definition; requirements gathering; and budget for planning through implementation.

This major IT initiative includes: the CAD system and CAD Disaster Recovery replacement; CAD mobile software and hardware replacement for SFFD, SFPD, SFSO, and SFMTA; numerous system interfaces; system integration; and data conversion.

 Anticipated Outcomes:

- Vendor interviews and market survey to enhance City's future RFP process and ensure alignment with state-of-the-art CAD technologies.
- Consultant Subject Matter Expert (SME) hired to evaluate City's CAD dispatch technologies and operations to make recommendations for improvements based on industry best practices and national standards.
- A modern CAD system capable of integration with public safety, Next Generation 9-1-1 & i3 national standards.
- A long-term maintenance agreement that will allow the City to maintain a high level of system reliability and remain technology current for approximately 10 years after implementation.
- Improved dispatch center call taking and dispatch operations.
- Improved situational awareness for dispatchers, field personnel, and DEM.
- Improved 9-1-1 call center data, analytics and management reporting for the City's approximately 1.3 million calls received by the dispatch center.

Upcoming 5-Year Project Budget: $37.1 million

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Projected Cost	2,500,000	8,875,642	25,398,626	11,401,637	2,500,000

Note: All figures are in $ millions.

Project Summary: The project is a multi-phase joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately $3.2 billion in annual tax revenues.

The departments maintained two separate legacy IT systems to perform these functions. The ASR's AS400 system tracks almost $250 billion in assessed real and personal property value and manages data on approximately 212,000 parcels. TTX custom-developed mainframe application allows TTX to bill and collect property tax revenue and for CON to apportion revenue to taxing entities as required by law.

The new TTX system went live in July 2020. Phase 1 of the ASR system went live in January 2021.

Anticipated Outcomes:

- Increase Efficiency and Quality: Re-engineer assessment and tax business processes based on best practices and eliminate manual processes and workarounds.

- Improve Revenue Collection: Increase turnaround time for assessments and provide timely tax billing, revenue collection and certification to reduce revenue at risk.

- Build a Resilient IT Infrastructure: Secure $3.2 billion in revenue through modern technology platforms that are secure and resilient.

- Increase Access to Data: Improve information available to public and policymakers and enable 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.

Upcoming 5-Year Project Budget: $72.5 million

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Projected Cost	4,736,633	3,386,274	-	-	-

Note: All figures are in $ millions.

Project Summary: This project is upgrading the Citywide 800 MHz Emergency Radio Communications System used throughout San Francisco by the City's public safety and public service agencies. The City currently has several disparate radio systems, for public safety, public service, and the airport, that are at the end of their service life. The project will combine all users onto one shared network, with more capacity and better coverage throughout the City. The new technology will support over 9,000 mobile and handheld radios, with over 20 City departments and outside agencies operating daily on the system.

Anticipated Outcomes:

- Improved system redundancy and consolidation of multiple radio networks onto one common platform.

- A new system with a long-term maintenance agreement will allow the City to maintain a high level of system reliability for the next 18 years.

- Better coverage throughout the City, including the Bayview/Hunters Point area and inside critical City facilities.

- Standards-based system and radios will provide better interoperability between public service and public safety agencies and will allow mutual aid agencies like BART, Oakland, San Mateo, and California Highway Patrol to operate within the City.

Upcoming 5-Year Project Budget: $74.5 million

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Projected Cost	3,807,579	3,807,579	3,807,579	3,807,579	3,807,579

Note: All figures are in $ millions.

Project Summary: Most City departments rely upon outdated, legacy phone systems that are difficult to manage, costly to maintain, and lack many of the features of a modern communications platform. In fact, a significant portion of our current fleet of Avaya PBX systems are no longer supported by the vendor and are reaching the point of obsolescence!

VoIP (Voice over Internet Protocol) moves the technology for making and receiving telephone calls from a private telephone carrier to the Internet. This means that phone connections inside our buildings will run over the same network as your computers rather than the separate legacy network they currently rely on. Using data networking protocols instead adds speed and will make our citywide telephone system much more manageable. Over time as we sunset old PBXs, we will avoid a multitude of costly repairs, and this will prove to make us a more fiscally responsible City.

Anticipated Outcomes:

- Cost avoidance: Our old PBXs are outdated, failing, and many are unsupported. If we allow them to fail, we will waste a large amount of money to replace them.

- Efficiency: We're going from managing 100's of disparate PBX's in many geographies to just one VoIP call manager. This will reduce the support staff effort, maintenance contracts, hardware and software complexity, training cost, and highly expensive footprint (data center space) to house these PBX's.

- High availability: Unlike our PBXs, the new VoIP call manager is designed with geographical high availability in mind.

- Simplicity: Collocating data and voice on the network means that we will progressively reduce the number of wires, especially in new constructions or remodels. This translates to less wires, less types of technologies and parts, and this adds up when you consider we have 35,000+ users.

- Flexibility: We are 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.

Upcoming 5-Year Project Budget: $21.1 million

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Projected Cost	795,000	730,000	630,000	570,000	20,000

Note: All figures are in $ millions.

Appendix G: 5-Year Project Forecast

See attached excel file

Department	Title	Service Description	Weekly In Person Volume (high)	Delivered Online	Digital Maturity
Academy of Sciences	Academy Relief Fund			Online option available	
Academy of Sciences	Membership			Online option available	
Academy of Sciences	Tickets			Online option available	
Adult Probation	Behavioral Health Services: 1:1 Therapy	CASC DPh Therapists who provide 1:1 therapy to clients of the Adult Probation Department		Cannot complete online	3
Adult Probation	Behavioral Health Services: Residential Treatment Harbor Lights	Residential Treatment for Substance Use Disorder		Cannot complete online	3
Adult Probation	Behavioral Health Services: Residential Treatment HR360	Residential Treatment		Cannot complete online	3
Adult Probation	CASC: Reentry Center	the CASC is a behavioral health focused, one-stop, multi-services reentry center		Cannot complete online	3
Adult Probation	Case Management: Mentoring Mens Movement (M3)	Reentry case management services to clients of the Adult Probation Department		Cannot complete online	3
Adult Probation	Case Management: Senior Ex-Offender Program	Reentry case management services to clients of the Adult Probation Department		Cannot complete online	3
Adult Probation	Case Management: UCSF/Citywide	Clinical and reentry case management for clients of the Adult Probation Department		Cannot complete online	3
Adult Probation	Containment Model Services: HOPE Program	Containment model services for those mandated by the court		Cannot complete online	3

Adult Probation	Containment Model Services: SFFI (Blue Rock)	Containment model services for those mandated by the court	Cannot complete online	3
Adult Probation	Education: Because Black Is Still Beautiful - Just Say Know	A women's educational achievement program for justice-involved women who seek academic advancement	Cannot complete online	3
Adult Probation	Education: Five Keys Schools and Program	Educational services for justice-involved adults	Cannot complete online	3
Adult Probation	Electronic Monitoring	The Department installs electronic monitoring ankle bracelet that monitors wearers location and/or alcohol consumption.	70 Cannot complete online	2
Adult Probation	Employment Services: CASC/Goodwill Employment Services Program	Employment placement and retention program for justice-involved adults who live in San Francisco	Cannot complete online	3
Adult Probation	Employment Services: Interrupt, Predict, and Organize (IPO)	12 month subsidized employment program for justice-involved adults between the ages of 18-35	Cannot complete online	3
Adult Probation	Employment Services: Renaissance Entrepreneurship Program	Entrepreneurship training for justice-involved adults who live in San Francisco	Cannot complete online	3
Adult Probation	Firearms Relinquishment (Prop 63)	Department provides the court with an accurate investigation of firearms own by prohibit persons and locates and confiscates firearms.	25 Cannot complete online	2

Adult Probation	Housing Services: CJCJ Cameo House Women's Gender Responsive Housing Program	Transitional housing program for clients of the Adult Probation Department and justice-involved women who live in San Francsico	Cannot complete online	3
Adult Probation	Housing Services: CW Hotel Stabilization Program	Stabilization housing for justice-involved adults released from jail prior to having their criminal case adjudicated	Cannot complete online	3
Adult Probation	Housing Services: Hart Hotel Transitional Housing	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: New Roads Rental Subsidy Program	A rental subsidy program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: Norma Hotel Transitional Housing Program	Transitional housing program for clients of the Adult Probation Department or other justice-involved individuals between the ages of 18-35	Cannot complete online	3
Adult Probation	Housing Services: Phatt Chance	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: RSN CW Hotel Transitional Housing	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: SFGH Emergency Housing Program	Emergency housing program for clients of the Adult Probation Department who are case managed by UCSF/Citywide	Cannot complete online	3

Adult Probation	Housing Services: Shahil Hotel	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: St. Moritz Hotel	Emergency housing for clients of the Pretrial Diversion Project	Cannot complete online	3
Adult Probation	Housing Services: Step Up To Freedom	Three-year rental subsidy program for justice-involved individuals under parole or PRCS supervision who are between the ages of 18-35	Cannot complete online	3
Adult Probation	Housing Services: THC Broadway Hotel Transitional Housing	Transitional housing program at the Broadway Hotel for clients of the Collaborative Courts.	Cannot complete online	3
Adult Probation	Housing Services: Westside "Our House"	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Housing Services: RSN CW Hotel CCP Emergency Stabilization Units	Emergency stabilization housing program for justice-involved adults released from jail before their case is adjudicated	Cannot complete online	3
Adult Probation	Housing Services: THC New Horizons Transitional Housing Program	Transitional housing program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Mentoring: Mentoring Men's Movement	A mentoring program for justice-involved adults who live in San Francisco	Cannot complete online	3

Adult Probation	Pre-Release Services: Reentry Pod	Pre-release services for clients of the Adult Probation Department and other justice-involved adults who are in the San Francisco County Jail	Cannot complete online	3
Adult Probation	Probation Services	The Probation Department prepares a pre-sentence investigation report before people awaiting sentencing decisions from the court.	3 Cannot complete online	1
Adult Probation	Probation Supervision	Probation Department provides the court ordered services and supervision of the terms and conditions of clients under our supervision.	274 Cannot complete online	1
Adult Probation	Probation Supervision	Probation Department provides the court ordered services and supervision of the terms and conditions of my probation.	150 Cannot complete online	1
Adult Probation	Probation Supervision, Post-Release Community Supervision, and Mandatory Supervision	To support, assist, and empower a client with the necessary tools they need to positively realign their lives into the community.	55 Online option available	1
Adult Probation	Restitution	Outreach to victims of crime to determine restitution requests and, if applicable assist in submitting the request to court.	300 Cannot complete online	2

Adult Probation	Supportive Service: Fathers Matter (Fatherhood Program)	A fatherhood program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Supportive Service: Glorias Gift Life Skills Program	A life skills program for justice-involved individuals between the ages of 18-35	Cannot complete online	3
Adult Probation	Supportive Service: Healing Circles for Soul Support	Healing Circles for Soul Support promotes sharing, healing, education, and action for survivors of homicide and victims of violence	Cannot complete online	3
Adult Probation	Supportive Service: Mothers Matter (Motherhood Program)	A motherhood program for clients of the Adult Probation Department	Cannot complete online	3
Adult Probation	Supportive Service: Sisters Circle Process Group	A women's gender-responsive support group	Cannot complete online	3
Adult Probation	Supportive Service: Solutions for Women	A women's gender-responsive support group	Cannot complete online	3
Adult Probation	Supportive Service: Total Women Empowerment Life Coaching	A women's gender-responsive support group	Cannot complete online	3
Adult Probation	Supportive Services: Welcome Home Reentry Events	Reentry events and support for justice-involved individauls	Cannot complete online	3
Airport	Donating	Provide information about how to donate aviation materials to the Museum collection	10 Online option available	2
Airport	Education Program	Set up a guided tour for students	10 Online option available	2
Airport	Fine Arts Photography	Submission of photographs to be considered for exhibition	5 Online option available	4

Airport	Flight Status	Check the status of a flight	100000	Online option available	4
Airport	Hold your Event at SFO	Reserve the Museum for an event		Online option available	1
Airport	Image requests	Request the ability/rights to use an image from the aviation collection or an exhibition in digital or physical print	3	Cannot complete online	2
Airport	Information Services	Accessing Information about the airport while in the terminals	60000	Cannot complete online	1
Airport	Investigate Noise Events	Report noise issues from aircraft		Online option available	4
Airport	Lost and Found - Bus to Long Term Parking or Rental Car Center	For items left on board the bus to Long-Term Parking or the Rental Car Center	0	Cannot complete online	1
Airport	Lost and Found - Security Checkpoints	For items left at security checkpoints in the Airport	0	Online option available	1
Airport	Lost and Found -Public Areas	Find an item lost in the public areas (Airport Terminals, garages, AirTrain) of the Airport	0	Cannot complete online	1
Airport	M Badge	Access to art and exhibitions located behind security checkpoints	5	Online option available	2
Airport	Research Services	Schedule a research appointment at the Aviation Library and Archive Collective	5	Online option available	1
Airport	Student Art	Submit a proposal to exhibit student art at the Airport	3	Online option available	4
Airport	Travelers Information Volunteer Onboarding	Applying to be a Travelers Information Volunteer	2	Online option available	4

Airport	Video Arts	Service to allow artists to submit video work to be exhibited in Museum's Video Arts gallery	3	Online option available	3
Airport	Volunteering	Learn about volunteering opportunities at the Aviation Library and Museum	5	Cannot complete online	1
Arts Commission	Apply for a License (Art Vendor)	Apply for an art vendors sell your work in designated spaces in San Francisco's most visited areas.	1	Online option available	3
Arts Commission	Calls for Artist			Online option available	1
Arts Commission	Civic Design Review	The review process ensures that each project's design is appropriate to its context in the urban environment, and that structures of the highest design quality reflect their civic stature		Cannot complete online	1
Arts Commission	Grant Appeals			Cannot complete online	1
Arts Commission	Grants			Online option available	1
Arts Commission	Lottery & Selling Locations			Online option available	1
Arts Commission	Panelist Application			Online option available	1
Arts Commission	Renew Your License (Street Artist's)			Online option available	1
Asian Art Museum	Adult and Family Public Programs	Provides programming featuring local creatives in a variety of formats (lecture, demonstrations, art-making activities, performances)	75000	Online option available	4

Asian Art Museum	Community Access Tickets	Provides access to the museum collection and special exhibits and events to low income organizations and individuals	1000 Online option available	4
Asian Art Museum	Cortex Digital Asset Management	Provides access to high resolution images of objects in the museum's collection for a variety of uses.	50 Online option available	4
Asian Art Museum	eMuseum online collection	Provides online access to our collection.	1200 Online option available	4
Asian Art Museum	Facility Rental	Provides rental of museum spaces to the general public and other organizations for events.	1153 Online option available	4
Asian Art Museum	Free access to preK through College School Groups	Provides access to the museum collection and special exhibits and events to SFUSD and other schools	49996 Online option available	3
Asian Art Museum	Membership	Provides museum membership to the general public.	40 Online option available	4
Asian Art Museum	Museum Website	Provides access to educational and cultural resources.	10000 Online option available	4
Asian Art Museum	PreK through College Admissions	Provides programming featuring local creatives in a variety of formats (lecture, demonstrations, art-making activities, performances)	50000 Online option available	3
Asian Art Museum	Public Wi-Fi	Internet connection for museum visitors	Cannot complete online	1
Asian Art Museum	Research Library	Provides access to scholarly materials to researchers.	10 Online option available	4

Asian Art Museum	Retail Store	Provides goods for sale to the general public.	3200 Online option available	4
Asian Art Museum	Tickets	Member of the community can purchase tickets to receive access to the museum collection, exhibits, and events.	2000 Online option available	4
Assessment Appeals Board	Agent Authorization Form	Designate an agent with the Assessment Appeals Board and the Assessor-Recorder's Office	50 Online option available	2
Assessment Appeals Board	Filing a Formal Appeal	File an appeal for your property tax assessment	50 Online option available	3
Assessment Appeals Board	Hearing Postponement Request	Request to postpone your assessment hearing	60 Cannot complete online	2
Assessment Appeals Board	Penalty of Perjury Declaration	An appellant filing a supplemental assessment appeal with the tax bill	10 Online option available	2
Assessment Appeals Board	Waiver Agreement	Agree to waive the 2 year time limit for an assessment hearing	80 Online option available	2
Assessment Appeals Board	Withdrawal of Assessment Appeal Application	Withdraw your appeal	100 Online option available	2
Assessor-Recorder	571-L Business Property Statement	Personal Property Statement	50 Online option available	3
Assessor-Recorder	571-R Business Apartment Statement	Assessed value of Apartments for Business	50 Online option available	3
Assessor-Recorder	Change in Ownership Statement	Change owner of assessed property	Online option available	3
Assessor-Recorder	Change in Ownership Statement, Death of Real Property Owner	Record a change in ownership because of death of owner	10 Online option available	3
Assessor-Recorder	Change of Mailing Address	Record a new mailing address	10 Online option available	3

Assessor-Recorder	Church Exemption	File a tax emption for a church	5	Online option available	3
Assessor-Recorder	Claim for New Construction Exclusion from Supplemental Assessment	File a claim to be excluded from supplementals for new constructions	10	Online option available	3
Assessor-Recorder	Claim for Reassessment Exclusion for Transfer Between Parent and Child	File for an exclusion for assessment when transferring property from parent to child	5	Online option available	3
Assessor-Recorder	Claim for Seismic Safety Construction Exlusion from Assessment	File for an exclusion from assessment because of earthquick retrofit	5	Online option available	3
Assessor-Recorder	Claim for Veterans' Organization Exemption	File a claim to be exempt because it is a veterans related service.	5	Online option available	3
Assessor-Recorder	Commercial Fishing Boat Exemption	If you own a Commercial Fishing Boat, you may be eligible for a 96% reduced assessment	2	Online option available	3
Assessor-Recorder	Disabled Persons Claim for Exclusion of New Construction and Certificate of Disability	Certain construction or modifications of existing single- or multiple- family dwellings can be excluded from increases in property taxation if the work is performed to make the dwelling more accessible to a severely and permanently disabled person.	2	Online option available	3

Department	Service	Description	Fee	Option	Level
Assessor-Recorder	Disabled Property Tax Assistance	Disabled Property Tax Assistance is available for property owners who are blind, disabled, or at least 62 years old that have an annual household income of $35,500 or less and 40% equity in their homes to apply to defer payment of property taxes on their principal residence	5	Online option available	3
Assessor-Recorder	Disabled Veterans' Property Tax Exemption	Disabled veterans of military service may be eligible for up to a $214,910 exemption towards their property's assessment	5	Online option available	3
Assessor-Recorder	Disaster Relief Application	Typical misfortunes or calamities which may qualify for reduced assessment include fire, flood, or earthquake damage	100	Online option available	3
Assessor-Recorder	Exemption for Property Used by a Free Public Library or Free Museum	Property, whether owned or leased, which as of the lien date (January 1), is used for libraries and museums that are free and open to the public	1	Online option available	3
Assessor-Recorder	Form 576-D Vessel Property Statement	A report on BOE-576-D is required of you by section 441(a) of the Revenue and Taxation Code (Code	2	Online option available	3

Assessor-Recorder	Homeowners' Exemption Claim Form, English Version	If you own a home and occupy it as your principal place of residence on January 1, you may apply for an exemption of $7,000 from the home's assessed value, which reduces your property tax bill.	10 Online option available	3
Assessor-Recorder	Initial Purchaser Claim for Solar Energy System New Construction	In order to qualify for this reduction, this claim form must be completed and signed by the buyer and filed with the Assessor	5 Online option available	3
Assessor-Recorder	Marriage Certificate - Obtain a Copy of Your Marriage Certificate	Obtain a copy of your marriage certificate.	Online option available	1
Assessor-Recorder	Marriage Certificate - Record Your Public Marriage License	After completion of the ceremony, the marriage license shall be signed by all interested parties and returned to our main office by drop box or by mail within ten (10) days after the ceremony.	50 Cannot complete online	3
Assessor-Recorder	Non-Profit Exemption	Before the Assessor can approve the exemption, the organization must apply for and BOE must issue an Organization Clearance Certificate.	10 Online option available	3
Assessor-Recorder	Obtain Copies of Recorded Documents or Recorded Document Request by Mail	Obtain Copies of Recorded Documents	Cannot complete online	1

Assessor-Recorder	Preliminary Change of Ownership Report	State law requires the property owner of real property to file a Preliminary Change of Ownership Report when recording certain documents.	10 Online option available	3
Assessor-Recorder	Reappraisal Exclusion from Grandparent to Grandchild	Proposition 193 allows the new property owners to avoid property tax increases when acquiring property from their grandparents.	10 Online option available	3
Assessor-Recorder	Recording a Document	Official recording of over 400 document types	Online option available	3
Assessor-Recorder	Religious Exemption Claim	Areas used for worship activities and are not living quarters are eligible for exemption	10 Online option available	3
Assessor-Recorder	Request an Informal Assessment Review	You can request and informal assessment review before your formal assessment is due	25 Online option available	3
Assessor-Recorder	Request for Translated Notice	People who would like to receive notices from our office in a language other than English can fill out an online request form.	10 Online option available	3
Assessor-Recorder	Request to Remove Homeowners' Exemption	If the property is receiving the Homeowners' Exemption, but the property owner has moved, it is the property owner's responsibility to notify the Assessor to remove the exemption.	5 Online option available	3

Assessor-Recorder	Residential Construction Project Information Form, English Version	Each year the Assessor-Recorder is required by the State of California to value all in-progress new construction	Online option available	3
Assessor-Recorder	Transfer of Assessment to a Replacement Property by Senior Citizens	On November 4, 1986, the voters of California passed Proposition 60 to provide qualified homeowners the transfer of the base-year value of their principal residence to a replacement dwelling located in the same county, under certain circumstances.	10 Online option available	3
Assessor-Recorder	Transfer of Property Tax Base for Severely and Permanently Disabled Owners	Proposition 110 provides property tax relief for severely and permanently disabled claimants when they sell an existing home and buy or build another	10 Online option available	3
Assessor-Recorder	Transfer Tax Affidavit	Transfer tax is a transaction fee imposed on the transfer of land or real property from one person (or entity) to another.	5 Online option available	3
Board of Appeals	Appeal Process	Guide on how to file an Appeal and how to prepare for and what to expect during the Appeals process.	Online option available	3
Board of Appeals	Hearing Date Rescheduling Request	Form to request for an Appeal hearing date rescheduling.	Online option available	3

Board of Appeals	Penalty Appeal	Form to appeal the amount of a penalty imposed for work done with out a permit.	Cannot complete online	1
Board of Appeals	Withdraw Request	Form is to be used by appellants who wish to withdraw their appeal.	Cannot complete online	3
Board of Supervisors	ADA Accessibility Request	The ADA and City policy require that people with disabilities have equal access to all City services, activities, and benefits. People with disabilities must have an equal opportunity to participate in the programs and services offered through the City and County of San Francisco.	Online option available	4
Board of Supervisors	Customer Satisfaction Survey	Customer satisfaction questionnaire	Online option available	4
Board of Supervisors	District Supervisors Contact Form to Facilitate Constituent Services	The Board serves to protect the public ensuring key City services, as approved through the City budget, are reviewed and monitored.	Online option available	2
Board of Supervisors	Filing a Complaint with the Sunshine Ordinance Task Force	Form to register complaint regarding compliance with the Sunshine Ordinance, the Public Records Act or the Ralph M. Brown (Public Meetings) Act.	Online option available	2

Board of Supervisors	Filing and Inquiries Monitoring Compliance with State regulation and local laws for the Board of Supervisors	Administrative Code Regulation, Ethics Code, and Compliance inquiries to attention of the department. Monitor compliance with Charter and Administrative code. Intake and filing of Ethic's Forms, Sole Source, Behest Payments, and Gifts memos.	Online option available	2
Board of Supervisors	Information Request Form	Form to submit a public records request(s) to the Board of Supervisors, Office of the Clerk of the Board, and to receive Board of Supervisors information and City Department communication or reports filed with the Board of Supervisors	Online option available	4
Board of Supervisors	Inquiries received in response to Official Advertising	Facilitating Inquiries through Official Advertising for the date time and place for Civic Engagement	Online option available	2
Board of Supervisors	Inquiries received in response to Outreach Advertising	Facilitation of information to encourage the public to participate in various City Services Outreach Advertising	Online option available	2
Board of Supervisors	Inquiries to Civil Grand Jury Report Review Approval Process		Online option available	2

Board of Supervisors	Intake of Civic Engagement of Board Legislative Process	Intake and civic engagement of Board's Legislative Process. Including but not limited to, Agenda, public noticing, and Minutes, outreach noticing, file review	Online option available	2
Board of Supervisors	Language Access Request		Cannot complete online	2
Board of Supervisors	Legislative Research Center	Online legislative research center to search and track current and pending legislation by assigned committee, sponsor, department, date introduced, and other additional criteria.	Online option available	4
Board of Supervisors	Liquor License, Public Convenience or Necessity Applications		Cannot complete online	3
Board of Supervisors	Project Appeal Fee Waivers		Online option available	3
Board of Supervisors	Project Appeals		Cannot complete online	3
Board of Supervisors	Public Nonprofit Board Meeting Notice Submissions	Public nonprofit board meeting notices in accordance with Administrative Code, Section 12L.4	Cannot complete online	2
Board of Supervisors	Receives and reviews plans describing project or items to bear the City Seal	Receives and reviews plans describing project or items to bear the City Seal	Online option available	2
Board of Supervisors	San Francisco Youth Commission Application	Page hosts a link to the SF Youth Commission application & information about the commission and application process.	Online option available	4

Board of Supervisors	Service of Process on behalf of the City			Cannot complete online	1
Board of Supervisors	Status and Inquiries for Board of Supervisors Election Calendar for all Clients, (constituents, Departments and Board Members)			Online option available	3
Board of Supervisors	Vacancy Applications for Boards & Commissions	Vacancy applications to Boards, Commissions & Task Forces. Report pursuant to the Maddy Act, Government Code Section 54972.		Cannot complete online	3
Board of Supervisors	Volunteer Request Form	Sign up for volunteer and internship opportunities with the Board of Supervisors		Cannot complete online	4
Board of Supervisors	Youth Development Intake	Youth outreach and services provided by Youth Commission		Online option available	2
Building Inspection	3R Report	Get a Report of Residential Building Record		Online option available	4
Building Inspection	Boiler Permit to Operate	Get a boiler permit		Online option available	4
Building Inspection	Building Permit	Get a building permit	500	Online option available	3
Building Inspection	Electrical Permit	Get an electrical permit		Online option available	4
Building Inspection	Filing a Complaint	File a complaint to the Department		Online option available	4
Building Inspection	Plumbing and Mechanical Permit	Get a plumbing and mechanical permit		Online option available	4
Building Inspection	Records Request	Obtain any building permit related records		Online option available	3
Building Inspection	Residential Hotel Unit			Cannot complete online	2
Building Inspection	Vacant Buildings and Storefronts	Register your vacant building with DBI		Online option available	3

Child Support Services	Enforce child support and medical support orders, enforce spousal support orders in conjunction with child support orders	Nearly free-of-charge services to parents or guardians who need help the enforcement of their child support or medical support orders.	125 Online option available	2
Child Support Services	Establish paternity and parentage	Provides the administrative and judicial establishment of paternity and parentage for the children of unwed parents.	125 Online option available	2
Child Support Services	FL-679 Request for Telephone Appearance (Governmental)	Form to request to appear for a child support hearing via telephone.	125 Online option available	2
Child Support Services	Modification of child support orders	CSS assists parents and other jurisdictions with the modification of child support and or medical support orders to meet the parent's and the families' current ability and financial circumstances.	125 Online option available	2
Child Support Services	Online application for child support services "VIOLA"	Customers may request child support services remotely by accessing the VIOLA application.	125 Online option available	2
Child Support Services	Receipt, tracking and processing of child support payments	Provides an overview of all of the payment options available and instructions for how to pay online, by phone, or in person. Online options are linked to the CA State Disbursement Unit's site.	125 Online option available	2

Child Support Services	The location of parents paying support	Child Support Services provides services to locate parents to establish, enforce or modify child support order and/or medical support orders.	125	Online option available	2
Children and Families Commission	First 5 San Francisco website	An online service directory that connects San Francisco's children, youth and their families to local family resource centers		Online option available	3
Children, Youth & Their Families	Application for Consulting from DCYF Organizational Sustainability Initiative	Form for DCYF grantees to apply for one-on-one consulting engagements as part of DCYF's Organizational Sustainability Initiative.		Online option available	1
Children, Youth & Their Families	Citywide Mapping Tool for Summer Camp	Resource for parents/guardians to find summer camps/programs for San Francisco kids (age 5 - 17)		Cannot complete online	1
Children, Youth & Their Families	CNAP Interest Form (for DCYF grantees)	Interest form for DCYF grantees to apply to participate in the Certified Nonprofit Accounting Professionals course.		Online option available	1
Children, Youth & Their Families	Coaching	Application for free coaching opportunities DCYF offers to all our funded grantees who serve youth K-12th grade and transitional-age youth.		Online option available	1

Children, Youth & Their Families	Core Competencies and Toolkit	Core Competencies and Educational Toolkits available for download.	Online option available	1
Children, Youth & Their Families	DCYF Opportunity Fund	Application for the DCYF Opportunity Fund, which is to address unexpected, unbudgeted CBO needs that arise during the course of the normal funding cycle. For Grantees only.	Online option available	1
Children, Youth & Their Families	DCYF Organizational Sustainability Initiative	Informational page about DCYF's Organizational Sustainability Initiative hosted on the FMA partner website.	Online option available	1
Children, Youth & Their Families	DCYF Supper and Snack Program	Resource page for to any youth 18 and under in high need areas in San Francisco to apply for nutritional plans sponsored by DCYF.	Online option available	1
Children, Youth & Their Families	Expanded Learning Collaborative Policy Council Application	Service hasn't been updated since 2013	Cannot complete online	1
Children, Youth & Their Families	Grants	Application page to apply for 'addback' funds available to community-based organizations and public agencies to provide services to children, youth and families.	Online option available	1
Children, Youth & Their Families	Organizational Sustainability Initiative Application	Application for Grantees to apply to joing DCYF's Organizational Sustainability Initiative program.	Online option available	1

Children, Youth & Their Families	RFP and RFQ Appeals	Page provides general information about the Appeals Process that will be used by DCYF in response to their FY19/20 Request for Proposals and Qualifications.	Online option available	1
Children, Youth & Their Families	Technical Assistance and Capacity Building	Resource page training workshops, cohorts, conferences and more hosted by DCYF for all of their grantees.	Online option available	1
Children, Youth & Their Families	Training Workshops	DCYF's training offerings to promote and embed the knowledge, experience, and tools developed by DCYF and their collaborators.	Online option available	1
City Administrator	12B Equal Benefits Program	Certify compliance with the Equal Benefits provision of Chapter 12B	Cannot complete online	
City Administrator	Access Plan Review Forms/MOD's Project Review Process/Architectural Access & Plan Check		Cannot complete online	
City Administrator	ADA Complaint / Assistance Form		Cannot complete online	
City Administrator	ADA Complaint / Request for Assistance		Cannot complete online	
City Administrator	ALEMANY FLEA MARKET – SELLER'S INFORMATION SHEET		Cannot complete online	
City Administrator	Appeals Process		Cannot complete online	

City Administrator	Apply for a cannabis business permit	You need a cannabis business permit if you want to sell, deliver, manufacture, cultivate, distribute, or test cannabis in San Francisco.	10	Online option available	4
City Administrator	Apply to become a DreamSF Fellow	The DreamSF Fellowship is a paid leadership and professional development program for immigrants in the Bay Area.		Cannot complete online	
City Administrator	Assistive Listening Device (ALD) Loan Policy			Cannot complete online	
City Administrator	Authentication for Apostilles	Certification of local health officers/registrars/notaries.		Cannot complete online	2
City Administrator	Billiard Parlor Permit			Cannot complete online	
City Administrator	California Environmental Quality Act	File CEQA documents, Notice of Determination, Notice of Exemption, No Effect Determination	5	Cannot complete online	2
City Administrator	City Hall Tours	Take a tour of City Hall		Cannot complete online	
City Administrator	CMD Mentor Protege Program	Match Micro LBE with a Prime Consultant or Contractor in the same field		Cannot complete online	
City Administrator	Commercial Dog Walker Permit (Initial)	Get approved for a commercial dog walker permit	10	Cannot complete online	1
City Administrator	Commercial leasing			Cannot complete online	
City Administrator	Community Ambassador Program			Cannot complete online	
City Administrator	Community Challenge Grants	Apply for a Community Challenge Grant to make physical improvements in your neighborhood		Cannot complete online	
City Administrator	Construction Hotline			Cannot complete online	

City Administrator	Contractor Development and Bonding Program	Help for small or micro LBE contractors to increase their bonding and financing capacity		Cannot complete online	
City Administrator	Create Account			Cannot complete online	
City Administrator	Custody Animals	San Francisco Animal Care and Control cares for owned animals in need due to situations like: owner died; owner hospitalized; owner incarcerated; SAFE Pets program for victims of domestic violence; displaced due to fire or other disasters; cruelty or neglect investigations; vicious and dangerous dog cases or SFPD evidence.	8	Cannot complete online	1
City Administrator	Customer Satisfaction Survey			Cannot complete online	
City Administrator	Deputy Marriage Commissioner for a Day	Get appointed as a deputy marriage commissioner		Cannot complete online	2
City Administrator	DOI Certificates of Authority	For verification of a Bail License Agent and Admitted Surety Insurer		Cannot complete online	2
City Administrator	Domestic Partnership	Declare or end a local domestic partnership.	25	Cannot complete online	2
City Administrator	Domestic Partnership Ceremony	Make an appointment for a domestic partnership ceremony		Cannot complete online	2
City Administrator	Eastern Neighborhoods Area Plan Grants	Apply for an Eastern Neighborhoods Area Plan Grant for a capital project in your neighborhood		Cannot complete online	

City Administrator	Events	Book City Hall for an event		Cannot complete online	
City Administrator	Extended Hours Premises Permit			Cannot complete online	
City Administrator	Fair Chance Ordinance (FCO)			Cannot complete online	
City Administrator	Fictitious Business Name Filing/Renewal/Abandonment/Withdrawal/Proofs of Publication	Change or renew your Fictitious Business Name	150	Cannot complete online	2
City Administrator	File a Complaint			Cannot complete online	
City Administrator	File a complaint - Minimum Wage Ordinance	Report a violation of the Minimum Wage Ordinance		Cannot complete online	
City Administrator	File Your Quarterly Report			Cannot complete online	
City Administrator	Film & Photo Production			Cannot complete online	
City Administrator	Find immigration legal help			Cannot complete online	
City Administrator	Formula Retail Employee Rights Ordinances	Report a violation of the Formula Retail Employee Rights Ordinances		Cannot complete online	
City Administrator	Found Wildlife	Report wildlife in distress	20	Cannot complete online	1
City Administrator	General Operating Support: Arts			Cannot complete online	
City Administrator	General Operating Support: Parades and Festivals			Cannot complete online	
City Administrator	Get help paying for an immigration application	Get a loan to help with your immigration application fee.		Cannot complete online	
City Administrator	Get verified as an Equity Applicant	Equity Applicants must be verified by the Office of Cannabis before applying for a cannabis business permit.	7	Online option available	5
City Administrator	Give2SF			Cannot complete online	
City Administrator	Grantee Services			Cannot complete online	
City Administrator	Health Care Security Ordinance (HCSO)			Cannot complete online	
City Administrator	How to Adopt a Pet	Adopt a pet from the shelter	20	Cannot complete online	3

City Administrator	How to Foster Animals	Foster an animal from the shelter	50	Cannot complete online	3
City Administrator	How to Obtain Copies of Marriage Certificate	Get a copy of your confidential marriage certificate		Cannot complete online	2
City Administrator	Humane Euthanasia	Make an appointment for euthanasia		Cannot complete online	
City Administrator	Index to Records			Cannot complete online	
City Administrator	LAO Complaint Process			Cannot complete online	
City Administrator	LBE Certification	Become certified as a Local Business Enterprise		Cannot complete online	
City Administrator	Lease Application			Cannot complete online	
City Administrator	Legal Document Assistant	Register as a legal document assistant	1	Cannot complete online	2
City Administrator	Limited Live Performance Permit			Cannot complete online	
City Administrator	Living on Treasure Island / Welcome to villages			Cannot complete online	
City Administrator	Lost and Found Pets	Report a found pet to the shelter		Online option available	3
City Administrator	Make a Donation	Donate to the shelter		Cannot complete online	3
City Administrator	Markets - Open Air			Cannot complete online	
City Administrator	Marriage License	Make an appointment to get your marriage license	300	Cannot complete online	2
City Administrator	Marriage: Civil Ceremony	Make an appointment for a civil marriage ceremony	200	Cannot complete online	2
City Administrator	Mechanical Amusement Device Permit			Cannot complete online	
City Administrator	Notary Public Registration and Public Journals	To file an oath and bond for the purpose of registering as a notary public.	35	Cannot complete online	2
City Administrator	Oaths of Office/Affirmation/Loyalty/Disaster Service Worker	To administer or file an Oath of Office		Cannot complete online	2

City Administrator	OCA Public Pre-Proposal Meetings & Bid Openings	The primary impact of COVID on OCA's in-person communication with the business community is that we no longer hold in-person pre-proposal meetings or bid openings.	5 Online option available	3
City Administrator	One Time Indoor Entertainment Event Permit		Cannot complete online	
City Administrator	One Time Outdoor Amplified Sound Permit (No Entertainment Furnished)		Cannot complete online	
City Administrator	One Time Outdoor Entertainment Event Permit		Cannot complete online	
City Administrator	Pet Licensing and Registration	License your pet	Online option available	3
City Administrator	Place of Entertainment Permit		Cannot complete online	
City Administrator	Process Server	Register as a process server	1 Cannot complete online	2
City Administrator	Professional Photocopier	Register as a professional photocopier	1 Cannot complete online	2
City Administrator	Rabies and Microchip Clinic	Get your pet a rabies vaccine and microchipped	Cannot complete online	1
City Administrator	Register as a Host		Cannot complete online	
City Administrator	Register as a promoter		Cannot complete online	
City Administrator	Register as an Equity Incubator	Office of Cannabis	Equity Incubators must support Equity Applicants with technical help or rent free space for 3 years, in exchange for receiving a cannabis business permit.	3 Online option available	5
City Administrator	Re-Granting		Cannot complete online	
City Administrator	Reimbursement Guidelines	Submit expenses for reimbursement	Cannot complete online	

Department	Service	Description		Status	
City Administrator	Renewing your certification			Cannot complete online	
City Administrator	Report a Dog Bite or Aggressive Animal	Report a dog bite to the Vicious & Dangerous Dog Unit		Cannot complete online	3
City Administrator	Report a venue or event for a sound issue	Report a venue or event for a sound issue		Cannot complete online	
City Administrator	Report illegal cannabis activity	Anonymously tell the Office of Cannabis about cannabis activity you think might be illegal.	0	Online option available	4
City Administrator	Request for City Services - 311 Online Form			Cannot complete online	
City Administrator	Roster of Public Agencies/Statement of Facts	To file a public agency		Cannot complete online	2
City Administrator	San Francisco's Seismic Retrofit Financing	Get financing for earthquake retrofit construction		Cannot complete online	
City Administrator	Search Unidentified Persons			Cannot complete online	
City Administrator	SF City ID Card	To serve as proof of identity and residency for all San Francisco residents.	40	Cannot complete online	2
City Administrator	SF Event Promoters			Cannot complete online	
City Administrator	SF311 Mobile App			Cannot complete online	
City Administrator	Slavery Era Disclosure Affidavit (San Francisco Administrative Code Chapter 12Y)			Cannot complete online	
City Administrator	Sound Truck Permit			Cannot complete online	
City Administrator	South East Community Center Event/"One Night Dance" Permit			Cannot complete online	

City Administrator	Spay & Neuter	Spay/Neuter services are provided for animals in the care of San Francisco Animal Care and Control prior to adoption, transfer or redemption	Cannot complete online	
City Administrator	Special Events		Cannot complete online	
City Administrator	Special Projects and Unexpected Needs		Cannot complete online	
City Administrator	Stop Hosting Short-Term Rentals		Cannot complete online	
City Administrator	Surrender a Pet	Give your pet to the shelter	Cannot complete online	
City Administrator	Tell the City you want to be an Equity Incubator	When you tell the City you want to be an Equity Incubator, the Office of Cannabis will post some of your information on our website.	Cannot complete online	
City Administrator	Track Service Requests - User Service Requests Log in		Cannot complete online	
City Administrator	Translation Certificate	To verify the certification of a court interpreter or an accredited translator.	Cannot complete online	2
City Administrator	Treasure Island Homelessness Development Initiative		Cannot complete online	
City Administrator	Undue Burden Documentaiton		Cannot complete online	
City Administrator	Unlawful Detainer Assistant		Cannot complete online	
City Administrator	Upcoming Employer Training Webinars		Cannot complete online	
City Administrator	Urban Watershed Stewardship Grants	Other	Cannot complete online	

City Administrator	Vital Records: Birth and Death Certificate	Request a copy of a birth certificate for anyone over age 3 or death certificate for events 3 years or older	Online option available	2
City Administrator	Volunteer	Resident	Cannot complete online	
City Administrator	Workshops		Cannot complete online	
City Attorney	File a claim for injury, property damage or loss against the City and County of San Francisco	Filing a claim for injury, property damage or loss against the City and County of San Francisco.	50 Cannot complete online	2
City Attorney	Tax Claims	Filing a claim for tax refund against the City and County of San Francisco.	10 Cannot complete online	2
City Planning	Calculate my fees	Form to help calculate the fees for Planning Department to process applications.	Online option available	3
City Planning	Contracting and Bid Opportunities	Contracting opportunities with the Planning Department	Cannot complete online	2
City Planning	Development Review Services (Review/Approval of Permits, Entitlements and CEQA Applications)	Submit applications for building permits, land use entitlements or CEQA review	135 Online option available	3
City Planning	Filing a Complaint	Responding to Planning Code violation complaints	25 Online option available	3
City Planning	Public Information Services	walk in, phone, email public information services	350 Cannot complete online	1
City Planning	Registration and Licensing Services	Registration for General Sign Advertising Program and Short Term Rentals	70 Online option available	3
City Planning	Zoning Administrator Determinations	Respond to requests for clarity and classification under the Planning Code	5 Cannot complete online	2

Civil Service Commission	Appealing the decision on the Human Resources Director/designee or the Director of Transportation on discrimination matters within the hiring process.	Decisions made by the Human Resources Director/designee or the Director of Transportation/designee on discrimination complaints in the hiring process are appealable to the Civil Service Commission.	5 Cannot complete online	2
Civil Service Commission	Appealing the decisions of the Human Resources Director/designee or the Director of Transportation/designee.	Applicants may appeal the disqualification from participating in the certain types of examinations for a permanent civil service position.	7 Cannot complete online	2
Civil Service Commission	Inspection Service Requests	Complainants may submit Inspection Service Requests regarding any appointments, unfair hiring processes, out-of-class assignments, and other Merit System matters.	8 Cannot complete online	2
Controller	Administrative Hearings - Controller's Payment Offset, OSLE Penalty Appeal, Supplier Debarment Appeal & Other SF Admin. Code Fine Appeal	An appellant can file an appeal via email and conduct a hearing virtually.	1 Cannot complete online	3

Controller	Electronic Supplier Invoice Submission	City-received paper Supplier invoices and migrating to PDF attachments to centralized departmental email boxes or better yet to full digital, including Supplier input (copy and paste from the Receiving Document and/or PO) via the SFCityPartner Supplier portal's eSettlements link	0 Cannot complete online	5
Controller	File a Stop Payment Notice Lien	The stop notice lien provides a remedy to subcontractors for nonpayment of goods and/or services provided or performed to support delivery of an existing City contract with a prime contractor.	5 Cannot complete online	2
Controller	File a Whistleblower Report	Complaint intake	2 Online option available	3
Controller	Public Information Requests on Post-Award Bid Submissions	After a competitive bid solicitation, bidders and others members of the public may request proposals (including the redacted proposal from the winning bidder).	1 Online option available	4

District Attorney	Advocacy Program / Victim Services	Victim Advocates provide crisis support, criminal justice system navigation and information, access to services and resources, court accompaniment and victims rights to victims of violent crime.	300	Online option available	3
District Attorney	Auto Burglary Tip Line	On Line Reporting of auto burglaries from the public	1	Online option available	3
District Attorney	Bad Check Enforcement Unit	If a business receives a "bad" or returned check due to NSF or closed account, and the check writer fails to make good on the payment due or respond to the merchant, the DA's Office's Bad Check Enforcement Unit will assist the merchant with the recovery of the funds.	3	Online option available	2
District Attorney	California Victim Compensation Program	The California Victim Compensation Program provides financial resources to victims of violent crime to cover medical, mental health, dental, relocation, funeral and burial, income loss and crime scene clean up expenses.	300	Online option available	3
District Attorney	Consumer Mediation Unit/Consumer Protection Unit	Evaluate and assist in resolution of consumer complaints		Online option available	1
District Attorney	Fraud Hotline	Hotline to report suspected fraud		Cannot complete online	2

District Attorney	Hate Crime Reporting	Phone based tip line for reporting of hate crime incidents	1 Cannot complete online	2
District Attorney	Law Enforcement Accountability Referral/Contact	We investigate instances of law enforcement misconduct and file criminal charges when necessary.	Online option available	3
District Attorney	Neighborhood Courts	Neighborhood volunteers hear cases and respond to inquiries regarding status of cases, program processes and volunteer opportunities.	50 Cannot complete online	3
District Attorney	Register Your Camera	The San Francisco District Attorney's Office invites you to register your security camera with our office. The goal of the program is to deter crime and promote public safety through collaboration between the San Francisco District Attorney's Office and the communities we serve. Please complete and submit all fields required, and carefully review the Policy & Terms of Use.	Online option available	3

District Attorney	Subpoena Information	The Subpoena Unit processes all witness subpoenas for SFDA's Office, staffs the witness telephone line to provide case status and updates, maintains website for civilian and law enforcement check-in, and updates website for case status and cancellations.	Online option available	2
Economic & Workforce Development	Bayview Women		Cannot complete online	
Economic & Workforce Development	Bid Opportunities		Cannot complete online	
Economic & Workforce Development	Business Development		Cannot complete online	
Economic & Workforce Development	Business Services Team		Cannot complete online	
Economic & Workforce Development	Central Market Street and Tenderloin Area Payroll Expense Tax Exclusion		Cannot complete online	
Economic & Workforce Development	Central Subway Project Construction Mitigation Program		Cannot complete online	
Economic & Workforce Development	Clean Technology Payroll Expense Tax Exclusion		Cannot complete online	

Economic & Workforce Development	Contact a Business Counselor	One-to-one case management assistance including information on required license and permits, technical assistance, financing options, and other business resources to help businesses start, grow, and thrive	Cannot complete online
Economic & Workforce Development	Contact Us Intake Form	The Office of Small Business (OSB) functions as the City's central point of information and referral for entrepreneurs and small businesses located in the City and County of San Francisco	Cannot complete online
Economic & Workforce Development	Disaster Relief	When a disaster occurs, OEWD work with individual businesses to determine the resources and support they might need	Cannot complete online
Economic & Workforce Development	Established Women		Cannot complete online
Economic & Workforce Development	First Source Hiring	The First Source Hiring Program requires that developers, contractors, and employers utilize good faith efforts toward employing economically disadvantaged San Franciscan residents for entry-level positions on applicable projects.	Cannot complete online

Economic & Workforce Development	Free training programs for job seekers		Cannot complete online
Economic & Workforce Development	Get a Permit		Cannot complete online
Economic & Workforce Development	La Cocina Incubator Program		Cannot complete online
Economic & Workforce Development	Legacy Business Program Rent Stabilization Grant - Initial Grant Application	Grants to landlords that enter into agreements with Legacy Businesses in order to promote the long-term stability of Legacy Businesses and help Legacy Businesses remain in the city.	Cannot complete online
Economic & Workforce Development	Legacy Business Program Rent Stabilization Grant - Re-Application	Grants to landlords that enter into agreements with Legacy Businesses in order to promote the long-term stability of Legacy Businesses and help Legacy Businesses remain in the city.	Cannot complete online
Economic & Workforce Development	Legacy Business Registry	The registry is open to businesses that are 30 years or older, have been nominated by a member of the Board of Supervisors or Mayor and, in a hearing before the Small Business Commission, prove they have made a significant impact on the history or culture of their neighborhood.	Cannot complete online

Economic & Workforce Development	Open in San Francisco	Open in San Francisco aims to improve the level of service for small food businesses through the permitting process	Cannot complete online
Economic & Workforce Development	Property Owner Information Request Sheet		Cannot complete online
Economic & Workforce Development	Real Estate		Cannot complete online
Economic & Workforce Development	San Francisco Women's Entrepreneurship Fund		Cannot complete online
Economic & Workforce Development	Scene in San Francisco Rebate Program	Qualifying productions are eligible for a refund of all payroll tax and city fees up to $600,000 per production	Cannot complete online
Economic & Workforce Development	SF Shines	THE SF Shines program provides grants, design assistance and project management to improve storefront façades and business interiors.	Cannot complete online
Economic & Workforce Development	Specialized job seeker services		Cannot complete online
Economic & Workforce Development	Stock Based Compensation Payroll Tax Exclusion		Cannot complete online
Economic & Workforce Development	Tech SF		Cannot complete online
Economic & Workforce Development	The Americans with Disabilities Act (ADA) Certified Access Specialist (CASp) Small Business Assessment Program		Cannot complete online
Economic & Workforce Development	Workforce Services		Cannot complete online

Economic & Workforce Development	Wu Yee Children's Services - Family Child Care Small Business Development Program		Cannot complete online	
Elections	Ambassador application	Allows high school students to engage with elections processes and to increase elections awareness in schools and communities.	25 Cannot complete online	1
Elections	Application for appointment to elections observer panel	The Department provides the ability to observe the election process	Online option available	2
Elections	Application for voter registration information	The Department provides voter registration information for qualified individuals	Cannot complete online	3
Elections	Ballot Argument Assignment Form	The Department provides the forms necessary to place arguments in the Voter Information Pamphlet	Online option available	2
Elections	Ballot Argument Consent Form	The Department provides the forms necessary to place arguments in the Voter Information Pamphlet	Online option available	2
Elections	Ballot argument Control Sheet A	The Department provides the forms necessary to place arguments in the Voter Information Pamphlet	Online option available	2
Elections	Ballot argument Control Sheet B	The Department provides the forms necessary to place arguments in the Voter Information Pamphlet	Online option available	2
Elections	Candidates	Candidates file for elective office with Department	30 Cannot complete online	3

Elections	Language Preference Update Tool	Allows voters to request translated election materials in their preferred language.	5000	Online option available	4
Elections	Locate my polling place	Allows voters to locate their assigned polling place based on their residential address.	5000	Online option available	4
Elections	Notification of deceased voter	Allows individuals to notify the Department of Elections that a voter is deceased.	5000	Online option available	4
Elections	Online campaign services appointment form	Individuals can make appointments to file paperwork with Department	20	Online option available	1
Elections	Online review quiz	Allows poll workers to test their knowledge prior to serving voters at the polls on Election Day.	2500	Online option available	4
Elections	Online vote-by-mail application	All San Francisco voters will be mailed ballots for the November 3, 2020 election; through this service, voters may request a replacement vote-by-mail ballot packet.	5000	Online option available	4
Elections	Participate in Advisory Committees	Allows to engage with San Francisco voters and involve community members in the design, delivery, and evaluation of elections services.	5000	Cannot complete online	4
Elections	Poll Worker Training Class and Resources: Training Videos	Allows poll workers to gain the necessary knowledge prior to serving voters at the polls on Election Day.	2500	Online option available	4

Elections	Polling place profile	Allows polling place hosts to access their personalized election information and schedule appointments for equipment delivery.	588 Online option available	4
Elections	Pollworker online profile	Allows poll workers to access their personalized election information.	50 Online option available	4
Elections	Provisional ballot status lookup	Allows voters who cast provisional ballots at a polling place or voting center to check the status of their ballot.	5000 Online option available	4
Elections	Registration	Allows eligible residents to register to vote online or by filling out an affidavit of registration.	Online option available	4
Elections	Request to cancel voter registration	Allows voters to request to cancel their voter registration in San Francisco	5000 Online option available	4
Elections	Request to stop or resume mailing of your voter information pamphlet and sample ballot	Allows voters to request to stop or resume mailing of their voter information pamphlet and sample ballot. Voters who opt out of the mailings receive these materials by email instead.	Online option available	4
Elections	San Francisco Department of Elections Online Polling Place Application	Allows members of the public and public and private organizations to provide their facilities to serve as polling places on Election Day.	20 Online option available	4

Elections	San Francisco Department of Elections: Language Accessibility Advisory Committee (LAAC) Interest Form	Provides input on the Department's services and programs in languages other than English and assists with developing messages and materials to increase voter education for minority-language communities throughout San Francisco.	5000 Cannot complete online	4
Elections	San Francisco Department of Elections: Online Poll Worker Application	Allows members of the public to apply to be a poll worker on Election Day.	50 Online option available	4
Elections	San Francisco Department of Elections: Voting Accessibility Advisory Committee (VAAC) Interest Form	Provides input on accessibility issues and recommendations for improving access to voting and election materials for voters with disabilities and voters who are elderly.	5000 Cannot complete online	4
Elections	Third-Party Voter Registration Notification	Allows individuals to notify the Department of Elections about voters who have moved.	5000 Online option available	4
Elections	Update my registration: Update your registration	Allows registered voters to update various information in their voter registration record, including address, contact information, and preferences for election materials.	5000 Online option available	3

Department	Service	Description		Additional Info	Rating
Elections	Voter Portal	Allows voters to view their registration information, ballot status, and elected officials. Through the Portal, voters can also request replacement ballots, find locations of in-person voting sites, download sample ballots, and update their preference for election materials.	5000	Online option available	4
Elections	Voter Registration Card Request	All voters are mailed Voter Notifications Cards within 2-3 weeks of registering; this service allows voters to request a replacement Voter Notification Card.	5000	Online option available	3
Elections	Voter registration status lookup tool	Allows voters to view their registration information, ballot status, and elected officials. Through the Portal, voters can also request replacement ballots, find locations of in-person voting sites, download sample ballots, and update their preference for election materials.	5000	Online option available	4
Emergency Management	911			Cannot complete online	3
Emergency Management	ACS Radio Nets			Cannot complete online	4

Emergency Management	AlertSF	AlertSF is the City's official text and email alert system. Residents may opt in to receive emergency alerts, notifications and warnings based on geographic preference.	100000	Online option available	4
Emergency Management	Courses			Cannot complete online	1
Emergency Management	Custodian of Records	Members of the public may request identifiable Public records in written and electronic formats that pertain to the conduct of the public's business.	0	Cannot complete online	2
Emergency Management	Medical Plans for Special Events			Cannot complete online	1
Emergency Management	Request for DEM Meeting	This is an online form stakeholders may use to request a meeting with specific DEM divisional staff.	6	Online option available	4
Emergency Management	Request for Interview	Online form for people to use when asking to interview DEM staff	4	Online option available	4
Emergency Management	Request for Materials	Online request form for printed 911 and/or emergency preparedness materials.	30	Online option available	2
Emergency Management	Request for Speaker			Cannot complete online	4
Emergency Management	Request for Table Display			Cannot complete online	4

Environment	Carbon Fund	This is an ongoing grant program for eligible organizations that are seeking to reduce greenhouse gas emissions and related activities.	Cannot complete online	3
Environment	Checkout/Precheckout Bags, Foodware and Other Packaging Zero Waste Ordinances Compliance	Provide information and assistance for subject businesses to be in compliance with ordinances regarding checkout and precheckout bags, foodware and other packaging.	20 Online option available	2
Environment	Construction & Demolition (C&D) Debris Recovery Ordinance (No. 27-06) (i.e., Ch. 14 Environment Code)	By law, C&D debris removed from a project must be recycled or reused and this service offers guidance, tools, and resources for debris generators (i.e., projects), transporters, and recycling facilities who must comply with rules and regulations established under the city's C&D Debris Recovery Ordinance (No. 27-06).	5 Online option available	3

Environment	Emergency Ride Home (ERH) Program	The Emergency Ride Home (ERH) program will reimburse the cost of a taxi ride home up to $150 for employees who work in San Francisco and commute via a sustainable mode that experience a personal emergency while at work.	0 Cannot complete online	4
Environment	Energy Efficiency Programs	Program rebates and consultations for energy efficiency equipment and installation.	20 Online option available	4
Environment	Environmental Education Presentations	Free resources, support, and environmental education presentations	1000 Cannot complete online	3
Environment	Essential Worker Ride Home (EWRH) Program	The Essential Worker Ride Home (EWRH) program is an expansion of the City's existing Emergency Ride Home program. The EWRH program reimburses taxi rides home from work for essential employees commuting to and within San Francisco who have been impacted by public transit reductions, up to ten (10) rides per month, per person, and up to $70 per ride.	0 Cannot complete online	4

Environment	Event Ordinances Compliance	Technical assistance (e.g. zero waste plan for events, virtual zero waste trainings, support for understanding ordinances) to ensure proper source separation and adherence to the law	6 Cannot complete online	1
Environment	Healthy Nail Salon Recognition Program	Provide assistance to nail salons to reduce the use of toxic chemicals, offer safer products and practices, and then provide recognition and marketing to those that have completed a checklist of measures.	20 Online option available	3
Environment	Mandatory Recycling and Composting Compliance	Technical assistance (site and materials assessment, virtual zero waste trainings, property plans) to ensure adequate service and proper source separation and compliance with Mandatory Recycling and Composting Ordinance.	30 Cannot complete online	2

Department	Service	Description		
Environment	Refuse Separation Compliance Ordinance	Refuse Separation Compliance Ordinance (RSO) requires that accounts that fail an audit complete a Refuse Separation Compliance Ordinance Plan (RSCOP). Our department reviews and approves the RSCOP, providing assistance to ensure a complete and thorough plan for compliance.	5 Online option available	2
Environment	Safe Medicine Disposal	approx 45 kiosks across city where residents may dispose of unwanted/leftover medicine safely and securely	Online option available	1
Environment	San Francisco Green Business Recognition Program	Provide free business assistance program to help businesses save money and reduce their environmental impact.	20 Online option available	3
Environment	SF Recycles	Recycle or safely dispose of light bulbs, batteries, mattresses, and more.	1200 Online option available	3
Ethics Commission	Apply for Public Financing	Candidates running for SF Mayor or Board of Supervisors elective office can apply to receive public financing.	0 Online option available	4
Ethics Commission	File a Complaint	File a complaint alleging violations of the SF campaign and governmental conduct code.	5 Cannot complete online	2

Department	Service	Description	Value	Online Status	Rating
Ethics Commission	File disclosure forms	File campaign finance, campaign consultant, lobbyist, conflict of interest, major developer, and permit consultant disclosure forms.	20	Online option available	4
Ethics Commission	Obtain advice	Obtain advice about complying with government ethics laws and campaign finance activity.	20	Cannot complete online	3
Ethics Commission	Pay registration fees, late fees, and administrative penalties	Pay registration fees, late fees, and administrative penalties through the City's online payment portal	25	Online option available	4
Ethics Commission	Search disclosure records and data	Search databases containing filed disclosure forms and reports and download parsed data	5	Online option available	4
Fine Arts Museums	Become a Member			Cannot complete online	
Fine Arts Museums	Buy Tickets			Cannot complete online	
Fine Arts Museums	Donate Online			Cannot complete online	
Fine Arts Museums	Volunteer Application			Cannot complete online	
Fire Department	Application for Permits	Apply for a permit for use of hazardous materials or procedures		Cannot complete online	
Fire Department	Arson Tip Hotline	Report information about arson		Cannot complete online	
Fire Department	Billing Record	Get a copy of your medical bill from the Fire Department		Cannot complete online	2
Fire Department	Financial Hardship Program	Apply for financial assistance from the Fire Department if your ambulance services are not covered by insurance		Cannot complete online	

Fire Department	Fire Reports	Get a copy of your Fire Incident or Fire Investigation Report	Cannot complete online	
Fire Department	How to File a Complaint with the SFFD	File a complaint with the Fire Department	Cannot complete online	
Fire Department	How to Thank the SFFD	Thank the Fire Department	Cannot complete online	
Fire Department	Lost and Found	Contact the Fire Department if you lost an item during an emergency service	Cannot complete online	
Fire Department	Neighborhood Emergency Response Team (NERT)	Get training in disaster response and preparedness	Cannot complete online	
Fire Department	Patient Request for Medical Record	Get a copy of your medical record if you were treated by the Fire Department	Cannot complete online	
Fire Department	Plan Check	Get your construction plans checked	Cannot complete online	
Fire Department	Referral Inspection Request Form	Request a fire inspection	Cannot complete online	
Fire Department	Report a Fire Safety Concern	Report a concern with your building	Cannot complete online	3
Fire Department	Report a Leaking Fire Hydrant	Report a leaking fire hydrant	Cannot complete online	
Fire Department	Request for a Fire Department Observation of Fire Evacuation/Drill	Request a Fire Department visit to observe your fire drill	Cannot complete online	
Fire Department	Request SFFD Participation at a Community Event	Request a Fire Department visit to a community event	Cannot complete online	
Fire Department	Request SFFD to Visit Your School	Request a Fire Department visit to your school	Cannot complete online	3
Fire Department	San Francisco Fire Permits Data Map	View property inspection records, violation, and permit history	Cannot complete online	

Fire Department	Schedule a Group Fire Station Tour	Visit your local fire station with an educational or community group	Cannot complete online	4
Fire Department	Subpoena Services	Subpoena the Fire Department to testify about a fire or medical incident	Cannot complete online	
Fire Department	Youth Firesetter Prevention & Intervention Program	Contact the Fire Department for help if you are concerned about your child's fire setting	Cannot complete online	
Health Service System	employee health benefits	SFHSS administers employee group health benefits including eligibility and enrollment.	800 Online option available	3
Homelessness and Supportive Housing	Adult Coordinated Entry, Access Points	Adult Coordinated Entry, Access Points are designed to provide access, determine eligibility, conduct problem solving and assessments, and perform housing referrals for San Francisco adults experiencing homelessness.	750 Cannot complete online	3
Homelessness and Supportive Housing	Coordinated Entry For Youth, Access Points	Access Points for Youth are designed to provide access, determine eligibility, conduct problem solving and assessments, and perform housing referrals for San Francisco youth experiencing homelessness.	100 Cannot complete online	3

Homelessness and Supportive Housing	COVID-19 Alternative Housing System: Safe Sleep	Safe Sleep programs are low-barrier and COVID-informed, have 24/7 access, and connect peopled experiencing homelessness to resources and services to help them safely shelter in place during the COVID-19 crisis and provides a connection to the Homelessness Response System to work toward an exit to homelessness. No walk-ins are permitted.	156 Cannot complete online	3
Homelessness and Supportive Housing	COVID-19 Alternative Housing System: Shelter in Place (SIP) Hotels	COVID-19 asymptomatic people experiencing homelessness who are 60 or older or have been diagnosed with a COVID-vulnerable medical condition are prioritized for placement into a hotel room to safely shelter in place. Referrals are made through identified sources, no walk-ins permitted.	2300 Cannot complete online	3

Homelessness and Supportive Housing	Family Coordinated Entry, Access Points	Family Coordinated Entry Access Points are designed to assess, prioritize, and match families experiencing homelessness to housing problem solving, shelter, housing opportunities, and other services in San Francisco.	Cannot complete online	3
Homelessness and Supportive Housing	Housing Ladder	The Housing Ladder offers opportunities for residents of Permanent Supportive Housing or Rapid Rehousing to move outside of the Homelessness Response System- making their unit available for other people experiencing homelessness	5 Online option available	1
Homelessness and Supportive Housing	Problem Solving (Access Points)	Problem Solving is an umbrella term for an array of services and support that seek to quickly resolve housing crises and prevent the need for any, or additional, Homelessness Response System interventions.	Online option available	3

Homelessness and Supportive Housing	Problem Solving (Homeward Bound)	The Homeward Bound program is designed to help reunite people experiencing homelessness in San Francisco with family and friends willing and able to offer ongoing support to end the cycle of homelessness.	45 Online option available	3
Homelessness and Supportive Housing	Street Outreach (Homeless Outreach Team)	San Francisco Homeless Outreach Team (SFHOT) connects unsheltered San Franciscans with services, medical care, and shelter to help them move off the streets and stabilize their lives.	4500 Cannot complete online	4
Homelessness and Supportive Housing	Supportive Housing (Adults, Families, and Transitional Aged Youth)	HSH administers locally and federally funded supportive housing to provide long-term affordable housing with on-site social services to people exiting chronic homelessness.	160 Online option available	3
Homelessness and Supportive Housing	Supportive Services for Veterans Experiencing Homelessness	HSH and its partners provide supportive housing and services for chronically homeless veterans.	Online option available	3
Homelessness and Supportive Housing	Temporary Shelter (Emergency Shelters and Navigation Centers)	Temporary Shelter System provides short-term emergency shelter for people (Adults, Families, TAY or minors) experiencing homelessness in San Francisco.	3000 Cannot complete online	4

Homelessness and Supportive Housing	Transitional Housing Programs	Transitional Housing provides people with significant barriers to housing stability with a place to live and intensive social services for up to two years while they work toward self-sufficiency and housing stability.	Cannot complete online	4
Human Resources	Access to City Employment (ACE)	The Access to City Employment (ACE) Program provides an alternative route towards permanent City employment for qualified *disabled individuals.	40 Cannot complete online	4
Human Resources	ApprenticeshipSF	ApprenticeshipSF is offering quality apprenticeship programs for the City & County of San Francisco, allowing apprentices to earn competitive wages while you get the training and experience you need to become a certified professional.	300 Cannot complete online	4
Human Resources	Diversity Recruiting	Diversity Recruitment Program highly qualitified...	20 Cannot complete online	1
Human Resources	Job Opportunities and Application Processing	DHR lists current job openings with the City and interested individuals can apply online.	10 Online option available	4

Department	Service	Description		
Human Resources	Personal Services Contracts (PSC) Database	Database where departments request, and stakeholders can view, permission from the Civil Service Commission for service contracts.	15 Online option available	4
Human Resources	Walk-in Applicant Assistance	DHR provides computers and in-person technical assistance for individuals applying for City jobs; we also provide limited over-the-phone support.	30 Cannot complete online	1
Human Rights Commission	Diversity, Sensitivity & Cultural-Competency Training		Cannot complete online	
Human Rights Commission	File Allegations of Discrimination with the Discrimination Division		Cannot complete online	
Human Rights Commission	Grant Funding Opportunity and Request for Proposal ("RFP")		Cannot complete online	
Human Rights Commission	How to file a Sanctuary City Ordinance Complaint		Cannot complete online	
Human Rights Commission	Internship opportunities		Cannot complete online	
Human Services Agency	Apply for CAAP	CAAP offers cash assistance and employment services to low-income adults with no dependent children and to qualifying immigrants.	150 Online option available	2

Human Services Agency	Apply for CalFresh	CalFresh helps to improve the health and well-being of qualified households and individuals by providing them a means to meet their nutritional needs.	2000 Online option available	3
Human Services Agency	Apply for CalWORKs	CalWORKs qualifies families and expectant mothers to benefits program together with a variety of temporary assistance, such as employment, housing, and education services.	1700 Online option available	3
Human Services Agency	Apply for Medi-Cal	Individuals or families can apply for Medi-Cal year-round. Eligibility can take up to 45 days to determine and 90 days to determine for disabled individuals.	2100 Online option available	3
Human Services Agency	Apply for Money Management	Representative Payee Program provides money management services for those who need support with budgeting and check disbursements.	0 Online option available	1

Human Services Agency	Become a Foster Parent	For anyone interested in providing a home that can make lasting changes in the life of a foster child or non-minor dependent. Applicants are required to successfully complete the Resource Family Approval process. Information about the RFA process is available thru the FCS Recruitment Hotline 415 558-2200 or website www.foster-sf.org	12	Online option available	4
Human Services Agency	Child Care Resource and Referral Agencies	Help parents, providers, and local communities find, plan for, and provide affordable, quality child care. OECE doesn't provide direct service. OECE contracts with 2 CBOs to delivery service.	280	Online option available	3
Human Services Agency	County Veterans Service Office	If you are a veteran or a dependent of a veteran, you may be entitled to benefits from the U.S. Department of Veterans Affairs; we're here to help you get those benefits by managing your entire claim process. We also serve as your advocate with government agencies and help obtain your military records if needed.	160	Cannot complete online	1

Human Services Agency	DAS Benefits and Resource Hub	One stop assistance for Aging and Disability services, the Hub serves as the hotline for Adult Protective Services reports and completes intake applications for several services, including the Community Living Fund, In-Home Supportive Services (IHSS), our Home Delivered Meals Program, the Community Case Management Program, and individuals can apply for and renew CalFresh benefits (food stamps) and Medi-Cal benefits along with accessing information and referrals for community based services.	155 Cannot complete online	1
Human Services Agency	Families Rising	Families Rising is a Home Visiting Program for eligible families to support positive health, development and well-being outcomes for pregnant and parenting individuals, families, and infants born into poverty.	Online option available	1
Human Services Agency	Free Tax Filing	Get free help with filing your taxes	200 Online option available	1

Human Services Agency	IHSS Online Referral for Recipients	Low-income older adults and people with disabilities may receive home care services to support them living safely in the community.	450 Online option available	1
Human Services Agency	IHSS Providers Health and Dental Benefits	Qualifying IHSS Independent Providers are eligible for medical and dental benefits through the SF Public Authority.	32 Cannot complete online	1
Human Services Agency	IHSS Providers Orientation and Enrollment	Interested persons can become IHSS Independent Providers, or caregiver, by going through a State mandated enrollment process.	450 Online option available	2
Human Services Agency	IHSS Recipients and Providers Electronic Timesheets Enrollment	The State is requiring all IHSS recipients and Providers to be enrolled in an electronic timesheet system by 12/31/20.	0 Cannot complete online	4
Human Services Agency	JobsNOW! for Employers	Get a wage subsidy for hiring qualified candidates	15 Online option available	4
Human Services Agency	JobsNOW! for Job-Seekers	Referrals to employers and assistance with job applications and career advancement	200 Online option available	1
Human Services Agency	Referral for Conservatorship	SF Public Guardian provides probate conservatorship services for both person and estate issues.	0 Cannot complete online	3

Human Services Agency	Report Adult Abuse	Report abuse of an older adult or person with a disability	1 Online option available	4
Human Services Agency	Report Child Abuse	Child abuse investigation, family reunification and maintenance.	2500 Cannot complete online	2
Human Services Agency	Workforce Development Centers	In person access to computers for online job applications and connection to available jobs and employment specialist staff	200 Online option available	1
Juvenile Probation	Complaints	Complaints about Department personnel or treatment of youth in Juvenile Hall or while on Probation may be reported by phone, email or by use of the JPD Complaint Form located on the JPD Website.	4 Online option available	2
Juvenile Probation	Juvenile Criminal Records Check	Investigate/Provide Records or information to Law enforcement agencies; Review folders and provide documentation to Clients of any existing criminal history.	10 Cannot complete online	
Juvenile Probation	Marriage consent	Assist Clients in processing application to obtain permission to marry an individual under the age of the majority	-1 Cannot complete online	1

Juvenile Probation	Sealing records	Process applications to have San Francisco Juvenile criminal records permanently sealed pursuant to Welfare and Institution code 781; Process Juvenile Records ordered sealed by the Court pursuant to 786 and 786.5 for in-County and Out of County clients; Notify arresting agencies and the Department of Justice of orders to Seal records.	20 Cannot complete online	2
Juvenile Probation	Stepparent adoption	Investigate and Process client applications to formerly adopt a minor	8 Cannot complete online	1
Law Library	Application for Premium and Premium Plus membership	The law library offers value added services to members for resource & reference information including all of a firm's offices if they choose that option. It is voluntary for legal practitioners or firms and there is no charge for firms with 10 or less attorneys.	Online option available	1
Law Library	AskNow Live Help	This service allows people to obtain online, real-time and email legal information & it provides a link to the services	0 Online option available	1

Law Library	Conference Room Rental Agreement	Legal organizations, law firms, schools, individuals, attorneys book conference rooms for meetings, seminars, educational programs etc.	Online option available	3
Law Library	Donate - Make on-going and year-end contributions	People may make a financial contribution to the library if they choose. Completely voluntary.	Online option available	1
Law Library	Find a Lawyer or Resolve a Dispute with your Lawyer	Resource list, urls, phone numbers when applicable for people to self access	Online option available	4
Law Library	Legal Databases	Extensive access to many expensive legal databases for free in the library on public access PCs and online	Online option available	1
Law Library	Library Card Application	Library Cards that entitle people to check out materials are available to attorneys with offices or who reside in San Francisco, anyone can use services in library	Online option available	2
Law Library	Premium Services membership - see entries for Premium Services Applications	See premium services application entries in this survey, which covers all this information you request.	Cannot complete online	1
Law Library	Reference Services Online	The library's website has extensive legal information, resources, guides, and direct services by email during COVID	Online option available	1
Law Library	Speaker Proposal form		Cannot complete online	3

Law Library	View or Renew Borrowing Account Online	For patrons who have library cards, they may self update or renew their account information online or in the library or by phone or email.	Online option available	3
Mayor	Affordable housing project owner asset management information/directory	This is a single webpage that contains any content used externally by MOHCD's Asset Management Team	300 Online option available	4
Mayor	Apply for Certificate of Preference	A Certificate of Preference helps qualified applicants have a benefit in their ranking in housing lotteries.	20 Online option available	3
Mayor	Apply for Displaced Tenant Housing Preference	How to apply to the Displaced Tenant Housing Preference Program.	10 Online option available	2
Mayor	Apply for downpayment assistance	Down payment assistance for first time homebuyers for market rate properties up to $375,000 city share appreciation	Online option available	2
Mayor	Apply for help with housing costs related to COVID-19 pandemic	City-funded programs at nonprofits that provide financial assistance to cover housing costs (rent, mortgage, security deposit, etc.). Some programs are administered directly by MOHCD (housing programs for people with HIV, Season of Sharing, COVID-19 HELP, etc.)	25 Online option available	4

Mayor	Avoid displacement or eviction by turning your building into affordable housing (Small Sites Program)	If your apartment building is being sold, your building can be preserved as permanent affordable housing.	0 Online option available	1
Mayor	City Second Loan Program	Assistance with the resale and purchase of a City Second Loan Program property with a recorded Grant Right of First Refusal	0 Online option available	2
Mayor	Community Development grantee grants management system	Grantee interface for completing all contracting, reporting and invoicing	Online option available	3
Mayor	Community Development grantee partner resources directory	Provides information and resources to Community Development's nonprofit grantees	50 Online option available	4
Mayor	Current homeowner resources directory	Financial Assistance Loans for Current San Francisco Homeowners.	0 Online option available	3
Mayor	Digital access during COVID-19 pandemic directory	There are two separate, but related services here. The "Get online during the coronavirus" webpage provides information on affordable Internet options for families, seniors, and low-income residents generally. It also links to onboarding information and instructions for residents at City Fiber to Housing locations, which is a separate, but much more involved service.	0 Cannot complete online	2

Mayor	Eviction prevention resources directory	Resources directory of eviction prevention resources	0 Online option available	1
Mayor	Find and apply for affordable housing (rental and ownership)	Search, complete and submit Lottery Applications for available affordable housing opportunities monitored by MOHCD.	0 Online option available	4
Mayor	General renter services directory	Information about tenant protections and assistance programs.	0 Online option available	3
Mayor	Homeownership lenders and housing counselors resources directory	Provide annual lender training and lender test to new and current loan officers; provide access to DAHLIA and help troubleshoot; (annual) lender agreement(s) renewal; maintain the MOHCD-approved lender list and training web pages up to date; respond to inquiries and concerns about programs or specific units/clients; download applications/lender packages/subordination packages/MCC applications, communicate the receipt, missing items and and status after review and processing; respond to lenders' inquiries about becoming a MOHCD partner	0 Online option available	1

Mayor	Internship program			Cannot complete online	
Mayor	Market rate housing developer information/directory	Developers interface with MOHCD to provide on-site inclusionary and below market rate housing units in satisfaction of Planning Code Section 415 and other local and state programs. After affordable units are restricted, MOHCD coordinates the pricing and marketing of those units. For rental units, MOHCD provides support to developers during applicant review for eligibility and lease up; for ownership units; MOHCD facilitates the transaction as well, including ensuring applicants are qualified.	10	Online option available	2
Mayor	Mayoral Appointments	Every year the Mayor has the authority to make numerous appointments to various boards, commissions, task forces, and committees		Cannot complete online	
Mayor	Mortgage Credit Certificate	A Mortgage Credit Certificate (MCC) gives homebuyers in San Francisco a tax credit of 15% their mortgage interest.	2	Online option available	3

Mayor	Post-purchase services for MOHCD program homeowners	Homeowners who have purchased a below market rate home and/or a market rate unit with City assistance will need to seek City approval prior to certain transactions. These transactions include a first mortgage refinance, title change, insurance claim, loan release, capital improvements claim, and loan payoff.	140 Online option available	2
Mayor	Reselling your below market rate (BMR) home	Provides information on the resale process for existing BMR homeowners.	50 Online option available	3
Mayor	Suggestion box for Mayor's Office of Education		Cannot complete online	
Municipal Transportation Agency	Adult School Crossing Guard Request Form & Evaluation Sheet	Request for evaluation at San Francisco Schools for Crossing Guard placement. Requests must be submitted by school principal only. Locations that meet the qualifications during the survey process will be ranked and placed on a waiting list for guard placement.	1 Online option available	2
Municipal Transportation Agency	Bike Rack Request	Residents and/or businesses can request installation of bike racks to facilitate easier and safer bike parking	20 Online option available	4

Municipal Transportation Agency	Caregiver Application	Customer's applying for annual parking permits specific to child, medical, or caregivers use this form to upload a copy of the children's birth certificate to prove the permit is for a child caregiver	15000	Cannot complete online	3
Municipal Transportation Agency	Childcare Affidavit	Customer's applying for annual parking permits specific to child caregivers use this form to upload a copy of the children's birth certificate to prove the permit is for a child caregiver	15000	Cannot complete online	2
Municipal Transportation Agency	Citation Overpayment Claim Form	For those who have overpaid a citations and would like a refund	15000	Cannot complete online	2
Municipal Transportation Agency	Citation Payment and Inquiry	Pay parking /transit citations or look into the status of a protest	15000	Online option available	4
Municipal Transportation Agency	Community Service Application	This is a payment alternative for people who want to do community service rather than pay for a citation	15000	Cannot complete online	4
Municipal Transportation Agency	Construction Tow-Away Zone registration			Cannot complete online	1
Municipal Transportation Agency	Contest a Citation	For customers who want to contest their citation because they think the citation in invalid	15000	Online option available	4

Municipal Transportation Agency	Contractor Parking Permit Application Form	Construction contractors who need to apply for a parking permit that gives them access to free parking at meters and in residential zones.	15000 Cannot complete online	2
Municipal Transportation Agency	Contractor Permit Replacement Form	contractor permit holders who purchase a vehicle and want to transfer the permit they have to a new vehicle	15000 Cannot complete online	1
Municipal Transportation Agency	Enforcement Requests	Notice a vehicle parked in one location for more than 72 hours? Car blocking your driveway or the sidewalk? Report it here, and we'll do our best to take care of it.	0 Cannot complete online	
Municipal Transportation Agency	Find SFMTA-owned garages, lots & bike-parking locations	Use SFMTA website to locate city-owned parking garages and lots and to see how much, and what type of, bike parking is provided at each location.	Online option available	3
Municipal Transportation Agency	Get Muni Forward alerts by email or text		Cannot complete online	
Municipal Transportation Agency	Income Verification Form	Those seeking fare or citation discount. Use this form to prove income level	15000 Online option available	3
Municipal Transportation Agency	LIC 500 or Personnel Report		Cannot complete online	
Municipal Transportation Agency	Medical Affidavit	Customer's applying for annual parking permits specific to medical caregivers use this form to apply for their annual permit	Cannot complete online	2

Agency	Form	Description		Online	
Municipal Transportation Agency	Moratorium Survey Form	contractor that need to work during holidays		Cannot complete online	2
Municipal Transportation Agency	My Public Records Requests	services need to be described from customers perspective	3	Cannot complete online	4
Municipal Transportation Agency	New Color Curb	To apply for a new Color Curb Zone (Driveway Red Zones, Blue, Green, White or Yellow zones)		Online option available	4
Municipal Transportation Agency	Online Complaint Form			Cannot complete online	
Municipal Transportation Agency	Parking Enforcement concerns	Concerns about enforcement, lack of enforcement or officer demeanor.	1	Cannot complete online	1
Municipal Transportation Agency	Parking meter card			Cannot complete online	
Municipal Transportation Agency	Pay a Parking Ticket or Transit Citation online	Paying a parking or transit violation	15000	Online option available	4
Municipal Transportation Agency	Payment Plan Application	For customers who want to enroll their citations in a monthly payment plan	15000	Cannot complete online	4
Municipal Transportation Agency	Proof of Correction Form	Those who get a ticket for no front plate, missing registration, etc. These customers can fix the issue and pay a $10 fee rather than the full citation fee.	15000	Online option available	4
Municipal Transportation Agency	Public Records Request			Cannot complete online	
Municipal Transportation Agency	Rail Clearance Permit Application			Cannot complete online	
Municipal Transportation Agency	Report a Blocked Sidewalk or Driveway	Reporting a vehicle blocking a driveway or sidewalk	3000	Online option available	4

Municipal Transportation Agency	Report Abandoned Vehicles	Reporting vehicles in violation of parking over 72 hours	5000	Online option available	4
Municipal Transportation Agency	Report bike rack graffiti and/or other damage to rack	Report bike rack graffiti and/or other damage to rack	5	Online option available	4
Municipal Transportation Agency	Report Damaged Shelter (Includes: Broken Classes or Other Potential Hazards)			Cannot complete online	
Municipal Transportation Agency	Report Faded Pavement Markings	311 service		Online option available	4
Municipal Transportation Agency	Report Graffiti on a Transit Shelter			Cannot complete online	
Municipal Transportation Agency	Request Transit shelter/Transit Platform Cleaning			Cannot complete online	
Municipal Transportation Agency	Request Transit Shelters			Cannot complete online	
Municipal Transportation Agency	Residential Parking Permit Application for Business Owners (English)	Business owners in RPP zones who need to park on the street		Online option available	4
Municipal Transportation Agency	Residential Parking Permit Application for Permanent Residents (English)	Residents who live in a residential parking permit area and want to park on the street.	15000	Online option available	4

Municipal Transportation Agency	Residential Traffic Calming Program	The SFMTA's Traffic Calming Program is a resident-directed, application-based program to address mid-block speeding on residential streets in San Francisco. The program seeks to enhance neighborhood livability by reducing the adverse impacts of vehicular traffic on residential streets and creating safer and more comfortable streets for people walking, bicycling, and driving alike.	3 Online option available	2
Municipal Transportation Agency	San Francisco Municipal Transportation Agency Title VI Complaint Form	For customers who feel they've been discriminated against based on their race, color or national origin in the provision of our transit service.	Online option available	2
Municipal Transportation Agency	Search for your towed vehicle		Cannot complete online	
Municipal Transportation Agency	Smart City Partner Application		Cannot complete online	
Municipal Transportation Agency	Smart City SF Survey		Cannot complete online	

Municipal Transportation Agency	Special Event Street Closures	The first step to holding your block party, festival, farmers' market, street fair, athletic event or other fun activity on the streets of San Francisco is a Temporary Street Closure Application.		Online option available	4
Municipal Transportation Agency	Special Traffic Permit Application	Permits to work on the street	Online option available	3
Municipal Transportation Agency	Submit Parking & Traffic Sign Repair Request	repair traffic signs	Online option available	4
Municipal Transportation Agency	Temporary Signage	Temporary no parking signs are required to inform the public that vehicles parked in the posted no parking spaces, reserved by the sign's dates and times, will be towed to clear the space required for the event.	350 Online option available	4
Municipal Transportation Agency	Temporary Tow-Away Signage online portal		Cannot complete online	
Police	Auxiliary Law Enforcement Response Team (ALERT)	Civilian Volunteers trained to assist SFPD during natural, manmade disasters or anytime when needed.	2000 Cannot complete online	4
Police	Carrying a Concealed Weapon (CCW)		Cannot complete online	

Police	Community Police Academy	Community members participate in classroom lectures, scenario training, and interactive discussions, so that there is greater transparency, accountability, input, and dialogue related to police procedures and practices.	5 Cannot complete online	1
Police	File a Police Report or Supplemental Report		Cannot complete online	
Police	Lost and Found: Property Control Division	Storage and security of items seized by SFPD and allied agencies. Release and disposal of items which no longer have evidentiary value.	Cannot complete online	1
Police	Obtain a letter of Clearance		Cannot complete online	
Police	Obtain a Police Report or Traffic Collision Report	The SFPD Crime Information Services Unit (CISU) is responsible for processing incident report requests from the public, law enforcement agencies and other authorized organizations.	799 Cannot complete online	4

Police	Permit for a business	Customer who is starting a new business requiring a permit (i.e.-running parking lot/garage, pedicab driver/owner, tow car firm owner/operator etc) or customer that needs to renew an existing permit soon to expire brings in application for review, pays fees and then appears in a hearing for granting of permit.		Cannot complete online	1
Police	Permit for parade or other public event			Cannot complete online	
Police	Police Commendation			Cannot complete online	
Police	Police Complaint	Allows individuals to file complaints against police officers.		Online option available	4
Police	Towed Vehicle Information	Vehicle releases and tow hearings	150	Cannot complete online	2
Police Accountability	File a Complaint of Police Misconduct	Report complaint to a civilian oversight regarding any police misconduct	15	Online option available	4
Police Accountability	Mediation	Mediation services may be offered for any complaints on police misconduct	5	Cannot complete online	1

Port	Building Permit Group	Business Permit Groups offers applications for building and encroachment permits, communicates Port policies/ codes, assists with permit research, coordinates with various city agencies for review and regulatory compliance.	25	Cannot complete online	3
Port	Hyde Street & Fishermans Wharf Harbor	Hyde Street Harbor & Fisherman's Wharf Harbor offer permanent and transient berthing for commercial fishing vessels and limited berthing for recreational vessels. We also offer our berth holders limited parking, lockers, tide books, key fobs, public bathrooms/showers, account/billing information & the ability to pay bills thru our credit card terminal	25	Cannot complete online	1
Port	Lease port property	This department offers leasing of commercial spaces along the Port of SF.	1	Online option available	2
Port	Parks and Open Spaces	This department offers landscape maintenance, site cleaning, trash pickup, repairs, and minor facility improvements	15000	Cannot complete online	2

Department	Service	Description	Volume	Online	Rating
Port	South Beach Harbor	The services include berthing spaces and office spaces for temporary or long term stays	100	Online option available	2
Port	Special Events at the Port / Permit services	This department offers facilities to hold special events.	1	Online option available	3
Public Defender	Clean Slate Program Application	Clear convictions and arrest information for employment purposes.	30	Online option available	3
Public Defender	Intern Application	Person wants to volunteer at the Office.	150	Online option available	4
Public Health	24/7 Disease Reporting, Confidential Morbidity Report (CMR) Form			Cannot complete online	
Public Health	AITC Immunization & Travel Clinic			Cannot complete online	
Public Health	AOA System of Care Behavioral Health	Provides behavioral health services to Medi-Cal, Healthy San Francisco, and indigent uninsured adult and older-adult residents of San Francisco county.	4500	Cannot complete online	1
Public Health	Application for a Chlorofluorocarbon Recycling Permit			Cannot complete online	
Public Health	Application for Death-Related Purchases			Cannot complete online	
Public Health	Application for Permit to Operate Alternate Water Source System			Cannot complete online	
Public Health	Apply for a vendor ID to do business with the City and County of San Francisco			Cannot complete online	

Public Health	Assisted Outpatient Treatment (AOT)			Cannot complete online	
Public Health	Assisted Outpatient Treatment and BHS SIP Hotel Work	low threshold access to BHS services	3000	Online option available	3
Public Health	Asthma Home Visiting Program			Cannot complete online	
Public Health	Authorization to Disclose Health Information			Cannot complete online	
Public Health	Backflow Prevention Tester Certification			Cannot complete online	
Public Health	Behavioral Health Services - TAY System of Care	Behavioral health services (therapy, case management, medication support) for 16-24 year olds.	50	Cannot complete online	2
Public Health	Behavioral Health Services- Community wellness virtual work	Community wellness webinars on mental health and wellness and cultural-specific healing practices during COVID.	20	Cannot complete online	4
Public Health	Behavioral Health Services: Children, Youth, & Families System of Care	Behavioral health and substance use services for children and youth - Medi-Cal/EPSDT Funded		Cannot complete online	
Public Health	BHS-Medical	Psychiatric medication support services		Cannot complete online	
Public Health	Black Infant Health Program: Afrocentric parenting classes			Cannot complete online	
Public Health	Black Infant Health Program: Life Planning			Cannot complete online	
Public Health	Black Infant Health Program: Prenatal Sessions, Post-partum Sessions			Cannot complete online	

Public Health	Black Infant Health Program: Sister Cricle		Cannot complete online	
Public Health	Blood Testing		Cannot complete online	
Public Health	California Children Services (CCS) Program		Cannot complete online	
Public Health	Certified Farmers' Market (CFM) Permit		Cannot complete online	
Public Health	CFM Permits: Certified Farmer's Market - Retail Food Vendor Permit		Cannot complete online	
Public Health	Changing medical homes		Cannot complete online	
Public Health	Child Health & Disability Prevention Nutrition Services		Cannot complete online	
Public Health	Childhood Lead Prevention Program		Cannot complete online	
Public Health	Cities Readiness Initiative		Cannot complete online	
Public Health	Clinic Visit Registration Form		Cannot complete online	
Public Health	Community Advisory Group		Cannot complete online	
Public Health	Cottage Food Program		Cannot complete online	
Public Health	CRM Permits: Temporary Food Facilities (TFFs) at Special Events		Cannot complete online	
Public Health	Dental Services		Cannot complete online	
Public Health	Do you need a dentist		Cannot complete online	
Public Health	Early Start Program		Cannot complete online	
Public Health	Emergency Financial Assisitance		Cannot complete online	
Public Health	EMT Application	Ability to complete application online Vs in person or via USPS	30 Online option available	3

Public Health	Family Planning & Preconception Health Program	Cannot complete online
Public Health	Food Bank/Home-Delivered meals	Cannot complete online
Public Health	Food Safety Manager Certification	Cannot complete online
Public Health	Food Safety Program: Caterers	Cannot complete online
Public Health	Food Safety Program: Mobile Food Facilities (MFF)	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Aboveground Petroleum Storage	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Chlorofluorocarbon Recovery and Recycling	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Complaints	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Hazardous Materials Registration	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Hazardous Materials Renewal	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Hazardous Waste Generation	Cannot complete online
Public Health	Hazardous Materials & Waste Program: Hazardous Waste Tiered Permitting	Cannot complete online

Public Health	Hazardous Materials & Waste Program: Medical Waste Generation		Cannot complete online
Public Health	Hazardous Materials and Waste Program: Underground Storage Tanks		Cannot complete online
Public Health	Health Alerts		Cannot complete online
Public Health	Healthy San Francisco		Cannot complete online
Public Health	HIV Consumer Advocacy Project		Cannot complete online
Public Health	HIV Early Care, Post-Exposure Prevention (PEP), Pre-Exposure Prevention (PrEP)		Cannot complete online
Public Health	HIV Partner Counseling and Referral Services (PCRS)		Cannot complete online
Public Health	HIV TESTING	HIV testing	Cannot complete online
Public Health	Home/Community Based Health Care		Cannot complete online
Public Health	Hospital Discharge of Tuberculosis Patients and Suspects		Cannot complete online
Public Health	Hotel & Emergency Shelter Program - Permit to Operate or Certificate of Sanitation		Cannot complete online
Public Health	Incident Reporting, Exception, Commendation & Sentinel Event Reporting:		Cannot complete online
Public Health	Interval Medical History Form		Cannot complete online
Public Health	Knowledge Sharing & Collaboration		Cannot complete online

Public Health	Laundry and Pet Facility Permits		Cannot complete online	
Public Health	Legal Services		Cannot complete online	
Public Health	Low cost vaccines		Cannot complete online	
Public Health	Make a donation to your local food bank		Cannot complete online	
Public Health	Massage Establishment License Forms		Cannot complete online	
Public Health	Medical Canabis: Voluntary Identification Card Program		Cannot complete online	
Public Health	Medical Case Management		Cannot complete online	
Public Health	Medical Waste Facility Application Packet		Cannot complete online	
Public Health	Medicare Status Declaration Form		Cannot complete online	
Public Health	Meetings		Cannot complete online	
Public Health	MyChart	MyChart is the extension of the Epic electronic Health where patients/clients can communicate with their healthcare provider securely, review test results, schedule appointments, and manage medications. In 2021 patients/clients will be able to engage in video visits with their providers from desktop and mobile platforms.	Cannot complete online	4
Public Health	Nurse-Family Partnership Program		Cannot complete online	
Public Health	Obtaining a Tobacco Permit		Cannot complete online	
Public Health	Oral Health Care		Cannot complete online	

Public Health	Outcall Massage Service License Forms	Cannot complete online
Public Health	Paramedic Application	Cannot complete online
Public Health	Past Agendas	Cannot complete online
Public Health	Permit to Operate a Public Swimming Pool or Spa	Cannot complete online
Public Health	Permits for Restaurants, Retail Markets, Bars, Bakeries, Catering Facility/Commissaries, and Cafeterias	Cannot complete online
Public Health	Practitioner License Forms	Cannot complete online
Public Health	Practitioner's Change of Address/Employesr	Cannot complete online
Public Health	Preauthorized Healthcare Payment Form	Cannot complete online
Public Health	Pregnancy care	Cannot complete online
Public Health	Presumptive Eligibility	Cannot complete online
Public Health	Primary Care San Francisco	Cannot complete online
Public Health	Primary Medical Care	Cannot complete online
Public Health	Psychiatric Emergencies, ZSFG Psychiatric Emergency Services	Cannot complete online
Public Health	Public Health Field Nursing Program	Cannot complete online
Public Health	Public Health Nursing Foster Care Unit	Cannot complete online
Public Health	Records, Permits & Licensing, Vital Records	Cannot complete online
Public Health	Register your home birth	Cannot complete online
Public Health	Services for Businesses	Cannot complete online
Public Health	SHARP (Summer HIV/AIDS Research Program)	Cannot complete online
Public Health	Shingles Vaccine	Cannot complete online

Public Health	Specimen and Culture Submission		Cannot complete online	2
Public Health	STD services	Comprehensive clinical STD/HIV prevention, diagnosis and treatment services	Cannot complete online	4
Public Health	Substance Abuse Services		Cannot complete online	
Public Health	Tattoo, Body Piercing and Permanent Cosmetics Program: Permit for business owner/operator		Cannot complete online	
Public Health	Tattoo, Body Piercing and Permanent Cosmetics Program: Permit for practitioners		Cannot complete online	
Public Health	Tattoo, Body Piercing and Permanent Cosmetics Program: Temporary permits		Cannot complete online	
Public Health	TB (tuberculosis) Testing		Cannot complete online	
Public Health	Tele-behavioral Health		Cannot complete online	
Public Health	Telehealth	Connecting with Behavioral Health provider through Telehealth (ie Zoom)	Cannot complete online	
Public Health	TRANS HEALTH		Cannot complete online	
Public Health	Tuberculosis Clinic Referrals Criteria		Cannot complete online	
Public Health	UST Closure Application		Cannot complete online	
Public Health	UST Installation/Modification Application		Cannot complete online	
Public Health	Volunteer		Cannot complete online	

Public Health	Weights & Measures: Automated Point of Sale (POS) Station Registration			Cannot complete online	
Public Health	Weights & Measures: Removal of Weighing and/or Measuring Device from Commercial Use by Owner			Cannot complete online	
Public Health	Weights & Measures: Weighing and Measuring Device Permit Application			Cannot complete online	
Public Health	Weights and Measures:Out of Business Form			Cannot complete online	
Public Health	Well Program: Permit to Construct/Destruct			Cannot complete online	
Public Health	Well Program: Permit to Operate			Cannot complete online	
Public Health	Women, Infants & Children Supplemental Nutrition Program (WIC)			Cannot complete online	
Public Health	WOMEN'S HEALTH SERVICES			Cannot complete online	
Public Health	Zuckerberg General Hospital Volunteers Needed			Cannot complete online	
Public Library	Ask a Librarian	The public can receive reference and library-related information via website FAQs (sfpl.org), email, and telephone.	303	Online option available	4
Public Library	Career Online High School	Adults 19 and older earn an accredited high school diploma through an online program.	55	Online option available	4

Public Library	FOG Readers	Children grades 1-4 receive Orton-Gillingham-based reading remediation 1:1 from a library-trained volunteer.	250 Cannot complete online	2
Public Library	Homework Help	online tutoring services / homework help provided by Brainfuse	738 Online option available	4
Public Library	Job Support	Resources for job seekers, workshops, classes, trainings, expert support	700 Online option available	3
Public Library	Library by Mail	Delivery of books and DVDs to my home, as a person who cannot leave my home to go to the library due to long-term or permanent disability.	35 Cannot complete online	2
Public Library	Library Cards	Library cards allow patrons to check out physical and digital resources from San Francisco Public Library.	1410 Cannot complete online	4
Public Library	Library on Wheels	Bookmobile service to senior centers and other nonprofit organizations	Cannot complete online	1
Public Library	Meeting Rooms	Municipal and community group use of library meeting rooms	52 Online option available	3

Public Library	Mobile Outreach & Redistribution Services	Mobile Outreach staff offer library services to people of all ages and abilities throughout the City of San Francisco for their recreational, educational and lifelong learning needs regardless of physical, economic, social, and geographic or other barriers. Redistribution gives withdrawn books a second life with CBOs like schools, community groups, homeless shelters and prisons.	1831 Cannot complete online	4
Public Library	Reserve Computers	San Francisco Public Library cardholders can use Internet computers for up to 2 hours per day, per library.	18720 Cannot complete online	4
Public Library	SFPL To Go	contact-free curbside pickup of physical items reserved by library patrons	21976 Online option available	5
Public Library	Talking Books and Braille Center	I receive Talking Books by Mail, download digital books from BARD, and access assistive technology for the blind through SFPL and the National Library Service for the Blind and Print Disabled (NLS)	250 Online option available	3

Public Library	Volunteer Services	Volunteer Services provides opportunities for adults and youths to connect with their community through volunteer service.	20 Cannot complete online	2
Public Utilities Commission	Adopt a Drain SF	The Program enables San Francisco residents to "adopt" one of the City's 25,000 storm drains, keeping it free of debris. While helping to reduce localized flooding, the program also fosters community engagement by encouraging San Franciscans to take an active role in improving their neighborhood.	20 Online option available	3
Public Utilities Commission	Blueprint for Savings Program Forms	The program is a SFPUC nonresidential, new construction energy efficiency program for Hetch Hetchy Power customers. It encourages energy-efficient building design and construction practices. It offers up-front design assistance and financial incentives for new buildings and major renovations that exceed California Code of regulations Title 24 standards for energy efficiency.	1 Online option available	3

CleanPowerSF is San Francisco's official Community Choice Energy program. CleanPowerSF buys electricity from renewable sources like solar and wind, and puts that clean electricity on the power grid for everyone. That electricity is delivered to your home or business through PG&E's existing power lines. All other aspects of your electricity service remain the same: PG&E continues to send you a monthly bill, operate and maintain the electrical grid, and respond to outages. Any customer with a PG&E electric account is eligible for CleanPowerSF. Choose CleanPowerSF to support clean energy and local investment.

380000 Online option available

Public Utilities Commission	Commercial Customer Assistance for COVID-19 Application	The Commercial Customer Assistance Program for COVID-19 Relief provides utility bill discounts for small businesses and nonprofits with fewer than 50 employees before the start of shelter-in-place (March 16, 2020) who have lost revenues due to COVID-19 or the shelter-in-place orders. Qualified customers can receive 20% savings on their water and wastewater bill.	20 Online option available	4
Public Utilities Commission	Commercial Fats, Oils & Grease (FOG) Control	The FOG Control Ordinance requires San Francisco restaurants and other food service establishments that cook food, and therefore have grease in their wastewater discharges, to install grease capturing equipment (i.e. traps or interceptors).	2 Online option available	3
Public Utilities Commission	Commercial High-Efficiency Clothes Washer Rebate	The Commercial HEW Rebate Program is for the purchase and installation of commercial grade common area clothes washers only. Residential grade machines are not eligible to receive a rebate through this program.	12 Online option available	4

Public Utilities Commission	Community Assistance Program-Water and Sewer	Discounts for low income residential customers	20 Online option available	4
Public Utilities Commission	Contracting Opportunities	SFPUC offers many contracting opportunities for construction and professional services firms. Please use the tabs below to access these contracting opportunities.	1 Online option available	4
Public Utilities Commission	Contractors Assistance Center	San Francisco is poised to invest billions of dollars into the City's aging public infrastructure - water, sewer, roads, and transit systems. Local and small businesses will need tools and resources to adequately get access to, compete for, and perform on these contracting opportunities. The Contractors Assistance Center will help businesses take advantage of these opportunities. Offering a range of services, from technical assistance and classroom training to networking events and one-on-one counseling, the Center tailors its offerings to the specific needs of new and existing business owners.	20 Online option available	4

Public Utilities Commission	Cross-Connection Control Program	The cross-connection control program to protect the City's drinking water distribution system from contamination caused by backflow.	40 Online option available	4
Public Utilities Commission	Emergency Customer Assistance Application	The Emergency Customer Assistance Program for COVID-19 Relief provides utility bill discounts for customers who have lost income due to COVID-19 or the shelter-in-place order. Qualified customers can receive 15% savings per water bill, 35% savings per wastewater bill, and 30% savings per Hetch Hetchy power bill.	20 Online option available	4

| Public Utilities Commission | Emergency Firefighting Water System - Auxiliary Water Supply System | Following an earthquake, the San Francisco Emergency Firefighting Water System is vital for protecting against the loss of life, as well as the loss of homes and businesses by providing an additional layer of fire protection. The system is also used throughout the year for the suppression of multiple-alarm fires. The system delivers water at high pressure and includes two pump stations, two storage tanks, one reservoir, and approximately 135 miles of pipes. The system includes 52 suction connections along the northeastern waterfront, which allow fire engines to pump water from San Francisco Bay, and two fireboats that supply seawater by pumping into any of the five manifolds connected to pipes. | Cannot complete online | 1 |

Department	Service	Description	Count	Online Status	Value
Public Utilities Commission	EZ-Pay Account	SFPUC Water and Wastewater Customers may make a one-time online payment with credit card (Visa or MasterCard), debit card, eCheck, or ecash at 7-Eleven via sfwater.org/waterezpay.	850	Online option available	3
Public Utilities Commission	Floodwater Management Grant Interest Form	Customers can be reimbursed for making property improvements that help protect against flooding. The SFPUC Floodwater Management Grant Assistance Program ("Grant Program") was launched in 2013 to help property owners in San Francisco minimize the risk of flooding on their properties due to heavy rainstorms.	1	Online option available	3
Public Utilities Commission	Free Classroom Presentation - schedule a presentation	Free Classroom Presentation	1	Online option available	3

The SFPUC sponsors low-cost workshops at Garden for the Environment to help San Francisco residents create and maintain beautiful and water-efficient gardens. Garden for the Environment is a nationally acclaimed half-acre education and demonstration garden that supports small-scale urban ecological food production, organic gardening, composting, and low water-use landscaping. Workshops are hosted on Saturday mornings from 10am to noon at garden on the corner of Lawton Street and 7th Avenue.

10 Online option available

| Public Utilities Commission | GoSolar High Cost Justification and Acknowledgement Form | This form is required because the cost per kilowatt for this project requesting a GoSolarSF incentive exceeds the high cost threshold, which is $5,629/kW for Fiscal Year 2018-19. For more information please refer to the GoSolarSF Program Handbook, found on the website (solarsf.org). Applications that exceed the high cost threshold must demonstrate that the high cost is supported by eligible project costs as described in the GoSolarSF Program Handbook. No projects will be awarded incentives without sufficient justification and a Host Customer (or Site Owner if rented) acknowledgment. | 1 Online option available | 4 |

Public Utilities Commission	GoSolarSF Program	To propel the City of San Francisco into the clean energy future, the City launched GoSolarSF, a program that provides a monetary incentive to help residents and businesses install solar panels on rooftops across San Francisco. GoSolarSF reduces participants' electricity bills and shrinks the City's carbon footprint. Whether you're a residential customer or commercial installer, we are here to assist you with the process.	1 Online option available	3
Public Utilities Commission	Hetch Hetchy Power Statement of Interest	Hetch Hetchy Power Statement of Interest	1 Online option available	3
Public Utilities Commission	Internships, Apprenticeships and Youth Employment / CityWorks	CityWorks, a paid internship program, provides interns aged 16-19 years old from San Francisco's Southeast neighborhoods with work-based learning and mentorship opportunities through summer jobs with the San Francisco Public Utilities Commission and private engineering firms working with our Sewer System Improvement Program (SSIP).	2 Online option available	3

Public Utilities Commission	Join Our Community of Rain Guardians!	The San Francisco Public Utilities Commission (SFPUC) Rain Guardians Program is a community of volunteers who adopt a rain garden and keep them free of trash and debris. It's easy to become a rain guardian, just select a rain garden on the map below and adopt today!	Online option available	4
Public Utilities Commission	Landscape Technical Assistance Program (LTAP) Application	The SFPUC can help retail water users identify water saving opportunities in their landscape that can reduce water use and costs.	1 Online option available	2
Public Utilities Commission	Language Access Complaint Form - English	It is our policy to provide Limited English Proficient (LEP) San Francisco residents with timely and effective access to agency services and programs. LEP refers to those people who have a limited ability to read, speak, write or understand English. All LEP ratepayers conducting business with or receiving services from the SFPUC will be provided free interpretive services by bilingual staff or through one of our translation consultants.	2 Online option available	3

Public Utilities Commission	Modeling for Savings Forms	An energy efficiency program for nonresidential new construction Projects which are less than 50,000 square feet. For Hetch Hetchy Power electric customers. It helps customers design and construct highly energy efficient buildings and rewards them for exceeding performance standards.	1 Online option available	4
Public Utilities Commission	New Fire Service Connections	Fire service connections supply a building's fire suppression system from the SFPUC water distribution system. To determine if the water distribution system has sufficient hydraulic capacity to support the new fire service connection, a hydraulic analysis of the water distribution system in the vicinity of the project will be performed. If existing water distribution system pressures and flow are inadequate, the Project Sponsor will be responsible for system improvements required to meet the project's demands.	10 Online option available	3

Public Utilities Commission	Plumbing Fixture Replacement Program (PREP) - New Applicants	To help residents replace old, water-wasting fixtures, the San Francisco Public Utilities Commission (SFPUC) is offering a limited-duration program that provides free toilets and urinals with free installation by licensed plumbers to qualifying sites.	7 Online option available	4
Public Utilities Commission	Power Account Services - Online Account Management for Hetch Hetchy power customers	Power Account Services - Online Account Management for Hetch Hetchy power customers including Bill Pay, efficiency, request services and payment locations	3000 Online option available	4

| Public Utilities Commission | Project Learning Grant Partnership | The purpose of this grant program is to ensure that San Francisco youth and young adults have access to employment and education opportunities and are positioned for success to move into environmental and utility careers. Building on the success of previous Project Learning Partnership grant cycles, the grant program supports summer or academic year programs that provide environmental education, leadership development, and job skills to youth and young adults. This program serves as a gateway for the next generation of environmental stewards to be prepared for employment opportunities with the City, the SFPUC, and in the utility sector. | 25 Online option available | 3 |

Project Pull is committed to diversifying the San Francisco City and County workforce so that it reflects the San Francisco community. Through mentoring and work experience, local youth learn skills and values in leadership, teamwork, integrity, creativity, community service and self-empowerment. Their achievements provide the foundation necessary for future success in college and career.

100 Online option available

		the primary point of contact for the program's student interns. Team Leaders are the liaison between the interns, mentors (full time City employees) and Project Pull Director. Team Leaders maintain a caseload of 25-50 interns and mentors and are responsible monitoring and supporting both during the internship. Team Leaders will also serve as a "role model," display professionalism and diligence at all times. Project Pull Mentor Assistants complete assigned projects and tasks from designated departments; providing direction and support to youth program participants within same department; program-related communications with staff and intern partners; recording youth program-related data; assist with implementation of		
Public Utilities Commission	Project Pull Team Leader or Mentor's Assistant Internship Program		0 Online option available	3
Public Utilities Commission	Rainwater Harvesting Permit Rebate Application	Rainwater harvesting is the practice of collecting and using rainwater from hard surfaces such as roofs for landscape irrigation or toilet flushing.	30 Online option available	3

Public Utilities Commission	Report a Problem - Clogged Catch Basins	Report a Problem - Clogged Catch Wastewater Basins	5	Online option available	4
Public Utilities Commission	Report a Problem - Flooding	Report a Problem - Flooding	5	Online option available	5
Public Utilities Commission	Report a Problem - Issues with Taste, Odor or Color of Your Water	Report a Problem - Issues with Taste, Odor or Color of Your Water	10	Online option available	5
Public Utilities Commission	Report a Problem - Low water pressure	Report a Problem - Low water pressure	10	Online option available	5
Public Utilities Commission	Report a Problem - No Water Service	Report a Problem - No Water Service	8	Online option available	5
Public Utilities Commission	Report a Problem - Power Outages	Report a Problem - Power Outages	1	Online option available	5
Public Utilities Commission	Report a Problem - Sewer Backups	Report a Problem - Sewer Backups	5	Online option available	5
Public Utilities Commission	Report a Problem - Streetlight Outages	Report a Problem - Streetlight Outages	10	Online option available	5
Public Utilities Commission	Report a Problem - Wastewater Odors	Report a Problem - Wastewater Odors	10	Cannot complete online	5
Public Utilities Commission	Report Incidences/Violaters of Water Waste	Report Incidences/Violaters of Water Waste	2	Online option available	5
Public Utilities Commission	Residential Clothes Washer Rebates	SFPUC customers can qualify to receive a rebate of up to $100 for the purchase and installation of a 2020-21 Energy Star Most Efficient (ESME) high-efficiency clothes washer included in the program's Qualifying Product List.	15	Online option available	4

Public Utilities Commission	Residential Graywater Permit Rebate Application	The San Francisco Public Utilities Commission (SFPUC) is offering up to $225 to help cover the cost of obtaining a plumbing permit from the Department of Building Inspections (DBI) for the installation of a graywater system in a residential home.	5 Online option available	3
Public Utilities Commission	Residential Water Submetering	In September 2016, Governor Jerry Brown signed into law Senate Bill 7 (SB 7), which requires new multi-family residential buildings in California constructed after January 1, 2018 to include a submeter for each dwelling unit and to bill tenants in apartment buildings accordingly for their water use. To implement this law in San Francisco, the SFPUC, in coordination with the Department of Building Inspection (DBI) and Department of Public Health (DPH), is required to ensure that new multi-family residential buildings are submetered before receiving water service.	Online option available	3

Public Utilities Commission	Schedule a field trip to the Garden for the Environment	Garden for the Environment maintains a nationally acclaimed half-acre education and demonstration garden in the Inner Sunset neighborhood of San Francisco. The garden, founded in 1990 and cultivated on land owned by the SFPUC, supports small-scale urban ecological food production, organic gardening, composting, and low water-use landscaping.	10 Online option available	4
Public Utilities Commission	SFPUC BillPay	Sign up with SFPUC BillPay service by logging onto MyAccount	850 Online option available	3
Public Utilities Commission	SFPUC Hetch Hetchy Power	Hetch Hetchy Power is San Francisco's full-service, publicly owned electric utility providing an independent alternative to PG&E and Direct Access.	3000 Online option available	4

The Mission of our Wastewater Enterprise (WWE) is to operate and maintain the City's water pollution control plants, pumping stations and collection system in full compliance with our Discharge Permits to protect public health and the environment. The WWE maintains 1,900 miles of sewer mains and lateral and 27 pump stations that collect sewage and storm water, moving the wastewater to the three treatment plants for treatment and discharge to the San Francisco Bay and Pacific Ocean.

Public Utilities Commission SFPUC Sewer Services

900000 Online option available

4

Public Utilities Commission	SFPUC Wholesale and Retail Water services	Serving 2.7 million residential, commercial and industrial customers We manage a complex water supply system stretching from the Sierra to the City and featuring a complex series of reservoirs, tunnels, pipelines, and treatment systems. We are the third largest municipal utility in California, serving 2.7 million residential, commercial, and industrial customers in the Bay Area. Approximately one-third of our delivered water goes to retail customers in San Francisco, while wholesale deliveries to 27 suburban agencies in Alameda, Santa Clara, and San Mateo counties comprise the other two-thirds.	2700000	Online option available	4
Public Utilities Commission	Sidewalk Landscaping	Improve your block and meet your neighbors by installing a sidewalk garden with Friends of the Urban Forest!	3	Online option available	3

Managing stormwater, which may otherwise wash pollutants into our waterways or overwhelm our sewer system, is critical to protecting water quality, wildlife, and public health. Like many California municipal agencies, the SFPUC administers a stormwater management program developed in accordance with the Clean Water Act. Effective May 22, 2010 and updated in 2016, the San Francisco Stormwater Management Ordinance (SMO) requires new and redevelopment projects to manage stormwater using green infrastructure (i.e. stormwater controls or best management practices) and to maintain that green infrastructure for the lifetime of the project.

Public Utilities Commission	Third Party Notification Form	SFPUC Water and Wastewater Customers who are Senior Citizen or dependent adult customers may choose a person or an organization as their designated "third party", who will be notified of overdue bills.	850	Online option available	3
Public Utilities Commission	Update Your Account Information	SFPUC Water and Wastewater Customers may update their account/personal information by phone, email, traditional mail or by creating an account through MyAccount-Water.	850	Online option available	3
Public Utilities Commission	Upgrade for Savings	Terms and Conditions with Signature Pages for Non-Rental | SF Water	1	Online option available	4
Public Utilities Commission	Wastewater Treatment Plant Tours - SFPUC Sign up	Due to extensive construction underway at our treatment plants, including the Westside Enhanced Recycled Water Recycling Facility and $2 billion being invested in our Southeast Treatment Plant upgrades, our public tours are on hold to ensure public and worker safety.	15	Online option available	3

Public Utilities Commission	Water Account Services - Start or Stop Service	SF Resident, Business Owners or Property Owners may request to Start or Stop their Water and/or Wastewater Services	850	Online option available	3
Public Utilities Commission	Water Conservation Assistance Portal - Sign In	For help with Water Conservation fill out the form	3	Online option available	3
Public Utilities Commission	Water Efficient Equipment Rebates	We are offering a rebate program for non-residential retail water service customers who can significantly reduce their use of potable water through upgrade or replacement of existing onsite indoor water using equipment.	6	Online option available	4
Public Utilities Commission	Water Efficient Equipment Retrofit Grant Program Guidelines & Application	We are offering a rebate program for non-residential retail water service customers who can significantly reduce their use of potable water through upgrade or replacement of existing onsite indoor water using equipment.	2	Online option available	3

Public Utilities Commission	Water Efficient Irrigation Ordinance Tier 1 Projects	For smaller landscape projects, compliance with the Water Efficient Landscape Ordinance requires a simple checklist application. Your project qualifies as a Tier 1 project if it: Includes 1,000 - 2,500 square feet of modified landscape Is designed to include at least 75% low water use plants Has less than 25% turf area	1 Online option available	3

For new and modified landscape projects over 500 square feet, compliance with the Water Efficient Irrigation Ordinance requires professional documentation to be submitted to assure that your landscape is planned and maintained to meet water and irrigation efficiency standards. Your project qualifies as a Tier 2 project if it:

Includes a new landscape area at least 500 square feet or a modified landscape area at least 2,500 square feet OR

Is Tier 1 but includes less than 75% low water use plants and/or more than 25% turf

Public Utilities Commission	Water Well Use	To ensure that local groundwater resources designated for beneficial uses will not be polluted, the City and County of San Francisco established soil boring and well regulations. These regulations, found in Article 12B of the San Francisco Health Code, define minimum requirements for (1) construction, modification, and destruction of wells and other perforations of the water table; and (2) operation of such wells.	1 Online option available	3
Public Utilities Commission	Women on the Rise Program and Future Opportunities	Increasing Women in the Construction Trades	1 Online option available	3
Public Utilities Commission	YouthWorks	For about 20 years, YouthWorks, a paid after-school and summer internship program, has provided San Francisco high school students with an interest in public service with job opportunities at SFPUC and more than 30 other City departments like the Department of Health and District Attorney's Office.	20 Online option available	3

Public Works	Adopt-A-Street Program	Groups or individuals agree to adopt an area and take responsibility for keeping the street, sidewalk, and storm drain clean.	30 Cannot complete online	3
Public Works	Community Clean Team	Community Clean Team is San Francisco Public Works' longest-running and largest volunteer program that keeps San Francisco beautiful through landscaping and gardening projects, graffiti removal and litter cleanup in our neighborhoods.	300 Cannot complete online	1
Public Works	Contracts and Grants	Opportunities for vendors and contractors to bid on and receive Public Works contracts and grants.	Online option available	3
Public Works	Curb Ramp Program	The objective of the Curb Ramp Program is to provide accessible path of travel for all public sidewalks throughout San Francisco through the installation of curb ramps.	5 Online option available	3
Public Works	Gigantic 3 Recycling Program	In conjunction with our Clean Team volunteer events, the Gigantic 3 recycling program allows residents to dispose of unwanted large items.	100 Cannot complete online	1

| Public Works | Graffiti Watch | Graffiti Watch is a partnership between the City and its residents to keep graffiti off our streets and sidewalks for a safer and cleaner San Francisco. Graffiti Watch empowers individuals or groups to take ownership of a heavily-tagged four-block area in their neighborhood and remove graffiti from public property such as utility poles, mailboxes, trash receptacles and other street furniture. In return, we provide training and tools. | 0 Cannot complete online | 3 |
| Public Works | Inspection and Enforcement | The Bureau of Street Use and Mapping (BSM) Inspection and Enforcement Division strives to ensure the safe passage of the public right of way through superior and enduring quality inspection, education of both contractors and the public as well as fair enforcement of the public ordinances and permit requirements of the City and County of San Francisco. | 250 Online option available | 3 |

Public Works	Litter Receptacles	Public Works maintains about 3,000 public trash cans. We accept requests for service, installation or removal via 311.	0	Online option available	3
Public Works	Permits	Public Works issues permits to help residents and businesses activate their sidewalks and storefronts and to ensure the safety of the City's right of way during construction.	250	Online option available	2
Public Works	Pit Stop	San Francisco Public Works' pioneering Pit Stop program provides clean and safe public toilets, as well as used-needle receptacles and dog waste stations, in San Francisco's most impacted neighborhoods. All the Pit Stop facilities are staffed by paid attendants who help ensure that the bathrooms are well maintained and used for their intended purpose.	0	Cannot complete online	1

Public Works	Potholes	Pothole repair is an ongoing operation of Public Works' street and sewer repair program. Repairs include the patching of potholes, depressions, bumps, and other defects on city streets. Sometimes other agencies, such as the San Francisco Public Utilities Commission or private utility companies, are responsible for repairing potholes and other street defects resulting from inadequately restored utility cuts.	0 Online option available	4
Public Works	Public Records Request	The San Francisco Public Works public records request process is structured in accordance with the SF Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) and the California Public Records Act (California Govt. Code § 6250 et seq).	5 Online option available	4
Public Works	Sandbag Distribution in Wet Weather	Public Works will provide San Francisco residents and businesses up to 10 free sandbags leading up to and during severe rainstorms.	Cannot complete online	1

Public Works	Street Cleaning	Public Works is out cleaning the streets 24/7 to keep them safe, clean and beautiful.	0 Online option available	4
Public Works	Subdivisions and Mapping	Public Works' mapping division processes and reviews all subdivision projects that occur in San Francisco, including all condominium conversions. We also provide surveying services for all city agencies.	50 Online option available	3
Public Works	Tree Maintenance	Public Works, Bureau of Urban Forestry provides routine, proactive tree maintenance throughout the city on regular cycles. Our crews maintain street trees on a block-by-block basis, ensuring that all street trees are inspected and pruned on a regular basis.	0 Cannot complete online	3
Public Works	Urban Harvesting	We are working with San Francisco residents and businesses to help collect and distribute food grown from trees and community gardens for distribution at shelters, food banks and other places of need.	0 Online option available	3
Recreation and Parks	Aquatics Passes	Purchase a pass allowing access to a pool for recreational or lap swimming	15 Online option available	4

Recreation and Parks	Athletic Fields	Permit to use an athletic field for games or practices. Usually issued for a 10 week cycle by season but can also be a one time use	40 Online option available	3
Recreation and Parks	Camp Mather Summer Camp Lottery	Apply to enter a lottery for the right to reserve for one week a cabin or tent at Camp Mather. Camp Mather is a summer family camp in the High Sierra that offers activities, dining, and entertainment for campers of all ages.	15 Online option available	4
Recreation and Parks	Class and Camp Registrations	Register yourself or a family member to participate in a recreation class or day camp.	20 Online option available	4
Recreation and Parks	Community Garden Plot Sign Up	Sign up for a community garden plot to grow in.	1300 Online option available	3
Recreation and Parks	License to Offer Small Group Fitness Class in Parks	This is an annual card that allows a fitness instructor to provide services to the public	0 Online option available	3
Recreation and Parks	Partnership Opportunities	Partner with the department on a project	3 Cannot complete online	1
Recreation and Parks	Public Recreation	Permits for Use of Parks for Family Events such as picnics and indoor rentals	10 Online option available	3
Recreation and Parks	Resident Golf Cards	This is a bi-annual card that provides SF residents a discount when playing golf on City Courses	20 Online option available	3

Recreation and Parks	Special Events	Permits for Use of Parks for Complex Events Like Festivals, Walks, Protests, Concerts, Film for a large gathering or fundraiser	10	Online option available	3
Recreation and Parks	Tennis Court Reservations	Permits for Use of Neighborhood Tennis Courts	0	Online option available	4
Recreation and Parks	Volunteer Opportunities	Apply to volunteer within the department.	150	Online option available	3
Recreation and Parks	Workforce Development (External)	Apply for a workforce development opportunity such as Workreation, Gardener Apprentice Program, Youth Services Program (YSP), and Greenagers.		Online option available	4
Rent Arbitration Board	Appeal to the Board	Appeal to the Rent Board Commission any decision issued by Rent Board staff.	591	Cannot complete online	2
Rent Arbitration Board	Call Center	The Call Center provides counseling and information to San Francisco lanldlords, tenants, and other interested parties concerning the Rent Ordinance and related housing issues.	591	Cannot complete online	2
Rent Arbitration Board	Ellis Act Notice of Intent Petition	Notice filed by landlord to withdraw all units form rental houisng use and evict all tenants through the Ellis Act.	591	Cannot complete online	2

Rent Arbitration Board	Ellis Notice of Interest in Renewed Accommodations	Notice filed by a tenant who is being evicted through the Ellis Act indicating they are interested in reoccupying if the unit is offered for rent.	591 Cannot complete online	2
Rent Arbitration Board	Ellis Request for Recission	Landlord petition to recsind an Ellis Act filing to remove all units from rental housing use.	591 Cannot complete online	2
Rent Arbitration Board	Eviction Notice Filing	Acceptance of eviction notices filed purusant to the law which requires most eviction notices to be filed withing 10 days of servie upon the tenant.	591 Cannot complete online	2
Rent Arbitration Board	Landlord Alternative Dispute Resolution (ADR)	Request for an alternative dispute resolution meeting to resolve problems through mutual consent.	591 Cannot complete online	2
Rent Arbitration Board	Landlord Capital Improvement Petition	Petition filed when landlord has spent money to perform capital improement work to the building to passthrough someof the cost on to applicable tenatns.	591 Cannot complete online	2
Rent Arbitration Board	Landlord Hardship Appeal	Appeal filed by a landlord or master-tenant who can not afford to pay the award to a tenant and to provide a payment plan.	591 Cannot complete online	2

Rent Arbitration Board	Landlord Operating& Maintenance Petition	Petition filed when landlord expenses for certain categories increase above the allowable increase amount toto passthrough someof the cost on to applicable tenatns.	591 Cannot complete online	2
Rent Arbitration Board	Landlord Petition - Other Ground	Landlord petiton for uncontemplated reasons.	591 Cannot complete online	2
Rent Arbitration Board	Landlord Special Circumstances - Comparable Rent Petition	Petition filed when landlord has a tenant who's rent was not established or not increased correctly due to special circumstances.	591 Cannot complete online	2
Rent Arbitration Board	Owner Move-In Request for Recission	Landlord petition to recsind an Owner Move-In or Relative Move-In eviction filing to evict a tenant.	591 Cannot complete online	2
Rent Arbitration Board	Owner Move-In Statement of Occupancy - Various Processes		591 Cannot complete online	2
Rent Arbitration Board	Petition for Determination Pursuant to Section 6.14/Costa-Hawkins	Petition filed by a landlord to ask the Rent Board to etermine whether or not the "original" tenant still has permanently vacated the unit andif rent can be increased.	591 Cannot complete online	2

Rent Arbitration Board	Petition for Extension of Time to Complete Capital Improvements	Petition for Extension of Time to Complete Capital Improvements is filed when the landlord needs to evict the tenant for longer than 90 days to perform work in the building, or where they need an extension of a prior period to complete the work.	591 Cannot complete online	2
Rent Arbitration Board	Pre-Buyout Disclosure Form/Declaration and Buyout Filing	Process by which a landlrod must notify tenants of their rights with respect to buyout agreements and file any buyout agreements with the Rent Board.	591 Cannot complete online	2
Rent Arbitration Board	RAD Tenant Petition (SFHA Relocation Grievance)	Petition for the Rent Board to review relocation claims from Current Households related to a Public Housing Development Project, and make advisory recommendations to the San Francisco Housing Authority.	591 Cannot complete online	2
Rent Arbitration Board	Request for Duplication	Request to dupliate records.	591 Cannot complete online	2
Rent Arbitration Board	Section 1.21 - Tenant in Occupancy Petition	Petition filed by a landlord to decontrol the rent amount because there is no tenant in occupancy and the unit is only used as a pied a terre.	591 Cannot complete online	2

Rent Arbitration Board	Substantial Rehabilitation Petition for Exemption	Petition filed when landlord has spent money substantially rehabilitating a delapidated building to exemp the building from price controls.	591 Cannot complete online	2
Rent Arbitration Board	Subtenant Petition	Petition filed by subtenants to reduce the rent because of a loss of housing services or because their rent is not proportional.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Alternative Dispute Resolution (ADR) Request	Request for an alternative dispute resolution meeting to resolve problems through mutual consent.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Financial Hardship Application	Application filed by a tenant who is not able to pay a passthrough the landlord is entitle to because of financial hardship.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Petition	Petition can be filed by tenants to challenge a rent increase, request a determination of rent, or to reduce the rent because of reduction of housing services.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Petition - Failure to Comply with Uniform Hotel Visitor Policy		591 Cannot complete online	2
Rent Arbitration Board	Tenant Report of Alleged Wrongful Eviction	Report filed by a tenant asking the Rent Board to investigate a wrongful attempt to evict.	591 Cannot complete online	2

Rent Arbitration Board	Tenant Report of Alleged Wrongful Severance	Report filed by a tenant asking the Rent Board to investigate a wrongful attempt to remove or sever a houisng service.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Report of Excessive Rent Increase under TPA	Report filed by a tenant asking the Rent Board to informt the landlord that a rent increase is in excess of the state law allowable amount.	591 Cannot complete online	2
Rent Arbitration Board	Tenant Summary Petition	Petition filed by tenants, usually processed without a hearing, to challenge an increase that is illegal on its face and has not been paid.	591 Cannot complete online	2
Rent Arbitration Board	Utility Passthroughs and worksheet	Petitions and worksheets filed by landlrods to passthrough certain costs related to utilties which the landord pays for.	591 Cannot complete online	2
Sheriff	Buffin injunction.	This service provides an expediated own recognizance review for those persons who are arrested and booked into the county jail and who are eligible for pre-arraignment release.	52 Cannot complete online	2
Sheriff	Carry out a bank levy.	California law allows a creditor to garnish, or levy, a debtor's bank account to withdraw funds to pay off a debt	30 Cannot complete online	2

Sheriff	Carry out a keeper levy	California law allows a creditor to garnish, or levy, a debtor's business to pay off a judgment debt	2 Online option available	1
Sheriff	Claim of Right to Possession and Notice of Hearing	Recover possessions of the premises.	1 Online option available	2
Sheriff	Collect a judgment with an earnings withholding order	You can collect a judgment that is owed by getting an earnings withholding order from the court	20 Cannot complete online	2
Sheriff	Community Programs	Services include alternatives to incarceration for work alternatives and electronic monitoring, as well as Five Keys Charter School for educational classes, access to NoVA, and evidence based programmatic groups and individual sessions for justice involved persons.	120 Online option available	2
Sheriff	Declaring bankruptcy	Declaring bankruptcy may stop court-ordered levies. Please immediately notify the San Francisco Sheriff's Office of your bankruptcy filing to prevent further enforcement action.	30 Cannot complete online	2
Sheriff	Deposit money into an incarcerated person's account	Deposit up to $100 each week into an incarcerated person's account.	Online option available	2

Sheriff	Discharge planning	The San Francisco Sheriff's Office Discharge Planning team helps people who are released from jail return to the community safely.	Cannot complete online	2
Sheriff	Enroll in No Violence Alliance Program (NoVA)	NoVA is a voluntary program which provides case management, wrap around services and temporary housing to persons involved in the criminal justice system.	120 Online option available	3
Sheriff	Evictions	By law, the Sheriff's Office is the only agency in San Francisco that may carry out court-ordered evictions.	35 Online option available	2
Sheriff	File a third-party claim	File a third-party claim through the San Francisco Sheriff's Office	2 Online option available	2
Sheriff	Find a person in jail	Find a person in jail	Online option available	4
Sheriff	Investigations into allegation of misconduct.	Investigations and timely disposition of allegations of misconduct by personnel and any policy violations.	Online option available	4
Sheriff	Oppose an earnings withholding order	You may oppose an earnings withholding order if it is incorrect or will cause you financial hardship	8 Online option available	2
Sheriff	Order commissary items for a person in jail	You may also order commissary items from the Sheriff's Office's approved online vendor and send them to a person in jail.	Online option available	4

Sheriff	Prejudgment Claim of Right to Possession	Recover possessions of the premises.	7	Online option available	2
Sheriff	Report a prisoner health emergency	Any person may report a health emergency for an incarcerated person.		Online option available	3
Sheriff	Schedule a visit with an incarcerated person.	Community members may schedule a visit with an incarcerated person.		Online option available	2
Sheriff	Send a care package	You may also order commissary items from the Sheriff's Office's approved online vendor and send them to a person in jail.		Online option available	
Sheriff	Send mail	You can send letters and printed material to a person in jail with some restrictions.		Cannot complete online	1
Sheriff	Serving court papers	This service is for filing a small claim.	15	Online option available	2
Sheriff	Survivor restoration program (SRP)	The San Francisco Sheriff's Office Survivor Restoration Program advocates for and supports survivors of domestic and random violence.		Cannot complete online	
Sheriff	Temporary Restraining Orders (TRO)	There are different types of Civil restraining orders, each with their own eligibility requirements and steps to obtain that restraining order.	60	Online option available	2
Sheriff	Visiting as an unaccompanied minor	If you are 16- or 17-years old, you can apply to visit an incarcerated parent or legal guardian by yourself.		Online option available	2

Status of Women	General Reports	The Department has the following reports available to the public: SF City Attorney and Department Human Resources: Incidents of Harassment Reports; Gender Analysis of Commissions & Boards, and City Departments reports; Family Violence in SF Report; Human Trafficking in SF report; Gender analysis of public art and spaces report.	5 Online option available	4
Status of Women	San Francisco SOL Collaborative	San Francisco SOL (Safety, Opportunity, Lifelong relationships) Collaborative: The California Department of Social Services (CDSS) has awarded a three-year grant to a collaborative led by the San Francisco Department on the Status of Women, to implement a new continuum of care for the benefit of San Francisco youth, especially those who have experienced or may experience commercial sexual exploitation.	2 Online option available	2
Status of Women	Social Services Directory	Online resource guides to civil government and community-based organizations offering services to the public.	5 Online option available	2

Status of Women	VAW/GBV Grants Program	Violence Against Women/Gender-Based Violence Grants Program: Currently funding 40 community based organizations/ programs focused on Gender-Based Violence serving San Francisco.	5 Online option available	2
Superior Court	Alternative Dispute Resolution Program (ADR Forms)		Cannot complete online	
Superior Court	Annulment/Nullity of Marriage		Cannot complete online	
Superior Court	Application to Provide Third Party Electronic Filing Services for Civil Case Types		Cannot complete online	
Superior Court	Child custody and visitation		Cannot complete online	
Superior Court	Child support		Cannot complete online	
Superior Court	Civil Grand Jury - Selection	Civil Grand Jurors are appointed by the Superior Court to serve a 1-year term, from July 1 through June 30.	Cannot complete online	
Superior Court	Civil Records Request Form		Cannot complete online	
Superior Court	Conservatorship Forms		Cannot complete online	
Superior Court	Conservatorships of Adults		Cannot complete online	
Superior Court	Criminal Records Request Form		Cannot complete online	
Superior Court	Dissolution of Marriage/Domestic Partnership		Cannot complete online	
Superior Court	Elder Abuse		Cannot complete online	

Superior Court	Evictions (Residential)	In order to evict a tenant, a landlord must first get a court order giving him/her the right to have the apartment or house back from the tenant.	Cannot complete online
Superior Court	File for a legal gender change		Cannot complete online
Superior Court	Find Probate case information online		Cannot complete online
Superior Court	Guardianship Forms		Cannot complete online
Superior Court	Guardianship of Children		Cannot complete online
Superior Court	Jury Commissioner (Jury Duty)		Cannot complete online
Superior Court	Jury duty		Cannot complete online
Superior Court	Language Access Customer Complaint Form		Cannot complete online
Superior Court	Legal Separation		Cannot complete online
Superior Court	Media Request to Photograph, Record, or Broadcast (form MC-500)		Cannot complete online
Superior Court	Mental Health Conservatorship		Cannot complete online
Superior Court	Name change		Cannot complete online
Superior Court	Order on Media Request to Permit Coverage (form MC-510)		Cannot complete online
Superior Court	Pay traffic citations		Cannot complete online
Superior Court	Release of Adoption Records Application		Cannot complete online
Superior Court	Request for New Trial		Cannot complete online
Superior Court	Request for Trial by Written Declaration (TR-205)		Cannot complete online
Superior Court	Restraining Orders		Cannot complete online

Superior Court	Search Civil Cases		Cannot complete online	
Superior Court	Search for Case calendars by Case Type and Date		Cannot complete online	
Superior Court	Small claims mediation		Cannot complete online	
Superior Court	Spousal support		Cannot complete online	
Superior Court	Step-parent adoptions		Cannot complete online	
Superior Court	Submit a complaint		Cannot complete online	
Superior Court	Temporary Judge Application		Cannot complete online	
Superior Court	Wills & Decedents' Estate Forms		Cannot complete online	
Technology	#SFWifi	Free public #SFWifi in 33 public parks and public spaces	0 Cannot complete online	5
Technology	Download Meetings	SFGovTV programs available for free online download	1 Online option available	4
Technology	SFGovTV LIVE Meeting Coverage and Video Production Services	SFGovTV provides live coverage of Board of Supervisors, Commission, and Town Hall meetings and Mayor's Press Conferences and video production services	0 Online option available	4
Technology	Viewer Feedback	Viewers are encouraged to complete a short survey to provide feedback for future services.	0 Online option available	4
Treasurer-Tax Collector	Access Line Tax	File statement and remit payment	661 Online option available	3
Treasurer-Tax Collector	Add DBA	Update Business Account Information.	661 Online option available	5
Treasurer-Tax Collector	Add location	Update Business Account Information.	661 Online option available	5

Treasurer-Tax Collector	Administrative Office Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Animal Care & Control	Pay dog license fee.	661 Online option available	3
Treasurer-Tax Collector	Annual Business Tax Return	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Business Personal Property Tax	Pay a bill	661 Online option available	5
Treasurer-Tax Collector	Cannabis	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Cigarette Litter Abatement Tax	File statement and remit payment	661 Online option available	4
Treasurer-Tax Collector	Close DBA	Update Business Account Information.	661 Online option available	5
Treasurer-Tax Collector	Close location	Update Business Account Information.	661 Online option available	5
Treasurer-Tax Collector	Commerical Rents Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Delinquent bills owed to the City	Pay delinquent bills owed to the City from SFGH, SFPUC, etc	Online option available	5
Treasurer-Tax Collector	Delinquent taxes	Pay delinquent tax bills	Online option available	5
Treasurer-Tax Collector	Early Care & Education Commercial Rents Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Emergency Alarm & False Alarm Tax	File statement and remit payment	661 Online option available	4
Treasurer-Tax Collector	Gross Receipts Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Homelessness Gross Receipts Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Parking Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Payroll Expense Tax	File statement and remit payment	661 Online option available	5
Treasurer-Tax Collector	Public Auction	Purchase property	661 Online option available	4

Treasurer-Tax Collector	Quarterly (Prepayments)	File statement and remit payment	661	Online option available	5
Treasurer-Tax Collector	Redemption	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Registration Renewal	File statement and remit payment	661	Online option available	5
Treasurer-Tax Collector	Regulatory Licenses	Pay a bill for a license from the Department of Public Health, Fire Department, Entertainment Commission, Police Department, Office of Cannabis.	661	Online option available	4
Treasurer-Tax Collector	Secured Escape	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Secured Property	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Secured Supplemental	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Stadium Operator Admission Tax	File statement and remit payment	661	Online option available	3
Treasurer-Tax Collector	Sugary Drinks Tax	File statement and remit payment	661	Online option available	4
Treasurer-Tax Collector	Tax Certificate (Condo Conversion)	Pay a bill	661	Online option available	3
Treasurer-Tax Collector	Telephone Users Tax	File statement and remit payment	661	Online option available	3
Treasurer-Tax Collector	Traffic Congestion Mitigation Tax	File statement and remit payment	661	Online option available	5
Treasurer-Tax Collector	Transient Occupancy Tax	File statement and remit payment	661	Online option available	5
Treasurer-Tax Collector	Unsecured Personal Property	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Unsecured Supplemental	Pay a bill	661	Online option available	5
Treasurer-Tax Collector	Update mailing address	Update Business Account Information.	661	Online option available	5
Treasurer-Tax Collector	Update Ownership Name/Tax Id number/Start or Closing date	Update Business Account Information.	661	Online option available	5

Treasurer-Tax Collector	Utility Users Tax	File statement and remit payment	661	Online option available	3
Treasurer-Tax Collector	View or Pay Property Tax Bill	Payment of or questions relating to secured property tax bills	50	Online option available	3
War Memorial	Facility Rental	Rent a War Memorial venue	32	Cannot complete online	2
War Memorial	Lost and Found	Recover lost items	13	Cannot complete online	2

Department	Project	Objective	FYFinish
Airport	Managed Security Upgrade	24/7, Cloud-based Security Operation Center providing managed security services.	FY2018-19
Airport	Common Use Self Service (CUSS) Check-in Kiosk	Expansion of existing Common Use Self Service (CUSS) check-in Kiosk Equipment to additional locations throughout the Airport.	FY2019-20
Airport	Internet Hardware Upgrade	Upgrade to Wi-Fi networks to meet the increased demand for Internet service from the Airport Commission, airlines, tenants.	FY2018-19
Arts Commission	Salesforce Database	Replace and connect multiple outdated siloed database systems.	FY2018-19
Assessor-Recorder	Recorder System Replacement Project	The City's current Recorder system has been in place for almost 20 years and is needed for recording, cashiering, imaging, and indexing.	FY2019-20
Board of Supervisors	Legislative Record Digitization	Digitize the legislative record of the City and County of San Francisco as part of a larger records and information management review.	FY 2020-21
Building Inspection	Document Management System	Replacement of a document management system that was in use for 12 years.	FY2018-19
City Administrator	County Clerk - City ID System Upgrade	Finish an upgrade path to go-live on a new IT system before the legacy system sunsets in July 2020.	FY2019-20
Controller Systems Division	Citywide HSS New Hire & Life Events Online	The purpose of this project is to allow for employees to perform online new hire and life events benefits enrollment rather than follow the process on paper.	FY2020-21

Controller Systems Division	SF Employee Gateway Portal Expansion to	The purpose of this project is to expand online benefits enrollment to the City's full population.	FY2020-21
Fire Department	Mobile Network Consultant Services	The Department is in need of assistance to properly design a mobile network infrastructure to support its mobile device operations.	FY2018-19
Human Services Agency	Workflow Automation	Automate repetitive actions and data entry in multiple data systems	FY2018-19
Police	eCitations	This initiative will allow police officers to issue citations using their smart phones instead of a piece of paper.	FY2019-20
Police	SFPD Main Web Site and 10 District Station	SFPD Main Web Site and 10 Station Web Sites	FY2019-20
Public Defender	Gideon (JUSTIS) Development	A desktop and mobile application to provide 1) workflow automation, 2) electronic-scanned document integration and 3) data repository.	FY2019-20
Public Library	City Fiber Expansion	Expand city fiber to all library locations	FY2018-19
Public Library	Tech'd Out	Provide library user self-help opportunities to facilitate ease of use of, and access to, literature and information.	FY2020-21
Public Utilities Commission	Asset Management Improvements		

Public Utilities Commission	Audio Visual equipment for SFPUC Headquarters
Public Utilities Commission	Customer Care & Billing Enhancements
Public Utilities Commission	Information Security Improvements
Public Utilities Commission	Managed Security Operations Center (SOC) / Co-Managed Security Incident & Event Management
Public Utilities Commission	Multi-factor Authentication
Public Utilities Commission	Replace Hetch Hetchy Water and Power Supervisory Control and Data Acquisition System
Public Utilities Commission	SFBid
Public Utilities Commission	SFPUC F$P Support
Public Utilities Commission	SFPUC SharePoint Expansion

Recreation and Parks	Lifecycle Condition Assessment	Procure a new facility condition assessment system	FY2018-19
Recreation and Parks	Provide high speed connectivity to remote	To connect remotes site to business applications	FY2020-21
Sheriff	Public Safety Mobile/Portable Radio Replac	A 5 Year Project to replace the Sheriff Department's aging portable and mobile radios with 800/700 Mhz Project.	FY2018-19
Treasurer-Tax Collector	Payment Card Industry (PCI) Compliance	Ensure that CCSF is compliant with credit card industry standards.	FY2020-21
Treasurer-Tax Collector	Commercial Real Estate Database	Trace businesses registered, investigated, or audited back to this project based on our lead sourcing approach.	FY2018-19

Department:Title	ProjectTitle	Theme	ObjectiveOfThisProject	FYStart	FYFinish	Total 5-Year Cost
Airport	Contract Management Compliance System (C	Resource Management	CMCS Phase 1 implemented an automated contract lifecycle tracking, from solicitation to contract closure. The system provides access to and maintenance of core contract information including resolutions, waivers, sole source, civil service approvals and insurance requirements.	FY2018-19	FY2023-24	$1,100,000
Arts Commission	Salesforce Phase 2	Customer & Case Management	Implementing integration and automation of data in order to increase efficiency of data sharing with other departments and community partners while improving customer service.	FY2021-22	FY2023-24	$240,000
Arts Commission	Upgrade ART website	Residential Digital Services	Having recently completed a massive overhaul of our website, the SFAC is in good shape for the time being. However, this request anticipates that our current system will be outmoded in 2-3 years, which is more than the industry standard for a revamping of a website.	FY2022-23	FY2024-25	$250,000
Asian Art Museum	Battery Replacement and Maintenance	Infrastructure: Network & Data Centers	Replace batteries in our datacenter battery backup system to ensure life safety and network continuity during a power outage.	FY2020-21	FY2022-23	$36,529
Asian Art Museum	Mobile Device Management Software Replac	Risk Management: Cybersecurity & Business Continuity	Move to JAMF as our MDM solution for Mac and iOS devices	FY2020-21	FY2025-26	$48,350
Asian Art Museum	Security Camera System	Risk Management: Cybersecurity & Business Continuity	This project will allow the Asian Art Museum to upgrade security cameras in the museum.	FY2023-24	FY2024-25	$300,000
Asian Art Museum	Security System Upgrade	Risk Management: Cybersecurity & Business Continuity	Upgrade security systems (access control and alarm systems). These systems have been in place for over 18 years and are used to protect the City owned art collection, staff, and visitors. Existing access control system has a risk of being hacked providing access to the museum. Alarm systems are old and not able to provide adequate protection.	FY2021-22	FY2022-23	$300,000
Asian Art Museum	UPS Upgrade	Infrastructure: Network & Data Centers	Increase the reliability of our life safety systems by providing longer system uptime in the event of generator problems during a power outage.	FY2020-21	FY2020-21	$15,380
Assessor-Recorder	Property Assessment & Tax Systems Replace	Major IT Project	The project is a multi-phase joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately $3.2 billion in annual tax revenues.	FY2016-17	FY2022-23	$10,704,393

Building Inspection	Oracle Forms Upgrade	Residential Digital Services	To stay current with software release cycle. Maintain stability for DBI mission critical system	FY2020-21	FY2021-22	$300,000
Children and Families Commission	Optimas Time Tracker	Resource Management	The Optimas Time tracker is an electronic time keeping tool that meets federal and state guidelines for drawing down Medicaid Administrative dollars.	FY2021-22	FY2025-26	$400,000
Children and Families Commission	ScreenConnex	Staff Collaborative Tools - Data Analysis / Data Sharing	To develop a central point for standardizing and gathering children's developmental screening data from a variety of sources, in particular pediatric and early care and education settings.	FY2021-22	FY2023-24	$750,000
City Administrator	CRM Update	Customer & Case Management	Continuing on the CRM Modernization project of FY20, this project updates the SF311 CRM, allowing better intake options for new work and process modernization as requested by departments.	FY2022-23	FY2022-23	$2,000,000
City Administrator	Integration services upgrade and expansion	Staff Collaborative Tools - Data Analysis / Data Sharing	This project upgrades the Oracle integration suite that allows SF311 to route service requests outside of the CRM to department specific applications, as well as automate multiple activities such as notifications.	FY2021-22	FY2021-22	$200,000
City Administrator	Telecom Upgrade/Migration	Infrastructure: Network & Data Centers	This project conducts a review of the proposed City Call Center application for suitability and if it meets SF311 needs, migrates the SF311 Call Center, Call Recording, QA, and Workforce Management applications from Avaya to Cisco.	FY2020-21	FY2020-21	$175,000
Controller Systems Division	Automated Online Support Tools Implementa	Residential Digital Services	The purpose of this project is to improve customer service for users of the City's enterprise system. Chatbots will allow City customers to communicate in an efficient and proactive manner via a varity of platforms as well as complete routine tasks. The addition of chatbots to the existing User Support team will allow the City to effectively serve employees, retirees and external stakeholders.	FY2020-21	FY2021-22	$60,000
Controller Systems Division	Kibana PeopleSoft Data Analytics Implementa	Staff Collaborative Tools - Data Analysis / Data Sharing	The objective of this project is to implement Kibana software to improve data analytics functionality in enterprise PeopleSoft systems. This will allow the City to improve data visualization.	FY2022-23	FY2022-23	$125,000
Controller Systems Division	Service Desk & Software Development Lifecyc	Customer & Case Management	Implement a Service Desk solution to receive and document CCSF Employee and SF City Partner requests from the Systems Division of the Controller's Office. Implement a Software Development Lifecycle solution to document Incidents, Problems, Changes, Releases, and Projects associated with the software (Oracle/PeopleSoft) supported by the Systems Division of the Controller's Office	FY2020-21	FY2021-22	$200,000

Controller Systems Division	SF Budget, Performance Measurement, Proje	Resource Management	The objective of the Budget System & Performance Measurement Replacement Project is to replace the City's current budget systems. The current system is at the end of useful life with no continuous product support from vendor.	FY2018-19	FY2021-22	$1,115,575
Controller Systems Division	SF Financials & Procurement Business Unit Uj	Resource Management	The objective of this project is to implement improvements to chart field and business unit structure in the City's SF Financials and SF Procurement systems to improve system functionality and streamline City processes.	FY2020-21	FY2021-22	$1,750,000
Economic & Workforce Development	WorkforceLinkSF (San Francisco Jobs Portal)	Residential Digital Services	WorkforceLinkSF will provide job seekers with a technological platform designed to help job seekers and workforce development providers navigate the various Workforce Development related programs that multiple City Departments provide by providing a "one-stop" destination on all City Workforce Development services.	FY2020-21	FY2022-23	$1,453,627
Emergency Management	Computer-Aided Dispatch Scoping & Impleme	Major IT Project	To plan for and implement the replacement of the City's Computer-Aided Dispatch (CAD) System, including mobile CAD units for the City's first responders - FD, PD, SD, and SFMTA parking enforcement.	FY2020-21	FY2024-25	$48,175,905
Emergency Management	Cybersecurity Enhancements - Firewall Repla	Risk Management: Cybersecurity & Business Continuity	To update and upgrade our existing security feature set with up-to-date equipment and ability to address and secure against modern cyber threats.	FY2020-21	FY2020-21	$122,000
Emergency Management	Next Generation-911 Implemtation of Phone	Infrastructure: Network & Data Centers	The objective of this project is to upgrade DEM's 911 call handling CPE (Customer Premise Equipment) to the State of CA's Next Generation-911 requirements.	FY2022-23	FY2023-24	$2,465,109
Emergency Management	Next Generation-911 Scoping and Planning In	Infrastructure: Network & Data Centers	The State of CA is in the midst of the NG-911 initiative, which is converting the existing 9-1-1 phone system, statewide, to an IP-Based network, with cloud-based call routing and computing.	FY2021-22	FY2023-24	$474,000
Emergency Management	Radio Replacement Project	Major IT Project	This project is upgrading the Citywide 800 MHz Emergency Radio Communications System used throughout San Francisco by the City's public safety and public service agencies.	FY2015-16	FY2025-26	$19,037,895
Emergency Management	Public Mass Notification System	Risk Management: Cybersecurity & Business Continuity	This project replaces the Emergency Public Notification System used by DEM, DHR and other City Department to send mass notification emails, texts and alerts to city staff and the public. This replaces (or enhances) the City's Everbridge System, which runs the AlertSF system.			$0

Emergency Management	Security Camera System	Risk Management: Cybersecurity & Business Continuity	DEM needs to replace their external and internal security camera system. The system is primarily used by our Sheriff staffed here at CECC to monitor for surrounding safety for the occupant of this building and overall perimeter security. There many times the footage of the security camera system is used as evidence to apprehend suspects on criminal event within the view of the cameras within our system.	FY2023-24	FY2023-24	$400,000
Fine Arts Museums	Cabling for Cameras in Galleries at Legion of H	Risk Management: Cybersecurity & Business Continuity	Install conduit and cabling for cameras in the Legion of honor Galleries.	FY2022-23	FY2022-23	$400,000
Fine Arts Museums	Cameras for Legion of Honor Galleries	Risk Management: Cybersecurity & Business Continuity	Much of the Legion has inadequate security camera coverage, putting the collections and building at risk. This project adds cameras in the Galleries and updates aging cameras in other spaces in the building. We have had incidents in which paintings were moved off the wall and we could not not able to identify the perpetrator because of lack of cameras. This project is dependent on the related project to add conduit and cabling for the cameras.	FY2022-23	FY2022-23	$400,000
Fine Arts Museums	Fault tolerance for security systems at de You	Risk Management: Cybersecurity & Business Continuity	To add fault tolerance to the museum security systems for business continuity and safety reasons.	FY2022-23	FY2022-23	$150,000
Fine Arts Museums	Legion of Honor Data Cabling Replacement	Infrastructure: Network & Data Centers	Replace old data cabling to ensure business network connectivity and bandwidth and support increased wireless capabilities in staff and pubic spaces. Current cabling installed in 1995 cannot support current business needs.	FY2023-24	FY2023-24	$200,000
Fine Arts Museums	Upgrade security cameras de Young Museum	Risk Management: Cybersecurity & Business Continuity	Security cameras at the de Young are over 15 years old. This project would upgrade existing analog cameras to IP and install some new cameras to maintain security for the building and collections.	FY2023-24	FY2023-24	$450,000
Fire Department	Electronic Health Records (EHR) Software	Customer & Case Management	The Department is requesting funding for an electronic health records (EHR) solution for the Department's Physician's Office.	FY2020-21	FY2021-22	$200,000
Fire Department	Fire Station Network Reconfiguration	Infrastructure: Network & Data Centers	Currently the Fire Stations are connected to the DEM Public Safety network. This network has no routing outside of its known infrastructure.	FY2020-21	FY2022-23	$4,474,470
Health Service System	Benefits Decision Tool	Residential Digital Services	Implement benefits decision support tool and educational platform which helps employees and retirees make informed healthcare decisions and guide them in utilizing their benefits	FY2020-21	FY2021-22	$100,000
Health Service System	Dependent Eligibility Verification Audit	Customer & Case Management	Conduct annual Dependent Eligibility Verification audit (DEVA) in-house instead of spending money to engage vendors.	FY2020-21	FY2021-22	$275,000

Health Service System	HSS 360	Customer & Case Management	Integrate our key systems used to respond to our member needs (case mgmt, voip, ben administration system, content mgmt system which holds digitized member files)	FY2021-22	FY2022-23	$100,000
Health Service System	In-person Visit Improvement Project	Residential Digital Services	Implement waiting room HIPAA compliant paging system and appointment scheduling	FY2022-23	FY2023-24	$100,000
Homelessness and Supportive Housing	Contract Management System	Resource Management	The goal of this project is to create a comprehensive Agreement Management System, inclusive of workflows, document creation, relational database, invoicing, reporting, dashboards, and a notification system to quickly create and more effectively manage agreements, their compliance, and spending.	FY2021-22	FY2022-23	$1,529,000
Human Resources	Citywide Connectivity Project	Staff Collaborative Tools - Data Analysis / Data Sharing	Develop a Citywide intranet to improve employee equity, connectivity, and communication.	FY2021-22	FY2023-24	$551,000
Human Resources	Critical Databases	Customer & Case Management	Three of DHR's most critical databases are beyond their useful lives, contain vulnerabilities, and require major upgrades.	FY2021-22	FY2022-23	$2,269,000
Human Resources	DHR File Digitization Project	Digitization & Document / Records Management	Scan and securely file DHR hard files, to improve efficiency and efficacy and reduce storage costs.	FY2021-22	FY2023-24	$358,000
Human Resources	Enhanced Emergency Readiness	Risk Management: Cybersecurity & Business Continuity	Improve the City's ability to provide essential services and emergency services in a disaster.	FY2021-22	FY2022-23	$536,000
Human Resources	Human Resources Modernization Project	Resource Management	Reduce time to hire, eliminate duplication of effort in the hiring process, and improve the onboarding experience.	FY2018-19	FY2023-24	$5,489,000

Human Services Agency	Client Digital Services Program	Residential Digital Services	The digital divide is a barrier confronting the low-income populations served by HSA. While our service delivery providers have moved to online service delivery in response to COVID, a significant percentage of our clients are unable to benefit from these services due to a lack of access to technology and the internet, and a lack of knowledge and skills to utilize the technology. HSA is expanding its availability of employment and training services to virtual methods in order to provide additional options for clients to remotely engage in services. Through this project, HSA intends to offer the technology and skills needed to access virtual services including job search and job readiness, training, and education. The short-term goal is to provide clients with the skills and tools necessary to expand their employment opportunities. The long-term goal is provide clients with the skills necessary to become self-sufficient and sustain long term employment.	FY2020-21	FY2021-22	$330,000
Human Services Agency	Contact Center Virtual Agent - JobsNow/Pae:	Residential Digital Services	Implement virtual agent technology into our call center workflow to assist with high volume calls. Pilot focus is for JobsNow/PAES (Personal assisted employment services) hotline, but could be expanded to main number and the other 8 call centers within our agency. Our WDD program anticipates that JobsNOW! requested services will increase by 25% FY20/21 from 7,519 to 9,400 monthly average. We need to process more with same # of staff. CCAI will automate & standardize receipt, processing & routing of employee & employer calls. CCAI will provide call tracking for management reporting purposes.	FY2020-21	FY2020-21	$603,590
Police	FirstNet Modernization of Fleet Vehicles	Infrastructure: Network & Data Centers	Upgrade patrol vehicles with modems that connect to AT&T FirstNet, Band 14 (used exclusively for public safety mobile connections). AT&T FirstNet, Band14 takes priority over its other networks used by businesses and residents.	FY2020-21	FY2024-25	$500,000
Police	Hall of Justice Relocation Project	Business Specific	The Mayor's Office has identified the vacating of the Hall of Justice building (850 Bryant) as a top priority because it is seismically unsafe and its deteriorated health and safety condition. The Police Department (POL) still has several units occupying the building that need to be relocated: Investigations, ID Bureau and Property Control Division (PCD). Funding is needed for the temporary and/or permanent relocation of all the units.	FY2020-21	FY2023-24	$9,800,000
Police	NIBRS-Compliant RMS	Customer & Case Management	The objective of the NIBRS-Compliant RMS Project is to transition the entry and reporting of Incident Reports in CDW to a COTS vendor RMS that meets the FBI's new mandate of Incident-Based Reporting. This legal mandate is 1/1/2021 which means that until SFPD is NIBRS-compliant SFPD's incident reporting data will not be a part of the FBI's national publication.	FY2019-20	FY2025-26	$29,500,000
Police	Pilot Benchmark Analytics Public Safety Perso	Resource Management	The San Francisco Police Department (SFPD) seeks to pilot the Benchmark Analytics system to strengthen the department, increase transparency to the public we serve and maintain the public's trust in our department. The Benchmark Analytics tool is a public safety personnel management system that provides an evidence-based early warning and intervention solution to track and proactively identify problematic officer behavior.	FY2021-22	FY2023-24	$999,000
Police	SFPD Enterprise Security Camera System Infra	Risk Management: Cybersecurity & Business Continuity	The objective of this project is to standardize the camera infrastructure across all stations in partnership with the Department of Technology. Migrate from decentralized standalone Video Management Systems to an enterprise standard in alignment with the Department of Technology's standard.	FY2020-21	FY2025-26	$3,451,320
Police Accountability	Data Dashboards for website	Staff Collaborative Tools - Data Analysis / Data Sharing	the deidentification work, see about incorporating legacy information with salesforce information, and build a dashboard for SB1421 productions	FY2021-22	FY2021-22	$150,000

Public Utilities Commission	Develop SFPUC Human Resources Services (H	Resource Management	Employee lifecycle, payroll, labor and employee relations, and employee onboarding	FY2020-21	FY2020-21	$1,280,000
Public Utilities Commission	Support for Telecommuting during COVID19	Infrastructure: Network & Data Centers	Support the 1500 staff telecommuting during COVID19 with technology including Wave internet upgrades, upgraded Palo Alto firewalls, BlueJeans videoconferencing for meetings including for the Commission and All-SFPUC events, secure Citrix software for working from home, move to laptops away from desktops, and additional Azure Services including Mobile Device Management, Azure Storage Services, and Microsoft Virtual Desktops.	FY2020-21	FY2020-21	$4,459,750
Public Works	Enterprise Asset Management System Impler	Resource Management	Enhance the existing CMMS system to make it an enterprise asset management system to support our goal of implementing a full asset lifecycle management business model for Public Works. It will allow us to better manage and maintain city assets that are either owned by DPW or other city agencies	FY2020-21	FY2023-24	$1,500,000
Recreation and Parks	Digital Transformation of Internal Processes	Digitization & Document / Records Management	Digitize internal paper forms and associated workflows	FY2020-21	FY2022-23	$165,000
Recreation and Parks	Mobile Device Management	Risk Management: Cybersecurity & Business Continuity	The objective of this project is allow us to effectively manage our devices centrally from anywhere and to monitor costs savings opportunities based on usage. This will also allow us to deploy controlled device updates to meet CCSF cybersecurity standards in a timely manner.	FY2021-22	FY2025-26	$175,000
Recreation and Parks	People Intelligence Data Solution	Staff Collaborative Tools - Data Analysis / Data Sharing	To understand presence, activity and movement of people through the parks.	FY2020-21	FY2025-26	$125,000
Sheriff	Body Worn Camera	Risk Management: Cybersecurity & Business Continuity	Justice reforms and accountability	FY2020-21	FY2025-26	$1,000,000
Sheriff	Broadband	Infrastructure: Network & Data Centers	High-speed internet and hardware upgrades	FY2020-21	FY2025-26	$900,000
Sheriff	Business processes Integration	Staff Collaborative Tools - Data Analysis / Data Sharing	Improve data integration	FY2020-21	FY2025-26	$1,000,000

Sheriff	CLETS Interface Upgrade	Staff Collaborative Tools - Data Analysis / Data Sharing	Reliance on legacy CLETS interface and single point of failure since 2009	FY2020-21	FY2025-26	$525,000
Sheriff	County Jails Fiber Redundancy	Infrastructure: Network & Data Centers	Address county jails COOP	FY2020-21	FY2025-26	$1,350,000
Sheriff	Current JMS Maintenance	Resource Management	Support current operations while replacing with a new JMS	FY2020-21	FY2023-24	$1,900,000
Sheriff	Cyber-security frame-work development	Risk Management: Cybersecurity & Business Continuity	Develop a cyber-security framework	FY2020-21	FY2025-26	$1,000,000
Sheriff	Data Sharing	Staff Collaborative Tools - Data Analysis / Data Sharing	Integrate department systems to share metadata	FY2020-21	FY2025-26	$1,000,000
Sheriff	Datacenter hardware upgrade	Infrastructure: Network & Data Centers	Replace legacy data processing and hosting equipment	FY2020-21	FY2025-26	$750,000
Sheriff	Digital Strategic Plan	Business Specific	Develop IT strategic plan roadmap for SFSO	FY2020-21	FY2025-26	$650,000
Sheriff	Digital Web Services	Residential Digital Services	Expand digital web services such as the Intranet & dashboards	FY2020-21	FY2025-26	$270,000
Sheriff	Horizon for Citrix replacement	Infrastructure: Network & Data Centers	Mitigate cyber-security risk and replace legacy Citrix platform	FY2020-21	FY2025-26	$750,000

Sheriff	Jail Learning Management System	Staff Collaborative Tools - Data Analysis / Data Sharing	Recidivism	FY2020-21	FY2025-26	$620,000
Sheriff	JMS Replacement	Customer & Case Management	Improve data vital in developing policies that better utilize resources and improve public safety	FY2020-21	FY2025-26	$3,000,000
Sheriff	Paperless	Digitization & Document / Records Management	Records management and accountability	FY2020-21	FY2025-26	$1,000,000
Sheriff	Records Management System (RMS)	Digitization & Document / Records Management	SHF does not have an RMS system in place. SFPD is completing a RFP for a new vendor but that is several years away. Mandates require LE agencies to comply with NIBRS/CIBRS reporting. Explore replacement options	FY2020-21	FY2025-26	$1,750,000
Sheriff	SHF JUS-TIS on-premise to SFCloud Migration	Infrastructure: Network & Data Centers	Improved system resiliency and security	FY2020-21	FY2025-26	$525,000
Sheriff	Software for power apps	Staff Collaborative Tools - Data Analysis / Data Sharing	Productivity and efficiency	FY2020-21	FY2025-26	$500,000
Sheriff	Storage	Infrastructure: Network & Data Centers	Increase storage capacity	FY2020-21	FY2025-26	$500,000
Sheriff	Telephones	Infrastructure: Network & Data Centers	Modernize telephone system	FY2020-21	FY2025-26	$275,000
Sheriff	Video Visitation Center	Residential Digital Services	Alternatives to in-person visitations due to COVID-19	FY2020-21	FY2025-26	$525,000

Technology	CCSF Softphone Acceleration	Infrastructure: Network & Data Centers	CCSF Softphone Acceleration project provides a small subset of City users the ability to receive and make phone calls with the use of their office phone number while using their workstation, laptop, or mobile device. The only difference is that they do not need a telephone handset, or to be in a specific location.	FY2020-21	FY2022-23	$1,500,000
Technology	City Telecom Modernization	Major IT Project	The Telephony Modernization project continues to migrate legacy telephony systems which are old, many are failing, obsolete, unsupported, and all are expensive to operate and support in their current state.	FY2017-18	FY2025-26	$3,294,000
Technology	Citywide Cyber Attack Protection and Respon	Risk Management: Cybersecurity & Business Continuity	Smaller and medium sized department carry significant risk of financial loss from a cyber-attack because these departments often have large amounts of sensitive data and are connected with critical City systems.	FY2020-21	FY2022-23	$776,737
Technology	JUSTIS Program	Staff Collaborative Tools - Data Analysis / Data Sharing	The JUSTIS Data Hub enables the secure exchange of criminal justice data (e.g. arrests, bookings, incarcerations, charges, court proceedings …) between the Police, Sheriff, District Attorney, Superior Court, Public Defender, and Adult Probation agencies. These agencies rely on the JUSTIS Data Hub to conduct their daily operations.	FY2020-21	FY2020-21	$1,300,000
Technology	Mainframe Decommission	Infrastructure: Network & Data Centers	Retire the use of decades-old computing hardware and software by completing the migration of computers programs and data to superior platforms. This will allow the retirement of the mainframe computers at two CCSF data centers and save substantial cost.	FY2018-19	FY2021-22	$100,000
Technology	Network Maintenance	Infrastructure: Network & Data Centers	The existing City network equipment is under capacity, obsolete, and in some cases unsupported, and is not "right sized" to handle the current and future needs of the City for data, video, and voice. In addition, nearly every department being brought onto VoIP lacks capable network switches which support VoIP which is needed to modernize the City phone system.	FY2015-16	FY2025-26	$18,554,091
Technology	Open Source Voting	Business Specific	Remaining funding in the Open Source Project Initiatives have been focus in two areas: (1) tool to conduct a risk limited audit of voter ballots to check for anomalies or voter fraud, and (2) enable 90,000 disable residents to verify their identity in order to vote without needing assistance.	FY2020-21	FY2021-22	$120,000
Technology	SFCLOUD Efficiencies	Infrastructure: Network & Data Centers	SFCLOUD reduces risk and cost across the total cost of ownership of City business systems. Recent cost-benefit analysis shows that consolidating individual deployments into SFCloud will save CCSF & DBI 17% annually and 18.5% for CPC – this is one example out of many that proves that SFCloud saves money. Note that when evaluating total cost of ownership for systems, unseen costs such as time to deployment and cost of ongoing maintenance are rarely evaluated. And yet, these costs are significant and can delay new services, add cost, create instability in the infrastructure and most importantly, increase the cybersecurity risks.	FY2018-19	FY2024-25	$7,320,000
Treasurer-Tax Collector	Business Tax Propositions	Business Specific	Immediate implementation of new tax measures passed the the voters in Nov. 2019	FY2020-21	FY2020-21	$725,000

City Administrator's Office

Budget & Appropriations
Board of Supervisors
April 7, 2021

Acknowledgments & Thank You!

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Digital Services
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- Alex Banh

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- Ashley Groffenberger
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- Naomi Kelly
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- Daniel Sanchez
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- Taraneh Moayed

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- Viktoriya Dostal
- Elinoemi Asenloo
- Josh Arce

Mayor's Office of Housing & Community Development
- Brian Cheu
- Helen Hale

Municipal Transportation
- Lisa Walton
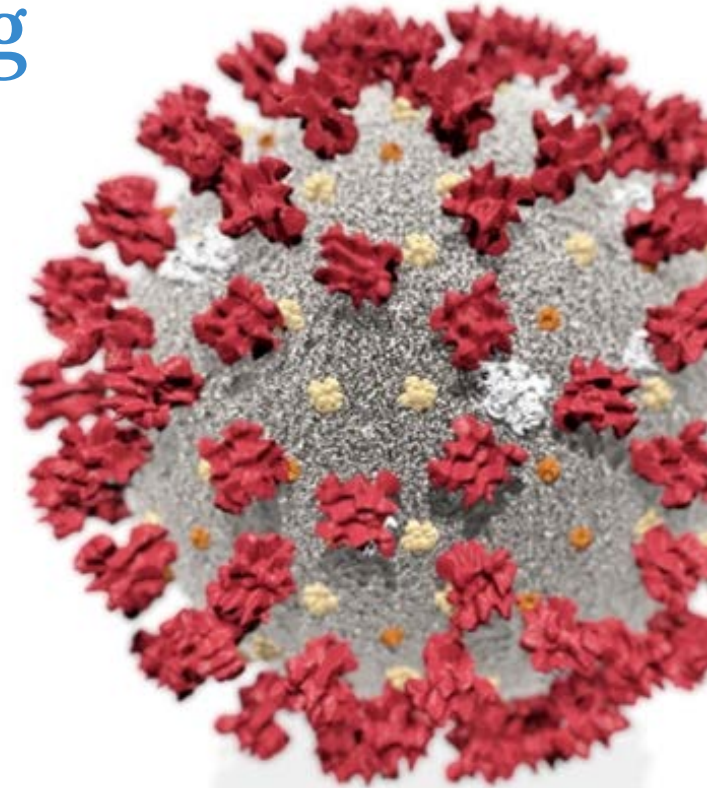
Human Services Agency
- Natalie Toledo
- Noelle Simmons

COVID Changed Everything

- Change how we think about public spaces and congregate gatherings
- Protections for our most vulnerable
- Remote-only workplace
- Economic recession & unprecedented budget shortfalls

Where possible, City services to the public must become digital!

Service Inventory Overview

Service Area	Number of Services
Administration & Records	244
Arts, Culture, & Community Building	130
Business	164
Neighborhood & Public Infrastructure	75
Permitting	52
Public Safety & Justice	131
Social & Health Services	171
TOTAL	**967**

Note: All data based on department submitted data in September 2020.

Five Levels of Digital Maturity

	1 **Paper Based**	**2** **Paper Online**	**3** **Digital Silo**	**4** **Service Redesign**	**5** **Citywide Redesign**
Customer Experience	Paper. Requires in-person appointments, snail-mail.	Non-fillable PDF. Must download and email or mail.	Fillable PDF. Fill out online and pay online. (e.g. dept portal)	Online form designed to be mobile and accessible (ADA).	Unified service experience citywide.
Data Sharing	Manual entry into a database.	Manual entry into a database.	Data goes into single portal or application, but not shared.	Data shared seamlessly between main partners.	Seamless citywide data sharing as needed.

Digital Accessibility

A service is digitally accessible if:

- Mobile accessible

- Designed for people with disabilities / low literacy

Service Area	Number of Services
Administration & Records	57
Arts & Culture	31
Business	40
Neighborhood & Infrastructure	29
Permitting	10
Public Safety & Justice	11
Social & Health Services	16
TOTAL	**194**

Vision of the Future

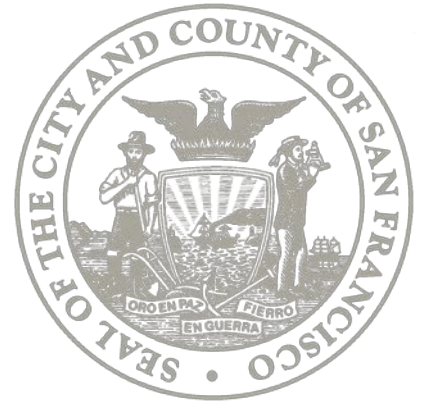Government services that are available and universally accessible in times of crisis and beyond

Universally Accessible Services

- Designed alongside our most vulnerable community members

- Built to be used on a mobile device and exceed federal accessibility standards

- Unified across departments to provide a simple, citywide service experience

Financial Forecast

Technology Funding Sources

- **COIT Allocations** are a portion of the General Fund dedicated towards a range of technology projects throughout the City.

    › Annual Allocation
    › Major IT Projects Allocation

- **Department Operational Budgets** support all projects less than $100,000 and the continued licensing and maintenance cost for other technologies. The vast majority of the City's spending on technology is in operational budgets.

- **The Department of Technology's Rate Model** supports the implementation of a number of Citywide ICT projects through the use of chargeback rates.

- **Non-General Fund Sources** include enterprise departments, other revenues, and grants from federal, state, and private sources.

San Francisco Technology Budget

Total IT Budget
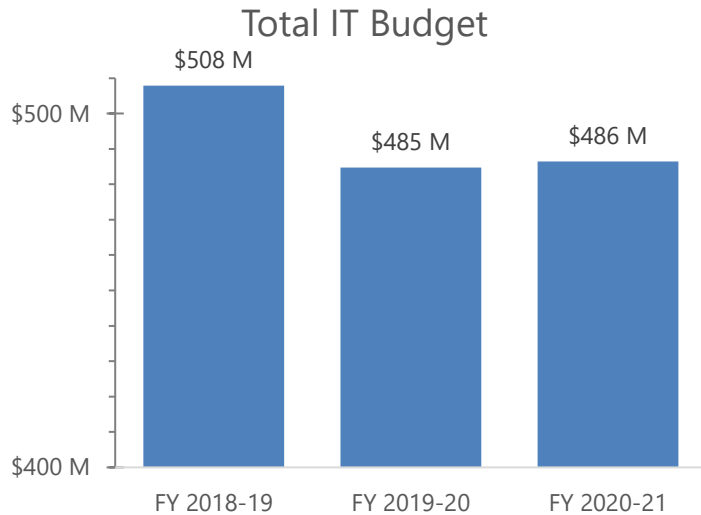
Fiscal Year	IT Budget	City Budget	% IT
FY18-19	507,851,162	11,039,195,070	4.6%
FY19-20	484,709,012	12,313,688,231	3.9%
FY20-21	486,412,652	13,614,632,249	3.6%

COIT Allocations

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Annual Allocation	2.3	2.5	2.8	4.2	4.7
Major IT Allocation	15.5	25.0	25.7	26.2	28.8
Total	**17.8**	**27.6**	**28.5**	**30.4**	**33.4**

Note: All figures in $ millions.

Technology Forecast

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Number of Projects	74	69	55	42	36
General Fund Request	36.9	43.5	50.1	30.0	17.3
COIT Allocation	17.8	27.6	28.5	30.4	33.4
Difference	(19.1)	(15.9)	(21.6)	0.4	16.1

Note: Financial figures in $ millions.

ICT Recommendations

1. COIT allocation levels should return to pre-COVID levels by FY 2025-26.

2. Dedicated Funding for Universally Accessible Services.

3. City departments to submit Digital Transformation roadmap alongside FY 2022-23 budget proposals.

From:	Peacock, Rebecca (MYR)
To:	BOS Legislation, (BOS)
Cc:	Kittler, Sophia (MYR); Barnes, Bill (ADM); Gerull, Linda (TIS)
Subject:	Mayor -- [Resolution] -- [Five-Year Information and Communication Technology Plan – FYs 2022-2026]
Date:	Monday, March 1, 2021 4:22:16 PM
Attachments:	(2) Reso_ADM_ICT 2022-2026.zip

Attached for introduction to the Board of Supervisors is an **resolution adopting the City's five-year Information and Communication Technology (ICT) Plan for FYs 2022-2026, pursuant to Administrative Code, Section 22A.6.**

Please let me know if you have any questions.

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Office of Mayor London N. Breed
City & County of San Francisco