COMMITTEE ON INFORMATION TECHNOLOGY

PLANNING & BUDGETING SUBCOMMITTEE
IT Project Review For FY 2013-14 & FY 2014-15

ASSESSOR-RECORDER

April 12, 2013

COIT Project Request Overview

Assessor-Recorder

Project Requests for FY 2013-14 and FY 2014-15

- Project 1. County Recorder Vital Records Management System (VRMS) refresh (FY13-14 and FY14-15)
- Project 2. County Assessor Mass Appraisal (CAMA) system refresh (FY14-15 only)

Status Update on Previously Approved Projects

- Project 3. EZAccess Modernization
- Project 4. Customer Service Portal

Project 1 – VRMS Refresh: Overview

Overview: The Recorder maintains all property-related public records in the county.

Justification:

- San Francisco's records date back to 1906.
- Currently, two separate systems are used for document capture, document retrieval, and Social Security Number redaction.

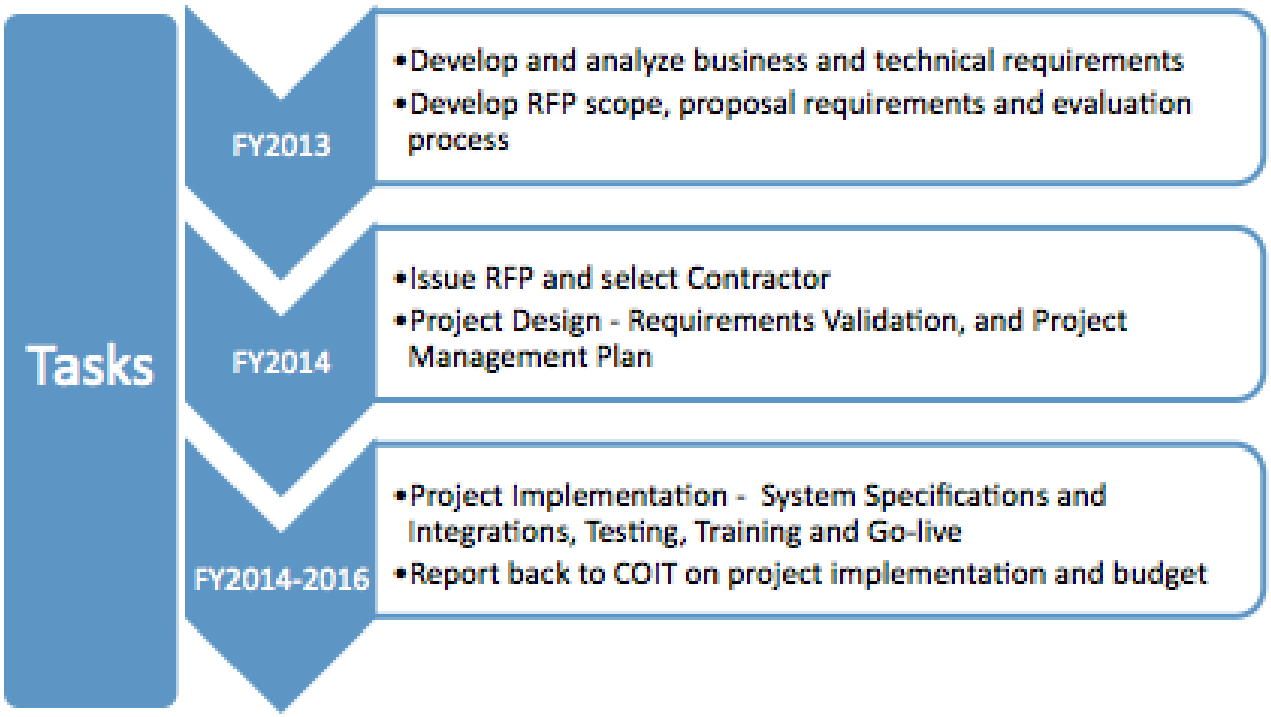
Risks:

- One system is a proprietary format.
- Highly limits compatibility, usability by taxpayers, accessibility, and retrieval time.

Objective and Deliverable:

- A single system would increase efficiency, public access and transparency.

Project 1 – VRMS Refresh: Details



Project 1 – VRMS Refresh: Details

Budget:

Category	FY2013-14	FY2014-15
Professional Services	$100,000	$800,000
Equipment	$200,000	
Licenses and Maintenance	$1,200,000	$700,000
TOTAL	**$1,500,000**	**$1,500,000**

To be funded 50% GF, 50% NGF

Staffing:

- Currently working with a consultant for market research and solicitation management
- Will explore engaging implementation consultants to ensure a successful transition.

Key Performance Indicator(s):

- Efficient and effective decision-making: analysis of integrated data, queries and reports
- Lower application and integration development/maintenance costs over long-run with “all-in-one” system
- Citizen satisfaction with self-service

Project 1 – VRMS Refresh: Range of Impact

Criteria	Description	Score (1=low; 3=high)	Justification
Scope	Project has major service area impact	2	Primary mission of the Department is to maintain public records on all taxable property in the county, documents related to real property, and issues copies of all recorded documents to the public. Recorder Division regularly interacts with City departments with regular recording business.
Core Business Support	Project provides key core department and city business support	3	System update will assist in making recording, indexing and issuance of documents to the public more efficient, comprehensive, secure, accurate and timely.
Compliance	Project keeps businesses in line with common business practices	1	System update will keep Department in line with other county business practices for digital document capture, integration, conversion, storage, indexing, retrieval and issuance.
Innovation	Project significantly advances/transforms core department services	2	System update will advance Department's ability to digitally record, convert, archive, index, and retrieve documents.
Priority	Project is high priority for Department	2	Along with CAMA replacement, this system update is a high priority for the Department.

Project 1 – VRMS Refresh: Support of ICT Plan Goals

	ICT Plan Goal	Description	Score	Justification
Goal 1	Efficiency	Project generates ($100k to $250k annually) operational efficiencies and savings/income.	2	System update will decrease processing times and maintenance costs for multiple, disparate systems.
Goal 2	Access	Project significantly improves public access to information or government services.	3	System update will convert information into digital format for public self-service access and retrieval.
	Transparency	Project improves government transparency.	2	System update will convert information to digital format for greater government transparency through public self-service access and retrieval.
Goal 3	Security	Project addresses security risks.	2	System update will convert information from microfilm to digital format and allow automated Social Security truncation or redaction for greater security of records.
	Disaster Recovery	Project significantly addresses disaster recovery needs.	3	System update will convert information to digital format for disaster recovery back-up capability and storage.
Goal 4	Infrastructure	Project improves both Department and City key infrastructure.	3	System update will improve infrastructure via digital conversion to allow more comprehensive, consistent, secure and open access to public records.

Project 2 – CAMA Refresh: Overview

Overview: The Assessor function of the Office of the Assessor-Recorder serves the public by fairly and accurately assessing the value of all taxable property in the county.

Justification: Outdated, non-relational COBOL-based AS/400 system

- Unable to access maps, deeds and work papers
- Poorly integrated with other City department systems
- Does not allow for agile decision criteria queries and reporting

Risks: Increased obsolescence; increased costs from inefficiency; inaccuracies and inconsistencies in the data transmitted between departments; and potential negative impact on City revenues and constituents.

Objective and Deliverable: Fully integrated system with streamlined workflow for document capture, reporting, storage maintenance, property valuation and associated workflows.

Scope & Schedule: FY14-15 funding would be for planning only. Once planning stage is complete, project is expected to take 3 to 5 years.

Project 2 – CAMA Refresh: Details

Budget for FY 2014-15:

Personnel	$150,000
Professional Services	$300,000
Equipment	$50,000
TOTAL	**$500,000**

Staffing:

The Department will internally allocate 2-3 staff to help assess project scope and technical requirements and will engage consultants for scoping assistance, market research and solicitation management.

Key Performance Indicator(s):

- Faster turnaround time in fulfilling valuation requests ; reduction in volume of pending events queue
- Efficient and effective decision-making: analysis of integrated data, queries and reports
- Less paper generated
- Citizen satisfaction with shorter assessment turnaround
- Increased revenue for the City

Project 2 – CAMA Refresh: Range of Impact

	Description	Score	Justification
Scope	Project has Citywide impact	3	Primary mission of the Department is to assess the value of all taxable property in the county. In FY2011-2012, San Francisco's roll of values was $170 billion for approximately 204,000 parcels and 35,474 business property statements.
Core Business Support	Project provides key core department and city business support	3	Replacement system will assist in making valuation of taxable property more efficient, comprehensive, secure, accurate and timely for assessment and collection of City revenue.
Compliance	Project addresses mandatory standards, specifications, or laws	3	Replacement system will preserve and enhance the base value driven database system, in order to fairly and accurately assess property as per Prop. 13.
Innovation	Project significantly advances/transforms core department services	2	Replacement system will advance Department's ability to digitally secure and integrate assessment components (maps, deeds, etc.), interface with other department systems, generate reports, and analyze data for decision-making.
Priority	Project is Department's highest priority	3	This replacement system is the highest priority for the Department.

Project 2 – CAMA Refresh: Support of ICT Plan Goals

	ICT Plan Goal	Description	Score	Justification
Goal 1	Efficiency	Project generates (>$250k annually) operational efficiencies and savings/income.	3	Replacement system will decrease valuation request fulfillment time, maintenance costs, and speed up City revenue assessment process.
Goal 2	Access	Project improves public access to information or government services.	1	Replacement system will increase the department's capacity to respond to taxpayers timely and accurately.
	Transparency	Project improves government transparency.	1	See immediately above.
Goal 3	Security	Project significantly reduces security risks.	3	Replacement system will conform to current security standards, for greater security of assessment and taxpayer information.
	Disaster Recovery	Project significantly addresses disaster recovery needs.	3	Replacement system will conform to current DR standards, with full disaster recovery back-up capability. Replaces a system that is increasingly obsolete.
Goal 4	Infrastructure	Project improves both Department and City key infrastructure.	3	Replacement system will improve infrastructure by allowing integration and interfaces with internal and external assessment information, for more comprehensive and accurate analysis and reporting. Replaces aging COBOL-based infrastructure.

Summary of Ratings & Criteria

	Impact	VRMS (Recorder)	CAMA (Assessor)
	Scope	2	3
	Core Business Support	3	3
	Compliance	1	3
	Innovation	2	2
	Priority	2	3
	ICT Plan Goals		
Goal 1	Efficiency	2	3
Goal 2	Access	3	1
	Transparency	2	1
Goal 3	Security	2	3
	Disaster Recovery	3	3
Goal 4	Infrastructure	3	3

STATUS OF ON-GOING OR PREVIOUSLY APPROVED PROJECTS

Assessor-Recorder

Status of Project 3

Project Name: **Easy Access Modernization**
Department: **ASR**

Project	Status	Trend	Comment
Scope	G	G	Amended scope was approved by COIT on 2/24/2012 to allow for development of informal review online module. No other scope changes have occurred.
Schedule	Y	G	Project is 95% complete.

Project Description	Strengthen and make existing AS/400 system – EZ Access – more user-friendly through (a) Graphical User Interface; (b) Modern Reporting; and (c) Vendor Enhancements, based on recommendations from FY2008-2009 DT assessment report.

COIT $ Approved	
Total Project Cost:	$600,000
Total COIT Approved:	$600,000
Dollar Amt Received:	$600,000
Dollar Amt Spent:	$545,000

COIT ID#	Project Information			Duration
ASR-631				12 months
GFS/NGFS Both	Start Date	% of Project Completed	End Date Planned	
GFS	07/01/2010	95%	**06/30/2013**	

Risks and Issues	
Data quality remains an issue, despite enhancements	Ongoing requests from other departments as well as State and Federal Policy changes

Status of Project 3

Project Name: Easy Access Modernization
Department: ASR

Milestones	Start	End	Notes
Contract for vendor enhancements negotiated	Jul 2010	Nov 2010	Modifications to base system to support development and policy driven enhancements.
Data warehouse built	May 2011	Nov 2011	Nightly extracts of roll data from AS400 to MS SQL Server database and OLAP ‘cube’.
Graphical User Interface (GUI) data warehouse and technology evaluation	Mar 2011	Nov 2011	Evaluated several technologies, selected Rocket and MS SQL Server based on cost.
GUI, tested by user groups, launched	Jan 2012	Feb 2013	GUI version 1 most useful for new or casual users.
Enhancements implemented in phased approach	Dec 2010	Nov 2013	Enhancements designed, developed and deployed sequentially in collaboration with business units.
Informal review form offered online	Jan 2013	Mar 2013	Implementation of automated web capture of IR review requests. 2,000 public requests processed to date.

Completion Date: 06/30/2013

Status of Project 4

Project Name: **Customer Service Portal**
Department: **ASR**

Project	Status	Trend	Comment
Scope	G	G	Scope is unchanged from initial proposal.
Schedule	R	G	Under new Assessor, ASR staff resources will be dedicated to the ASR website re-design.

Project Description	Increase ability of taxpayers to "self-serve" from home rather than come to our offices.

COIT $ Approved	
Total Project Cost:	$900,000
Total COIT Approved:	$500,000
Dollar Amt Received:	$679,478
Dollar Amt Spent:	$42,086

COIT ID#	Duration
ASR-875	1 year

Project Information

GFS/NGFS Both	Start Date	% of Project Completed	End Date Planned
GF	07/01/2011	5%	**6/30/2014**

Risks and Issues	
Aging mapping infrastructure	Generating taxpayer-friendly content at the business unit level
Finding a user-friendly, affordable online forms solution	Previous lack of staff to tackle website re-design

Status of Project 4

Project Name: Customer Service Portal
Department: ASR

Milestones	Start	End	Notes
RFP drafted and published	7/1/2011	10/14/2011	Interviewed stakeholders to establish scope.
Review of proposals and selection	11/1/2011	12/31/2011	
CIO Approval	2/24/2012	5/20/2012	
Surveying other county assessor office's online form solutions	7/1/2012	1/31/2013	Phone interviews, site visits and conferences.
GIS detailed scope of work	8/1/2012	12/31/2012	Input provided by DPW and DT.
Change-of-address online submittals development	2/1/2013	Ongoing	Beta testing scheduled for April 2013

Completion Date: 6/30/2014