Budget and Performance Subcommittee Weekly Meeting
February 20, 2026

Agenda

1. Call to Order by Chair
2. Roll Call
3. General Public Comment
4. Department Updates and Announcements
5. Approval of the Meeting Minutes from February 13, 2026
6. FY2026-28 Technology Project Proposals Presentations
7. Adjournment

Item Number 3

General Public Comment

Discussion Item

Item Number 4

Department Updates and Announcements

Discussion Item

Item Number 5

Approval of Minutes from February 13, 2026

Action Item

Item Number 6

FY2026-28 Technology Project Proposals Presentations

Discussion Item

SAN and Server Infrastructure Upgrade Project
Juvenile Probation Department
February 20, 2026

Project Sponsor: Veronica Martinez, Deputy Director of Administrative Services
Project Manager: Ling Gao, Interim IT Director
Technical Lead: Bobson Lam, JPD IT Sr. Network Engineer
Business Lead: Veronica Martinez, Deputy Director of Administrative Services

Problem Statement & Solution

Project Objective

The objective of the SAN and server infrastructure upgrade is to eliminate manual virtual machine failover by enabling automated failover and recovery. The project will improve performance for the virtualization environment, centralize and streamline storage management, and optimize storage efficiency through data deduplication. The upgraded architecture will incorporate redundancy and eliminate single points of failure to ensure reliable, high-availability operations in a 24/7 environment.

Problem Statement

Our current Hyper-V environment operates with independent hosts using local storage and relies on manual failover and virtual machine (VM) replication, resulting in longer recovery times and increased network traffic. Multiple standalone Network Attached Storage (NAS) units lack centralized storage management, causing fragmented data storage and reduced access performance. The absence of redundancy creates single points of failure and increases the risk of system outages and data unavailability. These limitations expose our department to operational disruption, potential legal and records retention risks, and reduced service continuity in a 24/7 environment.

Proposed Solution

We will implement a highly available server and centralized storage infrastructure to eliminate single points of failure and improve system resiliency. By integrating enterprise-class shared storage with the virtualization platform, the solution will enable automated failover and recovery, eliminate manual virtual machine failover, and reduce reliance on network-intensive replication to support reliable 24/7 operations.

Project Structure and Complexity

Project Structure:
The project will include seven phases: Discovery, Design, Procurement, Staging, Testing, Migration, and Decommission. The IT team, led by the Project Director, will oversee phase-gate approvals, implementation, quality assurance, and risk management to ensure successful delivery.

1) Discovery – inventory existing virtual machines, assess capacity requirements, and define project scope.
2) Design – produce detailed SAN architecture, Hyper-V cluster configurations, and a migration plan
3) Procurement – approved hardware and software.
4) Staging – hardware and software will be installed and configured in accordance with approved specifications.
5) Testing – validate the performance, stability, and failover capability prior to production migration.
6) Migration – transition production virtual machines and data to the new environment
7) Decommission – antiquated legacy infrastructure.

Project Complexity:
This project is considered low in complexity due to its limited scope, impacting only two sites with fewer than 8 hosts and approximately 20 virtual machines, including three mission-critical servers. The primary risk factor is minimizing downtime during migration and cutover to prevent disruption to services operating in a 24/7 environment. While the technical implementation is straightforward, the new SAN technology introduces additional responsibilities for a small IT team and will require training and knowledge transfer to ensure effective long-term support.

Project Schedule & Timeline

Est. Completion	Deliverable / Milestone	Brief Description
8/31/2026	Project Scope Definition	Define technical and operational system requirements and complete an inventory of existing virtual machines (VMs) to determine storage capacity needs and solution design requirements.
9/30/2026	System and Configuration Plans.	Produce detailed SAN architecture and Hyper-V cluster configuration specifications, along with a comprehensive system migration plan.
2/28/2027	Hardware and Software Acquisitions	Complete procurement of approved hardware and software components to support the SAN server infrastructure upgrade.
4/30/2027	Hardware and Software Installation	Install hardware, configure the operating system, and set up the Hyper-V cluster environment in accordance with approved design specifications.
6/15/2027	Configuration Validation and Testing	Validate system performance, stability, and cluster failover capabilities prior to migration.
9/30/2027	System Migration	Migrate virtual machines (VMs) and associated data to the new SAN environment in accordance with the approved migration plan.
10/31/2027	Decommission Legacy Servers and Storage Systems	Validate final system settings and data migration completion, then securely shut down and decommission legacy servers and storage infrastructure.

High Level Project Spending Plan

Category	Description	FY2026-27	FY2027-28
Personnel	Internal IT Staff time for planning, design, migration and training, project management overhead	**DEPT - $70,000**	-
Non-Personnel Cost	Vendor professional services for deployment	**COIT - $100,000**	-
Technology Cost	SAN hardware, switches, software licenses and 5-year support warranty	**COIT - $800,000**	-
Total Amount		**COIT - $900,000** **DEPT - $70,000**	**-**

Operationalization and Resource Management

Operationalization:
The upgraded SAN infrastructure will be continuously monitored to ensure system health, optimal storage performance, and early detection of issues. Backup and recovery processes, including failover procedures for virtual machines, hosts, and the SAN, will be configured and regularly tested to maintain system resiliency. Technical documentation, including system configurations, baseline settings, and support procedures, will be created and maintained to guide ongoing administration. The project team will work closely with the vendor's professional services team to complete knowledge transfer and provide hands-on training to ensure a smooth transition to internal IT staff.

Resource Management:
The Network Engineer will lead implementation and assume primary responsibility for ongoing SAN administration and monitoring, with IT support staff assisting with operational tasks and issue escalation as needed. The vendor's professional services team will support deployment and provide knowledge transfer to ensure a smooth transition to internal operations. The department will consult with DT for technical guidance to maintain alignment with City standards. Workload and system performance will be monitored, and additional resources will be requested if necessary to maintain reliable service levels.

Stakeholder Analysis & Engagement

Stakeholders	Milestones	Motivation & Drivers	Anticipated Involvement	Activities
IT team	Requirements validation, completion of procurement and cybersecurity review, hardware installation and configuration, data migration, testing and validation, and production cutover.	Replace outdated infrastructure, improve storage performance and capacity, maintain cybersecurity compliance, and strengthen system resiliency and disaster recovery capabilities.	Technical lead with primary responsibility for requirements development, procurement support, cybersecurity assessment process, implementation, and ongoing system administration.	Define system requirements; coordinate with the Cybersecurity Risk team to complete required risk assessments; evaluate vendor proposals; lead installation, configuration, and migration; conduct testing and validation; and provide ongoing system support.
Division Managers	Continue to run business with minimal system downtime.	Ensure operational continuity, minimize service disruption, and maintain reliable system performance for mission-critical functions.	Operational oversight and approval authority for business impacts.	Review migration plans; approve maintenance windows; coordinate operational adjustments; and confirm business functionality post-implementation.
Internal Department Users	Participation in validation and confirmation of stable system performance following migration.	Reliable access to applications, systems, and network data and minimal disruption to daily operations.	Post-implementation validation.	Provide feedback on system performance and report issues following implementation.

Policy and Compliance Framework

Compliance Category	Description
Accessibility	The project team will review the Digital Accessibility and Inclusion Standard (DAIS) to determine applicable accessibility requirements. Although the SAN system will primarily be accessed by IT staff, documentation and system interfaces will be evaluated, as applicable, to ensure alignment with DAIS requirements.
Security & Privacy	The project team will review applicable City cybersecurity policies and the CJIS Security Policy to identify required security and privacy controls. Compliance will be ensured through defined system access policies, restricted management network access (e.g., VLAN/IP controls), and implementation of multi-factor authentication (MFA) for administrative accounts.
Data Governance	The project team will review applicable department and City data governance policies and records retention requirements to identify standards related to data classification, storage, backup, and lifecycle management. The proposed SAN configuration will incorporate appropriate data retention controls, backup and disaster recovery capabilities, and storage management practices to ensure compliance with regulatory and policy obligations.
Procurement Regulations	The project team will review applicable City purchasing policies and contracting requirements to identify required procurement processes. The project will follow established contracting rules to ensure transparency and compliance.

Assumptions, Constraints, and Risks

Budget and Performance Support

The Budget and Performance Sub-Committee can support project success by approving the required funding and facilitating timely completion of contracting and cybersecurity risk assessment reviews.

Streamlining processes will help prevent delays and maintain schedule alignment.

Additionally, providing flexibility to address cost increases resulting from inflation, market volatility, or other unforeseen factors will help ensure project continuity and successful delivery.

Project Assumptions

Funding will be approved and available by July 2026, allowing the project to begin within the planned fiscal year.

Vendor hardware and software selected will meet our expectation and requirements.

Department staff and contracted vendors will be available to support implementation, testing, and migration activities according to the project schedule.

Constraints & Risks

Production system migration must be executed in phases to reduce operational risk, which may extend the overall project timeline.

All procurement must comply with applicable City and departmental policies, potentially affecting vendor selection and delivery schedules.

Dwntime must be minimized, as migration-related disruptions could impact service delivery.

Limited IT staffing capacity and skill gaps may require ongoing professional services to support successful implementation and long-term sustainability.

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Questions & Answers

Juvenile Justice Center Surveillance, Central Control and Camera Project Upgrade
Juvenile Probation Department
February 20, 2026

Project Sponsor: Verónica Martinez, JPD Deputy Director of Administrative Services
Project Manager: Shane Thomas, JPD Director of Juvenile Facilities
Technical Lead: TBD – JPD's IT & Engineering Team
Business Lead: Shane Thomas, JPD Director of Juvenile Facilities

Problem Statement & Solution

Project Objective:
Strengthen safety, accountability, and operational transparency at the Juvenile Justice Center by implementing a modern surveillance system and upgrading central control infrastructure. This initiative will deploy cameras with comprehensive coverage, integrate video management software, and ensure compliance with Centralized CJIS and City cybersecurity standards. The project aims to reduce operational vulnerabilities, improve incident response, and support equitable protection for youth and staff.

Problem Statement:
The Juvenile Justice Center currently lacks a comprehensive camera system and relies on aging central control technology (20 years old), creating critical gaps in safety and accountability. These deficiencies increase risks such as violence, attempted escapes, self-harm, contraband introduction, and incidents involving staff conduct. The absence of real time monitoring limits youth autonomy and requires additional staffing for movement supervision, increasing operational and budgetary strains. Without this solution, the facility will continue to fall short of best practices for secure juvenile environments and compliance with PREA and City security standards.

Proposed Solution:
The recommended solution is to implement a modern surveillance system with full coverage, integrated video management software, and secure storage infrastructure. This upgrade will replace the aging central control system, enabling real-time monitoring and automated alerts for critical events. The solution will improve safety, accountability, and operational transparency while supporting compliance with CJIS security standards and City cybersecurity policies. The system has become so obsolete that parts are no longer available, and vendors are refusing to work on it.

Project Structure and Complexity

Project Structure:
The project will follow a structured, phased approach to ensure successful implementation and compliance with City standards. Key phases include planning and design, which is currently being managed by the Department of Public Works (DPW), procurement, installation, testing, acceptance, and go live, with formal reviews at each stage. Once these initial phases are completed we will work the Department of Technology in addition to DPW on the subsequent phases. Quality assurance checkpoints will verify compliance with CJIS security standards and City cybersecurity policies before advancing to the next phase. Stakeholder approvals will be obtained at critical milestones, including design approval, supplier selection, and system acceptance. This structured approach ensures accountability, risk mitigation, and alignment with departmental and citywide objectives

Project Complexity (Level 3)
This initiative is classified as Level 3 – Complex, given its $2.5+ million budget, 12–24-month timeline, and high-security requirements. The project involves significant technical integration, including network upgrades, video management software deployment, and compliance with strict security standards. Organizational complexity is elevated due to coordination among multiple stakeholders, including JPD, DPW and DT. Secure facility access and procurement dependencies add further complexity to scheduling and resource management. These factors require detailed planning, risk management, and interdepartmental collaboration to ensure success.

Project Schedule & Timeline

Est. Completion Date	Deliverable / Milestone	Brief Description
February 2026	Pre-design services / Basis of Design Report from Salter (*consultant hired by DPW)	Basis of Design Report will include the following: - Summary of intended program and performance goals - Functional Requirements for security systems (video surveillance, access control, control room functions) - Recommended general locations and types of equipment - Infrastructure and space planning considerations - Recommendations for system improvements based on current operational challenges - Assessment of the existing security systems - Storage requirements for the video surveillance system
March - August 2026	Develop project implementation plan, timeline, and budget based on the project scope as approved by JPD	DPW's Bureau of Architecture (BOA) will provide a project implementation plan based on the results from the pre-design phase
TBD	Subsequent phases to be determined via project implementation plan	

High Level Project Spending Plan

The project spending plan is to be determined.

The $2,500,000 request is based on rough estimates provided by professionals in the field. Additional $500,000 was requested to the Capital Planning Committee to cover planning and design phase activities.

This requests accounts for available funding from a prior camera surveillance project that was not completed.

Operationalization and Resource Management

Operationalization:
The project will be operationalized through comprehensive staff training, detailed documentation, and knowledge transfer to JPD IT and Engineering teams. Post implementation, the system will be integrated into daily operations with performance metrics such as operational time and incident response times monitored regularly. Maintenance and support plans include regular maintenance and as needed fixes provided by the supplier during the first year after acceptance and ongoing internal oversight, maintenance, and monitoring to ensure reliability and compliance. The department will establish protocols for system updates and cybersecurity reviews to maintain alignment with City standards. This approach ensures long term sustainability and effective integration into core operations.

Resource Management:
Project resources will be managed through a JPD team supported by DPW and DT for project oversight and supplier coordination. Internal staff will handle operational responsibilities post deployment, with succession planning to maintain continuity. Vendor resources will provide technical expertise during installation and initial support phases. Ongoing maintenance costs will be reviewed and considered to ensure system reliability and performance. This resource strategy balances internal capacity with external expertise for sustainable operations.

Stakeholder Analysis & Engagement

Stakeholders	Milestones	Motivation & Drivers	Anticipated Involvement	Activities
Juvenile Probation Department	Camera placement and central control upgrades planning and design review. Policy development training, and implementation	Improve safety and reduce staffing strain, ensure project aligns with JPD strategic goals for safety and equity	High involvement in decision making and approvals for all project phases	Project planning, input sessions, milestone sign off/approval, training workshops
Department of Public Works	Infrastructure planning, design, installation	Ensure compliance with building codes and secure facility standards	High involvement during planning/construction/installation phase	Contract process, site assessments, construction coordination
Department of Technology/COIT/ BOS	Project planning, Cybersecurity compliance checks, SF Admin Code 19B compliance	Maintain CJIS and City security standards	High involvement during planning and implementation, advisory role during design and testing	Security reviews, integration testing; biannual surveillance reports
Labor Partners	Policy development and implementation	Improve working conditions and increase safety and accountability for both staff and youth	High involvement while policies are developed and implemented	Participate in policy development meetings, meet and confers as needed, and during policy implementation phases

Policy and Compliance Framework

Compliance Categories	Description
Accessibility	The project will ensure compliance with City, state, and federal accessibility standards by providing user friendly monitoring interfaces. This includes designing screens and controls that are easy to navigate and support emerging technologies.
Security & Privacy	Security and privacy will be addressed through adherence to CJIS standards and City cybersecurity policies, ensuring data protection and system integrity.
Data Governance	Data governance measures will include retention policies aligned with City standards and secure storage protocols.
Procurement Regulations	Procurement in coordination with DPW will comply with City regulations, including vendor security assessments and contract requirements.

Assumptions, Constraints, and Risks

Budget and Performance Support:

The Budget and Performance Sub-Committee can support project success by approving the required funding and recommending that CPC approves requested funding for this project.

Project Assumptions:

Key assumptions include timely approval of funding, availability of qualified vendors meeting CJIS standards, State regulations, DPW and DT support for project management. It is also assumed that facility access will be coordinated effectively to avoid delays.

Constraints & Risks:

Constraints include secure facility access, which may limit installation windows, and procurement timelines that could extend the schedule. Risks include supply chain delays, inflation cost pressures, and integration challenges with existing systems and infrastructure.

Questions & Answers
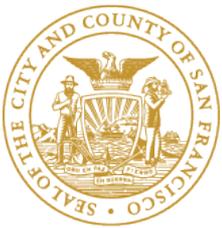
City Telecom & LAN Modernization
Department of Technology
February 20, 2026

Project Sponsor: Michael Lat
Project Manager: Jason Renteria
Technical and Business Lead: Emmanuel Balana

Project Overview

Project Objective:
The City aims to modernize its telecommunication systems by replacing outdated, high-maintenance Avaya hardware with cost-effective, resilient solutions such as Voice over IP (VoIP) physical phones, softphone calling applications, electronic fax (e-fax), and enhanced contact center technologies. This project will improve mobility, remote work capabilities, disaster recovery, user and customer experience and collaboration while reducing maintenance costs and operational risks. The transition will provide a scalable, centrally managed platform that strengthens monitoring, enables faster issue resolution, and ensures long-term efficiency. Success will be measured by the complete decommissioning of all legacy Avaya systems, deployment of modern communication tools across departments, and sustained cost savings that support future organizational growth.

Problem Statement:
In a citywide environment with tens of thousands of users, the current Avaya telephony system has become a risk. This legacy system costs $1.2 million in maintenance each year and doesn't support essential modern communication needs. Lacking features such as support for remote work, mobility, and scalable disaster recovery, the outdated platform must be decommissioned. The team faces challenges with resources as multiple open positions on the Telecom team remain unfilled

Proposed Solution:
Continue replacing the legacy on-premise telephony system with a modern, centrally managed Voice over IP (VoIP) and unified communications platform that includes softphone capabilities and an advanced contact center solution. This solution provides enhanced mobility, scalability, and disaster recovery while eliminating costly legacy maintenance and improving overall service reliabilityThe project directly addresses key business drivers by cutting high maintenance costs, mitigating outage risks, and enabling flexible remote collaboration; success will be measured by metrics like annual cost savings, decreased downtime, and improved user satisfaction. Importantly, this initiative aligns with departmental IT modernization priorities and supports the City's strategic goals of cost-effective, efficient operations and reliable IT infrastructure by leveraging existing technology investments.

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Project Status

Category	Description
Year Awarded Funding (Fiscal Year)	FY 2016-2017
Estimated Project End Date (Fiscal Year)	FY 2026-2027
Estimated Cost of Project	$13.2 million
COIT Allocation Received to Date (Total and Year)	$13.2 Million (FY 16-17: $1.9 million / FY 18-19: $2.73 million / FY 19-20: $3.1 million / FY 20-21: $1 million / FY 21-22: $500,000 / FY 22-23: $1.5 million / FY 23-24: $1.38 million / FY 25-26: $1.1 million)
COIT Allocation Spent to Date (Total and Year) and Available Project Balance	Total Allocation: $13,262,000 Cumulative spend: $11,021,105. Encumbrance: $596,398. Remaining balance: $1,644,498
Alternative Funding Sources (If any)	N/A
Alternative Funding Sources Received to Date (Total and Year)	N/A
Use of Funds to Date (Include any of the options provided or include others if necessary)	CCSF Labor, Vendor/Contractor Labor, Hardware, Software, Materials.

High Level Project Spending Plan

Category	Description	Q1 (July – Sept.)	Q2 (Oct. – Dec.)	Q3 (Jan. – Mar.)	Q4 (April. – June.)
Personnel	Ex: Internal staff, external resources, training, and overhead	**$170,500**	**$170,500**	**$111,500**	**$111,500**
Non-Personnel Cost	Ex: Facilities, professional services, contingency planning, marketing, etc	**N/A**	**N/A**	**N/A**	**N/A**
Technology Cost	Ex: Hardware, software, cloud services, integration, etc	**$210,000**	**$50,000**	**$175,000**	**$175,000**

Project Schedule & Progress

Completion Date	Name of Milestone Completed	Brief Description
In progress	City Hall Departments Migrated: • Elections • OEWD • DEM • SFGOVTV/Media Services • CON • DHR • ASR • TTX	8 Departments out of 13 migrated.
10/10/25	Repromail	1 site
2/11/26	SFFD Bureau of Equipment	
02/28/26	ADM at City Hall	
3/23/26	HSA – 1455 Market Street	Multiple Phase Move
03/24/26	CAT – City Hall and 1390 Market	
04/07/26	MYR at City Hall	

Project Schedule & Progress

Est. Completion Date	Name of Upcoming Deliverable / Milestone	Brief Description
04/30/26	HSA – 1440 Harrison	
04/25/26	Juvenile Justice Center	Scheduled Departments: ADM (2/23-2/24), MYR (3/30). Awaiting migration confirmation: BOS, SHF
05/31/26	HSA – 3120 Mission	
06/30/26	Hall of Justice	400+ lines, 3 Departments, multiple satellite sites. Solution developed and installed at site. Pending migration for Departments
06/30/26	City Hall	
06/30/26	HSA – 2 Gough	
07/31/26	HSA – 1650 Mission St.	
08/31/26	HSA – 170 Otis	
09/30/26	HAS - 3801 Third	

Project Schedule & Progress - Continued

Initial Sites	Decommissioned Sites	Remaining Sites
138	105	33 - Planning for migration, or migration has been scheduled. 🟩 - Confirming solution, not yet committed for migration. 🟨 - Waiting for Department to confirm migration commitment 🟧 **Multi-Department Sites** City Hall – MYR, ADM, SHF, BOS, CAT Hall of Justice – SFPD, ADM Real Estate, SHF, DAT 1 SVN – SFMTA, DT, DEM Juvenile Justice Center – JUV, DPH, SFUSD, **Single Department sites** Public Utilities Commission – 11 Human Services Agency – 7 Fire Department – 4 SF Sheriff's Department – 2 311 – 1 City Attorney – 1 Department of Emergency Management – 1 SF Police Department – 1 Moscone Center – 1

Assumptions, Constraints, and Risks

Budget and Performance Support:

Emphasize leveraging existing COIT and Citywide investments in currently offered Telecom solutions. Request for operationalized budget to maintain and support the VoIP environment and the large number of new customers. DT will need additional staffing and Tier 2 vendor support.

Project Assumptions:

 Resource availability – dates are built assuming resources are available. If resources are reduced or constrained on the DT or Department side, milestones will get delayed accordingly.

Constraints & Risks:

Citywide Avaya Maintenance contract expires 12/31/26. Resource constraints on both DT and Customer Department sides.

Questions & Answers

Adjournment