City & County of San Francisco
Daniel Lurie, Mayor

Office of the City Administrator
Carmen Chu, City Administrator
Edward McCaffrey, Director
Committee on Information Technology

COIT Budget Request: Technology Project Proposals

To be completed by: All departments proposing technology projects of at least $500,000 in FY 2026-27 or 2027-28. This includes General Fund and Non-General Fund departments

Instructions: Departments must submit any new GF and NGF technology project with an anticipated expenditure over $500,000 to COIT for approval. All projects requesting COIT funding for expenditures exceeding $500,000 must submit a COIT Technology application for new and existing projects. In addition, departments requesting COIT funds will be asked to provide additional information throughout the budget process and must be prepared to present to the committee. Lastly, all GF and NGF departments are required to submit a list of all active technology projects via MS Forms.

Deadline: All documents must be submitted by Friday, January 23, 2026**.**

To submit a request please use BFM Budget Forms – COIT 3600
To submit a list of all active Technology Projects please use this MS Form –
[https://forms.office.com/g/QpHYNZqFKU]

Please Note: Do not submit duplicative requests to Capital Planning and COIT. Our offices will coordinate requests once received. If you have any questions, please contact COIT staff:

Damon Daniels
Technology Portfolio Manager
damon.daniels@sfgov.org

Definitions

Technology Project: An initiative to build, purchase, or significantly update any technological tools and or systems that will have a measurable impact on department operations. Projects go through four stages: planning, design, development, and production all within a specified start and end date. C*osts associated with the ongoing maintenance and support of an existing technology are not considered a project.*

Technology Materials & Supplies: Expenses related to the *routine maintenance* of existing technology systems, including purchase of materials and supplies, should be part of a department's operating budget and outlined on Form 3. However, expenditures that are part of a larger technology project may be included in a COIT request.

Technology Equipment: All expenditures related to basic maintenance of technology systems or equipment. If equipment expenditures are included as part of a larger technology project, they should be part of the COIT request via the COIT Form 3600 not Form 4A. Please review the equipment instructions in this document for more information related to procuring equipment.

Submission Guidelines

The COIT budget process seeks to evaluate the strategic value of projects and prioritize funding towards projects

with high impact. Before submitting to COIT, departments should have engaged in considerable research to define project objectives, user needs, and strategic value. COIT staff will work with each department to review and evaluate each proposal. Due to limited funding, only a select number of projects will receive General Fund support.

To be considered for funding and or approval departments must submit the following information:

A. **Problem Statement & Solution Definition**: Every proposal must begin with a comprehensive problem statement that clearly articulates the current challenges facing the department. The problem statement must be supported by a thorough analysis backed by concrete data and demonstrate clear alignment with both departmental objectives and broader city strategic goals. Departments must provide a business case that demonstrates clear value to operations, including meeting needs such as regulatory compliance, efficiency gains, cost reduction, or service improvement. The proposed solution must include a specific, measurable approach to addressing the identified problem.

B. **Project Complexity Assessment Scale:** To ensure appropriate resource allocation and oversight, departments must classify proposed projects according to the four-level complexity scale shown below.

Level 1: Simple (< $500K, < 6 months)

- Single department impact
- Minimal integration requirements
- Standard procurement processes
- Low technical risk

Level 2: Moderate ($1M-$1.5M, 6-12 months)

- Multi-department coordination
- Moderate system integration
- Custom configuration required
- Medium technical/operational risk

Level 3: Complex ($1.5M-$3M, 12-24 months)

- Enterprise-wide impact
- Significant system integration
- Custom development
- High stakeholder coordination

Level 4: Transformational (>$3M, 24+ months)

- City-wide transformation
- Legacy system replacement
- Extensive change management
- Critical infrastructure impact

C. **Project Structure Requirements:** Departments must be prepared to submit a detailed project management plan that demonstrates their ability to execute the proposed initiative. This plan must include a phase-gate structure that divides the project into manageable stages, including a planning and design phase, a development or procurement phase, testing and deployment phase and a clear operationalization transition plan. The submitted plan must contain a milestone schedule with specific decision points, deliverables, and approval gates for each project phase. Departments must demonstrate how they will conduct gate reviews with go/no-go criteria, track deliverable-based milestones that measure actual progress, implement quality assurance checkpoints at predetermined intervals, and obtain stakeholder approvals before proceeding to subsequent phases.

D. **Operationalization Planning and Resource Management**: Good project planning should consider long-term sustainability, maintenance requirements, and ongoing value delivery in addition to initial project deployment. To support long-term project success departments must develop a comprehensive ongoing maintenance and support structure that focuses on system reliability and performance. This includes planning for staff training , licensing requirements, vendor costs, and any other on-going support to maintain the technology. Additionally, departments must define and justify the anticipated budget allocation for years 2-5, including a technology refresh and upgrade roadmap that anticipates future needs and ensures the solution remains current and effective throughout its useful life. Furthermore, departments must plan their staffing requirements for both project implementation and ongoing operations. The staffing plan should identify core team members dedicated full-time to the project, extended team members providing part-time support and subject matter expertise, vendor resources, and succession planning to ensure knowledge transfer and continuity throughout

the project lifecycle.

E. Policy and Compliance Framework: To avoid project delays, departments must take the proper steps early in the planning process to identify compliance requirements and ensure that the proposed project meet applicable regulatory and policy obligations. This includes addressing security and privacy standards including CJIS, HIPAA, and PCI-DSS compliance as applicable prior to presenting to COIT. Additionally, departments must consider accessibility requirements, data governance requirements, and procurement regulations.

F. Detailed Cost Categories: Departments must provide the following information related to all potential expenses for visibility into how funds will be utilized.

(1) Personnel cost – These costs represent a significant portion of most IT projects. This includes internal staff time for project team members, subject matter experts, and administrative support, as well as external resources such as consultants, contractors, and vendors. Furthermore, departments must include training costs for initial implementation and ongoing skill development should also be clearly identified, along with overhead cost.
(2) Technology cost – These costs include hardware requirements including servers, networking equipment, end-user devices, and infrastructure components, along with software expenses for licenses, subscriptions, maintenance, and support services. The cost for cloud services costs for platforms, infrastructure, and software as a service should be projected across the five-year period, along with integration costs
(3) Non-personnel cost – These costs include facilities modifications for space, utilities, and security enhancements, professional services for legal, auditing, and specialized consulting support, marketing and communications expenses for user adoption and change management, and contingency reserves for risk mitigation and scope adjustments.

G. Project Schedule and Timeline: Effective project management and resource allocation depend on realistic, detailed scheduling that accounts for dependencies, resource constraints, and potential risks. This comprehensive timeline framework ensures that departments provide sufficient detail for the committee to assess project feasibility and resource requirements. The project schedule must provide a comprehensive timeline that includes detailed Gantt charts showing task dependencies and critical path analysis, resource allocation plans that specify personnel assignments and workload distribution, milestone schedules that identify key deliverables and decision points, and risk timeline analysis that anticipates potential delays and mitigation strategies. This detailed scheduling approach enables the committee to understand not only the proposed timeline but also the resource requirements and potential bottlenecks that could impact successful project completion. The schedule should be realistic and account for the complexity level of the project while providing sufficient detail for effective oversight and governance.

H. Assumptions, Constraints, and Risks: Key assumptions underlying the project plan must be clearly documented and include resource availability and skill level expectations, technology stability and vendor support assumptions, regulatory environment stability, and stakeholder engagement and cooperation levels. These assumptions should be regularly validated throughout the project lifecycle to ensure continued viability. Project constraints that may impact execution include budget limitations and funding availability, timeline requirements and external dependencies, technical limitations and legacy system compatibility issues, and regulatory and compliance requirements that must be met. Understanding these constraints enables better project planning and risk management. Risk assessment requires a comprehensive matrix that categorizes risks by impact and probability levels.

I. Contingency Planning: The contingency framework must address multiple types of potential issues including

budget contingency reserves of 10-20% depending on project complexity, schedule contingency with buffer time for critical path activities, resource contingency including backup personnel and vendor options, and technical contingency with alternative technology solutions identified and evaluated. Contingency triggers should be clearly defined and include budget variance thresholds typically set at 10% over baseline, schedule delays exceeding 15% of the original timeline, quality metrics falling below acceptable standards, and stakeholder satisfaction scores below target levels. These triggers enable proactive management and early intervention to keep projects on track.

Technology Project Proposal Checklist

Purpose: Please use this checklist to help guide you through your technology project submissions. The checklist provides a detailed structure and will help with the completion of critical steps and ensure important requirements are met for your COIT technology submissions.

A. Problem Statement & Solution Definition

- ☐ Clear problem statement describing current challenges
- ☐ Problem supported by data and analysis
- ☐ Aligned with departmental objectives and city strategic goals
- ☐ Business drivers identified (regulatory, efficiency, cost reduction, service improvement)
- ☐ Proposed solution is specific and measurable

B. Project Complexity Assessment

- ☐ Project classified using the four-level complexity scale
- ☐ Classification rationale documented

C. Project Structure Requirements: A project management plan includes:

- ☐ Phase-gate structure included (planning, development/procurement, testing/deployment, operationalization)
- ☐ Milestone schedule with decision points and deliverables
- ☐ Gate reviews with go/no-go criteria
- ☐ Milestone tracking method identified
- ☐ Quality assurance checkpoints
- ☐ Documented stakeholder approval process and steps

D. Operationalization & Resource Management: A post-implementation sustainability plan that includes:

- ☐ Maintenance and support plan
- ☐ Training and licensing needs identified
- ☐ Vendor and ongoing cost requirements documented
- ☐ Years 2–5 budget explained
- ☐ Technology refresh/upgrade roadmap provided
- ☐ Staffing plan (core team, extended team, vendors, etc.)
- ☐ Succession and knowledge transfer plan

E. Policy & Compliance Framework

- ☐ Compliance requirements have been assessed early in planning process
- ☐ Security and Privacy (CJIS, HIPAA, PCI-DSS)
- ☐ Accessibility requirements considered
- ☐ Data governance requirements included
- ☐ Procurement regulations reviewed

F. Detailed Cost Categories: Amounts should be entered in BFM, with detailed comments that include:

- ☐ Personnel costs identified (internal staff, external vendors, training, overhead, etc.)
- ☐ Technology hardware costs (Software licensing, subscription, cloud services, integration, etc.)
- ☐ Non-personnel costs included (facilities, legal, marketing, contingency planning etc.)

G. Project Schedule & Timeline: Comprehensive project timeline that includes:

- ☐ Gantt chart with dependencies
- ☐ Critical path identified
- ☐ Milestone schedule
- ☐ Risk timeline analysis
- ☐ Timeline realistic for project complexity

H. Assumptions, Constraints, and Risks

- ☐ Key assumptions documented
- ☐ Constraints identified (budget, timeline, technical, regulatory)
- ☐ Risk matrix provided with impact and probability
- ☐ Mitigation strategies

I. Contingency Planning

- ☐ Budget contingency (10–20%)
- ☐ Schedule buffers
- ☐ Backup personnel and vendor options
- ☐ Technical alternatives
- ☐ Contingency triggers defined (budget variance, schedule delay, quality drop, stakeholder dissatisfaction)

Project Costing for Technology Project in PeopleSoft

The financial system offers additional functionality to better track project expenditures. Through the Project Costing module, Departments may track expenditures by activity.

Instructions to create and maintain projects and activities are available on the SF Employees Portal and the Controller's Accounting Policies and Procedures (Section 16).

Technology Budget Codes: Technology projects should be budgeted using the following PS Account Numbers:

527610	Systems Consulting Services
549210	Data Processing Supplies
529110	DP/WP (Data Processing/ Word Processing) Equipment Maintenance -
531110	Data Processing Equipment Rental
535960	Software Licensing Fees
549730	Periodicals – Library Only

560610	Data Processing Equipment
561610	Data Processing Equipment – Lease/Purchase-Initial -
562610	Data Processing Equipment – Lease/Purchase-Renewal -
563610	Data Processing Equipment – Lease/Purchase-Finance Agency-Initial -
564610	Data Processing Equipment – Lease/Purchase-Finance Agency-Renewal

Below is the recommended Work Breakdown Structure (WBS) for waterfall and agile methodologies. Each work package must include resource allocation details, duration estimates, and dependency relationships that enable the committee to assess the department's project management capabilities and the feasibility of the proposed timeline and resource requirements.

Waterfall		Agile	
WBS ID	**Activity Name**	**WBS ID**	**Activity Name**
1	**Initiating**	1	**Initiating**
1.1	User Research	1.1	User Research
1.2	Requirements Analysis	1.2	Requirements Analysis
1.3	Develop Project Charter	1.3	Develop Project Charter
2	**Planning**	2	**Planning**
2.1	Verify & Validate User Requirements	2.1	Verify & Validate User Requirements
2.2	Develop Project Plan	2.2	Develop Project Plan
2.3	Secure Project Team	2.3	Secure Project Team
2.4	Initiate Procurement	2.4	Initiate Procurement
3	**Implementing**	3	**Iteration A** <development sprints>
3.1	Design -	3.1	Design
3.2	Procure Hardware/Software/Staffing	3.2	Prototype
3.3	Prototype -	3.3	User Testing
3.4	System Testing	3.4	Adjustments
3.5	Training & Change Management	3.4.1	Quality Assurance
3.6	Go Live	4	**Iteration B** <duplicates Iteration A>
4	**Closing**	5	**Closing**
4.1	Documentation	5.1	Documentation
4.2	Training & Change Management	5.2	Training & Change Management
4.3	End User Feedback	5.3	End User Feedback
4.4	Transition to Maintenance & Support	5.4	Transition to Maintenance & Support

Technical Note: Departments should submit Technology Project proposals and General Fund supported technology project requests to the Committee of Information Technology via BFM. COIT will review proposals, and once COIT and the Mayor's Office approve projects, they will be loaded into the Mayor's Stage of the budget.