City and County of San Francisco

Committee on Information Technology

Committee on Information Technology Monthly Meeting February 19, 2026

Agenda

1. Call to Order by Chair
2. Roll Call
3. General Public Comment
4. Approval of the Meeting Minutes from January 15, 2026
5. Data Project Update
6. Tech Transformation Update
7. Chair Update
8. Chief Information Officer Update
9. Adjournment

Item Number 3

General Public Comment

Discussion Item

Item Number 4

Approval of Minutes from January 15, 2026

Action Item

Item Number 5

Data Project Pilot Update

Discussion Item

HR Data Migration, Reporting, and System Integration

Topics of Discussion

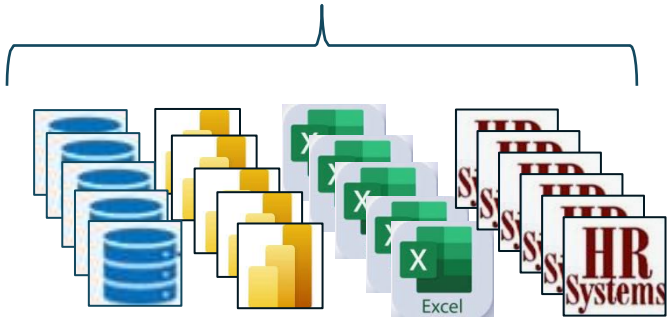
- Current Reality of HR Data
- Future – HR Systems & Analytics
- Steps in Getting to Future State
  - Completed
  - In Progress
  - Next 6 Months

Current - Reality of HR Data

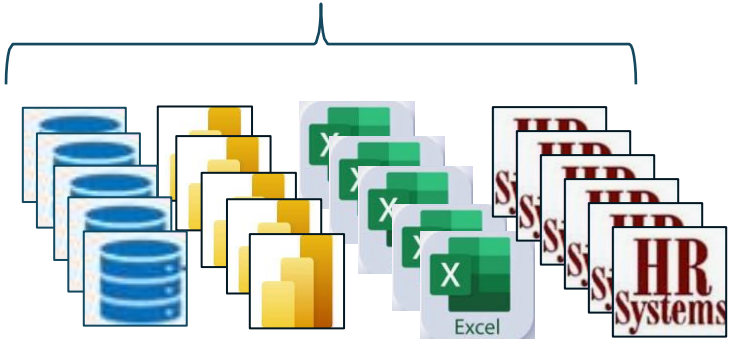
ORACLE
PEOPLESOFT
HCM
(Human Resources)

SF REPORTS & ANALYTICS
People and Pay

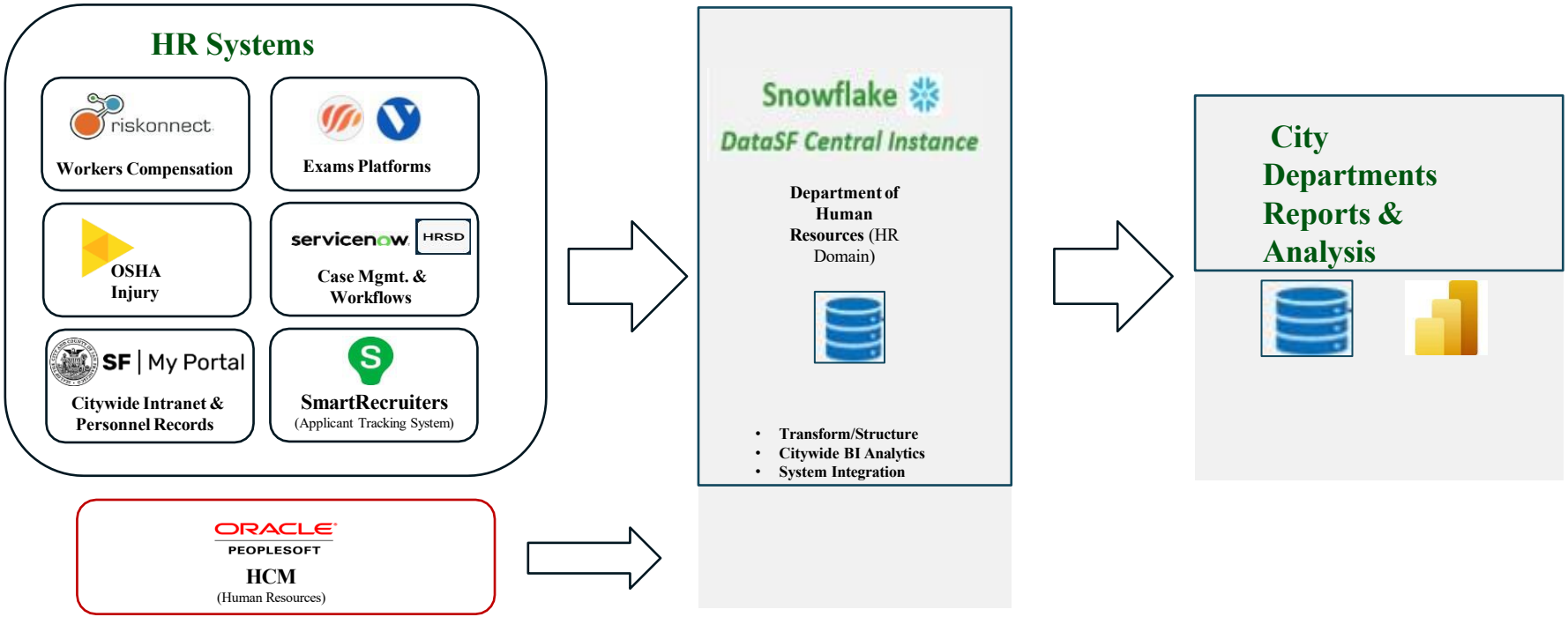
>200 Flat files to Departments



Departments Run Queries



Future - HR Systems & Analytics



Getting to Future State

Major Milestones – Completed

- Identify a Proof of Concept for Peoplesoft HR Data
  - Identify Use Case
  - Establish Test data
  - Move Production data
- Inventory and map PeopleSoft (PS) raw data fields for
  - Position Management Dashboard POC
  - SF My Portal HR data pipeline
- Build Dashboard for Position Management
- Migrate all PS HR data into Snowflake

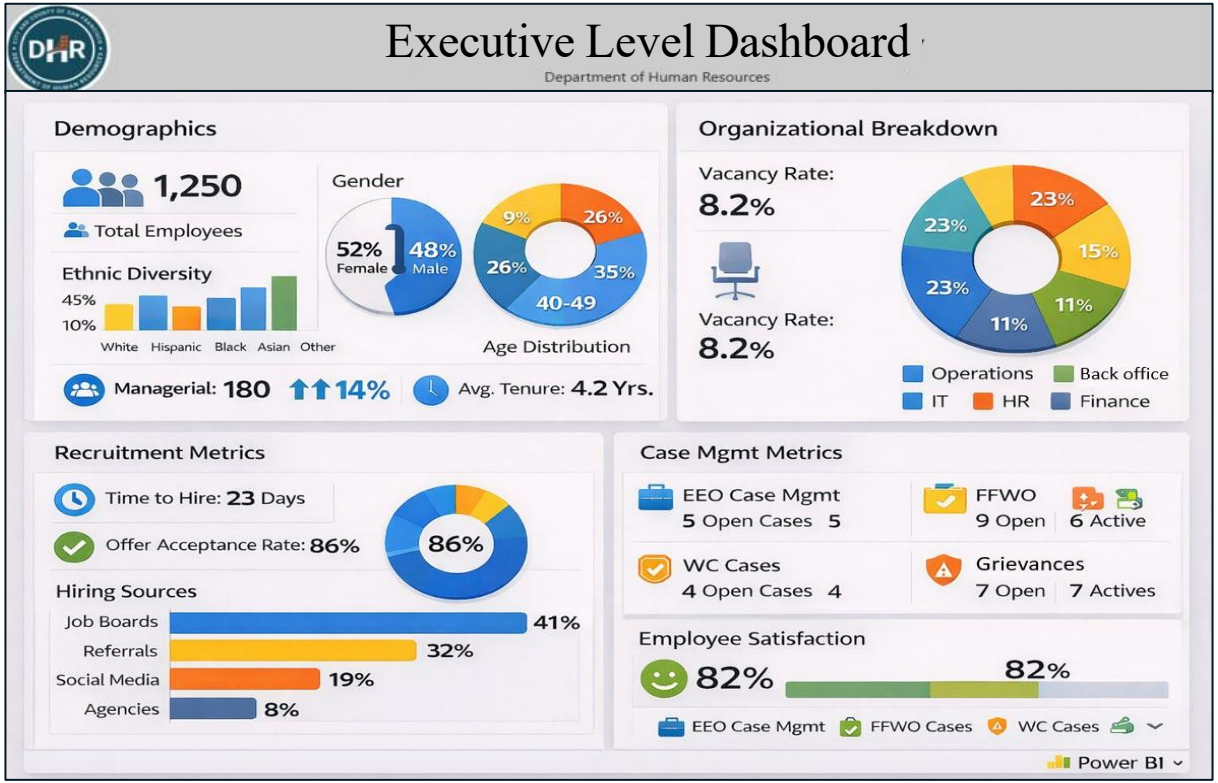
In Progress - Major Milestones

- Pilot Position Management Dashboard
  - DHR Dedicated Client Services who are Direct HR for 12 Departments
  - Add additional 12 Departments
- Migrate DHR Snowflake data into Unified Data Platform Snowflake
- Build comprehensive data models of HR data in Snowflake and DBT
- Build infrastructure to ingest Snowflake data into SF My Portal

Next 6 Months - Major Milestones

- Rollout Position Management Dashboard Citywide
- Consolidate all HR Data into Snowflake and form comprehensive HR Data Warehouse
  - From candidate to retirement
  - Personnel data
  - Case Management
- Build Citywide reports and analytics based on common needs
- Build “out of the box” data models of HR data for departments
  - Active Employees
  - Department staffing report
  - Recruitment Tracking
  - Etc.
- Create framework to collaborate with departments and create custom integrations based on specific needs and use cases
  - Modernize Citywide infrastructure
  - Remove dependency on manual file drops
  - Reduce out-of-sync information and operational inefficiencies

Executive Level Dashboards



Note: The data presented above is illustrative only, does not reflect actual City & County of San Francisco data, and is used solely for visualization purposes.

Item Number 6

Tech Transformation Update

Discussion Item

Components for Technology Modernization Strategy

Provide the modern technology and data tools departments need to work efficiently and deliver better services to residents

Modernize the City's Technology Backbone – Core IT & Shared Platforms

- **Unified Data Platform** to connect data across City systems and enable real-time insights and analytics
- **Cloud 2030** to power the future of city services with a modern, resilient cloud foundation.
- **Emerging Technology Innovation** to bring safe experimentation with AI, automation & new tools to improve operations

Strengthen Technology Stewardship & Accountability

- Streamline **technology procurement** to support (not stifle) strategic technology delivery
- **Modernize Job Classes** to attract, grow, and retain a modern technology workforce
- **Citywide Technology Stack** to define shared standards and a roadmap for centralization & interoperability

Transform Digital Service Delivery to Residents

- **Digital City Services** to create a unified online front door and measure service quality and user satisfaction
- **Department's Technology Implementation** to deploy new technologies and streamline processes that improve service outcomes

Workforce Training & Development: Equip City staff with the digital, data, and technology skills needed to lead modernization

Data Collection, Integration & Service Insights: Connect and standardize data systems to generate actionable insights that improve service design and delivery

Procurement Lifecycle & Process Modernization: Streamline how the City buys, tests, and renews technology to enable faster, smarter innovation

Customer Experience & Performance: Measure service value and satisfaction across City programs and drive continuous improvement in quality and efficiency

Future-State Operating Model: Clarify roles, responsibilities, and governance to coordinate technology delivery across departments

Budget & Funding Model: Align technology budgets and cost-sharing with lifecycle needs, transparency, and measurable outcomes

Technology Operations & Service: Deliver dependable, high-performing technology operations that keep City services connected and running without interruption

Item Number 7

Chair Update

Discussion Item

Item Number 8

Chief Information Officer Update

Discussion Item

Shared Responsibility as a New Operating Model

- New vision for the City's technology operating model guided by the feedback we received over the last 6 months
- Asking DT to deliver enterprise services that are reliable, secure, and predictable.
- Want visibility into shared service roadmaps to plan their work with confidence.
- Need practical support from DT in solution design, vendor evaluation, and procurement when decisions carry long-term operational or security consequences.
- Noted capacity constraints and the difficulty of modernizing legacy systems while maintaining daily operations.

How do Departments and DT operate as partners with distinct roles that connect across a single, interdependent technology environment?

DT's partnership responsibilities:

- Design, standards, resilience, and day-to-day operation of the City's shared technology infrastructure, including networks, hosting platforms, and cybersecurity controls.
- Monitoring, incident response, and maintaining reliability and compliance across the enterprise.
- Providing architecture guidance, integration expertise, hosting platforms, and technical consultation.
- Establishing policy, guardrails, and shared infrastructure for emerging technologies such as artificial intelligence and drones.

Departments' partnership responsibilities:

- Operating systems that support their mission and the outcomes and ensuring those systems remain resilient, secure, and supportable across their lifecycle.
- Budgeting for security controls, redundancy, monitoring, regular updates, and modernization.
- Identifying emerging tech use cases, adopting technologies in support of their missions, and delivering measurable outcomes.
- Skills development and training are a shared responsibility, with DT enabling access and departments ensuring effective application within their operations.

Practical Next Steps

- Develop a shared responsibility framework that clarifies roles, responsibilities, and decision boundaries in the technology areas that most consistently require coordination. Goal: create clarity earlier in the lifecycle of technology decisions and to support departmental planning.
- Establish consultative and enablement capabilities that better support departments as they modernize systems and adopt new technologies. Goal: provide practical support in solution architecture, integration guidance, modernization planning, and vendor evaluation.
- Refine and regularly communicate and update DT's technology roadmap for shared services and associated performance measures, including core infrastructure, service desk operations, and shared platforms. Goal: provide clearer visibility into technology updates for early planning and services' reliability, security, incident response, and delivery performance.
- Establish a unified, departments-facing portal that provides a clear and reliable entry point for engaging with DT. Goal: a single, consistent place to find information needed to plan, procure, and operate technology effectively.

The Ask: Please invite me to your IT team meeting so we can walk through this model, relate it to your systems, and discuss where it can reduce friction for your team.

Adjournment

Thank you!