Recommendation 39.6

Gabriel Martinez █████████████████████████████
Tue 6/2/2020 10:58 AM
To: Bailey, Una (POL) ███████████████ McGuire, Catherine (POL) ██████████████ Scott,
William (POL) ███
████████████████ ██████ ███████████████████████
████████████████ ████████████████
████████
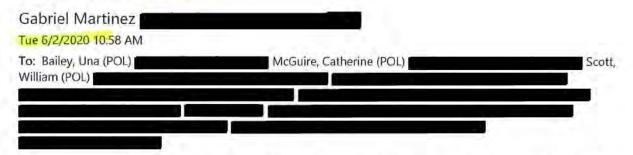
> This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 39.6 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a technology gap analysis. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.6: The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report

Response to 39.6: SFPD has conducted internal assessments and procured outside consultants to assess its technological gaps. In 2019, SFPD conducted a detailed 2019 Portfolio Assessment, specifying the types of systems currently in use, the desired technological state, a description of the gap, and an analysis of the costs to close the gap. SFPD also analyzed its technological requests as part of a ten-year plan, including budgets for technology projects through 2022.

SFPD also retained LE Innovations Inc. as an outside consultant to analyze SFPD technology. On August 30, 2019, LE published an independent assessment of the IT Division's current state, identified technology gaps, and made recommendations to ensure that the IT Division can support the needs of the department.

Using these reports, SFPD created a Technology Needs Plan and an IT Strategic Plan, incorporating the gap analyses conducted by the department and setting forth SFPD's technology strategic direction. On February 20, 2020, SFPD presented these plans to the city-wide Committee on Information Technology (the decision-making body on city IT investments). SFPD has requested over a dozen new or enhanced technology products and services and will update the Technology Needs Plan annually, with an annual technological assessment mandated by unit order (titled Information Technology Strategic Planning and Budget Prioritization).

20-55

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further. Thank you.

Hillard Heintze File Review Recommendation # 39.6

Finding # 39	The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.
Recommendation # 39.6	The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.

Recommendation Status	Complete Partially Complete In Progress Not Started No Assessment

Summary

Compliance Measures 1-3 have been met Compliance 4 is not applicable.

The San Francisco Police Department conducted a gap analysis of the Department's information gathering capability using internal and external resources to review the department's current state. National best or promising practices informed the robust analysis of the current and desired state of the department's information gathering and storage capacity, leading to the development of a Technology Strategic Plan and governance process. The internal analysis looked at current operational objectives; for example, systems needed to support community policing at district stations, and identified the gap between their current and desired states, including the cost of reaching the desired state. An external review assessed the department's ability to gather and analyze information, specifically assessing systems governing data driven policing, real-time crime, human resource systems, and in-station technology capacities, among others. The analysis resulted in development of an Information Technology Strategic Plan that will provide a governance process to assess the department's needs and capabilities over a rolling five-year period. The Department's work in completing this recommendation is sufficient to be designated as Complete, however, the Hillard Heintze team will continue to monitor this area to ensure these practices are institutionalized.

Compliance Measures		Status/Measure Met
1	Evidence of gap analysis process conducted by SFPD.	v Yes ☐ No ☐ N/A
2	Gap analysis results identify SFPD's information gathering, analyzing, and sharing assets and capabilities.	v Yes ☐ No ☐ N/A
3	Gap analysis results reflect comparison between SFPD assets/capabilities and established modern best practices.	v Yes ☐ No ☐ N/A
4	Gap analysis conducted by April 12, 2017.	☐ Yes ☐ No ☒ N/A

Administrative Issues

Compliance Issues

Collaborative Reform Completion Memorandum

Finding # 39 – The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.

Recommendation # 39.6 – The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.

RFI Response Date: 4/20/2020

Executive Summary

The San Francisco Police Department (SFPD) Technology Division has committed to improving its organizational structure to help the department achieve it policing goals and objectives. In response to the October 2016 Department of Justice (DOJ) Report (hereinafter "DOJ Report"), the Technology Division performed an internal gap analysis to identify weaknesses and areas for improvement. Furthermore, the SFPD sought the expertise of an outside consultant to perform an independent assessment of the current gaps and provide recommendations for improvement based upon industry standards and best practices. The specific responses to each of the compliance measures discussed below highlight the progress SFPD has made to modernize the department infrastructure.

Compliance Measures:

1. Evidence of gap analysis process conducted by SFPD

The SFPD has a strong commitment, already investing enormous amounts of time and effort, to address the technology gaps in the department. Following the DOJ Report recommendation, the SFPD conducted an internal gap analysis of its technology environment (See Attachment 1). Additionally, SFPD requested LE Innovations, Inc.—an outside consultant—to perform an independent assessment of the IT Division's current state, assess gaps and make recommendations to ensure that the IT Division can support the needs of the department (hereinafter "LE Report") (See Attachment 2).

2. Gap analysis results identify SFPD's Information gathering, analyzing, and sharing assets and capabilities.

The LE Report's Section III—IT Current State, Gap Analysis and Recommendations—provides a comprehensive review of the technology currently deployed to support various departmental functions and programs. The LE Report enumerates 13 IT services, programs or functions that needed improvements, including IT Capacity and Resources, General IT Equipment Support, Data Driven Policing and In-Vehicle Technology.

Some of the current weaknesses identified in the LE Report include: insufficient IT funding for IT Capacity and Resources (See Attachment 2, pg. 7), lack of appropriate asset management

PSPPB Form 2001 v2

Collaborative Reform Completion Memorandum

tools for General IT Equipment Support (See Attachment 2, pg. 8), lack of consistent and standardized data reporting or data governance for Data Driven Policing (See Attachment 2, pg. 11) and inadequate equipment for In-Vehicle Technology to support the department's needs (See Attachment 2, pg. 14).

The LE Report contains a full analysis of the gaps within the current IT Division in Tab 2.

3. **Gap analysis results reflects comparison between SFPD assets/capabilities and established modern best practices.**

The LE Report's Section III—IT Current State, Gap Analysis and Recommendations—provides recommendations based upon modern best practices in each of the 13 IT services, programs or functions. As an example, the LE Report recommended convening a working group to explore replacing the current records management system (RMS) with a commercial of the shelf (COTS) product (See Attachment 2, pg. 9-10). Additionally, the LE Report recommended replacing the Administrative Investigations Management (AIM) system with a solution that can support more automated processes and dynamic functions for Administrative and Risk Management System (See Attachment 2, pg. 17-18). The LE Report's recommendations are based on the modern best practice standards in the law enforcement arena.

Although the LE Report does not cite the "Law Enforcement Best Practices: Lessons Learned from the Field" (hereinafter "DOJ Best Practices") published in 2019 by the U.S. Department of Justice Office of Community Oriented Policing Services, the LE Report recommendations for SFPD technology improvements clearly align with industry best practices. The DOJ Best Practice states that:

Practice 1: Create a technology strategic plan—and ensure technology itself does not drive priorities

Law enforcement executives should establish a committee to develop and implement the [strategic] plan, composed of agency employees who can understand and anticipate the changes and needs of the organization while simultaneously finding ways to engage the entire organization in the process from the outset…Law enforcement leaders should avoid looking for unproven technology solutions and instead focus on technological innovations with a solid history of success at meeting evolving organizational needs (See Attachment 3, p. 117-118).

As referenced in the above example, the LE Report recommended convening a working group to explore new technology that will replace an existing system with a proven COTS technology, which aligns with modern industry best practices.

4. **Gap analysis conducted by April 12, 2017**

N/A.

Attachments: