

Recommendation 39.8

Gabriel Martinez [REDACTED]

Tue 6/2/2020 11:56 AM

To: Bailey, Una (POL) [REDACTED]
[REDACTED]
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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 39.8 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD creating a five-year technology roadmap. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.8: The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.

Response to 39.8: On January 31, 2020, SFPD adopted a Unit Order titled Information Technology Strategic Planning and Budget Prioritization. Under the Order, the Technology Division's Project Management Officer will update the SFPD 5-year technology roadmap in conjunction with the SFPD Technology Division portfolio assessment at the beginning of each fiscal year. The purpose of these updates is to align the current and future technology investments with the departments overall strategic goals and objectives and the Technology 5-year Roadmap will serve as a high-level plan communicating the department's technology strategy to reach short-term and long-term goals through the use of technology solutions.

SFPD's current roadmap is the Technology Division Enterprise Projects Roadmap-2019, produced by the IT Steering Committee. The Roadmap shows completed projects, such as SFPD's implementation of a self-service data portal including crimes, stops, use of force, and officer-involved shootings. The Roadmap also shows items to be completed, such as upgrading mobile vehicle computers and implementing an arrest module in the Crime Data Warehouse. The Roadmap contains timelines for these projects and links the projects to overarching goals. The IT Steering Committee holds quarterly meetings where it evaluates the progress made on projects identified in the Roadmap, as well as areas such as budget, staffing needs, project prioritization, and gap analysis.

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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.

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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.
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Recommendation # 39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.
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Recommendation Status	Complete Partially Complete In Progress Not Started No Assessment
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Summary

The San Francisco Police Department created a five year technology roadmap developed through the department's information technology governance process. The roadmap indicates key information technology platforms the department intends to purchase in an effort to ensure migration to meet their operational and technological objectives within the financial constraints of the department. The roadmap was informed by internal and external assessment using knowledge gained from contemporary professional resources. The Information Technology Unit Order describes the information technology governance process and identifies the role of the Information Steering Committee in ensuring review of the department's information technology needs is an ongoing process. The Department's work in completing this recommendation is sufficient to be designated as Complete, however, the team will continue to monitor this area to ensure these practices are institutionalized.

Compliance Measures	Status/Measure Met
1 Create a five-year technology initiative roadmap.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Evidence roadmap addresses migration of technology platforms to modern architecture.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Technology roadmap completed by October 12, 2017	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
4 Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that address trends and other issues.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> 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 # 39.8 – The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this project.

RFI Response Date: 4/20/2020

Executive Summary

The San Francisco Police Department (SFPD) Technology Division has committed to instituting the organizational and governance structure needed to ensure the department's technology investments are forward-looking and able to meet the challenges of modern urban policing. In response to the October 2016 Department of Justice (DOJ) Report (hereinafter "DOJ Report"), the Technology Division initiated a process to create and update a technology roadmap plan that guides the department toward a more modern infrastructure. SFPD relies on the subject matter experts in law enforcement and technology to balance the leading technology trends with the realistic budgetary and resource constraints of our department. The resulting SFPD Technology Roadmap provides a realistic framework to strive toward.

Compliance Measures:

1. Create a five-year technology initiative roadmap

Pursuant to this RFI, in 2018 Hillard Heintze determined SFPD completed compliance measure 1 as part of the department's initial response. The SFPD completed a five year technology initiative roadmap with a review loop that continuously reviews the proposed roadmap to ensure progression. Please (See Attachment 1).

2. Evidence roadmap addresses migration of technology platforms to modern architecture.

The previously submitted "SFPD Technology Division Enterprise Projects Roadmap-2019" provides a high-level overview of the plan to modernize the SFPD systems and architecture (See Attachment 1). This roadmap is a product of the work performed by the IT Steering Committee to ensure the departmental resources are invested in technology that is forward thinking—incorporating expertise from sworn staff in the field, executive management and the technology expertise of the IT management (See Attachment 2). Additionally, this roadmap incorporates input from steering committee members and other sworn staff who attend annual conferences and events to research the law enforcement industry leading developments (See Attachment 3). Instituting this governance framework is the critical component to ensuring that the department can transition to a modern type infrastructure.

3. Technology roadmap completed by October 12, 2017.



Collaborative Reform Completion Memorandum

Pursuant to this RFI, in 2018 Hillard Heintze determined SFPD completed compliance measure 3 as part of the department's initial response. Please refer to the Technology Road Map (See Attachment 1).

4. Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that addresses trends and other issues.

The IT Division Unit Order codifies the ongoing governance process needed to ensure the IT investments align with the department's strategic plan (See Attachment 4). The IT Steering Committee Charter directs the committee members to provide strategic direction for department technology applications, projects and services and to identify organizational needs and suggest new projects that will enable the department to meet its policing objectives (See Attachment 2). The discussion and prioritization between the respective subject matter experts in the committee are a critical component to balance out the leading technology trends and organizational and budgetary constraints of the department. The IT Steering Committee governance structure provides the necessary foundation to ensure the SFPD technology infrastructure is forward-thinking and adopts new technologies where applicable. The IT Steering Committee is where the Technology roadmap is reviewed for progression meeting the criteria for a review loop. The IT Steering Committee holds quarterly meetings.

Attachments:

Attachment 1: SFPD Technology Division Enterprise Projects Roadmap-2019

Attachment 2: SFPD IT Steering Committee Charter

Attachment 3: IACP Technology Conference Registration

Attachment 4: San Francisco Police Department IT Unit Order