



San Francisco Police Department
Professional Standards & Principled Policing Bureau
Department of Justice Compliance

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| Individual Recommendation Status Report Bureau: Administration Rec. Number: 39.6 Assigned To Project Manager: Susan Merritt Prepared by: Susan Merritt Priority: Low | Reserved For Executive Sponsor Only Date Issued: November 7, 2016 Return Date: Success level: Choose One Other Status: Noncompliance: Waiver approval: |
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Notes:

DOJ Objective: Community Policing

DOJ 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.

Purpose:

The purpose of this project is to identify where SFPD has IT needs that are not being met by its IT systems (the gaps), the proposed new systems needed, along with a cost estimate of what the new systems will cost.

Policy:

There is no policy associated with this project.

Written Directive: (D.G.O., Dept. Manual, Bureau Orders, Dept. Bulletins, etc.)

There are no bulletins associated with this project.

Supporting Documentation: (Learning Domains, Power points, Lesson Plans, Policies)

There are several documents included:

1. IT Systems Needs and Gap Analysis
2. SFPD IT Budget Request FY 17-18
3. SFPD FY 17-18 COIT Requests – a structured budget forecasting for five years to support IT Plan.
4. Requested positions for IT FY 17-18
5. Technology Organization Vision Org. Chart
6. SFPD FY 13-14 Project Requests
7. SFPD FY 14-15 Project Requests
8. SFPD FY 15-16 Project Requests



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9. Research Documents:

The following documents were reviewed and used as input to this process:

"City and County of San Francisco Police Department Information Technology Strategic Plan", Gartner, May 31, 2007 (attached)

"The Blue Ribbon Panel on Transparency, Accountability, and Fairness in Law Enforcement, July 2016. (attached)

"IACP Technology Policy Framework", International Association of Chiefs of Police, January, 2014 (attached)

"Law Enforcement Technology Needs Assessment", Police Executive Research Forum, January, 2009 (attached)

"Organizational Assessment of The San Francisco Police Department: A Technical Report", Police Executive Research Forum (PERF), Dec. 2008 (see attachments for recommendation 39.5)

"Collaborative Reform Initiative – An Assessment of the San Francisco Police Department," U.S. Department of Justice COPS office, October, 2016 (available at COPS website).

Implementation, training & records (How to prove we did what we said?)

Following is the approach taken to fulfill this recommendation:

1. **Review all technology projects already requested by SFPD personnel.** Starting in FY13, a list was developed of all technologies requested by department personnel. 150 SFPD personnel at all levels were interviewed, including line officers at district stations. Additionally, each year, some items on the list were completed but others still remain. This list was the starting point for the Technology Needs identified in this project.
2. **Review other Reviews of Systems at SFPD**
 - a. COPS Office Department of Justice Collaborative Reform Document
 - b. PERF Organizational Assessment –a Technical Report.
 - c. "The Blue Ribbon Panel on Transparency, Accountability, and Fairness in Law Enforcement." (attached)
 - d. "City and County of San Francisco Police Department Information Technology Strategic Plan", Gartner, May 31, 2007 (attached)
3. **Review modern best practices for Law Enforcement and General Business IT documentation.** Several organizations were consulted to review best practices for modern police departments. The data and dashboards of several other police departments were reviewed, including New York, Los Angeles, Seattle, Las Vegas, Oakland. Additionally, the following organizations were consulted:
 - a. IACP
 - b. Police Executive Research Forum (PERF)
 - c. U.S. Department of Justice Community Oriented Policing Services (COPS) office.
 - d. Rand Institute
 - e. Community Assistance for Law Enforcement Act (CALEA)
 - f. Gartner (limited information found without user ID)
 - g. Accenture's Enterprise Approach to Law Enforcement
 - h. MIT



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- i. National Institute of Justice Office of Science and Technology
- 4. Review future technologies forecast and high impact technologies.**
 - a. Review Rand's top 30 technologies predicted to have the highest impact in the future (see attached article "Visions of Law Enforcement Technology in the Period 2024-2034.")
 - b. Review many other sources, identified above under "research" including PERF, IACP, CALEA; Gartner, Accenture, NIJ, MIT, COPS (DOJ).
- 5. Draft high level needs document** -found in the attached "IT Systems Needs and Gap Analysis" Column D.
- 6. Confirm high level needs document** - "IT Systems Needs and Gap Analysis" internally with SFPD IT, Crime Lab, ID Unit, Department of Technology to see if any of the needs were already being met or could be met easily.
- 7. Ensure that existing systems are integrated** – review plans with Department of Technology and internal IT Division to ensure that all existing systems are utilized to the best of their capacities.
- 8. Finalized the list of Needs (Column D.)** Separately, an IT Gap analysis was done (recommendation 39.6.) That analysis took the needs, measured the current capabilities, and defined the gaps and the required next steps to fill those gaps.
- 9. Develop detailed cost estimates and budget forecast** – found in the attached "IT Systems Needs and Gap Analysis" columns F and G
- 10. Develop FY 17-18 Budget Request** to procure Technology items in this analysis (attached).
- 11. Develop Technology Organization Chart** to support needs (attached)
- 12. Develop COIT (Committee on Information Technology) Requests** for large IT expenditures required (attached)
- 13. Develop specific FY 17-18 headcount request** to get new hires required (attached).
- 14. Review IT Gap Analysis with external agencies to determine which needs might be met by existing work or systems elsewhere:**
 - a. Mayor's Office (Chanda, Melissa? Matthias, Diana rep., D.C. Schmitt, Catherine McQuire, Susan on December 1, 2016 at 2pm)
 - b. COIT Pre-Meeting regarding SFPD projects - 3/9/17 Chanda, Lily, Matthias
 - c. Presentation of SPFD Projects to COIT Board – 3/24/17, 11am
 - d. Department of Technology – 2/8/17 Ken Bukowski, Saul Melara