Recommendation 39.5

Gabriel Martinez ███████████████████

Tue 6/2/2020 10:51 AM

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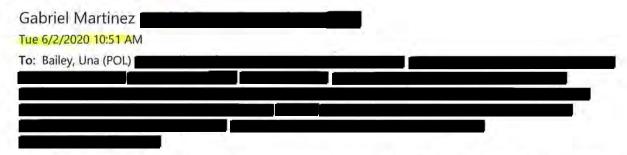████████████████ ████████████████████████
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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 39.5 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a technology needs assessment and technology gap analysis. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.5: A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.

Response to 39.5: SFPD has addressed its technology gaps through both the publishing of new department policy and by conducting several assessments of its technological needs.

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 conduct an annual portfolio assessment. The assessment will determine technology products that could be consolidated into SFPD's enterprise systems to ensure resources are effectively invested in technologies that meet the needs of the department. The assessment will inform yearly updates to the Technology 5-year Roadmap – a high-level plan communicating the department's technology strategy to reach short-term and long-term goals through the use of technology solutions. Additionally, the Order mandates quarterly IT Steering Committee meetings to review sub-committee recommendations on areas such as budget, staffing needs, project prioritization, and gap analysis. The Steering Committee is tasked with determining the technological needs

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throughout the Department and providing executive-level leadership for technology requests and projects.

SFPD has also 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.

Additionally, SFPD hired the Matrix Consulting Group to evaluate staffing levels of the entire department, including the IT Division. On March 6, 2019, Matrix published a comprehensive study recommending six additional staff for SFPD's Technical Services and Support Unit, four additional staff for the Architecture and Operations Unit, three additional staff for the Applications and Business Intelligence Unit, and three additional staff for the IT Division's Portfolio Management Program.

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.

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.

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 # 39.5	A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.

Recommendation Status	Complete　　Partially Complete　　In Progress Not Started　　No Assessment

Summary
The San Francisco Police Department conducted a technology needs analysis and implemented a technology needs plan based on data driven principles. The analysis addressed technological needs affecting areas including data driven policing, investigative technology, personnel, records management systems, and IT equipment. Current and anticipated needs were reviewed on a one-time versus annual cost basis. In addition, internal and external resources were used to review current department systems and consideration whether to incorporate them into the department's Technology Strategic Plan. The Technology Division Strategic Plan and governance process is identified in a Technology Division Unit Order and it is purposed to ensure information technology aligns with the department's strategic and operational objectives. The Strategic Plan Steering Committee, consisting of department leaders and Technology Division staff, are required on a quarterly basis to review and assess the department's operational and technological needs are congruency with contemporary practices in the profession.

Compliance Measures		Status/Measure Met		
1	Develop a technology needs analysis process and develop a plan to conduct it.	√ Yes	☐ No	☐ N/A
2	Ensure it addresses all technology gaps identified in Report.	√ Yes	☐ No	☐ N/A
3	Ensure it identifies organizational technology needs.	√ Yes	☐ No	☐ N/A
4	Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.	√ Yes	☐ No	☐ N/A
5	Implement a technology needs plan.	√ Yes	☐ No	☐ N/A
6	Evidence that existing systems were reviewed and integrated into the plan, if appropriate.	√ Yes	☐ No	☐ N/A
7	Evidence that Department information is analyzed and used to support management decisions.	√ Yes	☐ No	☐ N/A

8	Ongoing review loop to address technology advancements, trends and other issues.	√ Yes ☐ No ☐ N/A

Administrative Issues

Compliance Issues

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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.

Recommendation # 39.5 – A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.

Response Date: 05/06/2020

Executive Summary

The San Francisco Police Department (SFPD) Technology Division has committed to instituting the organizational and governance structure needed to align the department's technology investments with the overall strategic plan. In late 2017, SFPD began a process to develop an inclusive, forward-looking strategic plan to ensure that the department is ready and equipped to meet the challenges of modern urban policing.

As part of this endeavor, the Technology Division developed a multi-pronged approach to establish the framework needed for strategic technology investment by: 1) convening the IT Steering Committee, 2) conducting internal and independent third-party gap analysis and assessments, 3) independent third-party staffing study and 4) codifying an IT Unit Order establishing internal processes and procedures to review and ensure that the technology investments are worthwhile and enable the department to meet its policing goals and objectives. The specific responses to each of the compliance measures are discussed below.

Compliance Measures:

1. **Develop a technology needs analysis process and develop a plan to conduct it.**

The Technology Division developed a multi-pronged approach to establish the framework needed for strategic technology investment. The IT Division Unit Order establishes protocols to ensure that all technology products and services are sustainable for the department (See Attachment 1). This Unit Order codifies the collaborative governance process involving the IT Division, IT Steering Committee and executive leadership that ensures the department invests in technology that will meet the department's policing needs.

The multi-pronged approach involves the Technology Division Project Management Office (PMO) conducting a portfolio assessment of the current IT enterprise landscape (See Attachment 2), incorporating the internal and independent third party technology gap analysis (See Attachments 3 and 4), developing a technology modernization plan and providing that

information to the IT Steering Committee to set the strategic direction based upon subcommittee discussions, research and available budgetary resources (See Attachment 5).

2. Ensure it addresses all technology gaps identified in Report

The SFPD has a strong commitment, already investing enormous amounts of time and effort, to address the technology gaps in the department. Following the October 2016 Department of Justice (DOJ) Report (hereinafter "DOJ Report") recommendation, the SFPD conducted an internal gap analysis of its technology environment (See Attachment 3). 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 (See Attachment 4).

Both assessments inform the IT Division's Portfolio Management Program, where the IT PMO conducts an annual SFPD Technology Portfolio Assessment to reassess and evaluate all current and future IT platforms and product offerings (See Attachment 2). This ongoing review loop is codified in the IT Division Unit Order described above (See Attachment 1).

3. Ensure it identifies organizational technology needs

In response to the 2016 DOJ Report, the SFPD commissioned a comprehensive study that was conducted by the Matrix Consulting Group to evaluate staffing levels of the entire department, including the IT Division. The study, titled "Report on the Police Department Staffing Study" (hereinafter "Matrix Report") made IT staffing recommendations based upon an analysis of the workloads and technology support needs (See Attachment 6). The Matrix Report recommended increasing staffing in all facets of the IT Division:

- Six (6) additional staff for Technical Services and Support Unit
- Four (4) additional staff for Architecture and Operations Unit
- Three (3) additional staff for Applications and Business Intelligence Unit
- Four (4) additional staff for Project Management Office

4. Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.

The SFPD has developed a plan that determines departmental IT priorities and seeks funding for these initiatives following the City's mandated budgetary process. As codified in the IT Steering Committee Charter, part of the Committee's responsibilities is to prioritize IT projects and to develop and approve the short and long-term IT budget priorities (See Attachment 5). The IT Unit Order (See Attachment 1) outlines the role of the IT Steering Committee in Section II, where the IT Steering Committee reviews all of the department's technology needs as a whole (See Attachment 7) and makes the collective decision to annually prioritize and seek funding sources based upon those decisions, as outlined in the "Technology Request FY 19-20 Final" and "SFPD FY 20-21 IT Budget Requests" documents (See Attachments 8 and 9). The plan was presented to the Committee on Information Technology (COIT) on February 20,

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2020 to seek the City's approval for projects and funding resources based on the City's annual budgeting cycle (See Attachments 10 and 11). The Committee on Information Technology (COIT) is the main governance body that makes decisions regarding the future of the City & County of San Francisco's technology investments. COIT is comprised of 13 department heads that represent each of the major service areas. The focus of this body is to ensure that information technology investments are sound from a citywide perspective.

5. Implement a technology needs plan.

The SFPD has made tremendous strides by implementing a multi-pronged approach to develop the plan to address the technology needs of the department. First, SFPD set the foundation to enable the continuous process for assessing the department's technology needs planning through codifying it in the Technology Unit Order (See Attachment 1). The Technology Unit Order directs the PMO to conduct an annual portfolio assessment of the current IT enterprise landscape (See Attachment 2). In response to the DOJ Report, SFPD conducted an internal technology needs analysis of its technology environment, to identify a path to modernization (See Attachment 3). Additionally, SFPD consulted independent third-party expertise to help ensure the department's technology needs are addressed and that the technology plan is on the correct path forward (See Attachments 4 and 5).

Additionally, SFPD has implemented an ongoing process to ensure that the technology needs plan is viable toward the future. As stipulated in the charter, the IT Steering Committee sets the strategic direction based upon the subcommittee discussions, research (including the portfolio assessment and third-party assessments) and available budgetary resources (See Attachments 5 and 7). The resulting output from this process is SFPD's technology modernization plan to acquire (See Attachment 10) and implement the technologies needed for the department to achieve its policing objectives. This Technology Needs Plan is prepared annually based upon the IT Steering Committee's discussions and budgetary planning, as presented to COIT on February 20, 2020 (See Attachment 11).

6. Evidence that existing systems were reviewed and integrated into the plan, if appropriate.

The SFPD conducted a comprehensive review of the existing technologies that have informed the department's IT Strategic Plan (See Attachment 10). As part of the governance process, the IT Steering Committee reviews the portfolio assessment performed by the PMO (See Attachment 2) and provides guidance and input on the strategic direction of the department. During the February 7, 2020 IT Steering Committee meeting, the IT Division's draft plan incorporated discussion of all of the gap analyses conducted by the department (See Attachments 3, 4, 6, 7 and 11). The final IT Strategic Plan was presented to COIT on February 20, 2020 integrating all of the reports and analyses (See Attachment 11).

7. Evidence that Department information is analyzed and used to support management decisions.

"The IT Steering Committee will evaluate the strategic direction of technology investments based upon business data and analyses gathered from within the department" (See Attachment 1). The IT Steering Committee has been discussing a methodology to better incorporate data into their decision making and strategic direction outcomes. The committee deliberated this topic during the most recent IT Steering Committee meeting (See Attachment 7). An agenda was posted for this meeting, but minutes were not taken. Moving forward, SFPD will ensure that meeting minutes are recorded at all future IT Steering Committee meetings.

One action item from the recent IT Steering Committee meeting was to codify the multi-pronged approach for strategic technology investments into the Technology Unit Order that utilizes department data to make leadership and management decisions regarding SFPD's technology strategic direction (See Attachment 1). This process involves the IT Steering Committee and subcommittees, on a quarterly basis, reviewing the IT PMO annual portfolio assessment (See Attachment 2), evaluating and prioritizing departmental technology requests (See Attachment 8), updating the technology modernization plan and setting the strategic direction based upon subcommittee discussions, research and available budgetary resources (See Attachment 1).

8. **Ongoing review loop to address technology advancements, trends and other issues**.

The Technology Division Unit Order codifies the ongoing quarterly review process needed to ensure the IT investments align with the department's strategic plan (See Attachment 1). 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 5). Furthermore, "The IT Steering Committee will evaluate the strategic direction of technology investments based upon business data and analyses gathered from within the department. The IT Steering Committee will deliberate and make decisions on projects and proposals based upon the available data during full IT Steering Committee meetings and through sub-committee meetings and discussions" (See Attachment 1). The discussion and prioritization between the respective subject matter experts in the committee are a critical component to balance out the desire to adopt leading technology trends against the 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.