

Recommendation 39.9

Gabriel Martinez [REDACTED]

Tue 6/2/2020 12:10 PM

[REDACTED]

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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 39.9 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD establishing life-cycle management policies and procedures for its technologies. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.9: The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.

Response to 39.9: On January 31, 2020, SFPD adopted a Unit Order, Enterprise Lifecycle Management, which incorporated an umbrella lifecycle-management policy document governing all enterprise systems at SFPD. The policy applies to all enterprise systems, which are divided into six categories: (1) office systems; (2) performance systems; (3) law enforcement systems; (4) community policing systems; (5) human resource systems; and (6) foundational systems.

The policy also provides a framework through five phases of lifecycle management, describing in detail how SFPD will plan for, acquire, deploy, manage, and retire its technologies. This information becomes part of SFPD's Five Year Roadmap, and the IT Steering Committee reviews progress on the Roadmap on a quarterly basis pursuant to a January 31, 2020, Unit Order entitled Information Technology Strategic Planning and Budget Prioritization. This umbrella policy supports SFPD in identifying enterprise application strategies by allowing SFPD to conduct a complete review of all of its systems.

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.

20-58

Hillard Heintze File Review Recommendation # 39.9

**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 # 39.9** The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 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. The San Francisco Police Department established life cycle management policies to assist in improving the department's data collection and analysis. Policies establish business owners, who are members of the department command staff, to identify operational needs for data collection, analysis, and dissemination. System owners, who are members of the department's information technology staff, work within the guidelines of the Life Cycle Management Policy, promulgated in January 2020, to ensure the appropriate processes are followed for planning, acquiring, deploying, managing, and retiring systems selected to meet the department's need. Department policies and practices evidence clear understanding of enterprise and contemporary solutions to problems associated with collecting, analyzing, and disseminating information in a law enforcement organization. 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	Establish clear life-cycle management policies and procedures for enterprise maintenance and support.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Policies and procedures established by October 12, 2017.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" 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 # 39.9** The SFPD must establish clear Lifecycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.

The purpose of this framework overall is to ensure that IT Systems at SFPD are kept current and continue to meet the needs of the department.

This framework has been reviewed with Command Staff and with Fiscal. While the recommended upgrades to IT Systems is dependent on budget, this document is meant to be a target upgrade Lifecycle.

**Response Date: 2/12/2020**

**Executive Summary:** The solution for this recommendation is complete. The Lifecycle Management framework is complete and attached. This framework will be used yearly for planning and budgeting IT Systems Upgrades and new projects. It will be used continuously as new projects come up to better partner with the various bureaus of SFPD and to do prioritization of work. The framework includes existing enterprise systems at SFPD and manages their support, maintenance & refresh needs. The policy has been shared through a Unit order as a guide to implement Enterprise Lifecycle Management.

### **Compliance Measures:**

#### **1. Establish clear Lifecycle management policies and procedures for enterprise maintenance and support.**

Lifecycle Management for Enterprise products have been instituted as a guide to be used by System owners and Business owners to keep the systems current and fully supported. All enterprise systems used by SFPD are classified in six categories, each product life span maybe different based on manufacturer and its classification as software or hardware. Each team with the SFPD IT team has a specific role in managing the lifecycle of a product from acquisition through retirement.

##### **A. Enterprise Lifecycle Policy & Procedure [See Exhibit 1]**

##### **a. Business Owners and System Owners Matrix [See Exhibit 2]**

[This outlines ownership of enterprise systems by System Owners who are members of Technology Division and Business owners, who are identified command staff members at SFPD]



## Collaborative Reform Completion Memorandum

b. [Annual Strategic Plans](#) [See Exhibit 3]

[Project road-map which is reviewed annually to prioritize SFPD projects]

c. [SFPD IT Enterprise Systems](#) [See Exhibit 4]

[It defines all enterprise hardware, software systems deployed at SFPD]

d. [SFPD Program Management Office \(PMO\)](#) [See Exhibit 5]

[Matrix of all software, hardware & projects, allowing the PMO office to track maintenance & support of enterprise systems]

e. [OCA Technology Purchasing Guidebook](#) [See Exhibit 6]

[Rules and regulations outlined by City & County of San Francisco for purchases]

f. [Operations and Maintenance](#) [See Exhibit 7]

[This identifies all enterprise systems and its refresh cycle]

g. [SFPD IT team](#) [See Exhibit 8]

[This is an organization chart of SFPD Technology team, identifying role of each team]

### **2. Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.**

Up until late 2019, replacement strategies SFPD IT followed was in individual silos. As of this year, we have developed an umbrella Lifecycle policy governing all enterprise systems at SFPD. This umbrella policy for Lifecycle management of Enterprise systems has provided a defined structure to the products deployed & the products in pipeline for projects undertaken. Having inventory of data collected on our systems, has provided us with the capability of pro-actively accounting for activities needed for any given system. This has allowed us to build replacement strategies for our enterprise systems, this has been documented in a Unit order, shared with members of the Technology Division.

A. [Unit Order – Enterprise Lifecycle](#) [See Exhibit 9]

[Guide shared with members of Technology Division to follow the enterprise lifecycle]

With introduction of structure of products, central repository of enterprise systems, defined ownership, roles and responsibilities, we have seen an improvement in maintenance & support of enterprise systems. The ownership of systems allows teams to be accountable for their area of responsibility. This structure enables for proper planning with the data collected for various systems at an early stage.



## Collaborative Reform Completion Memorandum

Annual Strategic review is done by the SFPD IT Steering Committee, who provides guidance on priority of the projects, this enables the IT PMO team to plan procurement of new equipment/software as per the guidelines laid out in policy. This provides technology team and stakeholders with information on funding needs for each year to maintain the systems in a fully supported environment. It also provides the systems owners to analyze the needs of replacements for enterprise systems annually. The unit order has been disseminated for policy enforcement & adherence.

### B. Foundational Systems Refresh [See Exhibit 10]

[Evidence from FY 19-20 for refreshed enterprise systems]

#### Attachments:

Exhibit 1: Enterprise Lifecycle Policy and Procedure

Exhibit 2: Business Owners and System Owners Matrix

Exhibit 3: Annual Strategic Plans

Exhibit 4: San Francisco Police Department IT Enterprise Systems

Exhibit 5: San Francisco Police Department Program Management Office (PMO)

Exhibit 6: OCA Technology Purchasing Guidebook

Exhibit 7: Operations and Maintenance

Exhibit 8: San Francisco Police Department IT Team

Exhibit 9: Unit Order

Exhibit 10: Foundational Systems Refresh