



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

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| <p><b>Individual Recommendation Report</b></p> <p><b>Rec. Number:</b> 39.5</p> <p><b>Assigned To Project Manager:</b> Susan Merritt</p> <p><b>Prepared by:</b> Susan Merritt</p> <p><b>Priority:</b> Low</p> | <p><b>Reserved For PSPPB Only</b></p> <p><input type="checkbox"/> <b>President’s Task Force</b></p> <p><input type="checkbox"/> <b>Blue Ribbon Panel</b></p> <p><input type="checkbox"/> <b>CJTF SF Bar Association</b></p> <p><input type="checkbox"/> <b>Department of Police Accountability</b></p> <p><input type="checkbox"/> <b>Civil Grand Jury:</b></p> |
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**DOJ 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 structure 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.

**DOJ Objective: Community Policing**

**Executive Summary:**

A study was conducted of all IT needs for the department. Prior IT Strategies, Command Staff directions for IT, SFPD Leadership projects requested were reviewed. Best practices in the industry were studied including IACP, COPS papers, PERF, Gartner, Rand, MIT and others. All needs were identified. These needs were vetted with others both internally and externally to ensure that systems exist that could be used and to ensure all systems needed would also be integrated with current systems. Finally, the “proposed” systems were compared to the “as-is” systems to create the gap analysis (Recommendation 39.6). Further, costs were estimated and five years’ of requests for new projects were made to the San Francisco Committee on Information Technology.

**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 are no specific policies associated with this project. However, there are dozens or hundreds of IT Policies related to technology at SFPD (security policies, access control policies, CLETS policies, change control policies, etc.)



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**Audit (if applicable):**

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

**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 14-15 Project Requests
7. SFPD FY 15-16 Project Requests
8. SFPD FY 16-17 Project Requests
9. Research Documents:
  - a. "Law Enforcement Technology Needs Assessment" authored by the Police Executive Research Forum (PERF).
  - b. "High Priority Information Technology Needs for Law Enforcement" by PERF and Rand Corporation.
  - c. COPS Office Website research on Collaborative Reviews of other police departments. Review of other department websites including New York, Los Angeles, Las Vegas, Seattle, Oakland.
  - d. IACP.Net review of the following articles:
    - i. "Measuring Performance in a Modern Police Organization"
    - ii. "Technology Talk: What Makes Police Successful Is Information"
  - e. COPS Law Enforcement Tech Guide
  - f. CALEA "measuring the Performance of Law Enforcement Agencies (part 1 and part 2.
  - g. "Overview of Current Criminal Justice Information Systems" from Center for Democracy and Technology.
  - h. "Information Systems Introduction and Concepts by MIT Press.
  - i. National Institute of Justice Web site review.
  - j. Accenture Enterprise Approach to Law Enforcement web site.
  - k. "Visions of Law Enforcement Technology in the Period 2024 – 2034." By Rand Corporation and "PERF.
  - l. "Organizational Assessment of The San Francisco Police Department: A Technical Report" by PERF.
  - m. IACP Technology Policy Framework", IACP, January, 2014 (attached)
  - n. "City and County of San Francisco Police Department Information Technology Strategic Plan", Gartner, May 31, 2007 (attached)
  - o. "The Blue Ribbon Panel on Transparency, Accountability, and Fairness in Law Enforcement." (attached)



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**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
  - 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.



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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).