

Recommendation 39.7

Gabriel Martinez [REDACTED]

Tue 5/2/2020 11:53 AM

To: Bailey, Una (POL) <[REDACTED]>; McGuire, Catherine (POL) [REDACTED]; Scott, William (POL) [REDACTED]

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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 39.7 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a review to consolidate technology services. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.7: The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.

Response to 39.7: 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 Office 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. SFPD presents its assessments to the city-wide Committee on Information Technology (the decision-making body on city IT investments).

In SFPD's 2020 annual portfolio assessment, SFPD identified fifteen technology-consolidation opportunities. These include opportunities in case tracking, data reporting, emergency news service, and enterprise infrastructure solutions. As a result of its assessments, SFPD has implemented the Crime Data Warehouse enterprise solution to consolidate 7 of the 15 identified consolidation opportunities. Other consolidation actions include that SFPD implemented Oracle Business Intelligence for primary data collection and reporting, will remove one of its two emergency news services, and is capitalizing on the Department of Technology's Enterprise Agreements for citywide solutions to lower costs.

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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 # 39.7	The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.
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Recommendation Status	<table style="display: inline-table; border: none;"> <tr> <td style="background-color: yellow; padding: 2px;">Complete</td> <td style="padding: 2px;">Partially Complete</td> <td style="padding: 2px;">In Progress</td> </tr> <tr> <td style="padding: 2px;">Not Started</td> <td style="padding: 2px;">No Assessment</td> <td></td> </tr> </table>	Complete	Partially Complete	In Progress	Not Started	No Assessment	
Complete	Partially Complete	In Progress					
Not Started	No Assessment						

Summary

The San Francisco Police Department conducted a successful assessment of its systems for gathering, tracking, recording, and access of information. The assessment included an identification of all systems in current use and an assessment whether the system could meet present and future needs either by being upgraded, replaced, or consolidated with other existing systems.

The assessment identified fifteen operating systems and consolidation opportunities in seven of the fifteen systems. In addition, continued evaluation resulted in opportunities for elimination of redundant systems or services. Importantly, the assessment considered the one-time versus future cost of each system and ways to eliminate one-off products in favor of more malleable products that could be developed or obtained in the professional market. The Technology Division Unit Order describes the department's Technology Strategic Plan and the governance role of the technology steering committee, ensuring that the department's technology, and opportunities for consolidation, are continuously reviewed.

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	Evidence that SFPD conducted a portfolio management assessment.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Assessment results identifies opportunities for consolidating platform and product offerings.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Assessment results provide enterprise solutions across the organization.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Assessment completed by April 12, 2017.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> 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 # 39.7 The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.

Response Date: 04/20/2020

Executive Summary

The overall goal of the San Francisco Police Department's (SFPD) information technology portfolio management program is to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets in order to provide economies of scale with productivity, cost, maintenance and support. On an annual basis, the Technology Division's Project Management Office (PMO) is identifying and implementing plans to provide enterprise information technology solutions that will help the department achieve its mission and goals for policing services.

In fiscal year 2017, the SFPD Information Technology Division conducted a portfolio management assessment in response to Recommendation 39.7 in the October 2016 Report ("2016 Report") issued by the United States Department of Justice's (DOJ) Collaborative Reform Team. As a result, thirteen opportunities were identified for consolidating platform and product offerings in order to provide enterprise solutions across the organization.

During the fiscal year 2020 review, the SFPD identified two additional consolidation opportunities to its platform and product offerings. Below are the 15 areas identified for consolidation:

- | | |
|---|---------------------------------|
| 1) Arrests Reporting | 9) Facility Security and Access |
| 2) Case Tracking | 10) Human Resources |
| 3) Citations Reporting | 11) Mapping Police Incidents |
| 4) Collisions Reporting | 12) Police Incident Reports |
| 5) Content Management | 13) Public Records Requests |
| 6) Data Reporting | 14) Suspect Identification |
| 7) Emergency News Service (New) | 15) Training and Video Delivery |
| 8) Enterprise Infrastructure Solutions (New) | |

SFPD IT Portfolio Management Program

An annual portfolio management assessment—codified in the Technology Division Unit Order—is conducted at the beginning of each fiscal year to reassess and evaluate all IT platforms and product offerings currently used within the department or being proposed for



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utilization in the future (See Attachment 1). As the annual portfolio management assessment is conducted, the potential areas identified for potential consolidation will be scoped by the PMO. Through this process, the scoped areas will be formalized as projects with charters, executive sponsors, etc. and submitted to the Mayor's Office Committee on Information Technology (COIT) for their annual budgetary funding approvals. Formal projects, which are funded by COIT or other funding methods, will be institutionalized in the SFPD technology strategic plan as stipulated in the Technology Division's Unit Order (See Attachment 1).

Methodology

This fiscal year's portfolio assessment builds upon the work the department has already performed and submitted in the initial response to the 2016 Report. The 2019 annual portfolio review was conducted at the beginning of fiscal year 2020 to reassess and evaluate all of the IT platform and product offerings utilized during the past fiscal year.¹

The PMO conducted a fiscal reconciliation of the IT portfolio to determine which products were still being utilized. Based on this information and through consultation with IT managers and managers of specialized bureaus and units, the PMO was able to identify which IT products and services were part of the active IT portfolio. From this active IT portfolio list, the IT products were grouped into the identified consolidation categories. Based on input from IT managers and other departmental managers, an analysis was performed to determine which products were good fits for potential consolidation. This process allows the PMO to identify potential areas for consolidation in a methodical and strategic approach.

Compliance Measures:

1. Evidence that SFPD conducted a portfolio management assessment.

Building upon the SFPD Technology Portfolio Assessment conducted in 2017 (See Attachment 2), the SFPD has identified additional efforts to further consolidate platforms and utilize economies of scale. The attached "SFPD Technology Portfolio Assessment 2019_All SFPD IT Systems_2019" (See Attachment 3) document details the work performed during this year's efforts.

The document in Tab 2 lists all of the platforms used by the department and identifies all of the systems that are suitable for consolidation with a "Y" in the Consolidation Opportunity column, based upon the platform function. These identified systems were then grouped according to function in the "SFPD Technology Portfolio Assessment 2019_Opportunities for Consolidation" document in (Attachment 3).

2. Assessment results identifies opportunities for consolidating platform and product offerings.

¹ Due to PMO staffing shortages, the SFPD was not able to perform a 2018 annual portfolio assessment.



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The SFPD Technology Portfolio Assessment 2019_Opportunitites for Consolidation (See Attachment 4) document reflects the growth and maturity of the SFPD's information technology organization and coordination. SFPD has retired eight systems or manual processes in six consolidation categories since the 2017 portfolio assessment listed below and highlighted in the SFPD Technology Portfolio Assessment 2019_Opportunties for Consolidation (See Attachment 3):

1. Case Tracking
 - a. Special Victims Unit Microsoft Excel Spreadsheets (manual process)
2. Citations Reporting System
 - a. Computer Assisted Bay Area Law Enforcement (CABLE)
 - b. Crossroads
3. Collisions Reporting System:
 - a. Crossroads
 - b. California Accident Reporting System (CARS)
4. Data Reporting System
 - a. CDW eStops
5. Police Incident Reporting System
 - a. Computer Assisted Bay Area Law Enforcement (CABLE)
6. Public Records System
 - a. Spreadsheets used by various units and Staff Services (manual process)

Additionally, SFPD has identified two new consolidation categories to further achieve its consolidation goals during this year's review (See Attachment 3):

1. Emergency News Service
2. Enterprise Infrastructure Solutions

3. Assessment results provide enterprise solutions across the organization.

The SFPD has completed, above-and-beyond, the minimum expectations to fulfill this compliance measure. The SFPD is fully committed to implementing enterprise solutions that break down organizational and reporting silos to improve coordination and productivity throughout the department. In addition to completing the assessment, the department has already implemented the following enterprise solutions:

1. SFPD has successfully implemented the Crime Data Warehouse (CDW) enterprise solution (See Attachment 5, Page 1) as the primary system of record for 7 of the 15 consolidation opportunity areas:
 - a. Arrests Reporting
 - b. Case Tracking
 - c. Citations Reporting
 - d. Collisions Reporting
 - e. Mapping Police Incidentts (See Attachment 5, Page 2)



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- f. Police Incident Reporting (See Attachment 5, Page 3)
- g. Suspect Identification (See Attachment 5, Page 4)
- 2. SFPD has successfully implemented Oracle Business Intelligence (BI) as the enterprise solution for primary data collection and reporting (See Attachment 5, Page 5)
- 3. SFPD identified a consolidation opportunity for its Emergency News Service subscription and will complete consolidation to Comcast as the enterprise solution for the department in fiscal year 2021. The department is currently using both Comcast and DirecTV.
- 4. SFPD has successfully implemented the Enterprise Infrastructure Solutions that capitalize on the Department of Technology's Enterprise Agreements, lowering costs and standardizing processes and procedures:
 - a. FireEye Endpoint Security
 - b. VMWare Network Virtualization
 - c. Palo Alto Firewalls
 - d. ServiceNow Service Desk Platform
- 5. SFPD is working to phase out the legacy Facility Security and Access systems and will make the Honeywell ProWatch electronic card reader and access system the enterprise solution for the department.
- 6. SFPD has successfully implemented GovQA as the enterprise system for the Public Records Request System. Currently, the department is using spreadsheets and manually intensive processes to intake, track and provide the public with copies of Police Incident Reports. With this system, the department is able to utilize an electronic system to improve processes and take advantage of technology to improve internal processes and create efficiencies.
- 7. SFPD is currently evaluating consolidation opportunities for Content Management and Training and Video Delivery areas to determine which enterprise solution the department will adopt.

4. Assessment completed by April 12, 2017.

N/A

Attachments:

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