

Recommendation from BLA	Response	Comments	Update
Recommendation 1.1: The SFDT Chief Financial Officer should evaluate SFDT's service catalogue for services that may be more equitably billed on a variable basis to customers and adjust cost recovery to variable charges where appropriate.	Agree	The following actions are underway: SFDT is undergoing a comprehensive review of services and rates. SFDT is working on a new rate guide and will first present it at the Shared Services Forum, DT's customer advisory group, for feedback before rolling it out to all City departments.	1. Complete. SFDT published a new rate guide on its Sharepoint site in July 2017, discussed it at the Shared Services Forum, and is using it for all City Department work order budgeting.
Recommendation 1.2: In addition, the Chief Information Officer should direct the Department's Deputy Directors to expand the use of SFDT's existing time management system to track all staff work, as detailed in Recommendation 6.2.	Partially Agree	SFDT will sunset use of the department-specific time management system (OnTrac), in favor of using the time management program within the City's PeopleSoft payroll system. We will increase staff use of the time management system.	1. Complete. SFDT has sunset use of the Department-specific time management program OnTrac on July 1, 2017 and is fully using the City's PeopleSoft payroll system for charging staff time working on projects to specific project activity codes.
Recommendation 1.3: The Chief Financial Officer should conduct a true-up analysis of its 081CI recoveries during its preparation of the six-month Budget Status Report and adjust service rates to minimize over or under collection.	Partially Agree	The Department will continue to conduct analyses of its recoveries and expenditures at the time of the six-month budget status reports, as it has done in the past. In the case where expenditure savings may lead to surplus recoveries, the Department believes decisions as to whether any potential surplus should be used to reduce rates in the current year or to cover one-time expenditures and moderate rates in future years should be made in consultation with other stakeholders. The Department does not expect to raise rates to cover under collection except under some emergency circumstance, and would only do so in consultation with stakeholders.	1. Complete Prior response remains applicable. Mayor budget office decides on returning fund balance or apply to future year budget.
Recommendation 1.4: As SFDT updates its Service Level Agreement with customers, the Chief Financial Officer should prepare more detailed	Agree	SFDT is working on a new rate guide and will present it at the Shared Services Forum for feedback before rolling it out	1. Complete SFDT published a new rate guide in July 2017 and presented it at the Shared Services

<p>explanations of SFDT’s billing procedures, detail services provided to customers, the basis for their costs, and incorporate this additional information into the new Service Level Agreement.</p>		<p>to all City departments. This detailed information will then be incorporated into the updated Service Level Agreement with departments.</p>	<p>Forum and made it available to all Departments on SFDT's Sharepoint site.</p>
<p>Recommendation 2.1: The Chief Information Officer should direct the Strategic Sourcing Manager to (1) explore options for implementing a contracts management database, and (2) expedite the development of the Contract/Vendor Management program, in conjunction with the adoption of a new data management system.</p>	<p>Agree</p>	<p>SFDT will explore use of contract and supplier management features in the City's new PeopleSoft Financial System coming on line July 2017.</p>	<p>1. Partially Complete The plan to implement a vendor management program, including the timeline, has been established in Onstrategy. However, DT did not agree to implement a “contracts management database” or a “new data management system” because we had been informed by the F\$P Project that Peoplesoft has the functionality and capability to manage contracts & vendors, and PeopleSoft would become the standard system for contract/vendor management across the City.</p>
<p>Recommendation 2.2: The Chief Information Officer should direct the Strategic Sourcing Manager to develop a policy to include scopes of work, schedules for deliverables, not-to-exceed amounts, and performance measures in all future contracts.</p>	<p>Agree</p>	<p>SFDT is in the process of developing a policy on contract development that will reflect features of the new PeopleSoft Financial System by September 30, 2017.</p>	<p>1. Complete We have updated the "<u>Purchasing, Travel & Reimbursement Guidelines</u>" on the DT SharePoint site to include the requirements on scopes of work, deliverables, quality metrics, not to exceed amount, and timelines. In addition, we have updated our training materials and templates to align with this new policy, such as the "<u>Checklist - DT Procurement 101</u>" and "<u>Template - Request for Proposal</u>". Moreover, we have invited City Attorney Office to provide a training to DT, and many DT managers and project managers have attended the training, including Linda G., Bryant B., Keith K. and many others. We have also invited OCA to provide another training to DT on Oct 31, and all DT Managers are invited.</p>
<p>Recommendation 3.1: The SFDT Chief Financial Officer should develop policies and procedures to document (a) line-item budgets, (b) delivery timelines, (c) scopes of work, and (d) basis for</p>	<p>Agree</p>	<p>SFDT is drafting new policies and procedures that incorporate the Audit suggestions. They will be compatible with the Controller’s new PeopleSoft</p>	<p>1. Partially Completed SFDT has drafted a new Interdepartmental Services Agreement (work order) template that prompts for line item budgets, delivery</p>

<p>costs for all IT Pass Thru work orders, including those finalized during the annual appropriation process. In addition, the CFO should develop clear criteria to determine whether service requests may be accomplished within baseline recovery revenues or require additional funding and incorporate that into the FY 2017-18 service level agreement with customers.</p>		<p>Financial System by September 30, 2017.</p>	<p>timelines, scopes of work and basis for costs. This is being used for all new Interdepartmental Services Agreements, and we intend to use this for pre-existing ones as requested by requesting departments or at time of renewal. Dependent on Peoplesoft capabilities.</p>
<p>Recommendation 4.1: The Chief Information Officer should direct the Deputy Director of Client Services to reconcile and develop interim documentation of its SLA and ServiceNow procedures for FY 2017-2018. This documentation should be distributed to all SFDT customers when it is available.</p>	<p>Agree</p>	<p>The SFDT's current Strategic Plan calls for a revised online SLA and catalog by the end of this fiscal year. Changes will include reconciliation with ServiceNow. It will be released to departments at the beginning of FY 17/18.</p>	<p>1. Complete</p>
<p>Recommendation 4.2: The Chief Information Officer should prioritize filling vacant budgeted positions in the Client Engagement Office.</p>	<p>Agree</p>	<p>Plans are in place to fill one Client Engagement position by the end of FY 16/17. A second vacant position is targeted to be filled by the end of Q2 FY17/18.</p>	<p>1. The new CIO is evaluating resources and staffing priorities.</p>
<p>Recommendation 5.1: The Chief Information Officer should (1) direct the Deputy Director for Client Services to rewrite the PMO mission statement to strengthen the PMO's defined role, (2) direct the Deputy Directors for SFDT's four divisions to write procedures for assignment of technical staff to PMO projects, and (3) direct the Deputy Director for Client Services to develop procedures for PMO oversight of non-PMO project managers and vendors.</p>	<p>Partially Agree</p>	<p>A revised mission statement to define and strengthen the PMO's role will be developed and communicated by the end of Q1 FY 17/18.</p> <p>The CIO and Deputy Directors will research and discuss the most effective way to utilize technical staff on projects which are assigned to the PMO and write procedures to reflect the agreed upon protocols by the end of Q1 FY 17/18.</p> <p>The department will consider the 3rd recommendation as part of the mission</p>	<p>1. Complete 2. In process with the CIO-Governance 3. CIO reviewing resource distribution</p>

		statement rewrite process to be undertaken during Q1 FY 17/18.	
Recommendation 6.1: The Chief Information Officer should direct the Deputy Director for Client Services to (1) develop more detailed formal protocols on project definition, planning and scope, including working with clients on project scope, and (2) train and evaluate project managers on implementation of these protocols.	Agree	More detailed formal protocols on project definition and scope definition and planning will be developed by the end of FY 16/17. The PMO will complete planned training and PM evaluation on these protocols by Q2 FY 17/18.	<ol style="list-style-type: none"> 1. Complete 2. Training complete, protocols documented
Recommendation 6.2: The Chief Information Officer should direct SFDT's Deputy Directors to (1) require that all staff time is entered into existing time management system (Ontrac) in order to track all staff work, not just work billed to IT Pass-thru work orders, as noted in 1.2 of this report; and (2) reconcile Ontrac timekeeping records with Project Online records monthly.	Agree	SFDT will sunset use of the department-specific time management system (OnTrac), in favor of using the time management program within the City's PeopleSoft payroll system. By the end of Q1 FY 17/18, we will begin monthly reconciliation of PeopleSoft timekeeping records for staff who already track at the project level with Project Online monthly.	<ol style="list-style-type: none"> 1. Complete
Recommendation 6.3: The SFDT Chief Financial Officer should work with the Deputy Director for Client Services to revise Finance Division guidelines to require that invoices be routed to project managers for approval.	Partially Agree	The Department is developing procedures for project manager review and approval of invoices when appropriate. While important for project managers to be involved in purchases and invoicing, they are typically not engaged in work efforts to the degree required, nor are they the SMEs appropriate, for payment authorization.	<ol style="list-style-type: none"> 1. SFDT has implemented invoice review procedures to ensure that business owners or their delegates review invoices prior to payment. 2. Info on Sharepoint site
Recommendation 6.4: The Chief Information Officer should direct the Deputy Director for Client Services to revise PMO project guidelines to require project managers to manage budgets.	Agree	For projects managed by the PMO, the project managers are involved in and informed of project funding amounts and sources, purchase requests and approvals, and payments so that they can assist in managing project budgets, and track/report on forecast vs. actuals.	Complete and changes ongoing

		This will be further clarified in updated PMO guidelines.	
Recommendation 6.5: The CIO should direct the Deputy Director for Client Services to implement Project Online controls, including (1) defining appropriate use of data for and reporting on color-coded status reports; (2) requiring approval by the PMO manager for project changes that exceed a threshold defined by the PMO.	Agree	The PMO has implemented color-coded status and demand management reports. Additional enhancements to provide better visual representation of project status are underway and will be completed by end of FY 16-17. We will develop a threshold for project changes which require PMO Manager approval prior to implementation.	<ol style="list-style-type: none"> 1. Complete 2. CIO reviewing governance procedures. new controls implement 3rd quarter
Recommendation 6.6: The CIO should direct the Deputy Director for Client Services to work with the Strategic Sourcing Manager to implement Recommendation 2.2 to develop a policy to include scopes of work, schedules for deliverables, not-to-exceed amounts, and performance measures in all future contracts.	Agree	The Deputy Director of Client Services with work with the Strategic Sourcing Manager to develop and implement the requested policy.	<ol style="list-style-type: none"> 1. Complete

ITEM #3: PUBLIC SAFETY DATA SHARING/JUSTIS HEARING

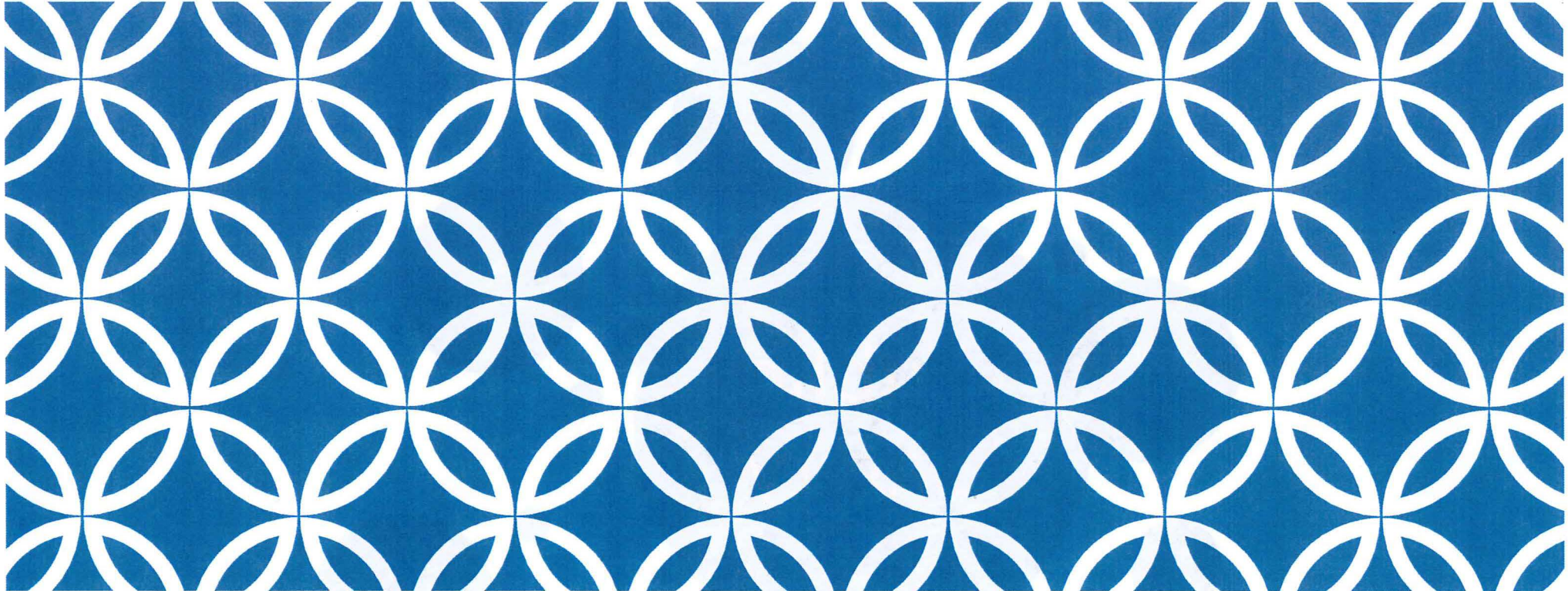
MEMBERS OF JUSTIS: (1) Mayor's Office, (2) City Administrator, (3) Adult Probation, (4) District Attorney, (5) Department of Emergency Management, (6) Juvenile Probation, (7) Police, (8) Public Defender, (9) Sheriff, (10) Status of Women, (11) San Francisco Superior Court, and (12) Department of Technology (non-voting member). The JUS.T.I.S.

PRESENTERS:

Department/Program	Presenter
JUS.T.I.S. (Justice Tracking Information System), City Administrator	Rob Castiglia, JUS.T.I.S. Project Manager*
San Francisco Police Department	Susan Merritt, Technology Division
San Francisco District Attorney	Maria McKee, Principal Analyst, Crime Strategies Unit

STAFF AVAILABLE FOR QUESTIONS:

Department/Program	Staff Attending	Notes
Sheriff	Eileen Hirst, Chief of Staff* Lt. Hardy	Eileen has decades of institutional knowledge on data sharing and JUSTIS
Department of Adult Probation	Bella Fudym, IT Director	
Department of Juvenile Probation	Allen Nance, Chief Probation Officer	
Superior Court	Mike Yuen, Court Executive Officer	Must leave at noon
Department of Technology	Glacier Ybanez, Data* David German	



CRIMINAL JUSTICE SYSTEM DATA & PUBLIC SAFETY

San Francisco
District Attorney's Office
November 15, 2017
Maria McKee, Principal
Analyst



QUESTIONS WE CAN'T ANSWER

How is the criminal justice system addressing homelessness and quality of life crimes?

- # citations issued, where, and for what

Are we keeping victims of domestic violence safe?

- # domestic violence 911 calls that result in arrest and prosecution

What is causing racial disparities in the criminal justice system?

- % of defendants that are Latinx, African American, Asian, & White

Are we preventing crime and making our community safer?

- Rate of recidivism

OR CAN WE?

citations issued, where, and for what

- Integrate Crime Data Warehouse & e-Citation data into JUSTIS

domestic violence 911 calls that result in arrest and prosecution

- Integrate DEM Calls for Service data & Crime Data Warehouse data into JUSTIS

% of defendants that are Latinx, African American, Asian, & White

- Merge Sheriff Jail Management System & CMS data in JUSTIS

Rate of recidivism

- Enhance reporting capacity of JUSTIS

HOW DO WE DO IT? JUSTIS

“The goal of the JUSTIS Program is [...] to provide expanded and more efficient capability to **exchange and extract information** from the combined data of the JUSTIS member agencies **to support mission-critical decision making.**”

HOW DO WE DO IT? JUSTIS

1. Make JUSTIS a permanent program
2. Invest in JUSTIS to build a data repository and reporting functionality
3. Integrate San Francisco Police Department data
4. Integrate Department of Emergency Management data

HOW DO WE DO IT?

Call on the JUSTIS Governance Council to submit a timeline and a budget, including necessary **staffing resources**, to achieve the goal of building an integrated criminal justice system data repository, with reporting capacity, within 2 years.

Call on the Executive Sponsor to report on the Council's progress to the Board on a quarterly basis.

Justice Information Tracking System (JUSTIS) Overview

**Board of Supervisors
Government Audit and Oversight Committee**

November 15, 2017



JUSTIS Overview

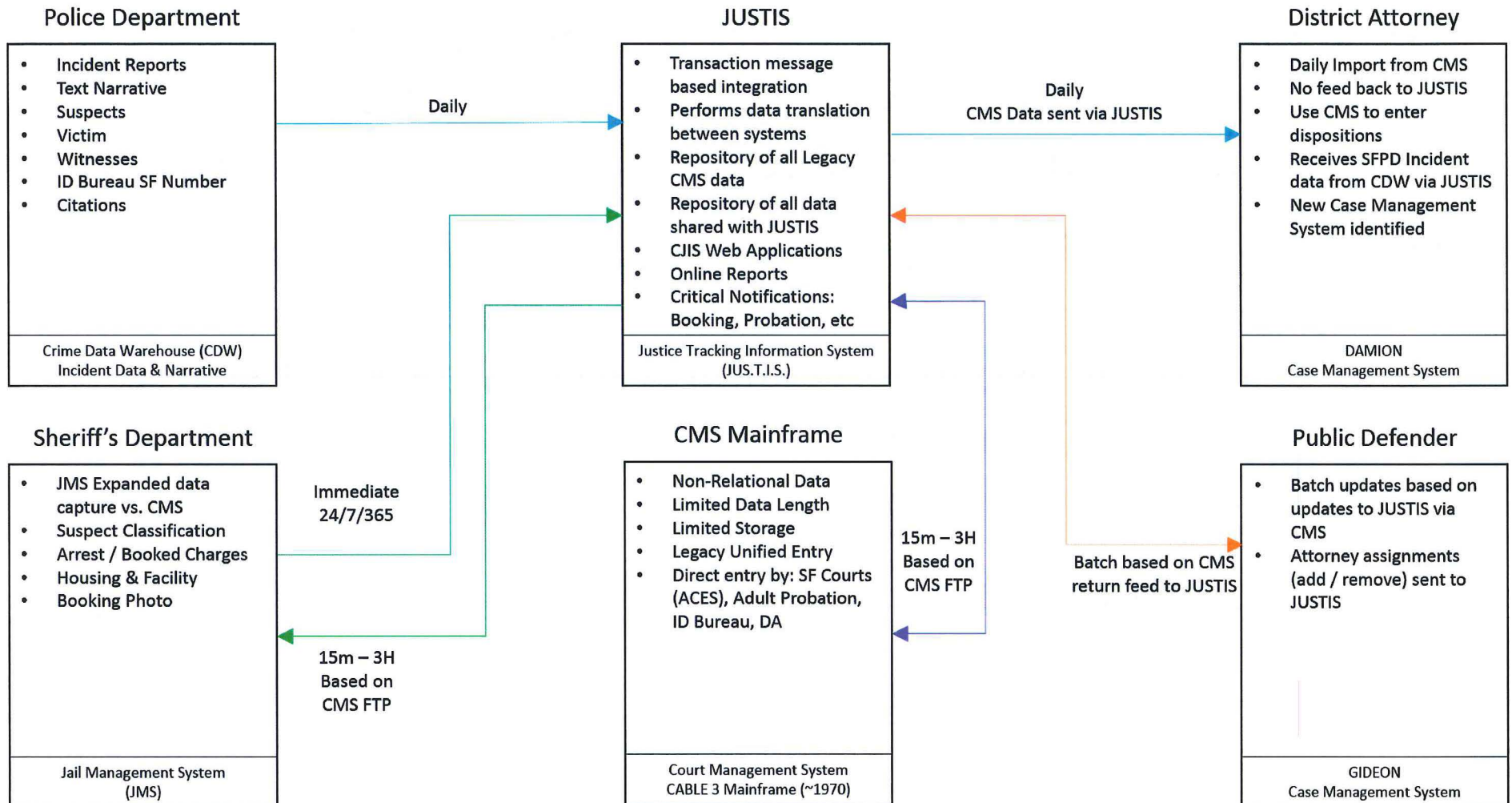
Original Goals:

- Replace the aging integrated legacy mainframe system (CABLE 3), also referred to as CMS
- Provide improved departmental applications and workflow by sharing data
- Provide better access to a greater and more diverse volume of data than available through CABLE
- Provide better reporting of key indices and metrics captured by applications within the domain

JUSTIS Phased Implementation

- Phase 1: Creation of the Hub and Spoke system to allow departments to implement their individual solutions. Limited data sharing scope to focus on CMS dependencies.
- Phase 2: Identify and share the greater and more diverse data now captured by the modern systems. Existing interfaces to be expanded sending JUSTIS data not stored within CABLE. Data sharing and interpretation defined by MOU's.
- Phase 3: Data warehousing and online reporting repository

JUSTIS Integration Overview



JUSTIS Today

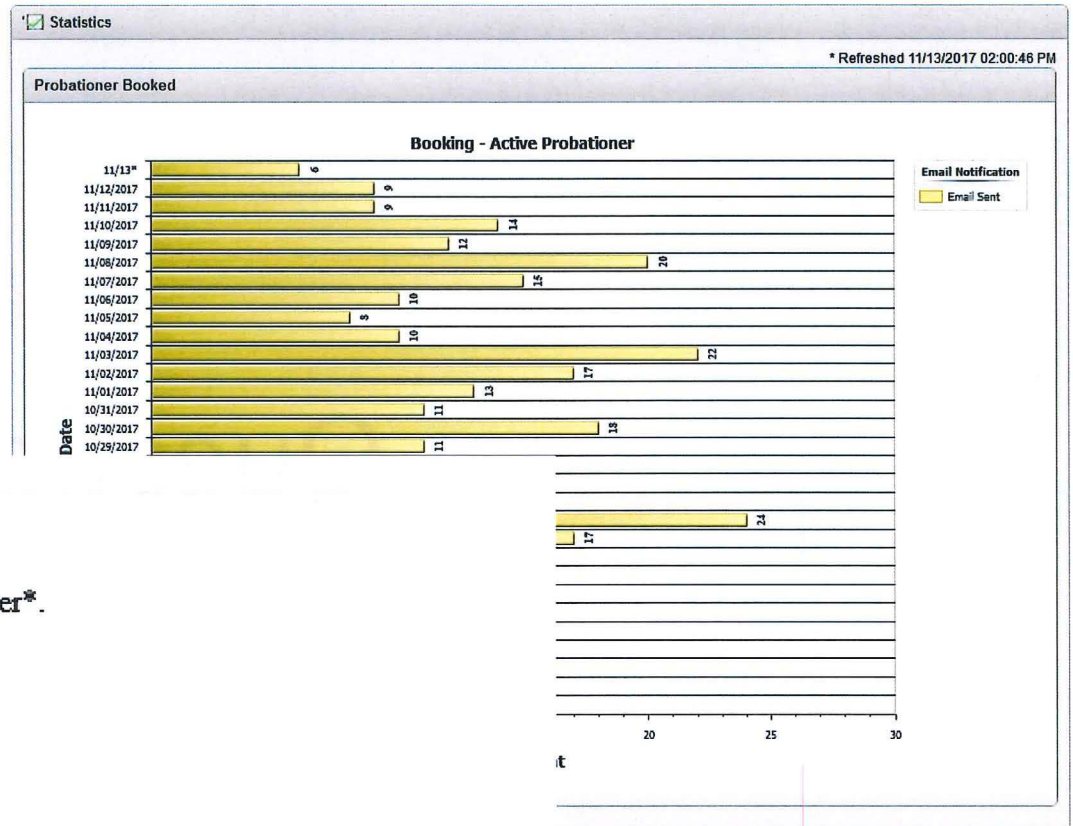
- A 24x7x365 production program since Sheriff and CMS integration go-live in December 2009.
- Most departments still rely on CMS for parts of their business workflow.
- District Attorney, Adult Probation and Courts are in various states of obtaining or implementing new case management systems.
- JUSTIS creates and hosts new applications: Booking alert for anyone booked while on probation and alert system for persons of interest.
- Secure server and network infrastructure in place to securely move data between department systems. Reporting environment also in place where all departments have access.
- Multiple data repositories in place and moving non-CMS data, such as the SFPD CDW Incident data.

JUSTIS Next

- Continue with Phase 1 and the implementation of the Courts CABLE replacement system.
- Verify and validate that all department core business data and reports are handled via their replacement system and JUSTIS hosted applications. – Last step to (CABLE) CMS decommissioning.
- Complete the rewrite of the JUSTIS Vision and Charter to reflect the needs of the departments. Already underway, these discussions are expected to address data sharing MOU's, data interpretation and protocols.
- Identify missing data links and schedule integration.

Questions

JUSTIS Application – Booking Alerts



To SHF - Sheriff Tech Services, sd.booking.notifications (SHF);

JUSTIS Hub has received a booking for an active probationer*.

Booked: 2017-11-13 09:51:46

Booking ID: [REDACTED]

JailNo: 1 [REDACTED]

Docket: [REDACTED]

SFNumber: [REDACTED]

Probationer Name:

*Please internally validate identity. SFNumber provided is the Sheriff's SFNO provided at the time of booking and may not be the identity validated by SFPD Identity Bureau.

JUSTIS Web Applications

The Justice Tracking Information System ("JUS.T.I.S.") integrates City and County of San Francisco ("CCSF") criminal justice agencies' case management systems to replace a 35+ year old mainframe CABLE CMS applications system. It allows public safety departments to gather and share information with each other automatically through a centralized hub, expedite individual department processes and results in a more efficient and effective criminal justice information system.

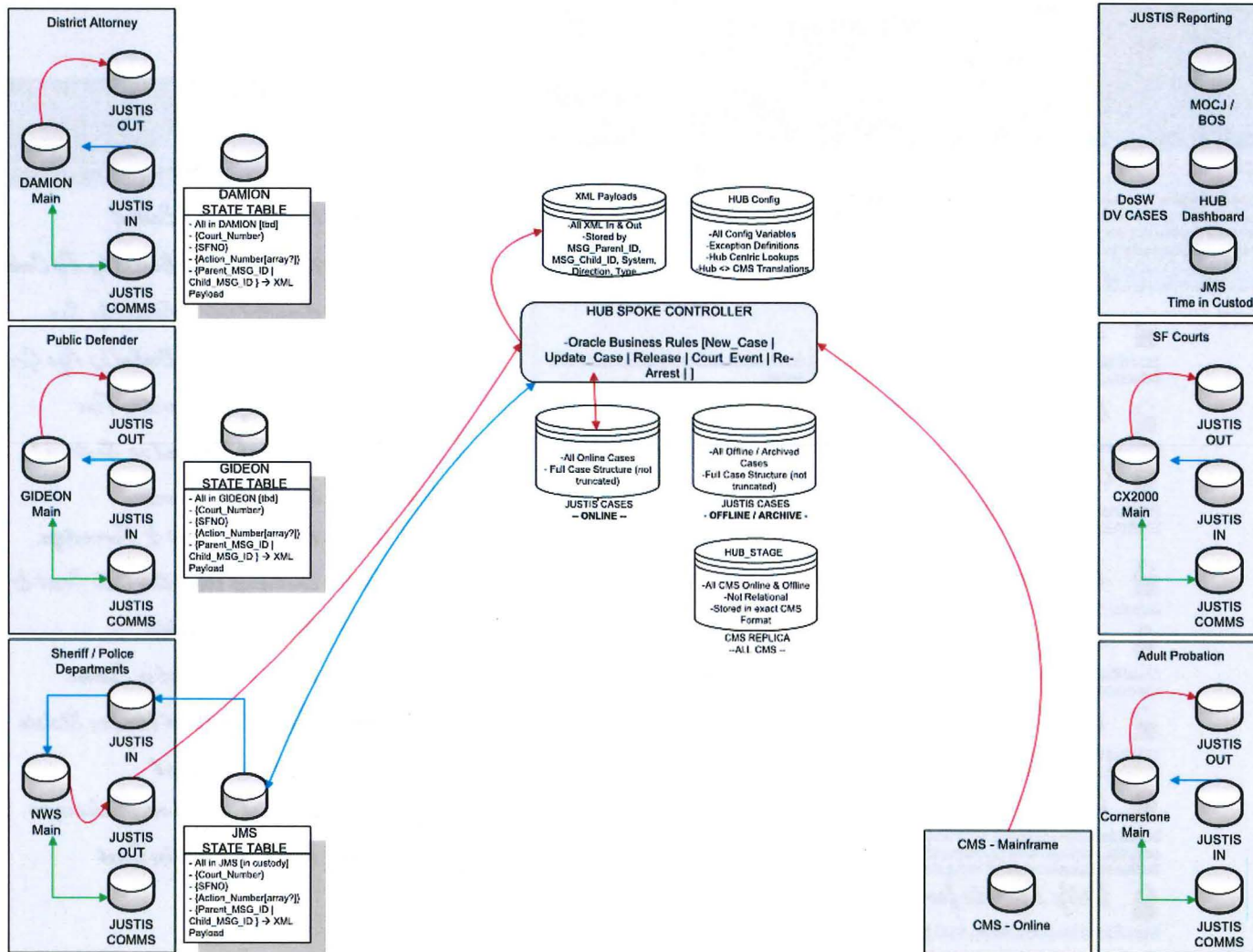
Applications

- Statutes**
San Francisco unified statute table. Change control history and downloadable list from Sheriff, DA, and Police ID Bureau. Authorized users can access the "Statute Attribute" module.
- Daily Court Schedule - Person in Custody**
Daily Court Schedule by any future Court dates for Person in Custody (or Complete List of All Persons).
- CMS Court Calendars Reprint**
Reprint mainframe printout for Daily San Francisco Superior Court Calendars - CALENDAR_BWCT (Bench Warrant & Continuance), CALENDAR_AN (Arraignment), CALENDAR_NOON (Noon).
- Domestic Violence Reporting**
Domestic Violence Reporting Portal with analytical reports.
- Quality-of-Life**
Top offenders with 10 or more Failure-to-Appear Quality-of-Life Citations in the past 12 months, cross checking with probation and in custody information (Court SATS Citation System up to October 2015).
- S.F. Criminal Justice Data Query**
JUSTIS version of CMS CABLE3 Queries (QCA, QCC, QPR, QCD, QMHS). Reporting database currently refreshes every 30 minutes with data from CMS.
- Booking Alert - Person of Interest**
Booking Notification of Person of Interests. This application keeps track of notification group membership, alert expiration. Notifications are by emails when Sheriff department booking with SFNO for the person of interests. Notification also sent when the alert is to be expired (in one week and in one day).
- Daily Reports for District Attorney's Office**
Daily CMS Reports #0295, #0296, #0297 for D.A. Rebooking unit.

City & County of San Francisco
Department on the Status of Women

- D.V. Cases - Arrested and/or Booked*
- D.V. Cases - Arrested and/or Booked by Zip Code*
- D.V. Cases - Arrested and/or Booked by Sex*
- D.V. Cases - Arrested and/or Booked by Age Group*
- D.V. Cases - Length of Incarceration Time*
- D.V. Cases - Length of Dismissed vs. Sentenced*
- D.V. Cases - Sentenced vs. Dismissed*
- D.V. Cases - Rearrested Count & Percentage*
- D.V. Cases - Sentencing Disposition Code Count & Percentage*
- D.V. Cases - Arrested by Statute*
- D.V. Cases - Filed by DA based on Statute*
- D.V. Cases - Amended by Court based on Statute*
- D.V. Cases - Final Statute Used*
- D.V. Cases - Convicted: Felony vs. Misdemeanor*
- D.V. Cases - People on Probation Count*

JUSTIS Reusable Integration





WHY STRATEGIZE?

The five-year strategic plan is a carefully crafted guide to shape and influence city-wide technology priorities and investments. The plan identifies specific strategies, objectives and initiatives in the near term forming direction and business outcomes for later years. This is a responsible way to plan to a five-year horizon in an industry that creates, evolves, or totally eliminates technologies in the same time frame. This means the tools and techniques available to us tomorrow are likely to be very different from those of today. What is less likely to change is the pace for civic objectives of the Mayor's Office and the role technology can play in enabling those solutions for the benefit of the City and County of San Francisco and its residents, businesses, workforce, and visitors.

MISSION STATEMENT

The City and County of San Francisco's Department of Technology believes in connected communities, innovation and the delivery of intelligently designed systems. We are committed to empowering CCSF through technical expertise and leadership, responsive service, and partnership.

VISION STATEMENT

DT aims to be the IT department of choice for the City and County of San Francisco.

We will improve government services, enhancing the lives of the City's residents, businesses, and visitors through smart, responsive use of technology.

VALUES STATEMENT

- **Culture:** Foster a culture of caring that values and respects our people.
- **Teamwork:** Working together to achieve common goals.
- **Excellent Customer Service:** Make decisions in the best interest of our customers.
- **Performance:** Getting to DONE on time, on budget and with high quality.
- **Accountability:** Take ownership and responsibility for our actions.
- **Transparency:** Report clear, concise and complete methods, resources and outcomes.

STRATEGIC AREAS OF FOCUS

1. ICT Infrastructure & Operations: Thoughtful investments in infrastructure, network, and data storage that improve performance, increase resiliency, and facilitate the current and future demands of City operations.

Intent: Enhancing and extending the City's technology infrastructure is core to DT's mission and a vital role in supporting City operations. DT is focused on transforming City operations enabled through next generation data management, telephony, and connectivity. Strategies in this area reflect a significant shift from on premise to the cloud as well as from a decentralized to centralized management.

2. Shared Services: Maximize the business value of the DT service portfolio through strong management, effective delivery, and increased customer satisfaction.

Intent: Shared services will transform DT into a technology partner for City departments – delivering infrastructure and application needs as good as, if not better than, the market place. The first step is building a trusted relationship with our customers through attentive customer-first support services. Governed through the Shared Services Forum, DT will be developing and delivering services driven by customer demand. Beyond support, DT is focused on deployment of modern infrastructure architecture and supporting digital products we will launch in the future. This area is focused on investing in the network to ensure high performance, resiliency, and reliability make our shared service goals possible.

3. Cybersecurity: Secure the City's infrastructure, network, and data by establishing strong policies and practices while integrating superior cybersecurity tools.

Intent: The more connected the world, and the more technologically advanced, the greater and deeper the security threats. Cybersecurity is no longer a part-time job; it's a full-time priority. The objectives described in this plan help create a more secure technology infrastructure – establishing strong policies and practices and integrating tools that are best of breed.

4. Organizational Performance: Increase the performance of the organization across all areas through our people, our processes, and measured, evidenced-based improvement.

Intent: To build and maintain modern technologies and focus on transformative customer service, we must recruit and retain quality people with the right skills, knowledge, ability, and a passion for creating value to their colleagues and our client departments. DT is focused on iterative improvement and laying the foundations that underlie high performance. The leadership is committed to building a culture whereby people thrive.



STRATEGIC AREAS OF FOCUS

DEPARTMENT OBJECTIVES

INITIATIVES

*COIT Project
+Capital Planning Project

1. ICT INFRASTRUCTURE & OPERATIONS

Thoughtful investments in infrastructure, network and data storage that improve performance, increase resiliency, and facilitate the current and future demands of City operations.

2. SHARED SERVICES

Maximize the business value of the DT service portfolio through strong management, effective delivery, and increased customer satisfaction.

3. CYBERSECURITY

Secure the City's infrastructure, network, and data by establishing strong policies and practices while integrating superior cybersecurity tools.

4. ORGANIZATIONAL PERFORMANCE

Increase the performance of the organization across all areas through our people, our processes and measured, evidence-based improvement.

1.1 CONNECTIVITY: Increase connectivity for the benefit of the public and the City employees that serve them.

1.2 CLOUD: Enable citywide migration of data to the cloud to decrease maintenance costs and enhance security, redundancy, and stability.

1.3 DATA CENTER OPTIMIZATION: Improve the efficiency of citywide data centers by centralizing and streamlining operations.

1.4 VOIP: Transform the City's telephony and internet connectivity to provide higher levels of resiliency and availability to departments while simplifying overall architectural complexity.

2.1 CLIENT SERVICES: Deliver technology-focused services that drive efficiencies, cost savings and allow client departments to focus on delivering services to constituents.

2.2 CLIENT ENGAGEMENT: Establish best-in-class tools, methods, and experience for our customers.

3.1 POLICY: Adopt cybersecurity framework to protect critical systems and data.

3.2 OPERATIONS: Identify, Protect, Detect, Respond, and Recover using the NIST Framework.

3.3 COIT CYBERSECURITY PROJECTS: Successfully implement COIT projects, specifically Identity and Access Management, Business Continuity/Disaster Recovery, Active Directory, and Third-Party Patching Solution.

4.1 DEVELOPMENT: Establish the core organizational programs and processes that support continuous improvement, collaboration, coordination, and communication.

4.2 TALENT MANAGEMENT: Create a modern and industry competitive talent recruitment and retention program.

4.3 EFFECTIVENESS: Enhance individual accountability, efficiency, and effectiveness.

1.1.1 - Mapping Connectivity Assets Project

1.1.2 - Facility Connectivity & Backbone Capacity

1.1.3 - Dig Once

1.2.1 - City Cloud*

1.3.1 - Mainframe Refresh*

1.3.2 - Data Center Transformation

1.4.1 - Upgrade the Network*

1.4.2 - Telephony Applications*

2.1.1 - Adoption of Enterprise Applications

2.1.2 - Support SSO

2.1.3 - SFGIS Program

2.1.4 - People Soft Implementation (F&P)

2.1.5 - Improve IPTV System Reach

2.2.1 - IT Service Management

2.2.2 - IT PMO Standards

2.2.3 - Business Relationship Management

2.2.4 - Integrated Service Desk

3.1.1 - Establish Policies

3.1.2 - Policy Execution

3.2.1 - Security Operations Center

3.2.2 - Cybersecurity Risk Mgmt. Program

3.2.3 - Security Architecture

3.3.1 - Identity & Access Management*

3.3.2 - Citywide Active Directory*

4.1.1 - Internal Communications

4.1.2 - Knowledge Management

4.2.1 - Utilizing Recruiting Tools

4.2.2 - Workforce Planning & Forecasting

4.3.1 - Cost Analysis & Reporting

4.3.2 - Sourcing & Vendor Management

1.1.4 - Radio Replacement

1.1.5 - 1500 Mission Build+

1.4.3 - Telephony Infrastructure*

1.4.4 - Call Center*

2.1.6 - Upgrade & Invest in New Equipment

2.1.7 - Expand Production Services & Programs

2.1.8 - New Audio Service

2.1.9 - Cybersecurity Insurance

2.2.5 - Network Operations Center

2.2.6 - Public Communications

2.2.7 - CCSF/Citywide Communications

3.2.4 - Resiliency

3.2.5 - Advanced Endpoint Protection

3.2.6 - Mobile Device Management DT

3.3.3 - Third-Party Patch Mgmt. Program*

3.3.4 - Business Continuity/Disaster Recovery*

4.1.3 - Continuous Improvement Programs

4.1.4 - Performance Evaluations

4.2.3 - Technical Training Professional

4.2.4 - CJIS Certification

4.3.3 - Citywide Financial System Migration

4.3.4 - Relocate Safety Division