

**2011-12 Civil Grand Jury Report –
 Response from the Department Head, Department of Emergency Management and IT Manager, Department of Emergency Management
 Déjà Vu All Over Again: San Francisco’s City technology needs a culture shock**

Recommendation/Finding of Grand Jury	Responses Required From	Response 1. Agree or has been implemented 2. Disagree or will implement in future 3. Recommendation requires further analysis 4. Recommendation will not be implemented
I - THE STRUCTURE OF CITY TECHNOLOGY		
Finding F2. The Department of Technology continues to be perceived by many of its customers as providing unsatisfactory service in terms of quality, reliability, timeliness, and cost.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	1. Agree. Generally this is true although the perception of DT service delivery varies by Department and some DT divisions are perceived more favorably than others.
Finding F4. Another consequence to the Department of Technology for unsatisfactory service is the reluctance of departments to participate in citywide initiatives and to give up their operational independence.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	See response to F2
Finding F5. COIT policies and citywide consolidation initiatives are not communicated to Department Heads and CIOs effectively by the Mayor and COIT.	<ul style="list-style-type: none"> • Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management 	2. Disagree. This information is disseminated at both the Mayor’s Department Head meetings and the COIT monthly meetings.
Finding F9. Departmental CIOs have no formal forum to communicate with each other or coordinate common technology issues.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	2. Disagree. This is one of the primary goals of COIT – to share information and communicate about projects. Coordination does occur at COIT meetings.
Finding F10. The lack of a functional reporting relationship between the City CIO and the departmental CIOs is a fundamental weakness in implementing common citywide programs.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	1. Disagree. While creation of a functional reporting relationship between the City CIO and the departmental CIOs might strengthen common citywide program cooperation, departmental CIOs need to report directly to their Executive Directors in order to ensure that departmental needs are met.
Finding F11. Allowing common ICT functions to be addressed and performed on a department-by department basis has led to duplication of effort and unnecessary spending.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	1. Agree.
Finding F13. There are no consolidated citywide ICT budget and staffing plans.	<ul style="list-style-type: none"> • Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management 	2. Disagree. COIT oversees the City’s ICT budget.

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	Management	
Recommendation R2. The Budget Analyst or the Controller perform a management audit evaluating the Department of Technology’s functions to determine if the Department adequately communicates with other departments, and how to alleviate the Department’s barriers to better performance.	<ul style="list-style-type: none"> IT Manager - Department of Emergency Management 	1. Agree. We have found the Controller’s Audit and Performance Unit to be incredibly helpful to us in identifying performance barriers and making logical recommendations to improve performance and communications within our Department. DT could benefit from this expertise.
Recommendation R5. The City CIO develop consolidated citywide comprehensive ICT budget and staffing plans, reviewed and approved by COIT, and take the lead in its presentation to the Mayor’s Budget Office and the Board of Supervisors.	<ul style="list-style-type: none"> Department Head – Department of Emergency Management IT Manager - Department of Emergency Management 	1. Agree - although the final decision for departmental ICT staffing needs to remain with the departmental Executive Directors.
Recommendation R6. Subsequent to COIT approval of the ICT budget and staffing plans, COIT and the City CIO monitor adherence to these plans.	<ul style="list-style-type: none"> Department Head – Department of Emergency Management IT Manager - Department of Emergency Management 	1. Agree.
Recommendation R7. The City CIO position be elevated in authority, responsibility, and accountability by creating functional “dotted-line” relationships between the City CIO and the departmental CIOs.	<ul style="list-style-type: none"> Department Head – Department of Emergency Management IT Manager - Department of Emergency Management 	See response to F10
Recommendation R8. Provide staff support to both the City CIO and COIT.	<ul style="list-style-type: none"> Department Head – Department of Emergency Management IT Manager - Department of Emergency Management 	1. Agree.
II - A DEARTH OF ICT INFORMATION		
Finding F14. Although COIT, DT, and a City CIO, address	<ul style="list-style-type: none"> Department Head – Department of 	1. Agree.

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technology on a citywide basis, technology is not treated as a distinct citywide organizational entity.	Emergency Management • IT Manager - Department of Emergency Management	
Finding F15. There is no comprehensive annual reporting on the state of technology within City government presented to the Mayor or the Board of Supervisors.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	1. Agree.
Finding F16. There is a scarcity of consolidated citywide data in the technological arena, separate from departmental budgets.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	1. Agree.
Finding F17. COIT concentrates on the design and implementation of individual projects rather than citywide costs and savings stemming from these projects.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. COIT attempts to gather metrics on cost savings from departments.
Finding F18. There is a need for a citywide ICT asset management system.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. A citywide asset system might be useful for smaller departments however larger departments will need to maintain their own systems and this would invariably result in duplicate entries and stale data in the citywide system.
Finding F19. There is a need for a citywide database of ICT personnel.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	1. Agree - however this data is already available to COIT.
Finding F20. There is no effort to gather and utilize comprehensive quantitative data to track how ICT currently functions.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. DT has conducted numerous surveys of ICT systems over the last few years.
Finding F21. The ICT 5-year plan is not a strategic plan	• Department Head – Department of	1. Agree. The ICT 5 year plan was not intended to

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and does not calculate how changes in ICT systems would impact City operations and costs.	Emergency Management • IT Manager - Department of Emergency Management	be a strategic plan – rather it was intended to capture and catalogue current and planned projects.
Recommendation R11. The City CIO work with the Controller to conduct a survey, including, but not limited to, performance data, client satisfaction, decision-making and evaluation criteria, inventory of services, and needs assessment, first for baseline figures and then annually to measure improvement over the baseline figures.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	1. Agree. See response to R2.
Recommendation R12. The City CIO report annually on the state of technology in the City to the Mayor and the Board of Supervisors.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	1. Agree.
Recommendation R13. The City CIO and the Controller create a citywide asset management system for ICT equipment.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	See response to F18.
Recommendation R14. The City CIO and DHR create a citywide skills database for personnel, to catalog such skills as programming languages, web development, database, networking, and operating systems.	• IT Manager - Department of Emergency Management	1. Agree.
III. THE NEED FOR A CITYWIDE STAFFING PLAN		
Finding F22. City ICT managers are experiencing a growing difficulty in hiring technologists with “cutting edge” knowledge, skills, and experience.	• IT Manager - Department of Emergency Management	3. Agree that the hiring process for ICT personnel is time consuming, cumbersome, and does not always provide the best results, however the Charter revision proposed by the CGJ is not necessarily the best nor most appropriate solution to the problem.

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Finding F23. Relying on Permanent Civil Service as a standard way of hiring technologists is too slow and cumbersome for the business needs of ICT units.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	See response to F22.
Finding F24. Relying on Permanent Civil Service as a standard way of hiring technologists prevents the city from attracting top talent from the private sector.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	See response to F22.
Recommendation R15. Revise the Charter so that all vacant and new technology positions be classified as Group II exempt positions.	<ul style="list-style-type: none"> • IT Manager - Department of Emergency Management 	See response to F22. Other possible solutions should be explored. We do not agree with this recommendation as written.
IV. A CULTURE IN NEED OF CHANGE		
Finding F25. City technology culture is based in the belief that operating departments focus on their individual missions at the expense of citywide needs.	<ul style="list-style-type: none"> • Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management 	2. Disagree. While it is true that each department focuses primarily on their own internal needs, departments do not intentionally do so at the expense of citywide needs.
Finding F26. The cooperative attitude among departments and DT previously found by an earlier Civil Grand Jury has faded.	<ul style="list-style-type: none"> • Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management 	2. Disagree. In general, there has been an improvement in cooperation among departments over the last few years.
Finding F27. A department-first perspective, not the citywide perspective intended in the Administrative Code, results in a lack of coordination and communication between and among the different departments.	<ul style="list-style-type: none"> • Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management 	2. Disagree. See response to F25. COIT acts as the vehicle for information sharing, exchange and priority setting.
Finding F28. A department-first perspective, not the	<ul style="list-style-type: none"> • Department Head – Department of 	2. Disagree. See response to F25.

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citywide perspective intended in the Administrative Code, results in duplication of common technology services and products.	Emergency Management • IT Manager - Department of Emergency Management	
Finding F29. Department Heads and CIOs do not view the authority granted COIT and the City CIO in the Administrative Code as governing their own plans and actions.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. COIT has approval authority over ICT projects. Projects that do not conform to citywide objectives will not be approved.
Finding F30. Neither COIT nor the City CIO behave as if they fully believe in their authority to enforce policy and consolidation initiatives.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. See response to F29.
Finding F31. There are no severe or immediate consequences resulting from City departments failing to abide by agreements to implement citywide initiatives or meet established timelines for completion.	• Department Head – Department of Emergency Management • IT Manager - Department of Emergency Management	2. Disagree. See response to F29.