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MAYOR

POLICE DEPARTMENT  
**CITY AND COUNTY OF SAN FRANCISCO**

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**GREGORY P. SUHR**  
CHIEF OF POLICE

September 25, 2012

The Honorable Katherine Feinstein  
Presiding Judge  
Superior Court of California  
County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102-4512

Dear Judge Feinstein:

I am pleased to provide the San Francisco Police Department's (SFPD) responses to the 2011-2012 Civil Grand Jury report entitled "Déjà Vu All Over Again: San Francisco's City Technology Needs a Culture Shock". The SFPD's responses to the report's findings and recommendations are set forth in the accompanying memorandum.

The SFPD appreciates the work done by the Civil Grand Jury as it relates to the City's "Technology Needs a Culture Shock". We look forward to incorporating the many useful and relevant ideas set forth in the Déjà Vu All Over Again: San Francisco's City Technology Needs a Culture Shock" report, particularly as they relate to cooperation among stakeholders, technology sharing, citywide cost savings, improved Technology infrastructure.

I thank the 2011-2012 Civil Grand Jury for its efforts in improving San Francisco government, the public's safety, technology, and the overall quality of life in our city, and I am grateful for the opportunity for the SFPD to participate in these initiatives.

Sincerely,

**GREGORY P. SUHR**  
Chief of Police

/cf

Attachment

c: Mario Choi, Foreperson Pro Tem, Civil Grand Jury  
Government Audit Clerk, Office of the Clerk of the Board

**SAN FRANCISCO POLICE DEPARTMENT  
RESPONSE TO THE CIVIL GRAND JURY REPORT**

September 13, 2012

**I. The Structure of San Francisco City Technology**

**G. Findings**

**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.**

Response: Partially Disagree. Parts of the Department of Technology provide great service - such as radio shop. Parts of the Department of Technology do not work as well - such as providing solid infrastructure (systems not going down) support for email, internet, Telecommunications.

**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**

Response: Agree.

**F5: COIT policies and citywide consolidation initiatives are not communicated to Department Heads and CIOs effectively by the Mayor and COIT**

Response: Wholly Disagree. COIT policies and consolidation initiatives are communicated through COIT and the Mayor.

**F9. Departmental CIOs have no formal forum to communicate with each other or coordinate common technology issues.**

Response:

**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.**

Response: Disagree. It would be beneficial if informal meetings could be called by the City CIO to have a forum of CIOs to do planning. A formal reporting relationship is not what is needed.

**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.**

Response: Agree

**F13: There are no consolidated citywide ICT budget and staffing plans**

Response: Partially Disagree. COIT provides citywide budgets for major projects. As citywide staffing plans for technology have not been discussed at the department level, defer to Controller's Office, DT, and DHR.

**H. Recommendations**

**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.**

Response: Agree.

**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**

Response: Agree. It makes sense for the City CIO to develop citywide plans only for citywide technologies such as email, network, Data Centers. It would not be reasonable to expect the City CIO to understand the issues and concerns of all departments.

**R6: Subsequent to COIT approval of the ICT budget and staffing plans, COIT and the City CIO monitor adherence to these plans**

Response: Partially Disagree. COIT does monitor adherence to budget plans.

**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**

Response: Partially Disagree. The City CIO should have authority over citywide technologies such as enterprise networks, data centers, infrastructure. The City CIO should not have authority over departmental technologies.

**R8: Provide staff support to both the City CIO and COIT**

Response: Disagree. What staff support is needed that is not already in place?

**II. A Dearth of ICT Information**

**F. Findings**

**F14: Although COIT, DT, and a City CIO, address technology on a citywide basis, technology is not treated as a distinct citywide organizational entity**

Response: Agree.

**F15: There is no comprehensive annual reporting on the state of technology within the City government presented to the Mayor or the Board of Supervisors**

Response: Agree.

**F16: There is a scarcity of consolidated citywide data in the technological arena, separate from departmental budgets**

Response: Agree.

**F17: COIT concentrates on the design and implementation of individual projects rather than citywide costs and savings stemming from these projects**

Response: Disagree. COIT identifies where projects overlap and directs agencies to work together to save costs.

**F18: There is a need for citywide ICT asset management system**

Response: Disagree. This would be too unwieldy.

**F19: There is a need for a citywide database of ICT personnel**

Response: Disagree. Other things are needed that are more urgent in nature such as a better recruiting process.

**F20: There is no effort to gather and utilize comprehensive quantitative data to track how ICT currently functions**

Response: Disagree. What data – unclear finding.

**F21: The ICT 5-year plan is not a strategic plan and does not calculate how changes in ICT systems would impact City operations and costs**

Response: Disagree. Projects such as email and Data Center Consolidation clearly outline improved operations and costs.

## **G. Recommendations**

**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**

Response: Agree.

**R12: The City CIO report annually on the state of technology in the City to the Mayor and the Board of Supervisors**

Response: Agree.

**R13: The City CIO and the Controller create a citywide asset management system for ICT equipment**

Response: Disagree. Will not be implemented due to being unwieldy.

### **III. The Need for a Citywide Staffing Plan**

#### **C. Findings**

**F22: City ICT managers are experiencing a growing difficulty in hiring technologists with “cutting edge” knowledge, skills, and experience**

Response: Agree.

**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**

Response: Agree.

**F24: Relying on Permanent Civil Service as a standard way of hiring technologists prevents the city from attracting top talent from the private sector**

Response: Agree.

#### **D. Recommendations**

**R15: Revise the Charter so that all vacant and new technology positions be classified as Group II exempt positions**

Response: Disagree Partially. Defer to City CIO and DHR as it is unsure what the positions are classified now or how this would impact hiring at the department level.

### **IV. A Culture in Need of a Change**

#### **A. Findings**

**F25: City technology culture is based in the belief that operating departments focus on their individual missions at the expense of citywide needs**

Response: Disagree. Departments work together well to meet city needs.

**F26: The cooperative attitude among departments and DT previously found by an earlier Civil Grand Jury has faded.**

Response: Partially Disagree. Not knowing the history or what the attitude was prior to arrival of current CIO, there is no way to determine if it has become better or worse.

**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**

Response: Disagree. Departments work well together on citywide projects.

**F28: A department-first perspective, not the citywide perspective intended in the Administrative Code, results in duplication of common technology services and products**

Response: Partially Disagree. It is difficult to be aware of all efforts and technologies citywide. However, this is not because of a department-first perspective.

**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**

Response: Partially Disagree. Our department works well with COIT to jointly determine plans and actions for our department.

**F30: Neither COIT nor the City CIO behave as if they fully believe in their authority to enforce policy and consolidation initiatives.**

Response: Disagree. COIT behaves with authority to enforce policies and consolidation initiatives.

**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**

Response: Partially Disagree. While consequences are not necessarily severe or immediate, City departments know they must abide by agreements to implement citywide initiatives.