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October 1, 2012

**The Honorable Katherine Feinstein
Presiding Judge of the Superior Court
Superior Court of California
County of San Francisco - Grand Jury
400 McAllister St., Room 008
San Francisco, CA 94102**

**Re: SFMTA's Response to the Civil Grand Jury's Report:
"Déjà Vu All Over Again: San Francisco's City Technology Needs a Culture Shock"**

Dear Judge Feinstein:

The San Francisco Municipal Transportation Agency (SFMTA) has carefully reviewed the Civil Grand Jury's report entitled, "Déjà Vu All Over Again: San Francisco's City Technology Needs a Culture Shock." The SFMTA appreciates the effort and work of the Civil Grand Jury in researching and producing this report.

It is important to note that while we responded to the Findings stated in the report as directed, many of the project and initiatives discussed are not SFMTA projects, but are under the purview of the Department of Technology. With regard to the recommendations to which the SFMTA was directed to respond, as these recommendations are not within our power to implement, we are not in a position to respond to the status of the recommendations as defined by California Penal Code Sections 933 and 933.05 and therefore defer to the citywide consolidated response.

Please find attached our official response to the Civil Grand Jury report.

Sincerely,



**Edward D. Reiskin
Director of Transportation**

cc: San Francisco Board of Supervisors
San Francisco MTA Board of Directors



SFMTA Response Table to 2012 CGJ Technology Report

*Note: Below recommendations will not be implemented by SFMTA as implementation is the responsibility of different departments. As a result, the SFMTA is not in a position to respond to the status of recommendations as defined by California Penal Code Sections 933, 933.05. Please see the City's consolidated response.

FINDINGS	SFMTA RESPONSE	EXPLANATION
F2 Dept CIO	Agree	The SFMTA agrees with this finding.
F4 Dept CIO	Disagree partially	The Department of Technology understands the need to deliver improved service to City Departments and as a result, we are seeing enhanced willingness by Departments to participate in Citywide initiatives.
F5 Dept Head and CIO	Agree	The SFMTA agrees with this finding.
F9 Dept CIO	Disagree partially	With authority as the oversight body for technology in the City, the DT CIO and CTO can advance a broad technology vision for the City while ensuring that day-to-day technology operations needs are tended to as well.
F10 Dept CIO	Disagree partially	While the SFMTA does agree that the reporting relationship outlined in R7 would enhance delivery of technology services in the City, progress has been made in efforts to advance citywide technology programs.
F11 Dept CIO	Disagree partially	While there are opportunities for consolidated citywide services, some common ICT functions may be most efficiently and/or effectively delivered at the Departmental level. This is particularly true when a Department is leveraging a staff member to perform multiple functions. No cost savings would be achieved through consolidated services.
F13 Dept Head and CIO	Disagree partially	COIT's Planning and Budgeting Subcommittee works to evaluate, rate, and determine funding for technology projects in the City and members of the City technology community and COIT are actively engaged in discussion about appropriate staffing levels.

SFMTA Response Table to 2012 CGJ Technology Report

FINDINGS	SFMTA RESPONSE	EXPLANATION
R2 Dept Head and CIO	*Please see note above.	
R5 CIO	*Please see note above.	
R6 CIO	*Please see note above.	
R7 CIO	*Please see note above.	
R8 CIO	*Please see note above.	
F14 Dept Head and CIO	Disagree partially	Through efforts such as data center consolidation, Citywide e-mail, and new enterprise agreements the City is making strides toward a Citywide vision for delivery of technology related services.
F15 Dept Head and CIO	Agree	The SFMTA agrees with this finding.
F16 Dept Head and CIO	Disagree partially	There has been improvement in recent years, but the City should continue its efforts to consolidate data.

SFMTA Response Table to 2012 CGJ Technology Report

FINDINGS	SFMTA RESPONSE	EXPLANATION
F17 Dept Head and CIO	Disagree partially	COIT strives to identify savings opportunities in the process of considering all Citywide projects both in the planning and implementation processes.
F18 Dept Head and CIO	Agree partially	The SFMTA agrees that having asset data consolidated citywide would be beneficial. Whether that is done via a single citywide system or via integration of existing systems should be explored.
F19 Dept Head and CIO	Agree	The SFMTA agrees with this finding.
F20 Dept Head and CIO	Disagree	DT regularly requests data on the state of departmental technology operations, and COIT reviews progress on key ICT initiatives.
F21 Dept Head and CIO	Disagree	Projects in the ICT are evaluated in accordance with a variety of criteria including cross-departmental synergies and cost savings opportunities. In addition, considerable time was vested in identifying strategic priorities for the ICT Plan at the outset of the process.
R11 Dept Head and CIO	*Please see note above.	
R12 Dept Head and CIO	*Please see note above.	
R13 Dept Head and CIO	*Please see note above.	

SFMTA Response Table to 2012 CGJ Technology Report

FINDINGS	SFMTA RESPONSE	EXPLANATION
R14 CIO	*Please see note above.	
F22 CIO	Agree	The City should explore new ways to enhance its recruiting and outreach efforts to attract a talented and diverse pool of applicants.
F23 CIO	Agree	While some positions in the Technology realm are well suited to PCS positions, others are more project-based and/or require skill sets that are not always common with individuals on existing lists.
F24 CIO	Agree partially	While top flight technologists can be recruited through Permanent Civil Service, the perceived bureaucratic nature of the process amongst private sector candidates, hiring timeline, rigid salary guidelines, and other factors may deter some candidates from being recruited for opportunities with the City
R15 Dept Head and CIO	*Please see note above.	
F25 Dept Head and CIO	Disagree	At the SFMTA and other departments, we recognize the importance of advancing technology solutions that meet the needs of our internal and external customers while considering opportunities to help advance Citywide initiatives and partner with other Departments as well.
F26 Dept Head and CIO	Disagree partially	While DT and departments have been making strides toward advancing a more customer-friendly and cooperative environment, there is always room for improvement.
F27 Dept Head and CIO	Disagree partially	The ICT Plan and other DT/COIT activities are helping the City advance more broad initiatives than in the past with a focus on solutions that have positive impacts across the City organization.

SFMTA Response Table to 2012 CGJ Technology Report

FINDINGS	SFMTA RESPONSE	EXPLANATION
F28 Dept Head and CIO	Disagree partially	DT's and COIT's processes are designed to limit duplication of services and products. In addition, proactive departments work with peers to identify opportunities to leverage existing services and products.
F29 Dept Head and CIO	Disagree	COIT and the City CIO have significant influence over Departmental activities.
F30 Dept Head and CIO	Disagree	COIT and the City CIO actively use oversight of purchasing processes and other levers to ensure departments are in alignment.
F31 Dept Head and CIO	Disagree partially	The SFMTA is supportive of citywide initiatives and is working closely on integration with data center consolidation, City-wide email, enterprise agreement efforts, and other activities. All departments stand to benefit from working in line with City policies and to advance City-wide initiatives. Stronger accountability to ensure those outcomes would be beneficial.