



San Francisco International Airport

October 1, 2012

The Hon. Katherine Feinstein
Presiding Judge
Superior Court of California
County of San Francisco
Civil Grand Jury
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Dear Judge Feinstein:

Attached, please find the Airport's response to the Grand Jury report regarding the City's Information Technology dated June 2012.

Please do not hesitate to contact me or Theresa Lee at 650-821-5000.

Very truly yours,

John L. Martin For
Airport Director

Attachment

cc: Informational copy: Grand Jury Office
Ms. Kate Howard, Mayor's Office (electronically)

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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AIRPORT'S RESPONSE TO THE CIVIL GRAND JURY REPORT

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: Agree.

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: Wholly Disagree.

The Airport has fully participated in citywide initiatives that have been approved by COIT; specifically datacenter consolidation and virtualization, email consolidation and Project eMerge. Datacenter consolidation and virtualization – the City's Tier II datacenter is being constructed at SFO and SFO will make full use of the facility and provide hosting services to City departments once it is operational. The Airport's ITT will manage datacenter hosting services to City departments. Email consolidation – The Airport has subscribed to the citywide MS 365 (cloud based MS Exchange) system and is scheduled to convert the SFO MS Exchange system to MS 365. Project eMerge – The Airport has representatives on the Project eMerge Steering Committee and are actively engaged with the project.

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

Response: Wholly Disagree.

The Airport Director, Deputy Airport Director and Airport CIO regularly participate in all COIT meetings. Several SFO Managers and Directors regularly participate in all COIT sub-committees. The Airport receives regular communications from the Mayor or his designee and the CIO at all COIT committee meetings or through COIT staff.

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

Response: Agree.

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.

Although there is agreement that there are some obstacles in implementing common citywide programs, the lack of a functional reporting relationship between the City CIO and the departmental CIOs is not a weakness in implementing common citywide programs.

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: Partially Disagree.

There may have been some duplication of common ICT function/systems by departments due to a lack of progress in the development of citywide standards. Because of this, the Airport's need to undertake some projects that could be considered common ICT systems cannot be categorized as unnecessary. For efficiency and timeliness, certain common functions must be performed by individual depts. due to location, size and business priorities. All departments adhere to current citywide IT policies to avoid unnecessary spending and duplication of efforts.

F13. There are no consolidated citywide ICT budget and staffing plans.

Response: Disagree.

The Controller has produced a consolidated IT budget and expenditure report including staffing data.

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: Defer to the Budget Analyst or the Controller on conducting the management audit.

R5. The City CIO develops consolidated citywide comprehensive ICT budget and staffing plans, reviewed and approved by COIT, and takes the lead in its presentation to the Mayor's Budget Office and the Board of Supervisors.

Response: There already is a citywide ICT budget and staffing plan through the annual budget process, this is presented by the CIO (approved by COIT) to the Mayor and the Board of Supervisors.

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

Response: The City already has in place a CIO Review process which monitors the ICT plan.

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: Should not be implemented.

Many departments, such as the Airport, operate as very successful business enterprises. This "dotted-line" proposal would likely weaken business performance. All departments recognize the need to comply with COIT policies and to work together to maximize efficiencies.

R8. Provide staff support to both the City CIO and COIT.

Response: There already is a budgeted COIT staff team in place which can also support the CIO.

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 City government presented to the Mayor or the Board of Supervisors.

Response: Partially Disagree.

The City first produced an annual ICT Plan reflecting city priorities and budget staffing information for FY 11/12.

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 subcommittees review all departmental projects and their citywide impact and cost; and encourage cross-departmental collaborations to reduce costs. While COIT does discuss and review individual projects, significant attention is reserved for overall citywide projects such as datacenter consolidation and virtualization and email consolidation.

F18. There is a need for a citywide ICT asset management system.

Response: Partially Disagree.

A citywide inventory was conducted by DT. However, many SFO ICT assets have no bearing on citywide ICT operations. For example, the SFO ICT systems used to manage and operate the Airport baggage handling system would not be considered part of the citywide ICT asset base.

F19. There is a need for a citywide database of ICT personnel.

Response: Partially Disagree.

There is an annual list of citywide ICT positions through the budget process.

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

Response: Wholly Disagree.

There is an ongoing effort by the City control agencies (Controller, Mayor, and COIT) to gather and utilize financial ICT data to track citywide expenditures.

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

Response: Agree.

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: Defer to the City CIO and the Controller on the survey.

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

Response: There already are monthly COIT reporting and annual reporting during the budget hearings by the City CIO to both the Mayor and Board of Supervisors.

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

Response: Defer to the City CIO and Controller on the scope of work.

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.

Response: Defer to the City CIO and DHR on skills database.

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: Requires further analysis. The Airport defers to DHR regarding the explanation of scope and timeframe.

R16. The City CIO be involved, with department heads, in hiring decisions for their highest level ICT personnel.

Response: Disagree. City CIO should be a resource but not directly involved in the departmental hiring decision.

IV. A Culture in Need of 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: Wholly Disagree.

Operating departments focus on their individual missions, and departmental CIOs focus on acquiring and applying ICT resources to support their departmental missions. It is incorrect to suggest that this application of Airport ICT resources by the Airport is undertaken “at the expense of citywide needs”. This would equally suggest that operating the Airport is also at the expense of the City. The Airport considers and incorporates all known citywide ICT objectives when planning acquisition of ICT resources.

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

Response: Disagree.

Departments are working collaboratively with DT on citywide Email, Datacenter, and Enterprise Agreements.

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 have specific mandates and are directly responsible and accountable to achieve their missions not DT or the City CIO. If this is viewed as “department—first” perspective then we agree, however, we disagree that this results in a lack of coordination and communication. Departments often reach out to other departments to seek ideas and lessons learned.

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.

There are efforts underway to address common technology use, e.g. DT/OCA is working on Enterprise Agreements and equipment standardization.

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: Wholly Disagree.

The Airport Director and CIO are fully cognizant of the authority of COIT and the City CIO and fully comply with all directions set forth from COIT.

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

Response: Wholly Disagree.

COIT and the City CIO have demonstrated full authority in developing and enforcing citywide policies.

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: Wholly Disagree.

City CIO withholds procurement requests and the Mayor can withhold staffing resources if projects are not meeting schedule. In addition, COIT subcommittees monitor ICT projects.