



OFFICE OF THE CITY ADMINISTRATOR



Edwin M. Lee, Mayor
Naomi M. Kelly, City Administrator

October 17, 2012

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

Dear Judge Feinstein:

The following is in response to the 2011-2012 Civil Grand Jury report, "Déjà vu All Over Again: San Francisco's City Technology Needs a Culture Shock." The General Services Agency (GSA), the Department of Public Works (DPW), and the JUS.T.I.S Governance Council (JUSTIS) are all part of the GSA family, so we have prepared a consolidated response to the report's findings and recommendations on behalf of these entities as follows:

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.

Response (GSA/DPW): Disagree. GSA/DPW does not currently perceive DT services to be unsatisfactory in terms of quality, reliability, timeliness, and cost.

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.

Response (GSA/DPW): Disagree. GSA/DPW is currently working with DT on the proposed data center consolidation efforts, the city-wide email initiative and citywide Active Directory. Departments and divisions under GSA are willing to give up operational independence when our IT requirements can be met, with cost effective, reliable, and working solutions.

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

Response (GSA/DPW): Disagree. The City Administrator currently serves as the Chair of COIT. Additionally, GSA/DPW representatives attend COIT meetings to stay informed of COIT policies and attend project meetings on citywide consolidation initiatives, which are communicated with the appropriate departmental staff.

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

Response (GSA/DPW): Disagree. Department CIOs meet on a monthly basis to communicate and/or coordinate common technology issues.

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.

Response (GSA/DPW): Disagree. Most citywide projects are driven by a sponsoring department who handles implementation and any reporting issues. A functional reporting relationship between the City CIO and the departmental CIOs may be a weakness in implementing common city wide programs; but in fact may also hinder the successful implementation of those programs resulting from a dual reporting relationship. This finding needs further analysis to clarify, with detailed specifics, how the functional relationship would work and how conflicts with the direct reporting relationship would be resolved.

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.

Response (GSA/DPW): Disagree. Departments can be and are agile and efficient. The fiscal realities of the past several years have forced departments to be aware of any duplication of effort or unnecessary spending.

Finding F12: The five-year ICT plan does not include: (1) ongoing operational activities, and (2) projects currently in progress with prior funding.

Response (JUSTIS): Agree. JUSTIS was an existing project with a budget at the time the five-year ICT Plan was created, so the project was not asked to submit information for the five-year ICT plan.

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

Response (GSA/DPW): Disagree. ICT budget and staffing was provided to the Controller's Office and COIT, as well as through the regular city budget process.

Finding 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 (GSA/DPW): Agree. Technology is not an entity.

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.

Response (GSA/DPW): Agree. There is no annual comprehensive report.

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

Response (GSA/DPW): Partially Disagree. GSA/DPW provides various staffing and spending related data that is part of consolidated reporting, but there is not necessarily consolidated data related to other aspects of ICT operations.

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

Response (GSA/DPW): Disagree. COIT and its subcommittees focus on different aspects of projects, including a review of whether there are citywide coordination opportunities for efficiency and cost savings.

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

Response (GSA/DPW): Partially Disagree. There is a need for a citywide system that manages major ICT assets.

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

Response (GSA/DPW): Agree.

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

Response (GSA/DPW): Partially Disagree. There is an ongoing effort by the Controller's Office, Mayor's Office and COIT to gather and utilize financial ICT data to track citywide expenditures.

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 (GSA/DPW): Agree.

Finding F22: City ICT managers are experiencing a growing difficulty in hiring technologists with "cutting edge" knowledge, skills, and experience.

Response (GSA/DPW): Agree.

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.

Response (GSA/DPW): Partially Disagree. The Permanent Civil Service process should be streamlined, and Permanent Civil Service positions should not be relied upon for project-based ICT work.

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.

Response (GSA/DPW): Partially Disagree. GSA/DPW has been able to attract talented individuals for Permanent Civil Service positions, but this process may hinder the effectiveness of future IT staff recruitment efforts.

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

Response (GSA/DPW): Disagree. Departments balance the need to provide mission critical services with citywide needs.

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

Response (GSA/DPW): Disagree. GSA and DPW have worked cooperatively with DT on a number of initiatives including JUSTIS and the PC Refresh Program.

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 (GSA/DPW): Partially Disagree. Whether a "department-first perspective" or a "citywide-first perspective", either one could result in a lack of coordination and communication between departments.

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

Response (GSA/DPW): Disagree. The report does not provide specific instances to demonstrate that a "department-first perspective" has resulted in duplication of common technology services and products.

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.

Response (GSA/DPW): Partially Disagree. While the authority granted COIT and the City CIO is recognized, it does not necessarily govern every aspect of a department's IT plans and actions needed to meet mission critical services.

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

Response (GSA/DPW): Disagree. We have not seen evidence to support this finding.

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.

Response (GSA/DPW): Partially Disagree. There are immediate consequences of departments failing to abide by the noted agreements, such as failure to gain CIO approval of purchases that fall outside of the agreement.

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.

Response (GSA/DPW): Will Not be Implemented. The Budget Analyst, Controller's Office or Board of Supervisors will ultimately determine whether such an audit is implemented.

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.

Response (GSA/DPW): Has Been Implemented. GSA and DPW will participate in any additional planning activities that occur as the departments have participated in the creation of the five-year ICT Plan.

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

Response (GSA/DPW): Has Been Implemented. GSA and DPW already participate in project monitoring and report updates as required by COIT and the City CIO.

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.

Response (GSA/DPW): Requires Further Analysis. A "dotted-line" relationship between the City CIO and departmental CIOs and a "solid" reporting line between a departmental Directors and departmental CIOs may cause confusion and inaction by departmental CIOs in allocating their time and priorities, with the overarching requirement that departmental mission critical services supported by ICT be maintained.

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

Response (GSA/DPW): Already Implemented. Staff support is already provided.

Recommendation R11: The City CIO work with the Controller to conduct a survey, including, but not limited to, perform 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 (GSA/DPW): Requires Further Analysis. GSA and DPW will participate in any survey that is conducted.

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

Response (GSA/DPW): Will be Implemented. GSA and DPW agree that an annual report would be helpful.

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

Response (GSA/DPW): Requires Further Analysis. GSA and DPW agree that there is a need for a citywide system that manages major ICT assets.

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.

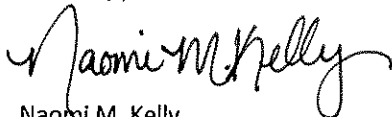
Response (GSA/DPW): Requires Further Analysis. GSA and DPW generally agree that this may be helpful but the exact manner in which it is created and used need additional discussion.

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

Response (GSA/DPW): Requires Further Analysis. The City should look at other alternatives to address the noted issues before considering revisions to the Charter.

Thank you again for the opportunity to provide responses to this Civil Grand Jury report. Please let me know if you need any additional information.

Sincerely,



Naomi M. Kelly
City Administrator

CC: Mario Choi, Foreperson Pro Tem