



Committee on Information Technology

Regular Meeting
November 16, 2017

1 Dr. Carlton B. Goodlett Place, City Hall, Room 305
San Francisco, CA 94102

AGENDA

1. Call to Order by Chair
2. Roll Call
3. Approval of Meeting Minutes from October 27, 2017
4. Chair Update
5. CIO Update
6. COIT Policy Update: Review and Removal of Existing COIT Policies
7. Policy Update: Disaster Preparedness, Recovery, Response, and Resiliency
8. Initiative Update: Hiring Modernization
9. Public Comment
10. Adjournment

3. Approval of Minutes

Action Item

4. Chair Update

5. CIO Update

6. Review and Removal of Existing COIT Policies

COIT Policy Goals

- Address business needs
- Mitigate risk
- Achieve operational efficiencies
- Comply with a law or requirement
- Achieve City goals



Historical Review

FY 2008-9	FY 2010-11	FY 2011-12	FY 2014-15	FY 2016-17	FY 2017-18
<ul style="list-style-type: none"> - Acceptable Use Policy - Security Policy - Environment Purchasing - Green Policy - Project Management - Project Management Strategy - Software License Compliance - Web Policy 	<ul style="list-style-type: none"> - Software Evaluation Policy - Virtual First Server Procurement - Fiber Access Management 	<ul style="list-style-type: none"> - Cloud Computing <div data-bbox="658 481 966 558" style="background-color: #4F81BD; color: white; padding: 5px; text-align: center;">FY 2012-13</div> <ul style="list-style-type: none"> - Email Policy <div data-bbox="658 729 966 805" style="background-color: #4F81BD; color: white; padding: 5px; text-align: center;">FY 2013-14</div> <ul style="list-style-type: none"> - SSID Standard 	<ul style="list-style-type: none"> - Metadata Standard 	<ul style="list-style-type: none"> - Cybersecurity Policy - DPR3 Policy - Drone Policy 	<ul style="list-style-type: none"> - Data Classification Standard - Cybersecurity Training & Awareness

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Recommendation: Sunset Policies

Policy	Description	Justification
Fiber-Optic Access Management	The Department of Technology will manage CCSF fiber.	Policy not warranted. Internal to DT operations.
“Virtual First” Server Procurement	IT managers must explore virtualization options prior to asking for new servers.	Outdated policy. The technology has moved on.



Next Steps

Future Policy Development

- Acceptable Use Policy
- Cloud Computing
- Email Policy
- Environment Purchasing
- Green Policy
- Project Management
- Software License Compliance
- Software Evaluation Policy
- SSID Standard
- And others...



Continuity of Operations Planning (COOP) Overview



Office of the Controller



Goal of COOP planning:

Continuation (or recovery) of Essential Functions following a disruption.

Mayoral
Executive
Directive

Specified that departments will create a COOP plan by Nov 2009 to assist with H1N1 Influenza prevention.

COOP
Refresh

Mayor instructed departments to develop and/or revise their COOP plans by mid-April 2014.

COIT DPR3
Policy

Define the requirements that will lay the framework to recover IT Systems, Applications and Data from any type of disaster that causes a major outage.



COOP Workgroup Process

1. Structured plan development – link business processes, COOP and IT together
2. Monthly meetings to discuss planning and templates
3. On-line tools and resources
4. Exercise template

2017						2018					
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Kickoff	Self-assmt	Mission Organiz	Process NonFin	Backup Rec/Rest	Staffing Phys Asst	Utilities Cyber	Personnel Contact List	Delegate Facilities	Comms Go-kits	Update	Final
Risk Analysis	Essential Functions	Mobiliz Process	Financial Asset cost	InterD	Vendors Unique	Altern		Train on Draft	Exercise		

Resources

The fundamental mission of every governmental organization engaged in developing a COOP is reliability of service, particularly in times of emergency.



Contacts		
Name	Phone	Email
Status : Primary (2)		
Status : Secondary (3)		

The public cannot be expected to overlook lapses in the delivery of vital government services, especially in the wake of a disaster when the protection of public health, safety and general welfare remains a matter of the public trust. An organization's resiliency is directly related to the effectiveness of its continuity capability. An organization's continuity capability—its ability to perform its essential functions continuously—rests upon key components or pillars, which are in turn built on the foundation of continuity planning and program management.



Calendar			
Title	Location	Start Time	
COIT DPR3 Policy - Continuity of Operations Plan (COOP) workgroup meeting	30 South Vanness	7/19/2017 8:30 AM	

Forms Library		
Name		
2179-Department COOP template 01-09-13.pd	...	
CCSF BIA	...	
COIT Disaster Preparedness Recovery Response and Resiliency Policy FINAL	...	
COOP Program Worksheet_05052017	...	
COOP Self Assessment Checklist_05052017	...	
DPR3 Info Meeting 12122016 Final v2	...	

Department of Technology Continuity of Operations (COOP) Plan



SAN FRANCISCO
DEPARTMENT OF
TECHNOLOGY

November 16, 2017

DT – COOP Plan - Overview

Summary: DT developed IT Focused COOP Plan addressing resiliency towards people, places, process and IT Operations.

Project High Level Timeline:

Start Date – 06/12/2017 **End Date** - 10/02/2017 **Duration** – 4 Months

Resources Involved:

➤ KETCHConsulting and DT Cybersecurity (BCDR) Team

DT – COOP Plan - Deliverables Achieved

Business Impact Analysis(BIA) –

- The objective of the BIA was to identify and prioritize the following:
 - Mission essential processes, Data Inventory, Backup, Restoration and their interdependencies
 - Staffing requirements during the initial recovery
 - Critical vendor contact information
- The BIA exercise helped to determine the Recovery Time Objective, Recovery Point objective and Recovery Strategy.
- Workshop conducted with selected participants from each division in DT were involved in executing BIA.

Risk Evaluation(RE) –

- Conducted a detailed risk evaluation of Department of Technology's currently occupied buildings and current operations
- Developed a Risk Evaluation report with recommendations for mitigating identified risks.

DT – COOP Plan - Deliverables Achieved

COOP Plan-

- The information acquired during the BIA & RE was utilized to develop Department and Division IT COOP Plans.
- Selected participants from each Division worked together on development of COOP Plans and conducted training for each Division Managers on the COOP Plans.

Tabletop Exercise –

- Three Tabletop Exercises were performed with multiple Divisions on different Scenarios to validate the Division and Department IT COOP Plans.
- An After-Action Report identified the successes and area of improvement.

Elements in COOP Plan

- Governance for maintaining each COOP Plan
- Procedures for activating each COOP Plan
- Who is leading each COOP response and who are their proxies
- Cataloging and Prioritizing Mission Essential & Highly Important IT Processes
- Cataloging IT processes which can be suspended until DT's environment is stabilized
- IT and other assets which are required for executing the COOP (e.g. vendors services, backup data, asset costs, etc.)
- Alternate locations for performing recovery and normal tasks (primary and secondary locations)
- Staffing requirements for the initial 120 hours of recovery response
- Intra and inter Department information and service dependencies
- Vendor contact information
- Check list for responding to a major incident
- Procedures & check list for returning to renovated or new work site
- Staff contact list

Lessons Learned

- To ensure success, Top – Down Approach to be followed on this program.
- Create a comprehensive Project plan for the development of the COOP Plan – by identifying resources, time durations, dependencies and constraints.
- COOP Planning should be a **daily, monthly, quarterly and yearly focus**.
 - At least once a year you should run a full blown test of the DR solution you created.
 - If a system is crucial to the business a quarterly test should be done.
 - The more testing you do the higher the confidence in your solution you will have.

DPR3 Compliance



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Exercise/Drill and Training - DPR3 Compliance

Ongoing Exercise/Drill and Training Planned to be compliant with **DISASTER PREPAREDNESS, RESPONSE, RECOVERY AND RESILIENCY (DPR3)**

- **Disaster Preparedness and Recovery:** *Disaster Recovery Test* - To test the recovery procedures to resume critical processes and restore data; Safeguard data for all DT Supported and Managed City's Mission Critical Systems and Application – *Multiple-Continuous*
- **Response:** *Emergency Communication Test* – Everbridge Mass Notification – *Quarterly*
- **Response:** *Fire Evacuation Drill*; Safeguard the Employees (people) – *Bi- Annually*
- **Response:** *Great Shake Out Drill*; Safeguard the Employees (people) - *Annually*
- **Resiliency:** *COOP Tabletop Exercise* – To promote familiarity and Feasibility of COOP Plans; identify on any gaps and actions – *Once a Year*
- **Response and Recovery:** *DOC Communication Drill*- To test Emergency Planning and Recovery operations – *Bi – Annually*

| Any Questions ?



COIT Update

November 16, 2017

Hiring stats FY 2016/17

Total applications: 138,956

Total number of hires: 8,643

Number of recruitments posted: 1,627

Total Applicant Profiles: 500,000

Current Applicant Tracking System: JobAps (Contract expiration 11/2018)

Hiring is challenging for all of us

Hiring impacts the entire city and requires citywide collaboration.

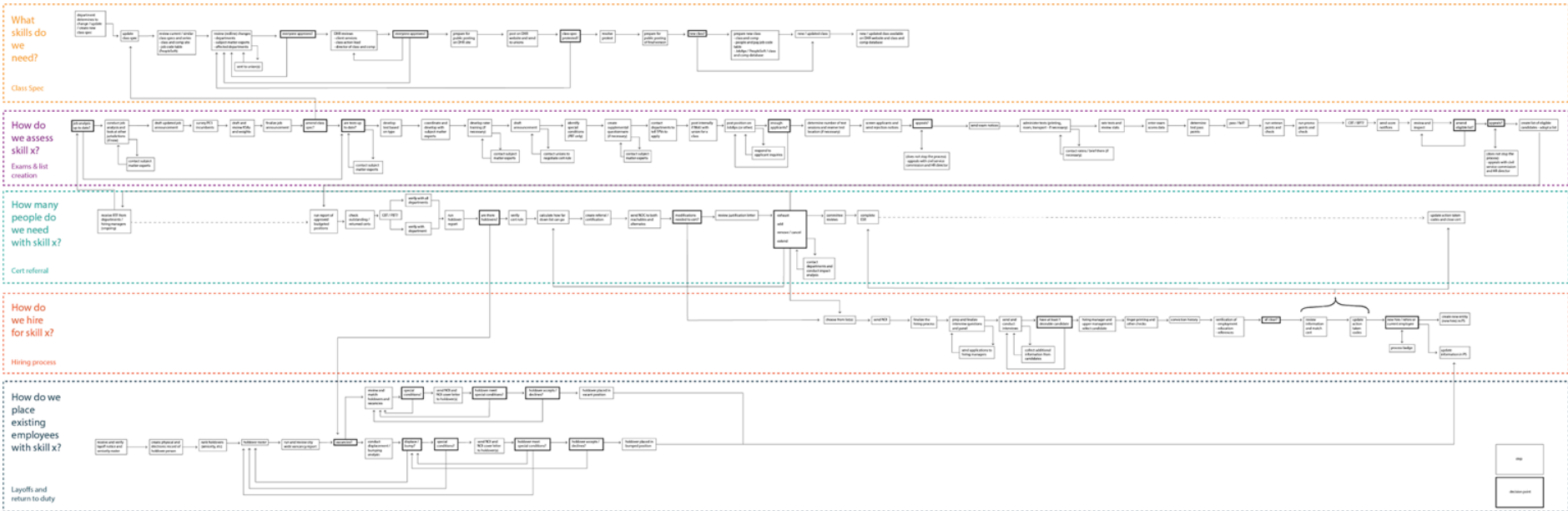
Hiring leaders serve as valuable contributors to the design, development and implementation of user-centered hiring solutions that ensure the success and evolve how we hire.



What we've done so far

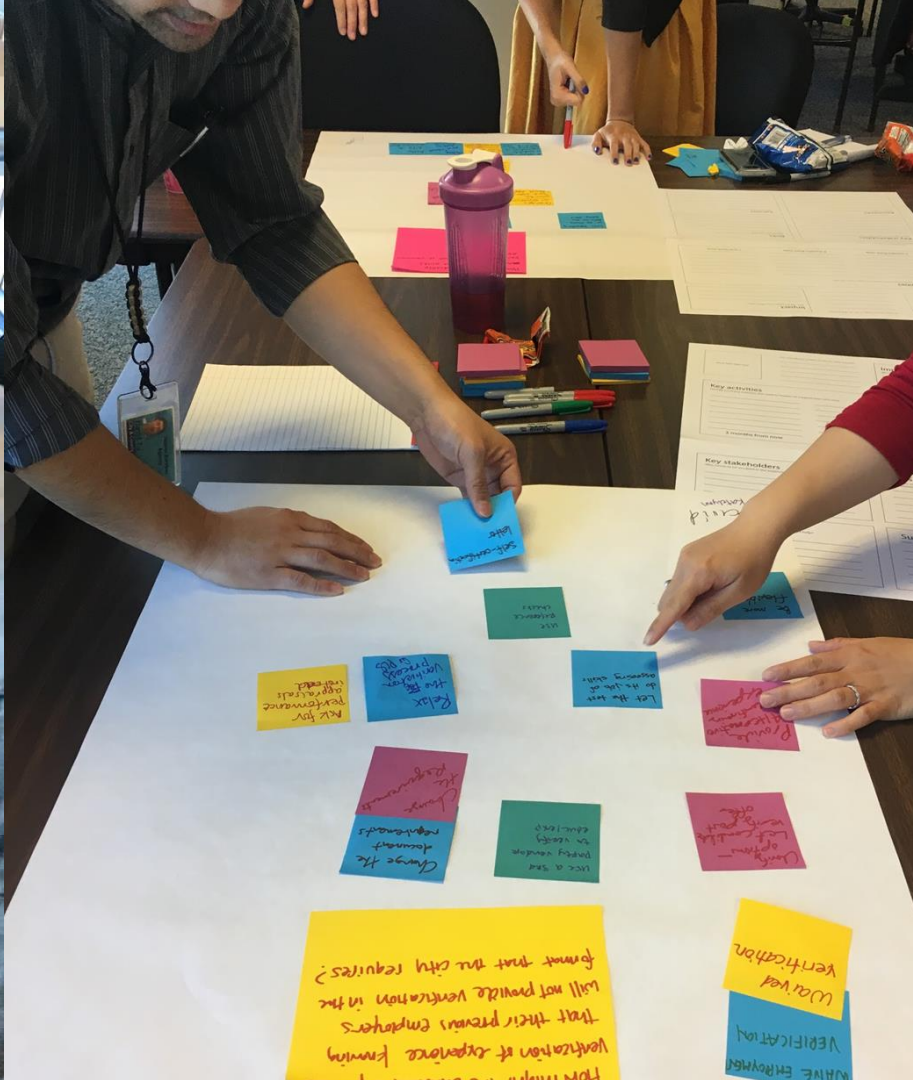
- **14 workshops** with HR professionals
- **2 workshops** and **6 interviews** with Hiring Managers
- **20+ interviews** with candidates (including work done prior to joining CCSF)
- **4 sessions** bringing all three user groups together to unpack larger recommendations
- **Journey maps** of all three users' experiences with accompanying analyses
- **Log of pain points** identified by user type and service module (where in the process it comes up)
- **Monthly Steering Committee meetings** with with representation from 15 departments
- **Weekly meetings** with working group representatives
- **Civil Service Commission** and **Labor** provided with project overview

Translating workshops into journey maps



What we've heard so far

- Candidates and hiring managers **don't understand the process** and feel there is a **mismatch of skills and jobs**
 - ◆ *Hiring managers don't understand how hiring might play out differently for different types of hiring (Permanent Exempt, Temp Exempt and Permanent Civil Service)*
 - ◆ *Hiring managers feel constrained by who they can interview, and have poor understanding of the list rules/structure*
 - ◆ *Candidates are confused by job description language and don't know if they are the right fit for the job*
- **Time-intensive and manual processes with duplicative data entry** at multiple stages of the process
 - ◆ *Badge processing requires nine different systems*
 - ◆ *Once a hiring manager knows who they want to hire there is a lot of manual data entry to create a record for that person in PeopleSoft and tying that person to a specific job*
- **Constant back-and-forth** and lack of structured workflows and any form of automation
 - ◆ *Request-to-fill / Form 3 requires departmental back and forth*



What we're doing next

- **Two parallel tracks** rooted in discovery work and pain points
 - ◆ Unpacking **larger recommendations** coming out of secondary set of workshops to better understand where we want to go
 - ◆ **Testing interventions** that can be started today to understand how we get there
- Developing the “**could-be**” **journey maps** (in an ideal world)
- Putting together recommendations for **modular RFP**

9. Public Comment
