

1 [Board Response - Civil Grand Jury - Maintenance Budgeting and Accounting Challenges for  
2 General Fund Departments: Maintenance Economics Versus Maintenance Politics: Pay Now  
3 or Pay More Later]

4 **Resolution responding to the Presiding Judge of the Superior Court on the findings**  
5 **and recommendations contained in the 2015-2016 Civil Grand Jury Report, entitled**  
6 **“Maintenance Budgeting and Accounting Challenges for General Fund Departments:**  
7 **Maintenance Economics Versus Maintenance Politics: Pay Now or Pay More Later;”**  
8 **and urging the Mayor to cause the implementation of accepted findings and**  
9 **recommendations through his/her department heads and through the development of**  
10 **the annual budget.**

11  
12 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of  
13 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior  
14 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

15 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or  
16 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a  
17 county agency or a department headed by an elected officer, the agency or department head  
18 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the  
19 response of the Board of Supervisors shall address only budgetary or personnel matters over  
20 which it has some decision making authority; and

21 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of  
22 Supervisors must conduct a public hearing by a committee to consider a final report of the  
23 findings and recommendations submitted, and notify the current foreperson and immediate  
24 past foreperson of the civil grand jury when such hearing is scheduled; and

25

1           WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),  
2 the Controller must report to the Board of Supervisors on the implementation of  
3 recommendations that pertain to fiscal matters that were considered at a public hearing held  
4 by a Board of Supervisors Committee; and

5           WHEREAS, The 2015-2016 Civil Grand Jury Report, entitled “Maintenance Budgeting  
6 and Accounting Challenges for General Fund Departments: Maintenance Economics Versus  
7 Maintenance Politics: Pay Now or Pay More Later” (Report) is on file with the Clerk of the  
8 Board of Supervisors in File No. 160314, which is hereby declared to be a part of this  
9 Resolution as if set forth fully herein; and

10           WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond  
11 to Finding Nos. F:II.A.1-d, F:II.B.1-b, F:II.B.2-b, F:II.C-3-a, F:II.C-3-b, F:IV.2-c, F:IV.4,  
12 F:VI.1 and F:VI.3, as well as, Recommendation Nos. R:1.A.1-a.d, R:I.A.2-d, R:I.A.3-d, R:I.A.4-  
13 d, R:II.A.1-1.c, R:II.B.1-d, R:II.B.2.d, R:II.C.1-1.c, R:II.C.1.2.c, R:II.C.1.3, R:II.C.1.4.c,  
14 R:II.C.1.4.d, R:II.C.1-5.c, R:II.C.1.6.c, R:II.C.1.7.c, R:II.C.2-1-c, R:II.C.2-2-d, R:III.A.1.d,  
15 R:III.B.1.d, R:III.C.1-1.f, R:III.C.2-c, R:III.C.3-e, R:III.D.1.c, R:IV.2, R:IV.4, R:VI.1-b, R:VI.2-a,  
16 R:VI.2-c, R:VI.3-d, R:VII.1-l, and R:VII.4-d contained in the subject Report; and

17           WHEREAS, Finding No. F:II.A.1-d states: “Total reliance on annually budgeted pay-as-  
18 you-go funding can result in maintenance and repairs being deferred in lean budget years. It  
19 will be a challenge for policy makers to develop a range of stable ‘pay-as-you-go’ annual  
20 funding mechanisms for maintenance and repairs;” and

21           WHEREAS, Finding No. F:II.B.1-b states: “If the City’s budget decision-makers knew  
22 how much (if any) of the City’s Workers Compensation liabilities arose out of poorly  
23 maintained General Fund department capital assets, they would have useful information in  
24 making budget trade-off decisions;” and

25

1           WHEREAS, Finding No. F:II.B.2-b states: “If the Hazard Logs in General Fund  
2 departments were compiled and analyzed in a manner which identified and quantified risks of  
3 injury resulting from deferred maintenance, that information could be provided to budget  
4 decision-makers for use in making budget trade-offs;” and

5           WHEREAS, Finding No. F:II.C-3-a states: “The Board of Supervisors adopted the Plan  
6 by Ordinance No. 23-15;” and

7           WHEREAS, Finding No. F:II.C-3-b states: “On April 19, 2016, Supervisor Scott Weiner  
8 introduced a proposed Charter amendment (#160381 Charter Amendment and Business and  
9 Tax Regulations Code – City Responsibility and Parcel Tax for Street Trees) to implement  
10 and pay for Phase I of the Urban Forest Plan (paragraph 31);” and

11           WHEREAS, Finding No. F:IV.2-c states: “Compliance with Section 3.14 of the Budget  
12 Ordinance provides City department heads with an opportunity to make their unfunded high-  
13 priority maintenance needs known;” and

14           WHEREAS, Finding No. F:IV.4 states: ”The Board of Supervisors generates a list of  
15 budget policy priorities to guide funding decisions on the unallocated pools of money resulting  
16 from expenditure reductions to the Mayor’s proposed budget;” and

17           WHEREAS, Finding No. F:VI.1 states: “Cutting the growth rate for funding the Pay-as-  
18 you-go Program from ten percent to seven percent causes a projected six-year delay — from  
19 2019 to 2025 before the City begins to address the deferred backlog. Cost escalation over  
20 that six year delay will significantly increase the future cost of reducing the backlog and

21           WHEREAS, Finding No. F:VI.3 states: “Budget hearings by the Board of Supervisors  
22 would be an opportunity to hear from General Fund departments on what factors led to the  
23 accumulation of deferred maintenance and lead to changes in funding policy to reduce these  
24 factors;” and

1           WHEREAS, Recommendation No. R:1.A.1-a states: To provide useful information for  
2 the public in assessing the City’s stewardship of public assets, the City Administrator and the  
3 Director of Capital Planning Program should use the FRRM (Facilities Renewal Resource  
4 Model) to calculate the target need for General Fund departments’ facilities maintenance as a  
5 percentage of Current Replacement Value (CRV) and in dollar amounts, and disclose that  
6 information to the public. After review by the Budget and Legislative Analyst Office, the Board  
7 of Supervisors should approve the amount requested by the City Administrator to accomplish  
8 this additional calculating and reporting in the approved budgets for Fiscal Year 2017-2018  
9 and thereafter;” and

10           WHEREAS, Recommendation No. R:I.A.2-d states: “After review by the Budget and  
11 Legislative Analyst Office, the Board of Supervisors should approve the amount requested by  
12 the Controller for the compilation and disclosure of the total maintenance budget for the  
13 General Fund departments and periodic audits in the approved budget for Fiscal Year 2017-  
14 2018 and thereafter;” and

15           WHEREAS, Recommendation No. R:I.A.3-d states: “After review by the Budget and  
16 Legislative Analyst Office, the Board of Supervisors should approve the amount requested by  
17 the Controller for the compilation and disclosure of the total deferred maintenance and repair  
18 backlog for General Fund departments and periodic audits in the approved budget for Fiscal  
19 Year 2017-2018 and thereafter;” and

20           WHEREAS, Recommendation No. R:I.A.4-d states: “After review by the Budget and  
21 Legislative Analyst Office, the Board of Supervisors should approve the amount requested by  
22 the Controller to accomplish this benchmark study in the approved budget for Fiscal Year  
23 2017-2018;” and

24           WHEREAS, Recommendation No. R:II.A.1-1.c states: “In order to achieve beneficial  
25 consequences and avoid the potential adverse consequences from underfunding

1 maintenance and repair of General Fund departments' facilities and infrastructure, and to  
2 save money over the long term, after review by the Budget and Legislative Analyst Office, the  
3 Board of Supervisors should approve sufficient funding in the Fiscal Year 2017-2018 budget  
4 and thereafter from stable funding sources for all General Fund departments' high-priority  
5 maintenance and repair projects;" and

6 WHEREAS, Recommendation No. R:II.B.1-d states: "To reduce the risk of injury to City  
7 employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors  
8 should approve this line item in the Controller's budget request for an audit of Workers  
9 Compensation Division data gathering policies and procedures and include it in the approved  
10 budget ordinance for Fiscal Year 2017-2018;" and

11 WHEREAS, Recommendation No. R:II.B.2.d states: "To reduce the risk of injury to City  
12 employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors  
13 should approve this line item in the Controller's budget request to develop procedures for  
14 periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred  
15 maintenance and repairs and include it in the approved budget ordinance for Fiscal Year  
16 2017-2018;" and

17 WHEREAS, Recommendation No. R:II.C.1-1 states: "Maintain urban forest. Because  
18 trees perform valuable environmental, economic and social functions and make San  
19 Francisco a better place to live and work, after review by the Budget and Legislative Analyst's  
20 Office, the Board of Supervisors should approve stable funding sources for maintaining the  
21 urban forest;" and

22 WHEREAS, Recommendation No. R:II.C.1.2 states: "DPW (Department of Public  
23 Works) street trees: Because it will increase overall street tree health and reduce per-street-  
24 tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees), after  
25 Budget and Legislative Analyst's Office review, the Board of Supervisors should approve

1 sufficient dedicated funding in the budget for upcoming Fiscal Years 2017-2018 and thereafter  
2 to the Public Works Department for the routine maintenance of all street trees;” and

3 WHEREAS, Recommendation No. R:II.C.1.3 states: “Proposition #160381. The Board  
4 of Supervisors should approve placing the Street Trees proposition (#160381 Charter  
5 Amendment and Business and Tax Regulations Code – City Responsibility and Parcel Tax for  
6 Street Trees) on the November 2016 ballot;” and

7 WHEREAS, Recommendation No. R:II.C.1.4.c-d states: “The Urban Forest Plan Phase  
8 2. Because it will increase overall tree health in the City’s parks and open spaces and reduce  
9 per-tree maintenance costs, after review by the Budget and Legislative Analyst Office, the  
10 Board of Supervisors should approve sufficient funding in the approved budget for Fiscal  
11 Years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest  
12 Plan (Phase 2: Parks and Open Space). After review by the Budget and Legislative Analyst  
13 Office, the Board of Supervisors should pass an Ordinance incorporating The Urban Forest  
14 (Phase 2: Parks and Open Space) by reference;” and

15 WHEREAS, Recommendation No. R:II.C.1.5 states: “Rec & Park 2 for 1: Because it  
16 will promote the strategic reforestation of the City, thereby improving quality of life for City  
17 residents and visitors, after Budget and Legislative Analyst’s Office review, the Board of  
18 Supervisors should approve sufficient funding in the budget for upcoming Fiscal year 2017-  
19 2018 and thereafter for the Recreation and Parks Department’s plan to plant two trees for  
20 every tree removed;” and

21 WHEREAS, Recommendation No. R:II.C.1.6.c states: “Rec and Park 15 year  
22 maintenance cycle: Because it will increase overall tree health and reduce e overall per-tree  
23 maintenance costs, after Budget and Legislative Analyst’s Office review, the Board of  
24 Supervisors should approve sufficient dedicated funding in the approved budget for upcoming  
25

1 Fiscal Years 2017-2018 and thereafter to the Recreation and Parks Department for the  
2 sustained 15-year tree maintenance cycle;” and

3 WHEREAS, Recommendation No. R:II.C.1.7.c states: “Rec & Park Tree Risk  
4 Assessments. Because it will increase safety for all park users, after review by the Budget and  
5 Legislative Analyst’s Office, the Board of Supervisors should approve sufficient dedicated  
6 funding in the approved budget for upcoming Fiscal Years 2017-2018 and thereafter to the  
7 Recreation and Parks Department for completion of tree risk assessments and hazardous tree  
8 abatement;” and

9 WHEREAS, Recommendation No. R:II.C.2-1-c states: “After review by the Budget and  
10 Legislative Analyst Office, the Board of Supervisors should approve adequate funding for the  
11 Department of Public Works for maintenance and repair of “Structurally Deficient” bridges in  
12 the Fiscal Year 2017-2018 and thereafter;” and

13 WHEREAS, Recommendation No. R:II.C.2-2-d states: “To prevent further deterioration  
14 and unsafe conditions, and after review by the Budget and Legislative Analyst Office, the  
15 Board of Supervisors should approve the items in the Department of Public Works budget  
16 request for the maintenance and repair of the Richland Avenue bridge and other deteriorated  
17 but not yet “Structurally deficient” bridges and include them in the adopted budget in the Fiscal  
18 Year 2017-2018 and thereafter;” and

19 WHEREAS, Recommendation No. R:III.A.1.d states: “To focus attention on the  
20 relationship between General Fund departments annual maintenance and repair expenditures  
21 and their deferred maintenance backlogs, and after review by the Budget and Legislative  
22 Analyst Office, the Board of Supervisors should approve these line item entries in the  
23 Controller’s budget request to collect and report General Fund department costs expended on  
24 annual maintenance and repair and costs incurred in addressing their deferred maintenance  
25

1 and repair backlogs, and include them in the approved budget for Fiscal Year 2017-2018;”  
2 and

3 WHEREAS, Recommendation No. R:III.B.1.d states: “For increased transparency and  
4 accountability, and after review by the Budget and Legislative Analyst, the Board of  
5 Supervisors should approve the Capital Planning Committee’s request for the cost to collect  
6 data and report “Deferred Maintenance and Repair Backlog” separately from “projected  
7 capital renewal and replacement costs” in the Ten-Year Capital Plan, and include this cost in  
8 the adopted Budget for Fiscal Year 2017-2018 and thereafter; and

9 WHEREAS, Recommendation No. R:III.C.1-1.f states: “To obtain updated relevant  
10 information as a basis for rational and informed budget decision making, after review by the  
11 Budget and Legislative Analyst’s Office, the Board of Supervisors should approve amounts  
12 in the Fiscal Year 2017-2018 Budget for: (1) the Real Estate Division, (2) the Department of  
13 Public Works, (3) the Recreation and Parks Department and (4) other General Fund  
14 departments responsible for maintaining capital asset specifically for Condition Assessment  
15 surveys with cost estimates of General Fund Department facilities and infrastructure;” and

16 WHEREAS, Recommendation No. R:III.C.2-c states: “After review by the Budget and  
17 Legislative Analyst Office, the Board of Supervisors should approve the allocation of funds  
18 from the Recreation and Parks Department’s “Open Space Fund” for the purpose of  
19 conducting a comprehensive condition assessment;” and

20 WHEREAS, Recommendation No. R:III.C.3-e states: “To provide useful information for  
21 the public in assessing the City’s stewardship of public assets, and after review by the Budget  
22 and Legislative Analyst’s Office, the Board of Supervisors should approve these line item  
23 entries for a study of facilities with a Facility Condition Index (FCI) of fair or poor condition in  
24 the adopted Budget Ordinance for Fiscal Year 2017-2018;” and

25



1           WHEREAS, Recommendation No. R:III.D.1.c states: “To make the true cost of  
2 program delivery visible, after review by the Budget and Legislative Analyst's Office, the  
3 Board of Supervisors should approve adjustments to tenant General Fund departments'  
4 budgets sufficient to cover rent increases;” and

5           WHEREAS, Recommendation No. R:IV.2 states: “In recognition of maintenance of  
6 facilities and infrastructure as an important component of stewardship and in fulfillment of their  
7 stewardship obligations, the managers and staff of General Fund departments (a) should  
8 make their departmental maintenance needs known vigorously throughout the budget process  
9 and reallocation process; (b) should advocate vigorously in their submissions on Capital  
10 Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the  
11 Capital Planning staff based on the prior year's appropriation may be insufficient, and if so,  
12 why additional funds to meet maintenance needs are required; (c) in their Section 3.14 letters,  
13 should make their unfunded high-priority maintenance needs known vigorously; and (d)  
14 should make supplemental appropriation requests when they find that they have inadequate  
15 resources to support Maintenance and Repair operations through the end of the fiscal year;”  
16 and

17           WHEREAS, Recommendation No. R:IV.4 states: “In recognition of maintenance of  
18 facilities and infrastructure as an important component in stewardship of City assets, and  
19 after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should  
20 include adequate funding for General Fund departments maintenance and repair in the list of  
21 budget policy priorities for ‘unallocated monies;” and

22           WHEREAS, Recommendation No. R:VI.1-b states: “To avoid future growth and cost  
23 escalation that will result from pushing back the starting date for reducing the backlog from  
24 2019 to 2025 (or 2031 under historical funding levels), and after review by the Budget and  
25 Legislative Analyst’s Office, the Board of Supervisors should approve future budgets

1 containing restoration of the annual ten percent growth rate to the Pay-as-you-go Program;”  
2 and

3 WHEREAS, Recommendation No. R:VI.2-a states: “In furtherance of good  
4 stewardship, the Board of Supervisors should require General Fund departments during  
5 budget hearings to describe what factors led to the accumulation of deferred maintenance in  
6 individual departments;” and

7 WHEREAS, Recommendation No. R:VI.2-c states: “In furtherance of good  
8 stewardship, and after review by the Budget and Legislative Analyst's Office, the Board of  
9 Supervisors should approve sufficient maintenance and repair funding for General Fund  
10 departments in the Fiscal year 2017-2018 Budget to prevent the Deferred Maintenance  
11 backlog from growing larger;” and

12 WHEREAS, Recommendation No. R:VI.3-d states: “In the interests of transparency  
13 and accountability, and after review by the Budget and Legislative Analyst Office, the Board  
14 of Supervisors should approve those line item entries in the Controller's Budget Request for  
15 tracking General fund departments maintenance budgeting and spending to assure that  
16 assets are not deteriorating through lack of maintenance and repair to the point where  
17 premature replacement funded by General Obligation bonds will be needed, and include them  
18 in the adopted Budget ordinance for the 2017-2018 Budget and thereafter;” and

19 WHEREAS, Recommendation No. R:VII.1-l states: “The Board of Supervisors, after  
20 review by the Budget and Legislative Analyst Office, should approve these line items in the  
21 Controller's budget requests to establish systems and procedures to accomplish the items in  
22 Recommendation 1-a through 1-j and include them in the approved budget for Fiscal Year  
23 2017-2018;” and

24 WHEREAS, Recommendation No. R:VII.4-d states: “The Board of Supervisors, after  
25 review by the Budget and Legislative Analyst Office, should approve these line item entries for

1 the Capital Planning Committee to include in its annual report a complete and accurate  
2 update of the progress made in addressing deferred maintenance, and include these line  
3 items in the adopted Budget ordinance for 2017-2018 and thereafter;” and

4 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of  
5 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior  
6 Court on Finding Nos. F:II.A.1-d, F:II.B.1-b, F:II.B.2-b, F:II.C-3-a, F:II.C-3-b, F:IV.2-c, F:IV.4,  
7 F:VI.1, and F:VI.3, as well as, Recommendation Nos. R:1.A.1-a.d, R:I.A.2-d, R:I.A.3-d,  
8 R:I.A.4-d, R:II.A.1-1.c, R:II.B.1-d, R:II.B.2.d, R:II.C.1-1.c, R:II.C.1.2.c, R:II.C.1.3, R:II.C.1.4.c-  
9 d, R:II.C.1-5.c, R:II.C.1.6.c, R:II.C.1.7.c, R:II.C.2-1-c, R:II.C.2-2-d, R:III.A.1.d, R:III.B.1.d,  
10 R:III.C.1-1.f, R:III.C.2-c, R:III.C.3-e, R:III.D.1.c, R:IV.2, R:IV.4, R:VI.1-b, R:VI.2-a, R:VI.2-c,  
11 R:VI.3-d, R:VII.1-l, and R:VII.4-d contained in the Report; now, therefore, be it

12 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the  
13 Superior Court that they \_\_\_\_\_ with Finding No. F:II.A.1-d for reasons as follows: \_\_\_\_\_;  
14 and, be it

15 FURTHER RESOLVED, That the Board of Supervisors reports that they \_\_\_\_\_ with  
16 Finding No. F:II.B.1-b for reasons as follows: \_\_\_\_\_; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that they \_\_\_\_\_ with  
18 Finding No. F:II.B.2-b for reasons as follows: \_\_\_\_\_; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
20 Finding No. F:II.C-3-a for reasons as follows: \_\_\_\_\_; and, be it

21 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
22 Finding No. F:II.C-3-b for reasons as follows: \_\_\_\_\_; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
24 Finding No. F:IV.2-c for reasons as follows: \_\_\_\_\_; and, be it

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1 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
2 Finding No. F:IV.4 for reasons as follows: \_\_\_\_\_; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
4 Finding No. F:VI.1 for reasons as follows: \_\_\_\_\_; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
6 Finding No. F:VI.3 for reasons as follows: \_\_\_\_\_; and, be it

7 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
8 Recommendation No. R:1.A.1-a.d for reasons as follows: \_\_\_\_\_; and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
10 Recommendation No. R:I.A.2-d for reasons as follows: \_\_\_\_\_; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
12 Recommendation No. R:I.A.3-d for reasons as follows: \_\_\_\_\_; and, be it

13 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
14 Recommendation No. R:I.A.4-d for reasons as follows: \_\_\_\_\_; and, be it

15 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
16 Recommendation No. R:II.A.1-1.c for reasons as follows: \_\_\_\_\_; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
18 Recommendation No. R:II.B.1-d for reasons as follows: \_\_\_\_\_; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
20 Recommendation No. R:II.B.2.d for reasons as follows: \_\_\_\_\_; and, be it

21 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
22 Recommendation No. R:II.C.1-1.c for reasons as follows: \_\_\_\_\_; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
24 Recommendation No. R:II.C.1.2.c for reasons as follows: \_\_\_\_\_; and, be it

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1 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
2 Recommendation No. R:II.C.1.3 for reasons as follows: \_\_\_\_\_; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
4 Recommendation No. R:II.C.1.4.c –d for reasons as follows: \_\_\_\_\_; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
6 Recommendation No. R:II.C.1-5.c for reasons as follows: \_\_\_\_\_; and, be it

7 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
8 Recommendation No. R:II.C.1.6.c for reasons as follows: \_\_\_\_\_; and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
10 Recommendation No. R:II.C.1.7.c for reasons as follows: \_\_\_\_\_; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
12 Recommendation No. R:II.C.2-1-c for reasons as follows: \_\_\_\_\_; and, be it

13 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
14 Recommendation No. R:II.C.2-2-d for reasons as follows: \_\_\_\_\_; and, be it

15 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
16 Recommendation No. R:III.A.1.d for reasons as follows: \_\_\_\_\_; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
18 Recommendation No. R:III.B.1.d for reasons as follows: \_\_\_\_\_; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
20 Recommendation No. R:III.C.1-1.f for reasons as follows: \_\_\_\_\_; and, be it

21 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
22 Recommendation No. R:III.C.2-c for reasons as follows: \_\_\_\_\_; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
24 Recommendation No. R:III.C.3-e for reasons as follows: \_\_\_\_\_; and, be it

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1 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
2 Recommendation No. R:III.D.1.c for reasons as follows: \_\_\_\_\_; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
4 Recommendation No. R:IV.1 for reasons as follows: \_\_\_\_\_; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
6 Recommendation No. R:IV.2 for reasons as follows: \_\_\_\_\_; and, be it

7 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
8 Recommendation No. R:IV.4 for reasons as follows: \_\_\_\_\_; and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
10 Recommendation No. R:VI.1-b for reasons as follows: \_\_\_\_\_; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
12 Recommendation No. R:VI.2-a for reasons as follows: \_\_\_\_\_; and, be it

13 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
14 Recommendation No. R:VI.2-c for reasons as follows: \_\_\_\_\_; and, be it

15 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
16 Recommendation No. R:VI.3-d for reasons as follows: \_\_\_\_\_; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
18 Recommendation No. R:VII.1-l for reasons as follows: \_\_\_\_\_; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that \_\_\_\_\_ with  
20 Recommendation No. R:VII.4-d for reasons as follows: \_\_\_\_\_; and, be

21 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the  
22 implementation of the accepted findings and recommendations through his/her department  
23 heads and through the development of the annual budget.

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