File No. 190788 **Committee Item No.** 5
Board Item No.

COMMITTEE/BOARD OF SUPERVISORS

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Committee: Government Audit and Oversight **Date:** Sept. 19, 2019
Board of Supervisors Meeting: **Date:**

Cmte Board

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Prepared by: John Carroll **Date:** Sept. 12, 2019
Prepared by: John Carroll **Date:**

[Board Response - Civil Grand Jury Report - Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2018-2019 Civil Grand Jury Report, entitled "Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

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

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

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

WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b), the Controller must report to the Board of Supervisors on the implementation of

recommendations that pertain to fiscal matters that were considered at a public hearing held by a Board of Supervisors Committee; and

WHEREAS, The 2018-2019 Civil Grand Jury Report, entitled "Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report" ("Report") is on file with the Clerk of the Board of Supervisors in File No. 190787, which is hereby declared to be a part of this Resolution as if set forth fully herein; and

WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond to Finding Nos. F1, F2, F5, F7, and F8, as well as Recommendation Nos. R1, R2, and R5, contained in the subject Report; and

WHEREAS, Finding No. F1 states: "The elected officials, agency heads, and governing bodies of the City and County of San Francisco are appropriately complying with the statutory requirement for response to Civil Grand Jury Findings and Recommendations within 60/90 days;" and

WHEREAS, Finding No. F2 states: "There is significant lack of compliance by the elected officials, agency heads, and governing bodies of the City and County of San Francisco with the statutory requirements for designating timeframes for promised implementation, providing the details of further analysis, and completing that analysis within six months of the date of issuance of the Civil Grand Jury report. This is complicated by the lack of a statutory requirement to bring the response to 'final status';" and

WHEREAS, Finding No. F5 states: "In their responses to Recommendation R.2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight*, the Mayor and the Board of Supervisors did not take into account that the Retirement Board's fiduciary responsibility for investing the assets of the Retirement System and maximizing the returns for the beneficiaries supersedes any

responsibility to the voters and citizens of San Francisco, nor acknowledge that it prevents the Board, and possibly themselves, from acting with an appropriate fiduciary responsibility to the voters and taxpayers of San Francisco;" and

WHEREAS, Finding No. F7 states: "Lack of consistent, sustained follow-up on Civil Grand Jury reports undermines both the effectiveness and the value of the Civil Grand Jury process;" and

WHEREAS, Finding No. F8 states: "The current process of Continuity follow-up has a significant defect: the elected officials, agency heads, and governing bodies of the City and County of San Francisco do not provide the Superior Court and Civil Grand Jury timely information regarding the ongoing status of their responses across jury terms. To be effective, the Continuity process needs to be continued until the response has reached final status (either 'implemented', with summary of actions taken, or 'will not be implemented,' with explanation);" and

WHEREAS, Recommendation No. R1 states: "For purposes of Penal Code Section 933.05, the Superior Court and City Services Auditor should record this Recommendation as 'Implemented';" and

WHEREAS, Recommendation No. R2 states: "The Board of Supervisors should adopt an ordinance by no later than June 30, 2020, providing that the elected officials, agency heads, and governing bodies of the City and County of San Francisco must continue providing the Civil Grand Jury, across CGJ terms, with timely follow-up information regarding the ongoing responses to the Recommendations in its reports, until the responses reach final status, and amend SF Administrative Code Section 2.10 to add Subsection (c), specifying:

'Within three years of the publication date of a Civil Grand Jury report, the designated respondents to the report's Recommendations shall bring their responses to final status, i.e., either:

- Implemented, with a summary of the implementation action; or
- Not implemented because it is not warranted or is not reasonable, with an explanation thereof.';" and

WHEREAS, Recommendation No. R5 states: "The Mayor and the Board of Supervisors should reconsider and resubmit their responses by no later than December 31, 2019, to Recommendation R2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight,* remedying the deficiencies in the previous responses that are noted in this report;" and

WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior Court on Finding Nos. F1, F2, F5, F7, and F8, as well as Recommendation Nos. R1, R2, and R5 contained in the subject Report; now, therefore, be it

RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they _____ with Finding No. F1 for reason as follows: _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they _____ with Finding No. F2 for reason as follows: _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they _____ with Finding No. F5 for reason as follows: _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they _____ with Finding No. F7 for reason as follows: _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they _____ with Finding No. F8 for reason as follows: _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R1 has _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R2 has _____; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R5 has _____; and, be it

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

From:	Anatolia Lubos
To:	Carroll, John (BOS)
Subject:	Sheriff"s Response to the 2018-2019 Continuity Report
Date:	Friday, September 13, 2019 9:33:16 AM
Attachments:	Ltr to CGJ 9.12.19.pdf

From: Civil Grand Jury <CGrandJury@sftc.org>
Sent: Thursday, September 12, 2019 4:24 PM
To: Anatolia Lubos <ALubos@sftc.org>
Subject: FW: Response to 2018/2019 Civil Grand Jury Report

From: Hennessy, Vicki (SHF)
Sent: Thursday, September 12, 2019 4:23:25 PM (UTC-08:00) Pacific Time (US & Canada)
To: Civil Grand Jury
Cc: Johnson, Katherine (SHF); Freeman, Matthew (SHF); Miyamoto, Paul (SHF); Kirkpatrick, Kelly (MYR)
Subject: Response to 2018/2019 Civil Grand Jury Report

Dear Ms. Lubos- Please find the Sheriff's Department response to the 2018/2019 Civil Grand Jury report attached.

Please feel free to contact me if you have any questions or concerns.

Thank you.

VH

Vicki L. Hennessy
Sheriff
1 Dr. Carlton Goodlett Place
City Hall, Rm 456
San Francisco, CA 94102

Phone: 415.554.7225

OFFICE OF THE SHERIFF
CITY AND COUNTY OF SAN FRANCISCO

1 DR. CARLTON B. GOODLETT PLACE
ROOM 456, CITY HALL
SAN FRANCISCO, CALIFORNIA 94102

VICKI L. HENNESSY
SHERIFF

September 12, 2019
Reference: 2019-107

Rasha Harvey, Foreperson
2018-2019 Civil Grand Jury
400 McAllister, Room 008
San Francisco, CA 94132

Dear Foreperson Harvey,

I am in receipt of your letter dated July 15, 2019. In that letter you provided me a copy of your annual report entitled, "*Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report".* Although you stated the Sheriff is not required to respond, I have offered my response below.

Reference Pages 45 and 46 of the report:

FY 2015-206 Responses Not in Penal Code Compliance:

Recommendation #1 –Individuals arrested and subsequently referred to the hospital prior to being accepted into the jail should be tracked and information communicated.

Sheriff's Response: Was not correct. Here is the current response: Agree – DPH who conducts medical triage prior to booking does track and communicate this information.

Recommendation #4 – The City should staff Jail Behavioral Health Services 24/7.

DPH Response: Further analysis of mental health services delivery overnight is currently underway.

Sheriff's Current Response: Disagree. While the Sheriff and the DPH Director agree we need more staffing, we must disagree as it is not a current priority. There have been many additional behavioral health staff added during who provide direct programmatic and therapeutic engagement of clients during regular hours. Jail Health Services covers all the jails 24/7 and there are behavioral health staff on-call at times who can be contacted if needed.

Phone: 415 554-7225 Fax: 415 554-7050
Website: sfsheriff.com Email: sheriff@sfgov.org

Recommendation #5 – The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.

Chief Data's Officer Response: DataSF continues to be available to support departments in their publication process. Any department can start the publishing process. The Sheriff's Department must initiate the process. The Coordinator for the department is expected to identify the stewards and custodians to help make data available on the open data portal per policy.

Sheriff's Response: We are happy to work with DataSF and agree we need to post our data on the open portal. That data is unavailable due to our antiquated systems and lack of resources at our IT unit. The Sheriff has requested appropriate staffing for the SFSD IT Unit in the last two budget cycles. The Controller's City Service Auditors (CSA) completed an audit of our IT capability in 2018. Based on that audit we requested 3 recommended FTEs including a Chief Information Officer, for that unit. We were denied positions by the Mayor's Budget Office in the FY 18/19 budget. This year, FY 19/20 the CIO position was approved, and the hiring process is in full swing. In the meantime, we are working on a new jail management system that will allow us to extract and share relevant data more easily.
Estimated date is early 2021 for completion of this item.

Recommendation #6- Identify positions that might be reclassified as administrative support, i.e. civilian, rather than requiring sworn deputies to handle those duties.

Sheriff's Response: Will be implemented in the Future.

Sheriff's Current Response: Agree. In 2018/19 the CSA performed a staffing audit of our department. The final results indicated that the SFSD is severely understaffed with sworn personnel, and also recommended a number of positions that could be civilianized. Although the report was issued after our budget submission, we had some fore knowledge and requested 17 of the 37 recommended positions in our FY 19/20 budget. 11 of those were approved for a portion of the fiscal year and we plan to have those on-board by the end of this fiscal year. We will continue the process of requesting the identified civilian positions in the following budget years. The CSA report issued on 06.09.19 can be accessed here on the Controller's website:

http://openbook.sfgov.org/webreports/search.aspx?searchString=&year=1986&year2=2021&type=AU&index=0&index2=1&index3=0

I hope this information is useful and provides closure to the items left open on our previous reports. I have also attached the completed Excel document you provided for the 2016/2017 Civil Grand Jury report as well as an excerpt from the original response on the items noted. The spreadsheet provided by you in your email would not allow an entry into the Agree/Disagree column so I included the determination in the Response Text column. .

Phone: 415 554-7225 Fax: 415 554-7050
Website: sfsheriff.com Email: sheriff@sfgov.org

If you have any questions or concerns, please feel free to contact me.

Thank you for your service on the Civil Grand Jury.

Sincerely,

Vicki L. Hennessy
Sheriff

Cc: Mayor London Breed
Presiding Judge Garrett Wong

attachments

Phone: 415 554-7225 Fax: 415 554-7050
Website: sfsheriff.com Email: sheriff@sfgov.org

APPENDIX N – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: SF County Jails - Our Largest Mental Health Facility Needs Attention Four Responses Not in Penal Code Compliance

SF County Jails - Our Largest Mental Health Facility Needs Attention	
***Pending* Recommendation #1:** **R.A.1.a** Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	**Last Response From:** **Chief Deputy of Custody Operations** The Recommendation has not been but will be implemented as part of an effort to improve the booking process, including enhanced documentation. The entire effort is anticipated to take approximately six months. While the Department of Public Health enters this information into their data system, federal law, specifically the Health Information Portability and Accountability Act (HIPAA), prohibits the sharing of the information contained in it with the Sheriff's Department.
Last Response Year:2016 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

SF County Jails - Our Largest Mental Health Facility Needs Attention	
***Pending* Recommendation #4:** **R.C.2.a.** The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	**Last Response From:** **Director of Public Health** Further analysis of mental health services delivery overnight is currently underway.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

SF County Jails - Our Largest Mental Health Facility Needs Attention	
***Pending* Recommendation #5:** **R.C.5.** The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	**Last Response From:** **Chief Data Officer** DataSF continues to be available to support departments in their publication process. Any department can start the publishing process by visiting https://datasf.org/publishing/. The Sheriff's Department must initiate the process. The Coordinator for the Department is expected to identify the stewards and custodians to help make data available on the open data portal per policy. Furthermore, a 5-year roadmap for JUSTIS (the interdepartmental data sharing program for criminal justice agencies) is currently in planning. Data integrations with open data are on that roadmap and it will likely be more efficient and consistent to use that infrastructure for publishing data, pending approval from the Sheriff's Department.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

APPENDIX N: 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2015-2016 Report: SF County Jails - Our Largest Mental Health Facility Needs Attention Four Responses Not in Penal Code Compliance

SF County Jails - Our Largest Mental Health Facility Needs Attention	
***Pending* Recommendation #6:** **R.D.1.b.** Identify positions that might be reclassified as administrative support, i.e. civilian, rather than requiring sworn deputies to handle those duties.	**Last Response From:** **Sheriff** The request for civilian staff - 3 positions including a Chief Information Officer was not approved by the Mayor's Office. In the meantime, we are working on converting some positions in Records to civilian ones.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

2017-2018 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	**F#**	**Finding** (text may be duplicated due to spanning and multiple respondent effects)	**Respondent Assigned by CGJ [Response Due Date]**	**Finding Response** (Agree/Disagree)	**Finding Response Text**
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F6	In the 2016-2017 Civil Grand Jury report Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System, an apparent transcription error citing the "Five Keys" program instead of the "Sister" program led to an inaccurate Recommendation and resultant erroneous response.	Sheriff		Agree- We have recently changed providers for the SISTER program. Measuring recidivism continues to be a challenge as there is no universal agreement on what consitutes a lack of recidivism. Instead we can measure whether or not someone who completes the SISTER program returns to custody in San Francisco, within one year, two or three.
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]					

2017-2018 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	**Recommendation** (text may be duplicated due to spanning and multiple respondent effects)	**Respondent Assigned by CGJ [Response Due Date]**	**Recommendation Response** (Implementation)	**Recommendation Response Text**
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]				
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	By no later than December 31, 2019, the Sheriff should respond to recommendation R10 as it appears in the body of the 2016-2017 Civil Grand Jury report Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System.	Sheriff		Agree- with caveats expressed in the finding column. We are able to determine if someone returns to our custody within certain time parameters from any of our programs however this is not automated at this time. We are currently testing a new jail management system that we hope will produce regular reports on this item and many others. Expect it to be fully operationation by the end of 2021.

2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	F9	Five Keys does not compile complete statistical information about its educational courses in terms of recidivism, change of behavior or success in re-entry. Therefore, we know little about the impact of these classes in terms of keeping women out of jail, changing their behavior to conform to the laws of our society, or how successful they are in re-entering civil society.	Sheriff's Department	agree with finding	While we agree with this finding, it is impossible for law enforcement agencies and programs that serve the incarcerated population to track individuals once they leave custody, much less measure with any precision generalized concepts such as "change of behavior" and "success in re-entry." For the most part, once individuals leave jail, they have little interest in or incentive to remain in contact with the criminal justice system. The fact of not returning to custody is a indicator of success.

2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	F6	Housing for female inmates trying to study while in jail is not designed for maximum learning. The facilities are seismically compromised and a threat to the safety of inmates in the case of an earthquake. The building is old and poorly designed for modern theories about incarceration; furthermore, it does not meet modern qualifications for inmate's physical security, personal safety and appropriate visitation space.	Sheriff's Department	disagree with it, wholly (explanation in next colum	Women prisoners are housed in County Jail #2, at 425 7th Street, not the Hall of Justice, which is well beyond its useful life. Opened in 1994, County Jail #2 is not seismically compromised and features housing units in modern podular configurations, which maximize physical security and provide effective line of sight. There is ample open space for programs and group counseling inside each pod, as well as access to a variety of educational and treatment programs.

2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R10	We recommend that the Five Keys staff set up guidelines to measure the success of its charter school program in terms of recidivism, change of behavior, and success in re-entry for every participating inmates in the Five Keys program. We suggest this recommendation be implemented within the year (2017).	Sheriff's Department	The recommendation has been implemented (summary of how it was implemented in next column)	The Sheriff's Department supports Five Keys in measuring performance according to the metrics mandated by Five Keys' accreditation as a California pubic school, which is focused primarily on academic performance. Information about recidivism is always valuable, but it is difficult to acquire. There is no uniformity among jurisdictions and programs about what defines recidivism, and it is impossible to know the whereabouts of every individual who has taken classes or earned a diploma from Five Keys after they leave custody. It is also impossible to measure general concepts such as "change in behavior" and "success in re-entry" with any precision. The fact of not returning to custody is, on its own, a powerful indicator of success. Nevertheless, the Sheriff's Department and Five Keys continue to seek a system of measures beyond academic performance.

CITY AND COUNTY OF SAN FRANCISCO

2018-2019 CIVIL GRAND JURY

Improving Continuity Review for Increased Public Accountability:

The 2018-2019 San Francisco Civil Grand Jury Continuity Report

June 2019

CITY AND COUNTY OF SAN FRANCISCO

2018-2019 CIVIL GRAND JURY

THE CIVIL GRAND JURY AND ITS OPERATIONS

California state law requires that all 58 counties impanel a Grand Jury to serve during each fiscal year. *California Penal Code Section 905; California Constitution, Article I, Section 23*

The Civil Grand Jury investigates and reports on one or more aspects of the County's departments, operations, or functions. *California Penal Code Sections 925, 933(a)*

Reports of the Civil Grand Jury do not identify individuals interviewed by name. *California Penal Code Section 929*

The Civil Grand Jury issues reports with Findings and recommendations resulting from its investigations to the Presiding Judge of the Superior Court. *California Penal Code Section 933(a)*

Each published report includes a list of those elected officials or departments that are required to respond to the Presiding Judge of the Superior Court within 60 or 90 days as specified. *California Penal Code Section 933*

California Penal Code Section 933.05 is very specific with respect to the content of the required responses. Under Section 933.05(a), for each Finding, the response must:

1) Agree with the Finding, or
2) Disagree with it, wholly or partially, and explain why.

Similarly, under Penal Code Section 933.05(b), for each recommendation, the responding party must report that:

1) The recommendation has been implemented, with a summary of the implemented action; or
2) The recommendation has not been implemented but will be within a set timeframe; or
3) The recommendation requires further analysis, with an explanation of what additional study is needed, and the timeframe for conducting that additional study and the preparation of suitable material for discussion. This timeframe may not exceed six months from the date of publication of the Civil Grand Jury's report; or
4) The recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

Any San Francisco resident who is a US citizen and is interested in volunteering to serve on the Civil Grand Jury for the City and County of San Francisco is urged to apply. Additional information about the San Francisco Civil Grand Jury, including past reports, can be found online at http://civilgrandjury.sfgov.org/index.html .

CITY AND COUNTY OF SAN FRANCISCO

2018-2019 CIVIL GRAND JURY

MEMBERSHIP ROSTER

RASHA HARVEY (Foreperson)

JANET ANDREWS HOWES (Parliamentarian)

LINDA BADGER

ANDREW BENJAMIN

GORDON CRESPO

KRISTINE EQUIHUA (Technology Secretary)

STEPHEN GARBER

JONATHAN HILL

LEONARD KULLY (Correspondence Secretary)

WILLIAM W LEE (Foreperson Pro Tem)

FRANK NETTLETON

NONA RUSSELL

RANDALL SMITH (Recording Secretary)

KAAREN STRAUCH BROWN

RUSH STURGES

MARTHA SUTHERLIN

JASON TAM

MICHAEL WIXTED

EXECUTIVE SUMMARY

The function of the Civil Grand Jury (CGJ) is to investigate the operations of the various officers, departments and agencies of the government of the City and County of San Francisco. If the Recommendations of the Civil Grand Jury are not verifiably implemented, or at least seriously considered, this function is undermined, and the effort is fruitless.

Traditionally, a Continuity Committee of the Civil Grand Jury performs a review to follow up on implementation of report Recommendations. The 2018-2019 Civil Grand Jury reviewed Continuity reports submitted by Civil Grand Juries since 1995. The Civil Grand Jury also carefully reviewed the current process for tracking responses to report Findings and Recommendations, including the praiseworthy effort made by the City Services Auditor Division (City Services Auditor or CSA) of the Office of the San Francisco Controller.

The Civil Grand Jury determined that follow-up has been irregular and inconsistent. In particular, the Civil Grand Jury:

1. Identified responses to Recommendations from 2014-2018 Civil Grand Jury reports that are out of compliance with the requirements of California Penal Code Section 933.05;[1]

2. Identified three recent reports where the responses were in technical compliance with Section 933.05, but did not properly address the intent of the Civil Grand Jury's Findings and/or Recommendations; and

3. Identified opportunities for improving year-to-year Continuity process effectiveness.

The Civil Grand Jury concluded that the current process of Continuity follow up has a significant shortcoming: the elected officials, agency heads, and governing bodies of the City and County of San Francisco do not provide the Superior Court and Civil Grand Jury timely information regarding the ongoing status of their responses across jury terms. To be effective, the Continuity process needs to continue, with periodic checkpoints, until the response has reached final status (either "implemented", with summary of actions taken, or "will not be implemented," with explanation).

Civil Grand Jury follow-up on the Recommendations of prior reports is inherently difficult due to:

- Annual turnover of the Civil Grand Jury membership, with limited time for training and preparation;
- The labor-intensive nature of data collation;
- Unavailability of indexed historical Civil Grand Jury report information.

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[1] All Section references are to the California Penal Code, unless otherwise indicated.

Development of a process to enhance meaningful oversight and reduce the burden on future Civil Grand Juries is long overdue. Such a process needs to be ongoing and consistently applied from year to year by every Civil Grand Jury. Otherwise, the mission of the Civil Grand Jury and its Continuity Committee is undermined by the need for extensive analysis of past Recommendation responses.

Where Civil Grand Juries complete their terms without constituting a Continuity Committee (as occurred in the three terms from 2015 through 2018), then a new Committee has to research Recommendation responses which have not been analyzed for multiple years, limiting its ability to institute in-depth investigation of previous report topics.

We have made several recommendations to reduce duplicative input, facilitate timely follow-up, and assure both compliance with the Penal Code and completion of implementation. We are confident that if these recommendations are carried out fully and faithfully by the responsible parties, major improvements in the follow-up process will result, and the Civil Grand Jury's effectiveness in accomplishing its mission will be significantly enhanced.

In ideal circumstances, the role of the Continuity Committee is to identify one or more past reports where, for whatever reason, the desired positive outcome has not been achieved, and arrange for re-investigation of the subject of such report/s within its own Civil Grand Jury term.

The aim and aspiration of this report is to lay the groundwork for that future.

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BACKGROUND

The San Francisco Superior Court impanels a new Civil Grand Jury each year. The one-year term begins July 1 and ends June 30 the following year. The Civil Grand Jury is an independent body of citizens looking to improve government effectiveness and efficiency and is charged with producing at least one investigative report with Findings and Recommendations.[2]

After the report Findings and Recommendations are published, Section 933 [3] of the California Penal Code requires responses to them from designated respondents. Section 933(c) mandates that governing bodies of public agencies respond no later than 90 days after the Civil Grand Jury submits a final report, and elected county officers and agency heads within 60 days, by letter to the Superior Court.

Section 933.05(b) is very specific about what responses to Findings and Recommendations are allowed:[4]

1) The response to Findings can be:
   a) Agree with Finding.
   b) Wholly or partially disagree with Finding, in which case the response shall specify the portion of the Finding that is disputed and shall include an explanation of the reasons therefor.

2) The response to Recommendations can be:
   a) The Recommendation has been implemented, with a summary regarding the implemented action.
   b) The Recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.
   c) The recommendation requires further analysis, with an explanation and the scope of parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Civil Grand Jury report.
   d) The Recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

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[2] California Penal Code: Title 4: Grand Jury Proceedings (888-939.91) https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=PEN&division=&title=4.&part=2.&chapter=3.&article=1.

[3] Section 933 can be found online at http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=PEN&sectionNum=933.

[4] Section 933.05 can be found online at http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=PEN&sectionNum=933.05.

During the first year after Civil Grand Jury reports are published, the San Francisco Superior Court receives report Finding and Recommendation responses and posts them with the report on the Civil Grand Jury website.[5] From the second through the fourth years after publication, the City Services Auditor requests follow-up annually on pending responses as required, by statute[6] for fiscal matters and by Civil Grand Jury request for the remaining responses.[7] These responses are tabulated and posted on the Controller's website with linkage to the Civil Grand Jury website.[8]

Each Civil Grand Jury reviews prior responses for Penal Code compliance and examines whether the responses correctly address the intent of the report Findings and Recommendations. Each Civil Grand Jury must rely on its successors to read the reports, review the investigative report responses, and follow up on the implementation of Recommendations.

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[5] http://civilgrandjury.sfgov.org

[6] San Francisco Administrative Code: http://library.amlegal.com/nxt/gateway.dll/California/administrative/administrativecode?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sync=1

[7] See Appendix R

[8] https://sfcontroller.org/status-civil-grand-jury-recommendations

PROBLEM STATEMENT

Each Civil Grand Jury has a one-year term, and generally issues its reports at the end of its term. As a result, the Civil Grand Jury that issues a report is unable to ensure that responding agencies comply with both the letter and the spirit of its report. Responsibility for monitoring the responses, and addressing any deficient responses, falls to the next several Civil Grand Juries, particularly for responses that take time to analyze and/or implement.

The San Francisco Civil Grand Jury has published a Continuity report in only 14 of the past 23 years. This attests to the very considerable difficulty of carrying out this responsibility. Civil Grand Jury follow-up with respect to prior Civil Grand Jury reports and their Findings and Recommendations is inherently difficult due to the nature of the Civil Grand Jury system: there is a new set of volunteers every year. Development of a process to enhance oversight and reduce the burden on future Civil Grand Juries is long overdue.

Subsections A and B of the Discussion section below examine two attributes of Civil Grand Jury report responses that give evidence of this difficulty:

1) Responses to Recommendations from 2014-2018 Civil Grand Jury reports that are past due (beyond the 60/90-day timeframe for initial submittal), fail to state a timeframe for implementation or analysis, or have exceeded the stated timeframe;
2) Recent reports where the responses were in technical compliance with Section 933.05, but further responses are indicated as the responses did not properly address the intent of the Civil Grand Jury's Findings and/or Recommendations.

Subsection C then seeks the causes of the difficulty, through identifying shortcomings in the current process for following up on Civil Grand Jury Recommendations.

METHODOLOGY

The Civil Grand Jury reviewed the following aspects of previous Civil Grand Jury reports:

1) SFCGJ reports going back to 1995-1996[9], with special attention to Continuity reports (see Appendix B and Bibliography);
2) The status of responses to SFCGJ investigative reports from the three terms from 2014-2015 through 2016-2017,[10] using response tabulations from the City Services Auditor;
3) The status of responses to SFCGJ investigative reports from the term of 2017-2018, [11] using data from the San Francisco Civil Grand Jury website;
4) Continuity Reports issued by the Civil Grand Juries of other California counties. (see Bibliography).

The following criteria for Recommendation responses' compliance with Penal Code requirements were considered:

1) Was the response in compliance with Section 933 timeframes?
   a) 60 days for county elected officials and governmental agency heads.
   b) 90 days for governing bodies of public agencies.

2) Did the response indicate agreement or disagreement, either wholly or partially, with the Findings? If the respondents disagreed, did the response include an explanation as required by Section 933.05(a)?

3) If the response was "Implemented", did the response include a summary of what was done, as required by Section 933.05(b)(1)?

4) If the response was "will be implemented", did the response include a timeframe for implementation, as required by Section 933.05(b)(2)?

5) If the response was "Requires further analysis or study," did it include an explanation of the scope, the parameters, and the timeframe not to exceed six months after the issuance of the report for the proposed analysis or study, as required by Section 933.05(b)(3)?

6) If the response was "Will be Not be Implemented" because it was unwarranted or unreasonable, did it include a reasoned explanation as required by Section 933.05(b)(4)?

In the absence of indexed historical CGJ report data, it was necessary to review 24 years' worth of SFCGJ reports and manually tabulate the data (Appendix B).

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[9] SF Controller Civil Grand Jury Previous Reports - http://civilgrandjury.sfgov.org/previousreport.html
[10] SF Controller Civil Grand Jury Previous Report Status - https://sfcontroller.org/status-civil-grand-jury-recommendations
[11] SF Controller Civil Grand Jury Current Responses - http://civilgrandjury.sfgov.org/report.html

In a quantitative analysis, the Civil Grand Jury tabulated and summarized the responses to Recommendations for all 2014-18 Civil Grand Jury reports (see Appendix C) and summarized open responses by department (see Appendix D).

In a qualitative analysis, the Civil Grand Jury identified several responses to recent reports that did not properly address the intent of the Civil Grand Jury's Findings and/or Recommendations.

In a root-cause analysis, the Civil Grand Jury conducted interviews with members of the San Francisco Superior Court and the CSA, to analyze the current workflow between them and identify potential efficiency improvements.

DISCUSSION

The Civil Grand Jury's review is divided into three sections, addressing:

A. Responses to Recommendations from 2014-2018 Civil Grand Jury reports that are out of compliance with Penal Code requirements;
B. Recent reports where the responses were in technical compliance with Section 933.05, i.e., in final status ("implemented" or "will not be implemented"), but did not meet the intent of the Recommendations;
C. Problems with the existing follow-up processes for report responses, and opportunities for improving year-to-year Continuity response tracking, monitoring, and effectiveness.

A. Completion Status of 2014 – 2018 Report Recommendation Responses

As set forth on page 4 in the Background section of this report, Sections 933 and 933.05 of the California Penal Code designate the time allotted for responses to Civil Grand Jury Recommendations and the expected content of the responses, including the timeframes for implementation. There is no statutory requirement for a Recommendation response to be brought to "final status," i.e., to either final implementation or to non-implementation with a reasoned explanation.

From 2014 through 2018, 22 reports by the San Francisco Civil Grand Jury requested 606 responses from officials, agency heads or governing bodies. In some cases, respondents consolidated their responses, resulting in 61 letters being submitted to the Court. The responses are tabulated in Appendix C.

In the remainder of this report, the term "timely responses" refers to those designated by the Code or in the text of the response.

For the most part, these responses were submitted within the guidelines set by Section 933 of the Penal Code requiring initial responses to the Court within 60 or 90 days. Responses from the Board of Supervisors (BoS) were frequently late by one to two weeks. The BoS has the additional requirement under San Francisco Administrative Code Section 2.10 to hold public hearings on the report's Recommendations, and most of its responses are submitted after those hearings.

In contrast with the agencies' performance with respect to initial response submittal, the Civil Grand Jury found that many report responses are past due; lack a stated timeframe for implementation or analysis; or have a stated timeframe that has expired.

The Civil Grand Jury found 72 such responses in the past four years (11.9% of the total). 37 responses did not specify a timeframe for the implementation of the Recommendation or completion of the analysis. An additional 35 responses listed an expected implementation date that had expired as of the most recent Controller (CSA) review, without being updated or confirmed. Table 1 on the next page summarizes these responses:

Table 1. 2014-2018 Responses to CGJ Recommendations
Missing, past due, or expired timeframes*

	Responses with No Timeframe		Responses with Expired Timeframe		
Year	Will be Implemented In the Future	Requires Further Analysis	Will be Implemented In the Future	Requires Further Analysis	Total
2017-18	6	5	13	4	28
2016-17	7	0	3		10
2015-16	17	1	11	3	32
2014-15	1	0		1	2
Total	31	6	27	8	72

* In 2014-2018, there were no significantly past-due responses

Appendices E through P detail these responses.

It is noteworthy that neither the California Penal Code nor the San Francisco Administrative Code mandates any follow-up after the initial receipt of responses by the Superior Court and the public hearings of the Board of Supervisors until the subsequent follow-up on fiscal matters by the City Services Auditor, one year after the BoS hearings. This 12-to-15-month gap is a significant period without documented activity on the Recommendations. This gap, the turnover of Civil Grand Juries, and the irregularity of Continuity reporting, all contribute to inefficiency and diminished effectiveness of the Civil Grand Jury.

B. Prior Civil Grand Jury Responses Deemed Erroneous, Incomplete, or Inadequate

The Civil Grand Jury found that additional follow-up is merited for three recent Civil Grand Jury reports, for different reasons. These examples demonstrate the need for consistent Civil Grand Jury follow-up on the content and quality of responses to prior reports.

1. 2015-2016 Report: *San Francisco Crime Lab: Promoting Confidence and Building Credibility*

Over the several years prior to the investigation, the credibility of the San Francisco Police Department (SFPD) Criminalistics Laboratory (Crime Lab or the Lab) had been marred by scandals that interfered with its mission to present accurate, unbiased, and convincing testimony in court.

The 2015-2016 report investigated issues related to the dismissal of over 700 drug cases by the District Attorney. Reasons for the dismissals prominently included the theft of cocaine from the drug analysis section of the Lab and the failure of competency exams by laboratory technicians. There was also a history of sample switch, record destruction, suppression of exculpatory evidence from the defense, and incomplete evidence uploading into the FBI DNA database. These issues resulted in a lack of trust in data generated by the Lab. [12, 13, 14]

Recommendations R.F.2 and R.F.3 from this report are cited below, together with excerpts from the corresponding responses from the concerned agencies:

> R.F.2: An external review by forensic experts trusted by all stakeholders of the Crime Lab should be made to assure that the internal audits as well as the policies and procedures of the Crime Lab are correct. [15]
>
> The initial consolidated response letter from the Acting Chief of Police, the Mayor, and the City Administrator, dated July 31, 2016, indicated "Recommendation has been implemented." The same letter stated, "To date, there have been no bidders for this project."

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[12] http://civilgrandjury.sfgov.org/2015_2016/2015-16_CGJ_Final_Report_Crime_Lab_6_1_2016.pdf

[13] https://sfcontroller.org/sites/default/files/Public%20Forms%20%26%20Notices/16-17%20Status%20of%20the%20Civil%20Grand%20Jury%20Recommendations.pdf

[14] See also Mother Jones Crime Lab Article - https://www.motherjones.com/politics/2015/04/why-do-crime-labs-keep-screwing-dna-tests/

[15] http://civilgrandjury.sfgov.org/2015_2016/2015-16_CGJ_Final_Report_Crime_Lab_6_1_2016.pdf. p.27

The second statement in the response contradicts the first, in that no external review has been conducted.[16] The City Services Auditor does not follow up on responses designated as Implemented. Therefore, this contradiction has not been identified until this current report.

> R.F.3: The external review should be conducted by experts who have been identified as trustworthy to all stakeholder(s) rather than selected by a competitive bidding process based on cost. [17]
>
> The initial consolidated response letter to the Superior Court, dated July 31, 2016, indicated, "Recommendation requires further analysis." The response stated "In Spring 2015 (sic) the Crime Lab met with representatives of the District Attorney's office, Public Defender's office, a private defense attorney, and a representative from a center for the Fair Administration of Justice. During that meeting an external review was discussed and individuals were identified trustworthy to all stakeholders. Contact was initiated by SFPD to those individuals, and the Police Chief invited the District Attorney, the Public Defender and a private defense attorney to submit suggested areas of 'concern' from their offices to incorporate into the scope of this proposed external review with the goal of forming a meaningful and constructive review that would benefit all stakeholders in the criminal justice system of San Francisco. If a request for proposals is issued again, trustworthiness will be a key criterion for selection."

In 2017 the City Services Auditor followed up on the status of the 2016 response that had indicated "Requires further analysis." In his response to this follow-up, the SF Chief of Police changed the response status to "Will not be implemented because it is not warranted or not reasonable." The text of the response was:

> This Recommendation has not been accomplished. The Department attempted, unsuccessfully to have an outside review conducted. The Department initiated a competitive bidding process as required by City process. Although the Department went to great lengths to accomplish this, ultimately no qualified individuals submitted a bid to conduct the review process.[18]

The two responses received do not explain why no bids were received in response to the RFP. If the trustworthy experts identified by the stakeholder group were not invited to bid, these two responses do not adequately address Recommendation R.F.3.

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[16] https://sfcontroller.org/sites/default/files/Public%20Forms%20%26%20Notices/15-16%20Status%20of%20the%20Civil%20Grand%20Jury%20Recommendations.pdf

[17] http://civilgrandjury.sfgov.org/2015_2016/2015-16_CGJ_Final_Report_Crime_Lab_6_1_2016.pdf. p. 27

[18] https://sfcontroller.org/sites/default/files/Public%20Forms%20%26%20Notices/16-

Further, the phrase "as required by City process" serves to conceal, rather than reveal, the facts regarding the RFP. Administrative Code Chapter 21.5 lists types of purchases which may be exempt from the requirement for competitive solicitation. Two of these might have been applicable to the Crime Lab review solicitation: 21.5(a) regarding Minimum Competitive Amount, and 21.5(b) regarding sole source. If these possibilities were not seriously considered, then it may not be correct that "the Department went to great lengths to accomplish this. . .".

2. 2016-2017 Report: *The SF Retirement System - Increasing Understanding and Adding Voter Oversight*

The 2016-17 San Francisco Civil Grand Jury investigated the fiscal status of the City's Retirement System and concluded that it threatens the financial future of the City, due to an unfunded liability of $5.81 billion, which leaves the System only 77.6% funded. According to the SF Performance Scorecard on Pension Plan Funding Level, the Retirement System has not been 100% funded since 2009.[19]

The Retirement Fund investments are managed by the Retirement Board, composed of three individuals elected by the members of the Retirement System, three public members appointed by the Mayor, and one member of the Board of Supervisors. As described on the San Francisco Employees Retirement System (SFERS) website: " Within the scope of its *fiduciary duties* (emphasis added), the Board establishes and follows policies governing the administration, management, and operation of the City's retirement plans; manages the investment of the Retirement System's assets; approves disability benefit determinations; and approves actuarial assumptions used to fund long-term benefit promises of the SFERS Pension Plan."

The Retirement Board is responsible for investing the assets of the Retirement System and maximizing the returns for the beneficiaries. Its fiduciary responsibility to beneficiaries supersedes any responsibility to the voters and citizens of San Francisco and is shared by all members of the Board, including the appointed members. [20]

San Francisco taxpayers are responsible for meeting the obligations of the Retirement System, including any unfunded liability.

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[19] SF Performance Scorecard on Pension Funding Levels - https://sfgov.org/scorecards/pension-plan-funding-level

[20] California Constitution https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=CONS&division=&title=&part=&chapter=&article=XVI

The 2016-2017 Civil Grand Jury report included Recommendation R2.1, addressed to the Mayor, the Board of Supervisors, the Retirement Board, and the Controller:

> R2.1: That the Board of Supervisors establishes a permanent Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers and present it to the voters in a proposition by 2018. All options for reducing pension liabilities must be considered, including a hybrid Defined Benefit/Defined Contribution plan.

The Mayor and the BoS responded that Recommendation R.2.1 would not be implemented, asserting that it was unreasonable or unwarranted.

> BoS Response to R.2.1: The Mayor and Board of Supervisors have oversight over the Retirement System and review financials and projections regularly, including during the annual City budget process.
>
> Mayor's Response to R2.1: The City already has a Retirement Board which functions as oversight to the Retirement System, and the Mayor's Office has no authority to establish or empanel a new Board committee. (The Mayor) worked to pass major pension reform legislation in 2011 and the City's long-term pension obligations would be much worse if it was not for these measures. Lastly, the City closely monitors pension costs in our long-range financial planning through the 5-year financial planning process, deficit projections as well as through the 2-year budget process, which are developed by the Mayor's Office in collaboration with the Controller's Office and the Board of Supervisors. We closely monitor the impact of our pension obligations on our long-term deficit and will continue to seek to reduce projected deficits over time.

The 2016-17 Civil Grand Jury report also included Recommendation R2.2, addressed to the same parties:

> That the Mayor and Board of Supervisors submit a Charter amendment proposition to the voters, to add three additional public members who are not Retirement System members to the Retirement Board.

Following are excerpts from the separate responses to Recommendation R2.2 submitted by the cited respondents:

> Mayor: Trustees are always obligated to act only in the fiduciary interests of the beneficiaries.
>
> Controller: Retirement Board members are fiduciaries that have a duty to the system's participants and not to "watch out for the interests of the City and its residents."

> Retirement Board: Under trust law, the Retirement Board's duty to its participants and their beneficiaries takes precedence over any other duty, including any duty to the City or its residents.

The responses to R2.1 by the Mayor and the BoS appear to overlook the fact that under the current rules the Retirement Board's fiduciary responsibility to the Plan beneficiaries overrides any consideration of minimizing cost to voters, even as their responses to R2.2 indicate their awareness of this fact.

In the present situation, the Retirement Board is not in a position to develop a "comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers," which the 2016-2017 Civil Grand Jury identified as the problem needing addressing and which underlies its Recommendation that a permanent Retirement System Oversight Committee be established.

The 2018-2019 Civil Grand Jury recommends that the Mayor and Board of Supervisors reconsider and resubmit their responses to 2016-2017 Recommendation R2.1 in the light of this consideration. The recommended Oversight Committee would be a significant contribution to the goal, set forth in the Mayor's 2019-2020 and 2020-2021 Proposed Budget, of "making government more accountable to residents." [21]

3. 2016-2017 Report: *Educational Parity in Custody (EPIC): Ensuring Equality of Women's Education in the SF Jail System*

This 2016-2017 report examined the educational services provided for female inmates in the San Francisco County Jails. An apparent transcription error resulted in recommendation R10's citing the "Five Keys" program instead of the SISTER program.

Recommendation R10 in the body of the 2016-2017 report provided as follows:

> We recommend that the Sheriff's Department, working in conjunction with the SISTER program, set up guidelines to measure the success of this program, in whatever quantitative way the Department decides to measure that success and document the results each semester and /or year. We suggest implementing this Recommendation by July 2018.

Unfortunately, the Sheriff apparently received an incorrect version of the Recommendation, citing the Five Keys and not the SISTER program, and therefore responded regarding the wrong program.

Although this error was not the fault of the Sheriff's Department, the 2018-19 Civil Grand Jury invites the Sheriff to respond to Recommendation R10 as written in the 2016-17 report.

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[21] Mayor's 2019-2020 & 2020-2021 Proposed Budget https://sfmayor.org/mayors-office-public-policy-and-finance-0

C. Improving Year-to-Year Continuity Process Effectiveness

The California Penal Code (933, 933.05) delineates specific timeframes for initial responses to Civil Grand Jury Recommendations. It further dictates timeframes for responses requiring additional time for implementation or analysis. However, it does not designate responsibility or accountability for enforcement of these provisions. Finally, it does not consider the fidelity of the responses to the specifics and intent of the Recommendations. It falls to the Civil Grand Jury, with the support of the Superior Court and County Government, to provide implementation follow-up and fulfill the oversight function mandated by the Code.

There have been Continuity reports in 14 of the past 23 years. Many of the reports support the sentiment best expressed by the 2001-2002 CGJ: "to subject a City department/agency/office to intense scrutiny and then to publish Findings and Recommendations intended to affect the future is a responsibility that should not end with the published report."[22] The last published Continuity report by the SFCGJ was in the term of 2014-2015.[23]

Inconsistent follow-up is not limited to the City and County of San Francisco. It has also been reported in other counties, such as Orange County and San Diego County. To quote the 2002-2003 Orange County Civil Grand Jury: "The follow-up procedure is not a simple task . . . "[24]

In San Francisco, the Administrative Code requires[25] the Controller (City Services Auditor, or CSA) to follow up on the responses to Recommendations pertaining to fiscal matters that were considered at a public hearing of the Board of Supervisors. The CSA posts the follow-up responses, beginning one year after the BoS hearing, in a Microsoft Excel spreadsheet which is posted with the original responses on the Controller's website.[26] The Civil Grand Jury website is hyperlinked to the Controller's website. [27]

Given the Civil Grand Jury's one-year term and the turnover in individual jurors, it is essential to develop an efficient system to systematically gather and update responses to Civil Grand Jury Findings and Recommendations and store this data in a centralized reporting repository accessible by all stakeholders.

Currently, documentation and training on the CGJ Continuity process are limited. This means that the members of each newly impaneled CGJ are not sufficiently familiar with what needs to be done, nor with the need to start on the task early in view of the labor-intensive, time-consuming processes that are in place today.

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[22] Continuity Report 2001-2002: http://civilgrandjury.sfgov.org/2001_2002/Continuity_Report.pdf
[23] 2014-2015: Unfinished Business: A Continuity Report on the 2011-2012 Report: Déjà Vu All Over Again: http://civilgrandjury.sfgov.org/2014_2015/14-15_CGJ_Report_Unfinished_Business_A_Continuity_Report_7_20_15.pdf
[24] Declaration: More on Continuity. May 22,2003. http://www.ocgrandjury.org/pdfs/gjdeclaration.pdf
[25] San Francisco Administrative Code: http://library.amlegal.com/nxt/gateway.dll/California/administrative/administrativecode?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sync=1
[26] https://sfcontroller.org/sites/default/files/Public%20Forms%20%26%20Notices/16-
[27] http://civilgrandjury.sfgov.org

These current processes include the following, with respect to the issue of timeframe compliance (as defined in Penal Code Section 933.05[b]):

- Review all responses to determine which have and have not met timeframe requirements;
- Categorize (manually) the timeframe-noncompliant responses according to which element is missing;
- Identify in detail what is required from the respondent to remedy the timeframe-noncompliant status;
- Identify the public officials or governmental agencies needing to respond;
- Request the Superior Court to send unique letters to all the timeframe-noncompliant respondents, to solicit a response within a 30-day timeframe;
- Assess all updated responses for Penal Code compliance and fulfillment of the report Recommendations;
- Re-tabulate the data for use in the CGJ Continuity report.

The Civil Grand Jury recommends that an application be developed, using a database, to support the Continuity processes in future. This application would eliminate or substantially reduce some of the labor-intensive, time-consuming processes now required for all stakeholders. The Civil Grand Jury would then be able to spend more time on investigative reports and less on compliance issues, and the quality of the Recommendation responses would inevitably improve.

The primary stakeholder in the new application would be the SF Civil Grand Jury, with the Superior Court and the City Services Auditor as secondary stakeholders.

The CGJ application would:

- Use a database to store historical Findings and Recommendations and track all responses, covering required response timeframes, targeted commitment dates, and current status;
- Create electronic alerts and notification letters when responses are due; and
- Create reports that would support the CGJ, Superior Court, Board of Supervisors, City Services Auditor, and the California Grand Jurors' Association and its San Francisco chapter.

To address present practicalities, it is envisioned that development of the data-collection process associated with the new application would take place in two phases:

1) Data collection and input into the database would proceed via the Excel spreadsheet that presently collects Recommendation responses;

2) The application would be converted, in approximately two years from its development, into a cloud application, where all stakeholders, including responding agencies, could input data directly into the database.

Since application development will span multiple years, it is also recommended that the SFCGJ engage a Continuity System Consultant to support the development efforts. The CGJ would select the individual to fill the position for the first two to three years; afterwards, the engagement would be renewed annually, if and as needed.

In order to perform effectively, the Continuity System Consultant should be someone who has experience as a San Francisco Civil Grand Jury member and is familiar with the current CGJ processes.

Developing such a database requires identifying the responsible stakeholders and individuals. The Civil Grand Jury has developed a Responsible-Accountable-Consulted-Informed (RACI) role responsibility assignment matrix, utilizing the following role definitions:

RACI Role Definition

RACI Role Definition:
Responsible: This team member does the work to complete the task. Every task needs at least one Responsible party, but it's okay to assign more.
Accountable: This person delegates work and is the last one to review the task or deliverable before it's deemed complete. On some tasks, the Responsible party may also serve as the Accountable one. Just be sure you only have one Accountable person assigned to each task or deliverable.
Consulted: Every deliverable is strengthened by review and consultation from more than one team member. Consulted parties are typically the people who provide input based on either how it will impact their future project work or their domain of expertise on the deliverable itself.
Informed: These team members simply need to be kept in the loop on project progress, rather than roped into the details of every deliverable.

RACI Chart Related to the San Francisco Civil Grand Jury

RACI Roles & Functions	Superior Court			CGJ	SF City Officials & Agencies			
	Superior Court Judge	Deputy Jury Commisioner	CGJ Admin Support	Impaneled Civil Grand Jury	SF City Attorney	SF Controller City Audit Services	City Officials & Agencies	Designated Report Respondents
Impanels New Civil Grand Jury (CGJ)	Responsible Accountable	Consulted	Informed					
Trains New CGJ	Accountable	Responsible	Consulted	Informed				
Research & prepare CGJ Investigative Reports				Responsible Accountable			Consulted	
City Attorney reviews CGJ Report(s)				Consulted	Responsible Accountable			
Superior Court review(s) CGJ Reports	Responsible Accountable			Consulted				
Conduct exit Interviews with Key Respondents				Responsible Accountable			Consulted	
Publish Civil Grand Jury Reports	Accountable	Responsible	Consulted	Informed			Informed	
Responses from Designated Respondents	Informed	Informed	Informed	Informed		Informed		Responsible Accountable
SF Controller Year 2 to 4 Response Tracking for SF financial impact.				informed		Responsible Accountable		

The Civil Grand Jury strongly believes that the measures proposed in this Section C, if carried out diligently by all stakeholders, will bring about a radical change for the better in the Continuity follow-up process. They should make the work far easier and less time-consuming to perform and enable annual production of Continuity reports to become a routine process.

We further believe that the recommended improvements would raise the efficiency of the Continuity Committee to the point where it could enable its own Civil Grand Jury, in the same term, to re-investigate important topics where earlier reports did not lead to desired outcomes.

FINDINGS

(A) Penal Code Compliance of Report Responses from 2014-2018:

F1. The elected officials, agency heads, and governing bodies of the City and County of San Francisco are appropriately complying with the statutory requirement for response to Civil Grand Jury Findings and Recommendations within 60/90 days.

F2. There is significant lack of compliance by the elected officials, agency heads, and governing bodies of the City and County of San Francisco with the statutory requirements for designating timeframes for promised implementation, providing the details of further analysis, and completing that analysis within six months of the date of issuance of the Civil Grand Jury report. This is complicated by the lack of a statutory requirement to bring the response to "final status."

(B) Prior Civil Grand Jury Responses Where Additional Follow-Up by Responder is Necessary

F3. Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report *San Francisco's Crime Lab: Promoting Confidence and Building Credibility*, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.

F4. Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report *San Francisco's Crime Lab: Promoting Confidence and Building Credibility,* that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.

F5. In their responses to Recommendation R.2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight*, the Mayor and the Board of Supervisors did not take into account that the Retirement Board's fiduciary responsibility for investing the assets of the Retirement System and maximizing the returns for the beneficiaries supersedes any responsibility to the voters and citizens of San Francisco, nor acknowledge that it prevents the Board, and possibly themselves, from acting with an appropriate fiduciary responsibility to the voters and taxpayers of San Francisco.

F6. In the 2016-2017 Civil Grand Jury report *Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System*, an apparent transcription error citing the "Five Keys" program instead of the "Sister" program led to an inaccurate Recommendation and resultant erroneous response.

(C) Improving Year-to-Year Continuity Effectiveness

F7. Lack of consistent, sustained follow-up on Civil Grand Jury reports undermines both the effectiveness and the value of the Civil Grand Jury process.

F8. The current process of Continuity follow-up has a significant defect: the elected officials, agency heads, and governing bodies of the City and County of San Francisco do not provide the Superior Court and Civil Grand Jury timely information regarding the ongoing status of their responses across jury terms. To be effective, the Continuity process needs to be continued until the response has reached final status (either "implemented", with summary of actions taken, or "will not be implemented," with explanation).

F9. Creating tabulated summaries without having a repository for storing the response data is extremely labor-intensive and inefficient, and makes the follow-up process far more difficult than need be.

F10. Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.

RECOMMENDATIONS

(A) Penal Code Compliance of Report Responses from 2014-2018:

R1. For purposes of Penal Code Section 933.05, the Superior Court and City Services Auditor should record this Recommendation as "Implemented."

R2. The Board of Supervisors should adopt an ordinance by no later than June 30, 2020, providing that the elected officials, agency heads, and governing bodies of the City and County of San Francisco must continue providing the Civil Grand Jury, across CGJ terms, with timely follow-up information regarding the ongoing responses to the Recommendations in its reports, until the responses reach final status, and amend SF Administrative Code Section 2.10 to add Subsection (c), specifying:

> Within three years of the publication date of a Civil Grand Jury report, the designated respondents to the report's Recommendations shall bring their responses to final status, i.e., either:
> - Implemented, with a summary of the implementation action; or
> - Not implemented because it is not warranted or is not reasonable, with an explanation thereof.

(B) Prior Civil Grand Jury Responses: Additional Follow-Up by Responder is Necessary

R3. No later than March 31, 2020, the SFPD should fully and completely respond to Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report *San Francisco's Crime Lab: Promoting Confidence and Building Credibility,* remedying the contradictory responses submitted previously (elaborated in Discussion Section B above).

R4. No later than March 31, 2020, the SFPD should resubmit its response to Recommendation R.F.3 of the abovementioned report, providing insight into the processes surrounding the issuance of the RFP for consulting services by outside experts agreed upon by all stakeholders for a review of the policies and procedures of the Crime Lab. This should specifically address two issues: the possibilities for exemption from requirements for competitive bidding, and whether all stakeholders were consulted in reaching the decision to abandon implementation of the Recommendation.

R5. The Mayor and the Board of Supervisors should reconsider and resubmit their responses by no later than December 31, 2019, to Recommendation R2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight,* remedying the deficiencies in the previous responses that are noted in this report.

R6. By no later than December 31, 2019, the Sheriff should respond to recommendation R10 as it appears in the body of the 2016-2017 Civil Grand Jury report *Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System.*

(C) Improving Year-to-Year Continuity Effectiveness:

R7. By no later than December 31, 2019, the City Services Auditor and the Superior Court should create an application using a database, to support core functions of the Civil Grand Jury. The City Services Auditor, the Superior Court, and the Civil Grand Jury would be the key stakeholders giving input for system development. System features should include:

- A database containing CGJ report data, Findings and Recommendations, respondent data, response tracking data, and up-to-date tracking status information. The database's reporting function should have the capacity to create all reports and summaries needed by the Superior Court, City Services Auditor, and the impaneled Civil Grand Jury.
- The capability to automatically notify all stakeholders and respondents when responses are due.
- Conversion, within approximately two years, to a "cloud application," to allow stakeholders and respondents to directly access and update the data in the database. This in turn would improve the timeliness of responses and drastically reduce the typing and cut-and-paste errors that result from multi-party handling of the same data.

R8. Starting in 2019, the Superior Court should advise incoming Civil Grand Juries that their Continuity Committee is a Standing Committee, charged with reviewing responses to the Recommendations of prior Civil Grand Juries for compliance with both the law and the intent of the Recommendations, and with maintaining complete and up-to-date records of all pertinent CGJ activities in the database recommended above, and the CGJ should establish such committee.

R9. By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.

R10. Since application development will span multiple years, a Continuity System Consultant should be engaged to support the development efforts. The Civil Grand Jury should select the individual to fill the position, to be funded from the Civil Grand Jury budget, for the first two to three years. Afterwards, the position could be renewed each year as needed. To ensure the necessary understanding of CGJ operations, the Continuity System Consultant should be a current or former CGJ member.

REQUIRED RESPONSES

Required Respondents	Finding / Recommendation No.
Mayor	Findings: F1, F2, F3, F4, F5, F7, F8 Recommendations: R1, R5
Board of Supervisors	Findings: F1, F2, F5, F7, F8, Recommendations: R1, R2, R5
City Administrator	Findings: F1, F2, F3, F4 Recommendations: R1
San Francisco Chief of Police	Findings: F3, F4 Recommendations: R3, R4
Deputy Chief of Administration, SFPD	Findings: F3, F4 Recommendations: R3, R4
Director of Forensic Services, SFPD	Findings: F3, F4 Recommendations: R3, R4
Sheriff's Department	Finding: F6 Recommendations: R6
SF Civil Grand Jury	Findings: F9, F10 Recommendations: R7, R9, R10
Foreperson, SF Civil Grand Jury	Recommendation: R8
Chair, Civil Grand Jury Committee, SF Superior Court	Findings: F9, F10 Recommendations: R7, R8, R9
City Services Auditor, Office of the Controller	Findings: F9, F10 Recommendations: R7, R9
SF Controller	Finding: F10 Recommendation: R9

APPENDIX A: FINDINGS & RECOMMENDATIONS

F#	Finding	R#	Recommendation
	Penal Code Compliance of Report Responses from 2014-2018		
F1	The elected officials, agency heads, and governing bodies of the City and County of San Francisco are appropriately complying with the statutory requirement for response to Civil Grand Jury Findings and Recommendations within 60/90 days.	R1	The majority of responding officials and agencies are complying with the requirement of Penal Code Section 933 to submit responses to CGJ report Recommendations within 60 or 90 days of report publication; they are commended and encouraged to continue.
F2	There is significant lack of compliance by the elected officials, agency heads, and governing bodies of the City and County of San Francisco with the statutory requirements for designating timeframes for promised implementation, providing the details of further analysis, and completing that analysis within six months of the date of issuance of the Civil Grand Jury report. This is complicated by the lack of a statutory requirement to bring the response to "final status."	R2	R2. The Board of Supervisors should adopt an ordinance by no later than June 30, 2020, providing that the elected officials, agency heads, and governing bodies of the City and County of San Francisco must continue providing the Civil Grand Jury, across CGJ terms, with timely follow-up information regarding the ongoing responses to the Recommendations in its reports, until the responses reach final status, and amend SF Administrative Code Section 2.10 to add Subsection (c), specifying: Within three years of the publication date of a Civil Grand Jury report, the designated respondents to the report's Recommendations shall bring their responses to final status, i.e., either: •Implemented, with a summary of the implementation action; or •Not implemented because it is not warranted or is not reasonable, with an explanation thereof.
	Prior Civil Grand Jury Responses Where Additional Follow-up By Responder Is Necessary		
F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report *San Francisco's Crime Lab: Promoting Confidence and Building Credibility*, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	R3	No later than March 31, 2020, the SFPD should fully and completely respond to Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report *San Francisco's Crime Lab: Promoting Confidence and Building Credibility*, remedying the contradictory responses submitted previously (elaborated in Discussion Section B above).
F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	R4	No later than March 31, 2020, the SFPD should resubmit its response to Recommendation R.F.3 of the abovementioned report, providing insight into the processes surrounding the issuance of the RFP for consulting services by outside experts agreed upon by all stakeholders for a review of the policies and procedures of the Crime Lab. This should specifically address two issues: the possibilities for exemption from requirements for competitive bidding, and whether all stakeholders were consulted in reaching the decision to abandon implementation of the Recommendation.
F5	In their responses to Recommendation R.2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight*, the Mayor and the Board of Supervisors did not take into account that the Retirement Board's fiduciary responsibility for investing the assets of the Retirement System and maximizing the returns for the beneficiaries supersedes any responsibility to the voters and citizens of San Francisco, nor acknowledge that it prevents the Board, and possibly themselves, from acting with an appropriate fiduciary responsibility to the voters and taxpayers of San Francisco.	R5	The Mayor and the Board of Supervisors should reconsider and resubmit their responses by no later than December 31, 2019, to Recommendation R2.1 of the 2016-2017 Civil Grand Jury report *The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight*, remedying the deficiencies in the previous responses that are noted in this report.
F6	In the 2016-2017 Civil Grand Jury report *Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System*, an apparent transcription error citing the "Five Keys" program instead of the "Sister" program led to an inaccurate Recommendation and resultant erroneous response.	R6	By no later than December 31, 2019, the Sheriff should respond to recommendation R10 as it appears in the body of the 2016-2017 Civil Grand Jury report Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System.
	Improving Year-to-Year Continuity Effectiveness		
F7	Lack of consistent, sustained follow-up on Civil Grand Jury reports undermines both the effectiveness and the value of the Civil Grand Jury process.	R7	By no later than December 31, 2019, the City Services Auditor and the Superior Court should create an application using a database, to support core functions of the Civil Grand Jury. The City Services Auditor, the Superior Court, and the Civil Grand Jury would be the key stakeholders giving input for system development. System features should include: •A database containing CGJ report data, findings and Recommendations, respondent data, response tracking data, and up-to-date tracking status information. The database's reporting function should have the capacity to create all reports and summaries needed by the Superior Court, City Services Auditor, and the impaneled Civil Grand Jury. •The capability to automatically notify all stakeholders and respondents when responses are due. •Conversion, within approximately two years, to a "cloud application," to allow stakeholders and respondents to directly access and update the data in the database. This in turn would improve the timeliness of responses and drastically reduce the typing and cut-and-paste errors that result from multi-party handling of the same data.
F8	The current process of Continuity follow-up has a significant defect: the elected officials, agency heads, and governing bodies of the City and County of San Francisco do not provide the Superior Court and Civil Grand Jury timely information regarding the ongoing status of their responses across jury terms. To be effective, the Continuity process needs to be continued until the response has reached final status (either "implemented", with summary of actions taken, or "will not be implemented," with explanation).	R8	Starting in 2019, the Superior Court should advise incoming Civil Grand Juries that their Continuity Committee is a Standing Committee, charged with reviewing responses to the Recommendations of prior Civil Grand Juries for compliance with both the law and the intent of the Recommendations, and with maintaining complete and up-to-date records of all pertinent CGJ activities in the database recommended above, and the CGJ should establish such committee.
F9	Creating tabulated summaries without having a repository for storing the response data is extremely labor-intensive and inefficient, and makes the follow-up process far more difficult than need be.	R9	By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.
F10	Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.	R10	Since application development will span multiple years, a Continuity System Consultant should be engaged to support the development efforts. The Civil Grand Jury should select the individual to fill the position, to be funded from the Civil Grand Jury budget, for the first two to three years. Afterwards, the position could be renewed each year as needed. To ensure the necessary understanding of CGJ operations, the Continuity System Consultant should be a current or former CGJ member.

APPENDIX B: PAST CIVIL GRAND JURY REPORTS

1995/96	1996/97	1997/98
Information Technology	SF Unified School District	Treasure Island
Crime & Toxicology Labs	Juvenile Justice System	Overtime
Criminal Justice System	SF Branch & School Libraries	Homelessness in SF
Dept. of Public Works	City & County SF Hiring Process	Dept. of Elections
Clean Water Enterprise	Workers Compensation Program	GG Bridge District
Transportation Authority	San Francisco County Jail #7	**Continuity:** Sheriff's Dept & Jail #3, Juvenile Justice System, PUC (water supply), Foster Care, DPH, Parking & Traffic, Cash Handling, Management of City Claims
Port of San Francisco	Rec & Parks Dept Concessions	
Dept. of Public Health	Dept. of Building Inspection	
Continuity: Foster Care; Senior Escort Service	Animal Care & Control	
	City & County Motor Vehicle Policy	
1998/99	**1999/2000**	**2000/01**
Laguna Honda Hospital	Animal Care & Control	Sheriff: Canine Unit
Municipal Railways	Club Permits	County Parole Board
Public Utilities Commission	Cultural Centers	Mayor's Disability Council
SF International Airport	Office of Emergency Services	Department of Elections
SF Unified School District	Film & Video Arts Commission	Film & Video Arts Commission
Sheriff's Dept.	Health Department (SFGH)	Litter & Graffiti
Treasure Island	Juvenile Justice Assessment	Neighborhood Parking
	Medical Examiner	Non-profit Contracting
	Neighborhood Parks	Police Dept. Ride-Alongs
	Neglect of Reporting Requirements	Special Assistants
	Overtime Study	Water System Infrastructure
	SF Unified School District Implementation of Prop 227	**Continuity**: Followed up on prior year, restated Code, summarized
	Sheriff's Department (Jails)	
	Sheriff/Police Proposed Merger	
	Special Education Program	

APPENDIX B: PAST CIVIL GRAND JURY REPORTS – CONTINUED

2001/02	2002/03	2003/04
Professional Services Contracting II	SFPD Office Civilian Complaints	Incarceration & Beyond
SF Adult Probation Department	Department of Elections	Muni Mismanagement
Hunters Point Naval Shipyard	SFPD Fire & Safety in Detention Facilities	Things change, They stay the same: Bayview/ Hunters Point Schools
Homelessness in San Francisco	Department Building Inspections	Merger EMS & SFFD
Billboards	Camp Mather	County Community Schools
Professional Service Contracting	SF School District Truancy	**Controller's Audit**: 2003/04Report
SF General Hospital	Emergency Planning	**Continuity**:2002/03 5 pages
Continuity: 14 topics,15 pages	Water Emergency Preparedness	
	Human Rights Commission	
	Continuity:2001/02 5 pages	
2004/05	**2005/06**	**2006/07**
SFPD Compensation	Assessor/Recorder Backlog	Disaster Planning: EMS, DPH
Juvenile Probation New Chief	SF Jails Visit	Entertainment Commission
SF Ethics Commission	Affordable Housing Bond Program	Greenhouse Gas Emissions
Diff between Contract & Grant	Identity Theft	Disabled Parking
Affirmative Action City Contracts	Information Technology	SFPD Compensation & Staffing
Employee or Independent Contractors	Disaster Planning: EMS, DPH	Risk Management
Continuity: Reviewed process & gave examples 27 pages	**Continuity**: Reviewed 3 prior reports & Continuity Process	**Continuity**: Evaluated Response to 2005/06; 72 pages
Controller's Audit: 2004/05 responses as of 06/07; 26 pages	**Controller's Audit:** 2005/06 responses as of 6/07; 50 pages	**Controller's Audit**: 2006/07 Responses from 2008/09/10; 71 pages
2007/08	**2008/09**	**2009/10**
Homelessness	Truants can learn	Pension Tsunami
5 City Elections this Year	Pensions beyond ability to pay	SF Compliance with ADA
SF Kindergarten Admissions	SF Unified School District	Sharing the Roadway (Compliance with Bike Plan)
Accountability in Government	Non-Profits	**Controller's Audit**: 2009/10 responses as of 2011
How many City agencies to throw a party?	Surplus Property	
Continuity: Mayor & BoS cooperation; 2006/07 reports	Performance Measures: Anyone paying attention?	
Controller's Audit: 2007-08 responses as of 2009/10	**Continuity**: 2002-08 5 prior reports	
	Controller's Audit: 2008-09 responses as of 2010	

APPENDIX B: PAST CIVIL GRAND JURY REPORTS – CONTINUED

2010/11	2011/12	2012/13
Parkmerced Vision: Government by Developer	Surcharges & Healthy SF	Dept. of Building Inspection
Hiring Practices, SF City & County	Where There's Smoke (Art Commission)	Auditing City Services Auditor
Sleepy SF Ethics Commission	Déjà Vu All Over Again - Technology	Non-Profit Measuring Outcomes
Hunters Point Shipyard	Better Muni Service	Log Cabin Ranch Future
Log Cabin Ranch	Investment Policies SF Employee Retirement System (SFERS)	Homeless in Golden Gate Park
Central Subway		Public Owned Real Estate
SF Whistleblowers Program		**Continuity**: 2009/10 & 2010/11
Continuity: Selected 6 prior reports from 2006-10.		Are Wheels Moving Forward?
2013/14	**2014/15**	**2015/16**
Port of SF: Public Trust/Private Dollars	Office of Assessor-Recorder	Crime Lab
Rising Sea Levels	SF Whistleblower Protection	Auto Burglary
Ethics in the City	SF Construction Program	Maintenance Budget & Accounting Challenges
SF Jail Operations & Programs	SF Fire Department -What does the future hold?	SFPD Officer Shootings
Mayor's Office of Housing	Clean Power SF	Homeless Health and Housing Crisis
SF Commission Websites Survey	Continuity: Unfinished Business: 2011/12	San Francisco County Jails
		Drinking Water Safety
		Fire Safety Inspection
2016/17	**2017/18**	
Accelerating SF Government Performance	Loveable Pets	
SF Retirement System – Adding Voter Oversight	Open Source Voting	
Educational Parity in Custody (EPIC): Women's Education in Jail	Crisis Intervention	
Planning to Make Our Parks Better	Accessory Dwelling Units & Modular Housing	

APPENDIX C: 2014 TO 2018 RESPONSES SUMMARY

CGJ Year	Recommendation Response Summary	1-Implemented	2-Will be Implemented	3-Not Implemented	4-Further Analysis	Total	% Impl.
2017-18	Crisis Intervention: Bridging Police and Public Health	3	7	1	6	17	59%
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	8	5	2	6	21	62%
2017-18	Open Source Voting in San Francisco	1	4	6	4	15	33%
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	3	4	0	10	17	41%
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	7	9	12	0	28	25%
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	7	0	7	0	14	50%
2016-17	Planning to Make our Parks Even Better	7	0	2	0	9	89%
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	6	1	16	0	23	70%
2015-16	Auto Burglary in San Francisco	28	0	10	2	40	70%
2015-16	Drinking Water Safety in SF: A Reservoir of Good Practice	1	0	1	0	2	50%
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	45	10	15	2	72	76%
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	35	5	8	0	48	83%
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	37	1	74	0	112	34%
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	16	0	9	0	25	64%
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	20	8	21	0	49	57%
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	15	4	7	0	26	73%
2014-15	CleanPowerSF At Long Last	8	0	2	0	10	80%
2014-15	Office of the Assessor-Recorder: Despite Progress, Still The Lowest Rated Office in the State	12	0	0	0	12	100%
2014-15	San Francisco Fire Department What Does the Future Hold?	10	1	2	1	14	79%
2014-15	San Francisco's City Construction Program: It Needs Work	1	0	15	0	16	6%
2014-15	San Francisco's Whistleblower Protection Ordinance is in Need of Change	8	0	8	0	16	50%
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	14	0	6	0	20	70%
	Grand Total	**292**	**59**	**224**	**31**	**606**	**58%**

% Implemented = Includes Implemented + Will be Implemented in the future.

APPENDIX D: SF AGENCY & OFFICIALS RESPONSES NOT IN PENAL CODE COMPLIANCE

Government Entity Responses Not in Penal Code Compliance	
Respondent	**TOTAL**
Animal Care and Control	2
Board of Supervisors	2
Chief Data Officer	1
Chief Deputy of Custody Operations	1
Controller	8
DBI Chief Housing Inspector	1
DBI Director	7
DBI MIS	3
Department of Building Inspection	2
Department of Elections	4
Department of Homeless & Supportive Services	3
Dept of Police Accountability (Office of Citizen Complaint)	2
Department of Technology	2
Director of Jail Health Services	1
Director of Public Health	3
District Attorney	1
DPW Director	1
Election Commission	4
Mayor	5
Office of Civic Engagement & Immigrant Affairs	2
Planning Department	2
Police Commission	2
Police Department	6
SFFD Chief of Department	1
SFFD Commission	1
SFFD Deputy Chief of Operations	1
Sheriff	3
TOTAL	**71**

APPENDIX E: 2017-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE

2017-2018 Report: Crisis Intervention: Bridging Police and Public Health
One Response Not in Penal Code Compliance

<table>
<tr><th colspan="2">Crisis Intervention: Bridging Police and Public Health</th></tr>
<tr><td><u>Pending Recommendation #8:</u>
R15 - Recommends that in addition to the Specialists referred to in Recommendation 13, DPH hire five additional Crisis Intervention Specialists by December 1, 2019. One Specialist should be assigned to each district station for coordination and collaboration with SFPD CIT liaisons in order to prevent crises before they require a 911 call. Initial assignments should be made to the stations with the greatest need, based on calls for service and incident type.</td><td><u>Last Response From:
Department of Public Health</u>
DPH will consider adding additional Crisis Intervention Specialist staff in the next budget cycle. DPH will collaborate with SFPD to determine where staff should be assigned.</td></tr>
<tr><td colspan="2"><u>Last Response Year: 2018 Last Response Status:</u> Requires further analysis</td></tr>
<tr><td colspan="2"><u>Action Required:</u> Provide Date When Analysis is Completed.</td></tr>
</table>

APPENDIX F: 2017-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE

2017-2018 Report: Our Loveable Pets: Dogs and Public Safety in San Francisco Four Responses Not in Penal Code Compliance

Our Loveable Pets: Dogs and Public Safety in SF	
Pending Recommendation #1: R7 - Recommends the Executive Director of SFACC establish a data entry manual that includes standard procedures written for all Chameleon data entry, no later than July 1, 2019.	Last Response From: Animal Care and Control There is a manual for Chameleon, but the Department would benefit from improved documentation. ACC is in the midst of making revisions to Chameleon and will update materials afterwards.
Last Response Year: 2018 Last Response Status: Will be implemented	
Action Required: Provide Timeframe for Implementation.	

Our Loveable Pets: Dogs and Public Safety in SF	
Pending Recommendation #2: R9 - Recommends the Executive Director of SFACC authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement the changes in Chameleon data entry setup which were recommended by the paid consultant, Dr. Delany; this work to be finished no later than July 1, 2019.	Last Response From: Animal Care and Control ACC has been steadily implementing many of Dr. Delaney's recommendations. She made 29 recommendations; 7 have been completed, 13 are in progress, 7 have not been started and 2 will not be implemented.
Last Response Year: 2018 Last Response Status: Will be implemented	
Action Required: Provide Timeframe for Implementation with Explanation	

Our Loveable Pets: Dogs and Public Safety in SF	
Pending Recommendation #3: R9 - Recommends the Executive Director of SFACC authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement the changes in Chameleon data entry setup which were recommended by the paid consultant, Dr. Delany; this work to be finished no later than July 1, 2019.	Last Response From: Department of Technology This Finding and Recommendation was meant to be directed to the General Services Agency - information Technology division of the City Administrator's Office. ACC has been steadily implementing many of Dr. Delaney's recommendations. She made 29 recommendations; 7 have been completed, 13 are in progress, 7 have not been started and 2 will not be implemented.
Last Response Year: 2018 Last Response Status: Will be implemented	
Action Required: Provide Timeframe for Implementation	

APPENDIX F: 2017-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2017-2018 Report: Our Loveable Pets: Dogs and Public Safety in San Francisco Four Responses Not in Penal Code Compliance

<table>
<tr><th colspan="2">Our Loveable Pets: Dogs and Public Safety in SF</th></tr>
<tr><td><u>Pending Recommendation #4:</u>

R12 - Recommends the San Francisco Chief of Police modify General Order 6.07 to bring it into compliance with local ordinances and with current practice. The General Order will also be modified to include the existence and function of the SFPD Vicious and Dangerous Dog Unit. These changes, either incorporated into the existing General Order or into a new superseding General Order, to be presented to the Police Commission for approval no later than April 1, 2019.</td><td><u>Last Response From:</u>

<u>Police Department</u>

The General Order is being revised to meet today's and future standards for the members of the San Francisco Police Department in handling dog bite reports, dog barking complaints, and dog related incidents such as encountering vicious and dangerous dogs. The function and duties of the Vicious and Dangerous Dog Unit will also be addressed. The San Francisco Police Department released Department Bulletin 18-123 to cover the needed changes to further protect public safety until the new San Francisco Police Department General Order is finalized.

The San Francisco Police Department will work with Animal Care and Control and members of the Commission of Animal Welfare to develop the best General Order possible. The presentation and review schedule of SFPD DGOs to the Police Commission is set by that body; currently this DGO is scheduled for review in 2022. SFPD will not meet the CGJ deadline of April 2019.</td></tr>
<tr><td colspan="2"><u>Last Response Year: 2018 Last Response Status:</u> Will be implemented</td></tr>
<tr><td colspan="2"><u>Action Required:</u> Provide Timeframe for Implementation.</td></tr>
</table>

APPENDIX G: 2017-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE

2017-2018 Report: Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing - Three Responses Not in Penal Code Compliance

Mitigating Housing Crisis: Accessory Dwelling Units and Modular Housing	
***Pending* Recommendation #3:** R2 - Recommends the Board of Supervisors amend existing City codes and ordinances, before June 30, 2019, to waive or reduce ADU permit fees, with the understanding that reduced departmental revenues would be made up from the City's general fund.	**Last Response From:** **Board of Supervisors** The Budget and Legislative Analyst Office, the San Francisco Planning Department, and the Office of the Controller should study the correlation between a reduction in permitting fees and an increase in ADU construction. [Resolution No. 342-18]
Last Response Year: 2018 Last Response Status: Requires further analysis	
Action Required: Provide Date When Analysis is Completed.	

Mitigating Housing Crisis: Accessory Dwelling Units and Modular Housing	
***Pending* Recommendation #4:** R3 - Recommends the Board of Supervisors structure fees separately for ADUs in single family residences and ADUs in multi-unit buildings, specifically designed to ease the permitting costs for single family homeowners.	**Last Response From:** **Board of Supervisors** The Budget and Legislative Analyst Office, the San Francisco Planning Department, and the Office of the Controller should study the correlation between a reduction in permitting fees and an increase in ADU construction. [Resolution No. 342-18]
Last Response Year: 2018 Last Response Status: Requires further analysis	
Action Required: Provide Date When Analysis is Completed	

Mitigating Housing Crisis: Accessory Dwelling Units and Modular Housing	
***Pending* Recommendation #5:** R6 - Recommends the Department of Building Inspection work with the Department of the Controller to develop meaningful, outcome-based performance metrics on ADU permit approval duration, to be reported on OpenData starting January 2019.	**Last Response From:** **Controller** We will work with the Department of Building Inspection to develop one or more metrics on permitting of ADUs by January 2019. Depending on the data sources, content or related factors, we may publish such metrics in the Performance Scorecard section of the Controller's website, or in another accessible format, to be determined in consultation with stakeholders.
Last Response Year: 2018 Last Response Status: Will be implemented	
Action Required: Provide Date When Consultation with Stakeholders is Completed	

APPENDIX H: 2017-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE

2017-2018 Report: Open Source Voting
Three Responses Not in Penal Code Compliance

Open Source Voting	
***Pending* Recommendation #3:** **R6** - Recommends the Office of the Controller evaluate the premium San Francisco pays for its Voting System compared to (1) the price paid by other California counties that use Ranked Choice Voting, and (2) the price paid by California counties that do not use RCV, and (3) the price paid by cities/counties outside of California who use RCV. This analysis should be published by April 1, 2019.	**Last Response From:** **Controller** Based on the Office of Controller's preliminary analysis, there are no California counties using Ranked Choice Voting at this time. Moreover, Secretary of State has only approved Dominion's Voting System for conducting Ranked Choice Voting elections. The Office of Controller's Office has identified the following non-California jurisdictions that currently use Ranked Choice Voting and could be used for future analysis, if needed: • Basalt, CO • Santa Fe, NM • Cambridge, MA • St. Louis Park, MN • Minneapolis, MN • St. Paul, MN • State of Maine • Takoma Park, MD • Portland, ME • Telluride, CO
Last Response Year: 2018 Last Response Status: Requires further analysis	
Action Required: Provide Date When Analysis is Completed.	

Open Source Voting	
***Pending* Recommendation #4:** **R7** - Recommends that the DoT not directly build the software for an Open Source Voting system in the near future, because they have not demonstrated the in-house capacity to tackle a software development task of this magnitude.	**Last Response From:** **Department of Technology** There are many phases, components and environments for an Open Source Voting system development. These include the hardware, software, database, integrations, testing platform, community support system, code management, project management, deployment packets, and many others. The Department of Technology will use the most cost effective and expert resource for the system planning, design, build, finance, support and maintenance.
Last Response Year: 2018 Last Response Status: Requires further analysis	
Action Required: Provide Date When Analysis is Completed	

Open Source Voting	
***Pending* Recommendation #5:** **R8** - Recommends that the DoE not directly build the software for an Open Source Voting system in the near future, because they lack in-house critical faculties and experience in software development.	**Last Response From:** **Department of Elections** The Department agrees that it may not directly build the software for developing an Open Source Voting system and will choose the most effective and efficient method to implement any Open Source Voting Software. The City's Department of Technology is responsible for the City's technology.
Last Response Year: 2018 Last Response Status: Will be implemented	
Action Required: Provide Timeframe for Implementation	

APPENDIX I: 2016-2017 RESPONSES NOT IN PENAL CODE COMPLIANCE

2016-2017 Report: Accelerating Government Performance. Taking Accountability and Transparency to the Next Level - Not in Penal Code Compliance

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendation #3: **R3.2** - In consultation with other SFG entities and community groups, the Controller's Office should evaluate, no later than July 1, 2018, the feasibility of including district level reporting on some or all indicators and posting this information within the online PS platform, enabling citizens to understand progress in their neighborhoods.	Last Response From: Controller The Controller's Office is continuing to identify geographic data to accompany the citywide results of our scorecard measures. However, data are not often available at this level. We have identified a number of measures where we can get an underlying and/or related data set to post additional details on specific scorecard pages.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendation #4: **R7.1** - The Controller's Office should update, by January 1, 2018, the current housing affordability indicators based on recommendations from the Director of the Mayor's Office of Housing and Community Development and submit the revisions to the Office of the Mayor for review and approval.	Last Response From: Controller While much progress has been made in identifying and aligning data sources, the Controller's Office is still working to validate data for reporting.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendation #5: **R7.1** - The Controller's Office should update, by January 1, 2018, the current housing affordability indicators based on recommendations from the Director of the Mayor's Office of Housing and Community Development and submit the revisions to the Office of the Mayor for review and approval.	Last Response From: Mayor While progress has been made toward developing these indicators, the Controller's Office is working to validate the data for reporting. The Mayor's Office will review the proposed indicators as they become available.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX I: 2016-2017 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2016-2017 Report: Accelerating Government Performance – Taking Accountability and Transparency to the Next Level – Six Responses Not in Penal Code Compliance

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendations #7: R7.2 - The Controller's Office should update, by January 1, 2018, the current homelessness indicators based on recommendations from the DHSH Director and the examples of other leading cities and submit the revised indicators to the Office of the Mayor for review and approval.	Last Response From: Mayor The Controller's Office issued new homelessness benchmarking results on the scorecards website, comparing San Francisco to peer cities in a wide variety of metrics. The Controller's Office is continuing to work closely with the Department of Homelessness and Supportive Housing to expand reporting of homelessness metrics on the scorecard's website, but significant data challenges still exist. The Mayor's Office will review the proposed indicators as they become available.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendations #8: R7.3 - The Controller's Office should update, by January 1, 2018, the current crime/street safety indicators based on recommendations from the Chief of Police and the examples of other leading cities and submit the revised indicators to the Office of the Mayor for review and approval.	Last Response From: Mayor The Controller's Office continues to track and report public-safety measures that are reported on by other leading cities. The Police Department continues to work with an outside consultant to develop outcome measures based on the recommendations included in the Department of Justice Community Oriented Policing report from October 2016. The Mayor's Office will continue to monitor that work and will propose updated performance indicators as they become available.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	
Pending Recommendation #9: R8 - In consultation with other SFG entities and community organizations, the Controller's Office should ensure that, by January 1, 2018, one or more PS indicators are amended or added to ensure the SFG is tracking and reporting on the equitable distribution of government spending and services.	Last Response From: Controller The Controller's Office worked with the San Francisco Human Rights Commission and the Mayor's Office in 2018 to conduct a survey of all City departments to understand public-facing equity related efforts across the City. The results and follow-up work will help in the development of shared methods, resources, tools, and guidance for equitable service delivery and its measurement. Once these measures are ready, we will add to the scorecards website.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe Implementation.	

APPENDIX J: 2016-2017 RESPONSES NOT IN PENAL CODE COMPLIANCE

2016-2017 Report: The SF Retirement System - Increasing Understanding and Adding Voter Oversight - One Response Not in Penal Code Compliance

The SF Retirement System- Increasing Understanding & Adding Voter Oversight	
Pending Recommendation #1: **R3.1** - That the Elections Commission and the Department of Elections ensure that future Voter Information Pamphlets for Retirement System-related propositions provide voters with complete financial details.	**Last Response From:** **Controller** The Controller's Office will continue to consider modifications to future costing statements provided in Voter Information Pamphlets on pension measures to summarize information most pertinent to the specific proposals placed before the voters.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX K: 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: Fire Safety Inspection in SF - A Tale of Two Departments: DBI and SFFD - Ten Responses Not in Penal Code Compliance

Fire Safety Inspection in San Francisco	
Pending Recommendation #1: R.I.23. The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to document inspection remotely.	Last Response From: DBI Director With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions, this action item will be implemented with the new SF Permit tracking system.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Fire Safety Inspection in San Francisco	
Pending Recommendation #2: R.I.24. The DBI Director should ensure the replacement system for CTS includes functionality to upload photos remotely.	Last Response From: DBI Director With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions, this action item will be implemented with the new SF Permit tracking system.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

Fire Safety Inspection in San Francisco	
Pending Recommendation #3: R.I.26. The DBI Director should ensure the replacement system for CTS should include functionality for inspectors to print NOVs in the field and that inspectors are supplied with portable printers for this purpose.	Last Response From: DBI Director Will be part of a Phase Two upgrade, which will follow the system's new launch, and following additional analysis.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

Fire Safety Inspection in San Francisco	
Pending Recommendation #4: R.I.27. The DBI Director should ensure the replacement system for CTS can be integrated with other computer systems within DBI and other City departments.	Last Response From: DBI Director While the new PPTS is designed to be able to add additional City departments, that integration requires other departments to take steps to be added to the DBI-Planning Permit and Project Tracking System. Will be part of a Phase Two upgrade, following additional analysis.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

APPENDIX K: – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2015-2016 Report: Fire Safety Inspection in SF - A Tale of Two Departments: DBI and SFFD - Ten Responses Not in Penal Code Compliance

Fire Safety Inspection in San Francisco	
Pending Recommendation #5: **R.I.28.** The DBI Director should ensure the replacement system for CTS includes functionality for tracking and reporting on types of violations and high fire risk building characteristics.	**Last Response From:** **DBI Director** Will be part of a Phase Two upgrade, which will follow the new system launch, and following additional analysis.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Fire Safety Inspection in San Francisco	
Pending Recommendation #6: **R.I.29.** (b) The Chief Housing Inspector should report how long NOVs take to be abated, in a format similar to Table I3, to the BIC on a monthly basis.	**Last Response From:** **DBI Chief Housing Inspector** (b) DBI HIS has identified this requirement in a future phase of the PPTS.
Last Response Year:2015 Last Response Status: Requires Further Analysis	
Action Required: Provide Timeframe for Implementation	

Fire Safety Inspection in San Francisco	
Pending Recommendation #7: **R.I.38.** The DBI Director should ensure when CTS is replaced by another system that it includes functionality to help automate the Director's Hearing case preparation and digital transfer of case files.	**Last Response From:** **DBI Director** Will be part of a Phase Two upgrade, which will follow the new system launch, and following additional analysis.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

Fire Safety Inspection in San Francisco	
Pending Recommendation #8: **R.I.4.** (a)The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	**Last Response From:** **DBI MIS** Due to technical complications, Accela, the contracted vendor responsible for completing the installation and implementation of DBI's new SF Permit tracking system, is still unable to achieve Go Live and the launch of the new tracking system. This action item is still scheduled for Phase Two, which will follow the new system launch.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

APPENDIX K – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2015-2016 Report: Fire Safety Inspection in SF - A Tale of Two Departments: DBI and SFFD - Ten Responses Not in Penal Code Compliance

Fire Safety Inspection in San Francisco	
Pending Recommendation #10: **R.I.44.** The DBI Director should ensure the replacement system for CTS can upload NOVs to the DBI website.	**Last Response From:** **DBI Director** Will be part of a Phase Two upgrade, which will follow the new system launch, and following additional analysis.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

Fire Safety Inspection in San Francisco	
Pending Recommendation #11: **R.I.5.** If HIS is not granted access and permission to run the list of R-2s from the Oracle database that contains the necessary R-2 information, then DBI MIS should furnish this report to HIS within one week of the request.	**Last Response From:** **DBI MIS** **DBI Chief Housing Inspector** Will be part of a Phase Two upgrade, which will follow the new system launch, and following additional analysis.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation..	

APPENDIX L – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings - Two Responses Not in Penal Code Compliance

<table>
<tr><th colspan="2">Opportunities for More Timely and Transparent Investigations
of Fatal SFPD Officer-Involved Shootings</th></tr>
<tr><td><u>Pending Recommendation #1:</u> R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, D.A.'s Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:
• Who is involved in the investigation and what are their roles and responsibilities;
• Why is the agency involved in OIS investigations;
• What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;
• When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;
• How does the OIS investigation process work; and
• Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.

Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).
Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.
Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</td><td><u>Last Response From: Department of Police Accountability (Office of Citizen Complaints)</u>
The DPA remains committed to implementing this Recommendation. As reported last year, the DPA needed to make many technology improvements in order to lay the foundation for our increased IT needs under Proposition G and with Officer-Involved Shooting (OIS) investigations. Since our last report, we have hired a Senior Business Analyst and promoted someone internally to the position of Operations Manager. We applied for a pro bono consultation through the Mayor's Office of Civic Innovation Civic Bridge program and were accepted into the Fall 2018 cohort. We partnered with Slalom, a consulting firm that specializes in customer experience and sustainable process improvement. Based on the Slalom's recommendations and a continued partnership with the Department of Technology, we are working to build a user-friendly website consistent with City security standards and design ideals. New features will include an online case tracking tool for complainants and officers, new educational content and resources, and real-time aggregate complaint data dashboards. The new features will increase complainant access to police accountability services, including mobile access, and provide greater transparency regarding police misconduct investigation data. This improved technology will also allow us to continue working collaboratively with the Police Department on developing solutions for sharing more data between our agencies to facilitate the in-depth data analysis called for by the "Blue Ribbon Panel," the Department of Justice Collaborative Reform process, and Proposition G. The new website will contain a section devoted to OIS investigations including the information recommended by the Civil Grand Jury.</td></tr>
<tr><td colspan="2"><u>Last Response Year: 2018 Last Response Status: Will be Implemented in the Future</u></td></tr>
<tr><td colspan="2"><u>Action Required: Provide Timeframe for Implementation.</u></td></tr>
</table>

APPENDIX L – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2015-2016 Report: Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings - Two Responses Not in Penal Code Compliance

Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	
Pending Recommendation #3: **R.2.A.** The Police Commission, in coordination with the relevant SFPD divisions, the D.A. and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	Last Response From: Police Commission The Police Commission is working with the Department, the D.A. and the DPA with the goal of identifying areas of an OIS investigation that can be streamlined to ensure a thorough investigation and provide the community with information in a timely manner. This collaboration with several agencies is on ongoing process, but the Commission and the Department strive to accomplish this goal as soon as soon as feasible. The D.A. and SFPD are finalizing the MOU to streamline the OIS process. In addition, the SFPD, the Commission, and the DPA are working to develop a Serious Incident Review Board. The SIRB will include the review of Officer-Involved Shooting where both the SFPD and the DPA will present their Findings and Recommendations.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX M – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: Maintenance Budgeting and Accounting Challenges for General Fund Departments - One Response Not in Penal Code Compliance

Maintenance Budgeting and Accounting Challenges for General Fund Departments	
Pending Recommendation #1: **R:II.C.2-1-a.** To prevent further deterioration and unsafe conditions, the Department of Public Works should seek prioritized line item budget funding in the fiscal year 2017-2018 for the maintenance and repair of the "Structurally Deficient" rated bridges for which it is responsible.	Last Response From: DPW Director Our current plan is to start construction for the Richland Avenue Bridge Traffic Rail Replacement project in the spring of 2019. We had a significant delay to the project due to the installation of new traffic signals at the intersection of Highland Avenue and Mission Street to mitigate SFMTA traffic safety issues during closure of the Bridge. Installation of the new traffic signals are part of a contract that was started in October 2018.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX N – 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: SF County Jails - Our Largest Mental Health Facility Needs Attention Four Responses Not in Penal Code Compliance

SF County Jails - Our Largest Mental Health Facility Needs Attention	
Pending Recommendation #1: R.A.1.a Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	Last Response From: Chief Deputy of Custody Operations The Recommendation has not been but will be implemented as part of an effort to improve the booking process, including enhanced documentation. The entire effort is anticipated to take approximately six months. While the Department of Public Health enters this information into their data system, federal law, specifically the Health Information Portability and Accountability Act (HIPAA), prohibits the sharing of the information contained in it with the Sheriff's Department.
Last Response Year:2016 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

SF County Jails - Our Largest Mental Health Facility Needs Attention	
Pending Recommendation #4: R.C.2.a. The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	Last Response From: Director of Public Health Further analysis of mental health services delivery overnight is currently underway.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

SF County Jails - Our Largest Mental Health Facility Needs Attention	
Pending Recommendation #5: R.C.5. The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	Last Response From: Chief Data Officer DataSF continues to be available to support departments in their publication process. Any department can start the publishing process by visiting https://datasf.org/publishing/. The Sheriff's Department must initiate the process. The Coordinator for the Department is expected to identify the stewards and custodians to help make data available on the open data portal per policy. Furthermore, a 5-year roadmap for JUSTIS (the interdepartmental data sharing program for criminal justice agencies) is currently in planning. Data integrations with open data are on that roadmap and it will likely be more efficient and consistent to use that infrastructure for publishing data, pending approval from the Sheriff's Department.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

APPENDIX N: 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE – Continued

2015-2016 Report: SF County Jails - Our Largest Mental Health Facility Needs Attention Four Responses Not in Penal Code Compliance

SF County Jails - Our Largest Mental Health Facility Needs Attention	
Pending Recommendation #6: **R.D.1.b.** Identify positions that might be reclassified as administrative support, i.e. civilian, rather than requiring sworn deputies to handle those duties.	Last Response From: Sheriff The request for civilian staff - 3 positions including a Chief Information Officer was not approved by the Mayor's Office. In the meantime, we are working on converting some positions in Records to civilian ones.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX O: 2015-2016 RESPONSES NOT IN PENAL CODE COMPLIANCE

2015-2016 Report: SF Homeless Health & Housing: A Crisis Unfolding on Our Streets One Response Not in Penal Code Compliance

SF Homeless Health and Housing- A Crisis Unfolding on Our Streets	
Pending Recommendation #4: R.D.5. The City must increase the stock very low-income housing to meet the current need.	Last Response From: Mayor The Mayor's Office is committed to increasing the supply of low and very low-income housing. Since 2011-12 the City has expanded the supply of permanent supportive housing by 1,686 units (a 31% increase), added over 1,000 rental subsidies for formerly homeless adults, families and youth through public and private sources, and helped 13,096 people permanently exit homelessness. In addition, the City currently has 1,425 units of permanent supportive housing for people leaving chronic homelessness in the development pipeline.
Last Response Year:2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation.	

APPENDIX P: 2014-2018 RESPONSES NOT IN PENAL CODE COMPLIANCE

2014-2015 Report: San Francisco Fire Department: What Does the Future Hold? One Response Not in Penal Code Compliance

San Francisco Fire Department What Does the Future Hold?	
Pending Recommendation #2 R2.3 That while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as a training center, purchase of a new site will be more than difficult in the current real estate market.	**Last Response From:** **SFFD Commission** The SFFD DoT is accredited by the State of California. SFFD has been working collaboratively with SFDPW on a new Training Facility. DPW very recently produced a report that documents the requirements for a new SFFD Training Facility, (DPW to present to FC on 11/14/18). SFFD has not been able to confirm an exact location for the new Training Facility but is currently exploring various sites with the SF Department of Real Estate.
Last Response Year: 2018 Last Response Status: Will Be Implemented in the Future	
Action Required: Provide Timeframe for Implementation	

APPENDIX Q: PROPOSAL FOR CONTINUITY SYSTEM

San Francisco Civil Grand Jury Continuity Automation Proposal

1. HIGH-LEVEL OBJECTIVES
    a. Automate Continuity workflow for the San Francisco Civil Grand Jury, to reduce labor requirements.
    b. Improve timeliness of Civil Grand Jury report responses by establishing automated processes for reminder notification and data collection.
    c. Promote effective usage of historical Civil Grand Jury report information with pre-defined reports for the Civil Grand Jury, Superior Court, SF City Services Auditor division of the Office of the Controller, and the SF Chapter of the Civil Grand Jury Association.

2. KEY BENEFITS
    a. Streamlined processes will increased the efficiency with which the current Civil Grand Jury and supporting government agencies can determine the current status of Recommendations and obtain summarized historical data on report implementation.
    b. Improved quantitative analysis of the report responses will allow for deeper qualitative analysis of CGJ reports and agencies' responses.
    c. Reduced time to access and analyze response data will allow Continuity Committee to start the annual Continuity review within the first month after being impaneled.

3. STAKEHOLDERS & USERS
    a. Primary Stakeholder is the impaneled San Francisco Civil Grand Jury (CGJ)
    b. Secondary stakeholders are:
        i. California Superior Court
        ii. San Francisco Controller City Services Auditor (SFCSA)
        iii. San Francisco Civil Grand Jury Association (SFCGJA)
    c. Additional Users:
        i. CGJ Report Finding & Recommendation Respondents/Designees
        ii. City Web Site for San Francisco residents

4. TODAY'S CHALLENGES
    a. Report responses are collected at different time intervals and by different agencies: the SF Superior Court and SF City Services Auditor each has its own data collection formats.
    b. CGJ Continuity activity needs to start immediately after the new CGJ is impaneled in July of each year, but current data collection cycles do not provide updated response data until October or January, up to halfway into the CGJ term.
    c. Reponses sent to either the CA Superior Court or SF City Services Auditor are not immediately available to the CGJ until they are consolidated, which can be 3-12 months after a response has been submitted.
    d. All responses are collected via multiple response letter(s) or spreadsheets; consolidating the data is a very labor-intensive process.
    e. Current processes do not allow for a full review of all report responses.

f. Current processes do not allow sufficient time to initiate a new investigation after qualitative analysis and follow-up identifies certain report responses as erroneous, incomplete or inadequate.

5. **PROPOSED SOLUTIONS**
   a. Using a Microsoft Excel spreadsheet, collect and load data into the database.
   b. Use database to generate alerts/notifications and detailed or summarized reports for all stakeholders.

6. **PROJECT PHASES**
   a. Phase 1 – Inception
      i. Hire preferred vendor to create a CGJ Continuity application that uses a database to support critical notification and reporting needs for all stakeholders and designated report respondents.
      ii. Use a Microsoft SQL server database (1-3 users) on a dedicated laptop with i7 processor & 48 GB of memory.
      iii. Implement database design, load historical CGJ data, and create data collection spreadsheets and pre-defined reports for stakeholders.
      iv. Provide required training to stakeholders.
      v. Provide ongoing support and maintenance of application database.
      vi. Create a new workflow, along the lines of the attached Swimlane chart.

   b. Phase 2 – Future (In approximately 2 years)
      i. Convert application to a Cloud application, to enhance the security of data collection function and report capabilities.
      ii. Navigate CA & SF firewall requirements so that the Cloud application is updateable via web browser.

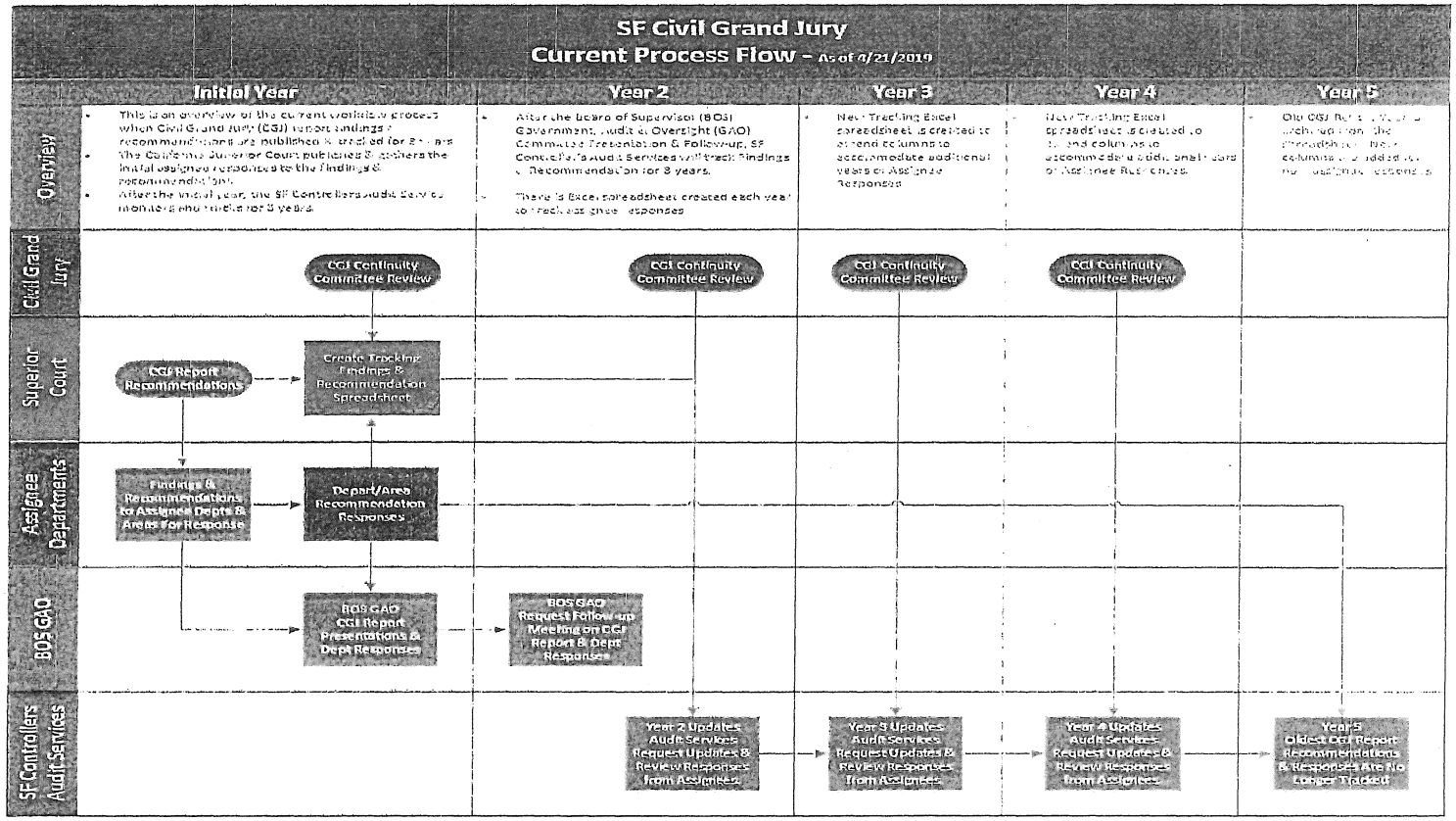
7. **FUTURE PROJECT PHASE**
      i. Take additional automation steps to facilitate more timely updates from data sources.
      ii. Improve timeliness of data access for reporting for CGJ, governmental agencies and SF CGJ Association.

8. **KEY REQUIREMENTS INCLUDEDIN PROPOSAL**
   a. Current Workflow Swimlane
   b. Proposed New Workflow Swimlane
   c. High-level Database Design
   d. Data Collection Spreadsheet Designs
   e. Report Designs

Draft version #7 6/25/19
Prepared By Bill Lee

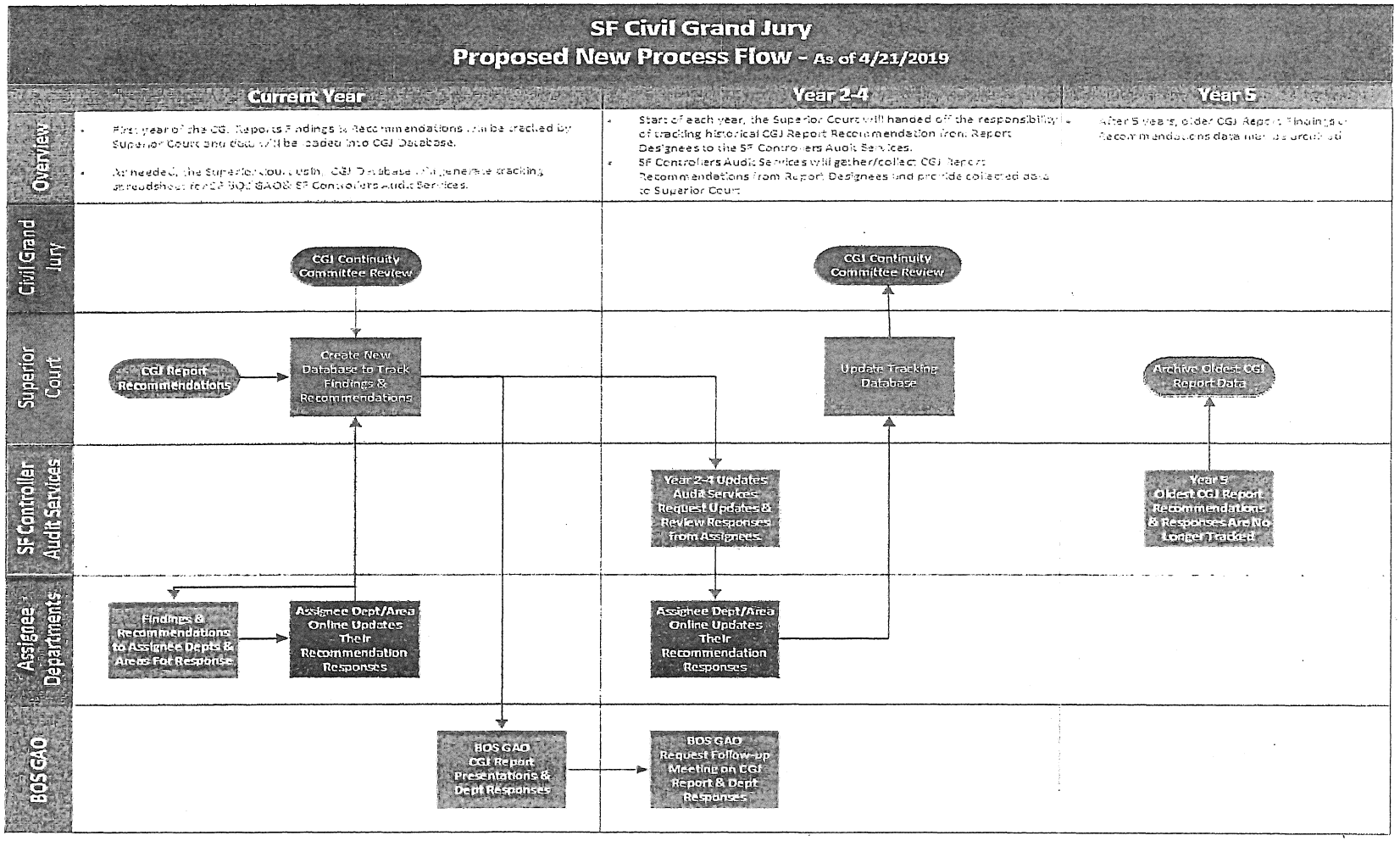
APPENDIX Q: PROPOSAL FOR CONTINUITY SYSTEM (Continued)

9. CURRENT WORKFLOW



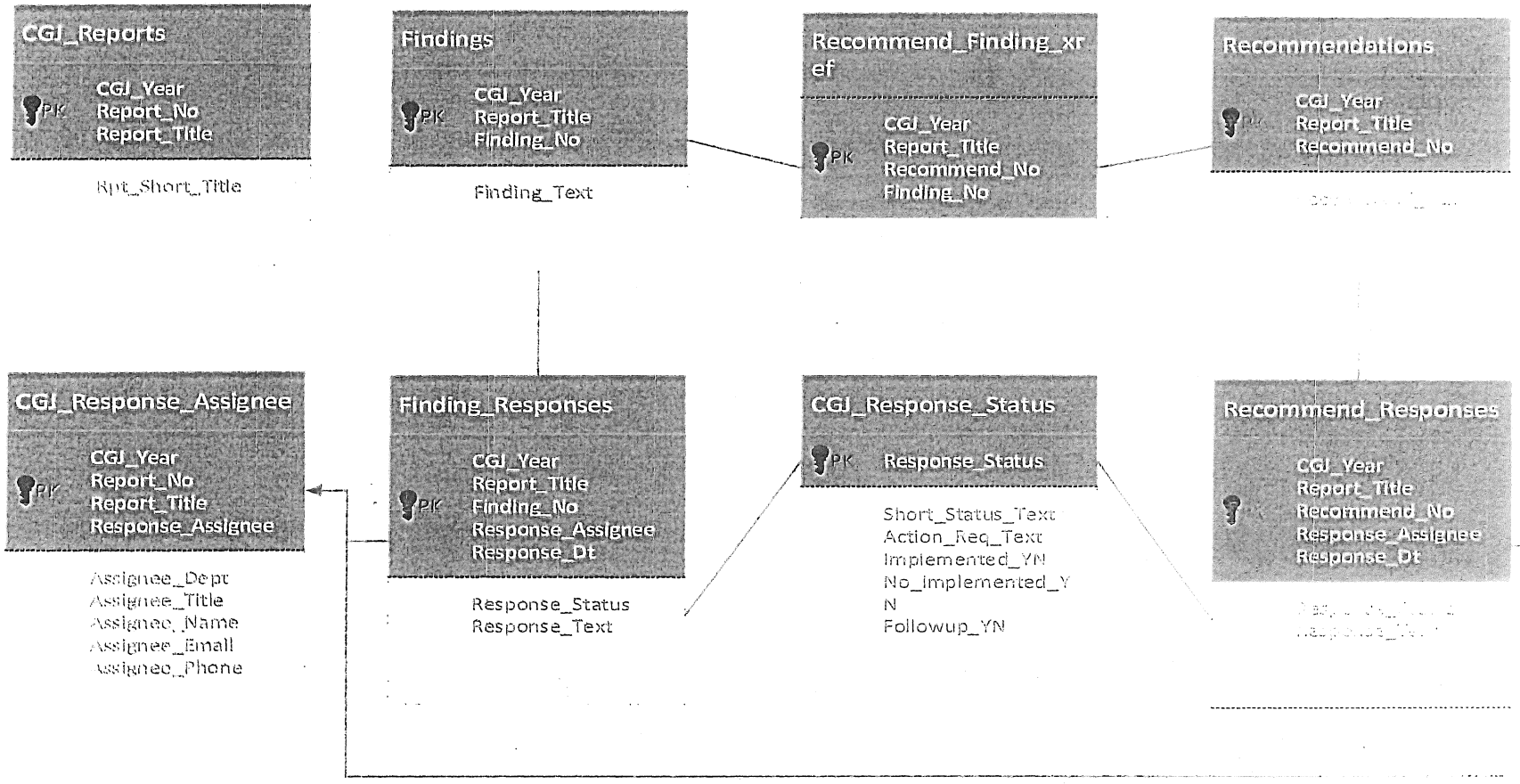
APPENDIX Q: PROPOSAL FOR CONTINUITY SYSTEM (Continued)

10. PROPOSED NEW WORKFLOW



APPENDIX Q: PROPOSAL FOR CONTINUITY SYSTEM (Continued)

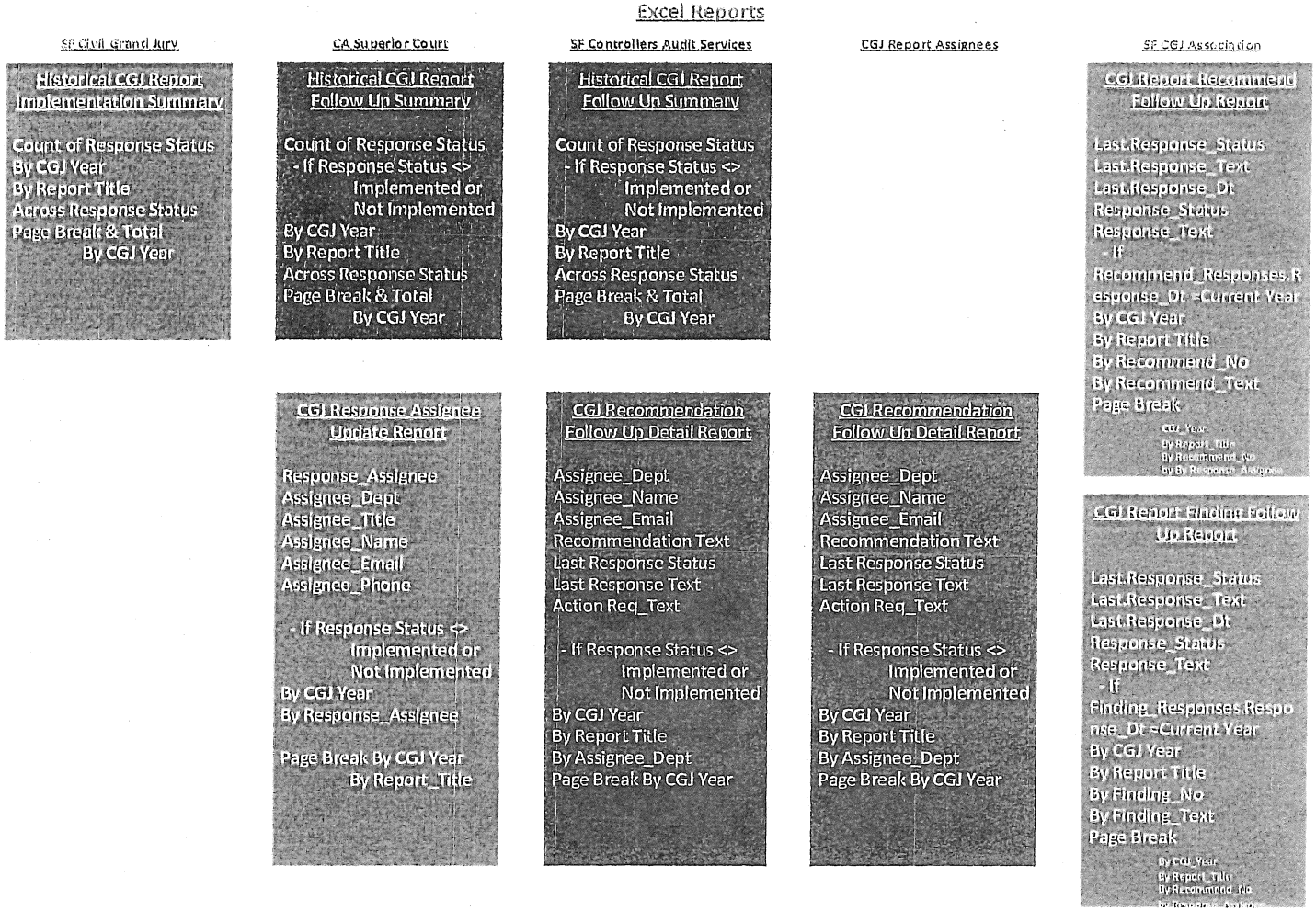
11. DATABASE DESIGN For CGJ Report Repository



Note: Findings & Recommendations have a many-to-many relationship.

APPENDIX Q: PROPOSAL FOR CONTINUITY SYSTEM (Continued)

12. Excel Files to Facilitate Data Collection & Reporting Between Current CGJ, CA Superior Court, SF Controllers & SF CGJ Association



APPENDIX R: THREE-YEAR FOLLOW-UP

CITY AND COUNTY OF SAN FRANCISCO
CIVIL GRAND JURY

June 22, 2016

Ben Rosenfield
Controller
City and County of San Francisco
City Hall, Room 316
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield,

As required by Section 2.10 of the San Francisco Administrative Code, the Office of the Controller reports to the Board of Supervisors on the status of the implementation of the recommendations of the San Francisco Civil Grand Jury (CGJ) no later than one year following the date of the public hearing.

In response to a request from the 2005-2006 SF CGJ, the City Service Auditor (CSA) updates the CGJ reports on the status of implementation of recommendations, as new information becomes available instead of the one year implied in Section 2.10 of the SF Admin Code.

On behalf of the 2015 – 2016 CGJ, I am requesting that this process be revised. We think that our jury and future juries would be better served if CSA capped the CGJ status reports to three terms in the past, with the primary focus on submitting status reports to the Board of Supervisors no later than one year following the hearing. As of today, the status report for the 2013 – 2014 and 2014 – 2015 CGJ have not been completed, and we recognize that may be due to CSA's efforts in auditing several years of CGJ status reports.

Part of our duty is to review and recommend efficiencies within City and County operations. We think that CSA's time would be more efficiently utilized by concentrating on the updates as they pertain to the last three juries. We understand that the time to implement many of our recommendations may take up to two budget cycles, which substantiates the request to limit the reports to three prior terms. Anything over the three terms can be reported on by a sitting jury as a Continuity Report or by the San Francisco Chapter of the Civil Grand Jury Association's Implementation Committee.

The 2015 – 2016 Civil Grand Jury appreciates the work that CSA continues to do, and we look forward to seeing their status reports of the 2013– 2014 and 2014– 2015 Civil Grand Jury reports.

Thank you for your consideration of this request.

Jay Cunningham, Foreperson
2015 – 2016 Civil Grand Jury

City Hall, Room 482
1 Dr. Carlton B. Goodlett Pl, San Francisco, CA 94102
Phone: 415-554-6630

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TABLE OF ABBREVIATIONS

ACC	ANIMAL CARE & CONTROL
ADU	AUXILLARY DWELLING UNIT
BIC	BUILDING INSPECTION COMMISSION
BOS	BOARD OF SUPERVISORS
CGJ	CIVIL GRAND JURY
CSA	CITY SERVICES AUDITOR
DBI	DEPARTMENT OF BUILDING INSPECTION
DGO	DEPARTMENT OF GENERAL ORDERS
DHSH	DEPARTMENT OF HUMAN SERVICES & HOUSING
DOE	DEPARTMENT OF ELECTIONS
DPA	DEPARTMENT OF POLICE ACCOUNTABILITY
DPH	DEPARTMENT OF PUBLIC HEALTH
DPW	DEPARTMENT OF PUBLIC WORKS
EPIC	EDUCATIONAL PARITY IN CUSTODY
HIPAA	HEALTH INSURANCE PORTABILITY & ACCOUNTABILITY ACT
IT	INFORMATION TECHNOLOGY
JUSTIS	JUSTICE TRACKING INFORMATION SYSTEM
MOU	MEMORANDUM OF UNDERSTANDING
OCC	OFFICE OF CITIZEN COMPLIANTS
OIS	OFFICER-INVOLVED SHOOTING
RACI	RESPONSIBLE-ACCOUNTABLE-CONSULTED-INFORMED
RCV	RANK CHOICE VOTING
RFP	REQUEST FOR PURPOSAL
SF	SAN FRANCISCO
SFACC	ANIMAL CARE & CONTROL
SFCGJ	SAN FRANCISCO CIVIL GRAND JURY
SFDPW	SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS
SFERS	SAN FRANCISCO EMPLOYEES RETIREMENT SYSTEM
SFFD	SAN FRANCISCO FIRE DEPARTMENT
SFMTA	SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY
SFPD	SAN FRANCISCO POLICE DEPARTMENT

BOARD of SUPERVISORS

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MEMORANDUM

Date: July 24, 2019

To: Honorable Members, Board of Supervisors

From: Angela Calvillo, Clerk of the Board

Subject: 2018-2019 CIVIL GRAND JURY REPORT - Improving Continuity Review for Increased Public Accountability: The 2018 2019 San Francisco Civil Grand Jury Continuity Report

On July 17, 2019, the 2018-2019 Civil Grand Jury issued a press release, publicly announcing issuance of their report, entitled:

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report

Pursuant to California Penal Code, Sections 933 and 933.05, the Board must:

1. Respond to the report within 90 days of receipt, or no later than October 15, 2019; and
2. For each finding the Department response shall:
   - agree with the finding; or
   - disagree with the finding, wholly or partially, and explain why.
3. For each recommendation the Department shall report that:
   - the recommendation has been implemented, with a summary of how it was implemented;
   - the recommendation has not been, but will be, implemented in the future, with a timeframe for implementation;
   - the recommendation requires further analysis, with an explanation of the scope of the analysis and timeframe of no more than six months from the date of release; or
   - the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

Pursuant to San Francisco Administrative Code, Section 2.10, in coordination with the Committee Chair, the Clerk will schedule a public hearing before the Government Audit and Oversight Committee to allow the Board the necessary time to review and formally respond to the findings and recommendations.

Because the Department of the Board of Supervisors is implicated in this report, the Clerk of the Board would like to schedule meetings with the Chair and members of the Government Audit and Oversight committee to discuss the jury's findings and recommendations prior to response by the Board.

Continues on following page

The Budget and Legislative Analyst will prepare a resolution, outlining the findings and recommendations for the Committee's consideration, to be heard at the same time as the hearing on the report. These matters are anticipated for hearing in Government Audit and Oversight during a regular committee meeting in September 2019.

If you have any questions, please contact John Carroll, Assistant Clerk, at (415) 554 4445.

Attachments: July 17, 2019 Press Release; and
Report: Improving Continuity Review for Increased Public Accountability:
The 2018-2019 San Francisco Civil Grand Jury Continuity Report

c:
Honorable Garrett L. Wong, Presiding Judge
Sophia Kittler, Mayor's Office
Kanishka Karunaratne Cheng, Mayor's Office
Andres Power, Mayor's Office
Sally Ma, Mayor's Office
Rebecca Peacock, Mayor's Office
Jon Givner, Office of the City Attorney
Ben Rosenfield, City Controller
Todd Rydstrom, Office of the Controller
Peg Stevenson, Office of the Controller
Tonia Lediju, Office of the Controller
Alisa Somera, Office of the Clerk of the Board
Debra Newman, Office of the Budget and Legislative Analyst
Severin Campbell, Office of the Budget and Legislative Analyst
Reuben Holober, Office of the Budget and Legislative Analyst
Jennifer Millman Tell, Office of the Budget and Legislative Analyst
Rasha Harvey, 2018-2019 Foreperson, San Francisco Civil Grand Jury
Lori Campbell, 2017-2018 Foreperson, San Francisco Civil Grand Jury
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Chief William Scott, Police Department
Rowena Carr, Police Department
Asja Steeves, Police Department
Deirdre Hussey, Police Department
Gregory Yee, Police Department
John Sanchez, Police Department
Sheriff Vicki Hennessy, Sheriff's Department
Johanna Saenz, Sheriff's Department
Katherine Johnson, Sheriff's Department
Nancy Crowley, Sheriff's Department

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

FOR IMMEDIATE RELEASE

Contacts: Rasha Harvey, Foreperson, 415-551-3635
Nona Russell, Continuity Committee Chairperson, 415-551-3635

***** PRESS RELEASE *****

Increasing Public Accountability

San Francisco, CA, July 17, 2019 – The function of the Civil Grand Jury (CGJ) is to investigate the operations of the various officers, departments and agencies of the government of the City and County of San Francisco. The Findings of these investigations are conveyed to the public in annual reports that also provide Recommendations for subsequent action. The government agency or agencies identified in each report Recommendation are then required to respond in prescribed ways, indicating their intentions and plans regarding its implementation.
Public awareness is a key factor in facilitating action on the issues identified, and hence in the success of the Civil Grand Jury process. We communicate our findings to the press in order to widen public awareness and enhance our watchdog function.

The Continuity Committee of the 2018-2019 CGJ examined past CGJ reports and the status of the responses to their Recommendations. The Committee found that the responses to two specific prior reports were inadequate in ways that could have significant consequences for the people of San Francisco:

1. 2015-2016 CGJ Report: ***San Francisco Crime Lab: Promoting Confidence and Building Credibility***

Over the several years prior to this investigation, the credibility of the San Francisco Police Department (SFPD) Criminalistics Laboratory (Crime Lab or the Lab) had been marred by scandals related to the dismissal of over 700 drug cases. These issues resulted in a lack of trust in data generated by the Lab. The report by the 2015-2016 Civil Grand Jury recommended, based on discussion and agreement among all the stakeholders of the Lab including SFPD, that an outside forensic expert agreeable to all stakeholders be engaged to review its policies and procedures and determine appropriate remedial measures (Recommendation R.F.2). It was further recommended (R.F.3) that the expert(s) be engaged based on trustworthiness to all stakeholders rather than by bid for lowest price.

In its response to R.F.2, the SFPD made contradictory statements: that the Recommendation had been implemented, and that no bids had been received in response to their solicitation.
In its response to R.F.3, the SFPD further stated that it had gone to great lengths to accomplish the engagement but failed to describe adequately what it had done.

The result, in any case, was that no expert was engaged, and no review was performed. The 2018-2019 CGJ recommends that the SFPD resubmit its responses to provide full clarification and re-examine the possibilities for carrying out the original Recommendation.

2. 2016-2017 Report: *The SF Retirement System - Increasing Understanding and Adding Voter Oversight*

The 2016-17 San Francisco Civil Grand Jury investigated the fiscal status of the City's Retirement System and concluded that it threatens the financial future of the City, due to an unfunded liability of $5.81 billion. According to the Pension Plan Funding Level posted on the City Performance Scorecard website, the San Francisco Employee Retirement System (SFERS) has not been fully funded since 2009.

San Francisco taxpayers are responsible for meeting the obligations of the Retirement System, including any unfunded liability.

The fiduciary responsibility of the Retirement Board to the beneficiaries supersedes any responsibility to the citizens and voters of San Francisco.

The 2016-2017 CGJ recommended that a permanent Retirement System Oversight Committee be formed to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers and present it to the voters in a ballot proposition by 2018. This Recommendation (R2.1) was rejected as being unwarranted or unreasonable, with the following statements included in their responses:

> Mayor's response: "The city already has a Retirement Board which functions as oversight for the Retirement System."
>
> BoS response: "The Mayor and BoS have oversight over the Retirement System and review projections regularly…".

The 2018-2019 CGJ feels that the responses muddled the concepts of investment oversight, fiduciary responsibility, and accountability to the voters and taxpayers. The CGJ recommends reconsideration and resubmission of the responses.

In the process of examining the Recommendations of past Civil Grand Jury reports and the responses to them, the Continuity Committee identified several shortcomings in the internal San Francisco Civil Grand Jury process itself. The 2018-2019 Continuity report includes several Recommendations for remedial action and legislative assistance, to reduce duplicative input, facilitate timely follow-up, and assure both compliance with the Penal Code and completion of implementation of report Recommendations.

Civil Grand Jury reports may be viewed online at http://civilgrandjury.sfgov.org/report.html.

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2017-2018 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	F#	Finding (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/Disagree)	Finding Response Text	R# [for F#]	Recommendation (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F1	The elected officials, agency heads, and governing bodies of the City and County of San Francisco are appropriately complying with the statutory requirement for response to Civil Grand Jury Findings and Recommendations within 60/90 days.	Board of Supervisors							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F2	There is significant lack of compliance by the elected officials, agency heads, and governing bodies of the City and County of San Francisco with the statutory requirements for designating timeframes for promised implementation, providing the details of further analysis, and completing that analysis within six months of the date of issuance of the Civil Grand Jury report. This is complicated by the lack of a statutory requirement to bring the response to "final status."	Board of Supervisors							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F5	In their responses to Recommendation R.2.1 of the 2016-2017 Civil Grand Jury report The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight, the Mayor and the Board of Supervisors did not take into account that the Retirement Board's fiduciary responsibility for investing the assets of the Retirement System and maximizing the returns for the beneficiaries supersedes any responsibility to the voters and citizens of San Francisco, nor acknowledge that it prevents the Board, and possibly themselves, from acting with an appropriate fiduciary responsibility to the voters and taxpayers of San Francisco.	Board of Supervisors							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F7	Lack of consistent, sustained follow-up on Civil Grand Jury reports undermines both the effectiveness and the value of the Civil Grand Jury process.	Board of Supervisors							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F8	The current process of Continuity follow-up has a significant defect: the elected officials, agency heads, and governing bodies of the City and County of San Francisco do not provide the Superior Court and Civil Grand Jury timely information regarding the ongoing status of their responses across jury terms. To be effective, the Continuity process needs to be continued until the response has reached final status (either "implemented", with summary of actions taken, or "will not be implemented," with explanation).	Board of Supervisors							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R1	For purposes of Penal Code Section 933.05, the Superior Court and City Services Auditor should record this Recommendation as "Implemented."	Board of Supervisors		

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R2	The Board of Supervisors should adopt an ordinance by no later than June 30, 2020, providing that the elected officials, agency heads, and governing bodies of the City and County of San Francisco must continue providing the Civil Grand Jury, across CGJ terms, with timely follow-up information regarding the ongoing responses to the Recommendations in its reports, until the responses reach final status, and amend SF Administrative Code Section 2.10 to add Subsection (c), specifying: Within three years of the publication date of a Civil Grand Jury report, the designated respondents to the report's Recommendations shall bring their responses to final status, i.e., either: • Implemented, with a summary of the implementation action; or • Not implemented because it is not warranted or is not reasonable, with an explanation thereof	Board of Supervisors		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R5	The Mayor and the Board of Supervisors should reconsider and resubmit their responses by no later than December 31, 2019, to Recommendation R2.1 of the 2016-2017 Civil Grand Jury report The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight, remedying the deficiencies in the previous responses that are noted in this report.	Board of Supervisors		

Report Title [Publication Date]	F#	Finding (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/Disagree)	Finding Response Text	R# [for F#]	Recommendation (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
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Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	Mayor							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	Mayor							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F5	In their responses to Recommendation R.2.1 of the 2016-2017 Civil Grand Jury report The San Francisco Retirement System: Increasing Understanding and Adding Voter Oversight, the Mayor and the Board of Supervisors did not take into account that the Retirement Board's fiduciary responsibility for investing the assets of the Retirement System and maximizing the returns for the beneficiaries supersedes any responsibility to the voters and citizens of San Francisco, nor acknowledge that it prevents the Board, and possibly themselves, from acting with an appropriate fiduciary responsibility to the voters and taxpayers of San Francisco.	Mayor							
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Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F1	The elected officials, agency heads, and governing bodies of the City and County of San Francisco are appropriately complying with the statutory requirement for response to Civil Grand Jury Findings and Recommendations within 60/90 days.	City Administrator							

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F2	There is significant lack of compliance by the elected officials, agency heads, and governing bodies of the City and County of San Francisco with the statutory requirements for designating timeframes for promised implementation, providing the details of further analysis, and completing that analysis within six months of the date of issuance of the Civil Grand Jury report. This is complicated by the lack of a statutory requirement to bring the response to "final status."	City Administrator							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	City Administrator							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	City Administrator							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R1	For purposes of Penal Code Section 933.05, the Superior Court and City Services Auditor should record this Recommendation as "Implemented."	City Administrator		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	Chief, San Francisco Police Department							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	Chief, San Francisco Police Department							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R3	No later than March 31, 2020, the SFPD should fully and completely respond to Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, remedying the contradictory responses submitted previously (elaborated in Discussion Section B above).	Chief, San Francisco Police Department		

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R4	No later than March 31, 2020, the SFPD should resubmit its response to Recommendation R.F.3 of the abovementioned report, providing insight into the processes surrounding the issuance of the RFP for consulting services by outside experts agreed upon by all stakeholders for a review of the policies and procedures of the Crime Lab. This should specifically address two issues: the possibilities for exemption from requirements for competitive bidding, and whether all stakeholders were consulted in reaching the decision to abandon implementation of the Recommendation.	Chief, San Francisco Police Department		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	Deputy Chief of Administration, San Francisco Police Department							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	Deputy Chief of Administration, San Francisco Police Department							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R3	No later than March 31, 2020, the SFPD should fully and completely respond to Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, remedying the contradictory responses submitted previously (elaborated in Discussion Section B above).	Deputy Chief of Administration, San Francisco Police Department		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R4	No later than March 31, 2020, the SFPD should resubmit its response to Recommendation R.F.3 of the abovementioned report, providing insight into the processes surrounding the issuance of the RFP for consulting services by outside experts agreed upon by all stakeholders for a review of the policies and procedures of the Crime Lab. This should specifically address two issues: the possibilities for exemption from requirements for competitive bidding, and whether all stakeholders were consulted in reaching the decision to abandon implementation of the Recommendation.	Deputy Chief of Administration, San Francisco Police Department		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F3	Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that an external review be performed by an outside expert agreed upon by all stakeholders of the Lab, has not, as far as the 2018-2019 Civil Grand Jury can determine, been implemented, despite the SFPD's assertion that it was implemented.	Director of Forensic Services, San Francisco Police Department							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F4	Recommendation R.F.3 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, that "The external review should be conducted by experts who have been identified as trustworthy to all stakeholders rather than selected by a competitive bidding process based on cost," was contravened by SFPD's action in issuing an RFP for competitive bidding.	Director of Forensic Services, San Francisco Police Department							

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R3	No later than March 31, 2020, the SFPD should fully and completely respond to Recommendation R.F.2 of the 2015-2016 Civil Grand Jury report San Francisco's Crime Lab: Promoting Confidence and Building Credibility, remedying the contradictory responses submitted previously (elaborated in Discussion Section B above).	Director of Forensic Services, San Francisco Police Department		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R4	No later than March 31, 2020, the SFPD should resubmit its response to Recommendation R.F.3 of the abovementioned report, providing insight into the processes surrounding the issuance of the RFP for consulting services by outside experts agreed upon by all stakeholders for a review of the policies and procedures of the Crime Lab. This should specifically address two issues: the possibilities for exemption from requirements for competitive bidding, and whether all stakeholders were consulted in reaching the decision to abandon implementation of the Recommendation.	Director of Forensic Services, San Francisco Police Department		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F6	In the 2016-2017 Civil Grand Jury report Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System, an apparent transcription error citing the "Five Keys" program instead of the "Sister" program led to an inaccurate Recommendation and resultant erroneous response.	Sheriff							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R6	By no later than December 31, 2019, the Sheriff should respond to recommendation R10 as it appears in the body of the 2016-2017 Civil Grand Jury report Educational Parity in Custody (EPIC): Ensuring the Quality of Women's Education in the SF Jail System.	Sheriff		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F9	Creating tabulated summaries without having a repository for storing the response data is extremely labor-intensive and inefficient, and makes the follow-up process far more difficult than need be.	San Francisco Civil Grand Jury							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F10	Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.	San Francisco Civil Grand Jury							

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R7	By no later than December 31, 2019, the City Services Auditor and the Superior Court should create an application using a database, to support core functions of the Civil Grand Jury. The City Services Auditor, the Superior Court, and the Civil Grand Jury would be the key stakeholders giving input for system development. System features should include: • A database containing CGJ report data, Findings and Recommendations, respondent data, response tracking data, and up-to-date tracking status information. The database's reporting function should have the capacity to create all reports and summaries needed by the Superior Court, City Services Auditor, and the impaneled Civil Grand Jury. • The capability to automatically notify all stakeholders and respondents when responses are due. • Conversion, within approximately two years, to a "cloud application," to allow stakeholders and respondents to directly access and update the data in the database. This in turn would improve the timeliness of responses and drastically reduce the typing and cut-and-paste errors that result from multi-party handling of the same data.	San Francisco Civil Grand Jury		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R9	By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.	San Francisco Civil Grand Jury		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R10	Since application development will span multiple years, a Continuity System Consultant should be engaged to support the development efforts. The Civil Grand Jury should select the individual to fill the position, to be funded from the Civil Grand Jury budget, for the first two to three years. Afterwards, the position could be renewed each year as needed. To ensure the necessary understanding of CGJ operations, the Continuity System Consultant should be a current or former CGJ member.	San Francisco Civil Grand Jury		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R8	Starting in 2019, the Superior Court should advise incoming Civil Grand Juries that their Continuity Committee is a Standing Committee, charged with reviewing responses to the Recommendations of prior Civil Grand Juries for compliance with both the law and the intent of the Recommendations, and with maintaining complete and up-to-date records of all pertinent CGJ activities in the database recommended above, and the CGJ should establish such committee.	Foreperson, San Francisco Civil Grand Jury		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F9	Creating tabulated summaries without having a repository for storing the response data is extremely labor-intensive and inefficient, and makes the follow-up process far more difficult than need be.	Chair, Civil Grand Jury Committee, San Francisco Superior Court							

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F10	Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.	Chair, Civil Grand Jury Committee, San Francisco Superior Court							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R7	By no later than December 31, 2019, the City Services Auditor and the Superior Court should create an application using a database, to support core functions of the Civil Grand Jury. The City Services Auditor, the Superior Court, and the Civil Grand Jury would be the key stakeholders giving input for system development. System features should include: • A database containing CGJ report data, Findings and Recommendations, respondent data, response tracking data, and up-to-date tracking status information. The database's reporting function should have the capacity to create all reports and summaries needed by the Superior Court, City Services Auditor, and the impaneled Civil Grand Jury. • The capability to automatically notify all stakeholders and respondents when responses are due. • Conversion, within approximately two years, to a "cloud application," to allow stakeholders and respondents to directly access and update the data in the database. This in turn would improve the timeliness of responses and drastically reduce the typing and cut-and-paste errors that result from multi-party handling of the same data.	Chair, Civil Grand Jury Committee, San Francisco Superior Court		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R8	Starting in 2019, the Superior Court should advise incoming Civil Grand Juries that their Continuity Committee is a Standing Committee, charged with reviewing responses to the Recommendations of prior Civil Grand Juries for compliance with both the law and the intent of the Recommendations, and with maintaining complete and up-to-date records of all pertinent CGJ activities in the database recommended above, and the CGJ should establish such committee.	Chair, Civil Grand Jury Committee, San Francisco Superior Court		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R9	By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.	Chair, Civil Grand Jury Committee, San Francisco Superior Court		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F9	Creating tabulated summaries without having a repository for storing the response data is extremely labor-intensive and inefficient, and makes the follow-up process far more difficult than need be.	City Services Auditor, Office of the Controller							

Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F10	Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.	City Services Auditor, Office of the Controller							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R7	By no later than December 31, 2019, the City Services Auditor and the Superior Court should create an application using a database, to support core functions of the Civil Grand Jury. The City Services Auditor, the Superior Court, and the Civil Grand Jury would be the key stakeholders giving input for system development. System features should include: • A database containing CGJ report data, Findings and Recommendations, respondent data, response tracking data, and up-to-date tracking status information. The database's reporting function should have the capacity to create all reports and summaries needed by the Superior Court, City Services Auditor, and the impaneled Civil Grand Jury. • The capability to automatically notify all stakeholders and respondents when responses are due. • Conversion, within approximately two years, to a "cloud application," to allow stakeholders and respondents to directly access and update the data in the database. This in turn would improve the timeliness of responses and drastically reduce the typing and cut-and-paste errors that result from multi-party handling of the same data.	City Services Auditor, Office of the Controller		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R9	By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.	City Services Auditor, Office of the Controller		
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]	F10	Definition of the roles and responsibilities of all the stakeholders in the Civil Grand Jury process would improve functionality, efficiency, and output.	Controller							
Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report [July 17, 2019]						R9	By no later than September 30, 2020, the City Services Auditor and Superior Court should adopt the RACI (Responsible-Accountable-Consulted-Informed) chart as presented in this report, or agree to appropriate changes in the chart, and execute a memorandum of understanding documenting their agreed-upon roles.	Controller		

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Angela Calvillo
Clerk
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Ms. Calvillo,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Sandra Lee Fewer
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Fewer,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Catherine Stefani
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Stefani,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Aaron Peskin
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Peskin,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Gordon Mar
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Mar,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Vallie Brown
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Brown,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Matt Haney
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Haney,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Norman Yee
President
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear President Yee,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Rafael Mandelman
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Mandelman,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Hillary Ronen
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Ronen,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Shamann Walton
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Walton,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Ahsha Safai
Supervisor
San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Supervisor Safai,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Naomi Kelly
City Administrator
Office of the City Administrator
City Hall, Room 362
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Ms. Kelly,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

San Francisco Civil Grand Jury
400 McAllister Street, Room 008
San Francisco, CA 94102

Dear San Francisco Civil Grand Jury,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Foreperson, San Francisco Civil Grand Jury
400 McAllister Street, Room 008
San Francisco, CA 94102

Dear Sir or Madam,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

You are not required to respond to the finding and recommendations included in this report. If you would like to respond, please e-mail your response to Presiding Judge Wong at CGrandJury@sftc.org or mail to 400 McAllister Street, Room 008, San Francisco, CA 94102-4512.

Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

The Honorable Susan Breall
Chair, Civil Grand Jury Committee
San Francisco Superior Court
400 McAllister Street, Room 008
San Francisco, CA 94102

Dear Judge Breall,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Ben Rosenfield
Controller
Office of the Controller
City Hall, Room 316
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

City Services Auditor
Office of the Controller
City Hall, Room 316
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Sir or Madam,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

The Honorable London Breed
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Breed,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

William Scott
Chief of Police
San Francisco Police Department
1245 3rd Street, 6th Floor
San Francisco, CA 94158

Dear Chief Scott,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Gregory Yee
Deputy Chief of Administration
San Francisco Police Department
1245 3rd Street, 6th Floor
San Francisco, CA 94158

Dear Deputy Chief Yee,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

John Sanchez
Director of Forensic Services
San Francisco Police Department
1245 3rd Street, 6th Floor
San Francisco, CA 94158

Dear Director Sanchez,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

CITY AND COUNTY OF SAN FRANCISCO
2018 - 2019 CIVIL GRAND JURY

July 15, 2019

Vicki Hennessy
Sheriff
Office of the City Administrator
City Hall, Room 456
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Sheriff Hennessy,

The 2018-2019 Civil Grand Jury will release a report entitled, *"Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report"* to the public on Wednesday, July 17, 2019. Enclosed is an advanced copy. By order of the Presiding Judge of the Superior Court, Hon. Garrett L. Wong, this report is to be kept confidential until the date of release.

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Respectfully,

Rasha Harvey, Foreperson

Print Form

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

☐ 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)

☐ 2. Request for next printed agenda Without Reference to Committee.

☒ 3. Request for hearing on a subject matter at Committee.

☐ 4. Request for letter beginning "Supervisor [ ] inquires"

☐ 5. City Attorney request.

☐ 6. Call File No. [ ] from Committee.

☐ 7. Budget Analyst request (attach written motion).

☐ 8. Substitute Legislation File No. [ ]

☐ 9. Reactivate File No. [ ]

☐ 10. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

☐ Small Business Commission ☐ Youth Commission ☐ Ethics Commission

☐ Planning Commission ☐ Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.

Sponsor(s):

Clerk of the Board

Subject:

Board Response - Civil Grand Jury Report - Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report

The text is listed below or attached:

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2018-2019 Civil Grand Jury Report, entitled "Improving Continuity Review for Increased Public Accountability: The 2018-2019 San Francisco Civil Grand Jury Continuity Report;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

Signature of Sponsoring Supervisor: for Alisa Somera

For Clerk's Use Only:

190788