

**THE 2007-2008 SAN FRANCISCO CIVIL GRAND JURY
FOR THE
CITY AND COUNTY OF SAN FRANCISCO**

**FITS AND STARTS:
THE RESPONSE OF SAN FRANCISCO GOVERNMENT
TO PAST CIVIL GRAND JURY RECOMMENDATIONS**

**RELEASE DATE
JUNE 2008**

THE PURPOSE OF THE CIVIL GRAND JURY

The purpose of the Civil Grand Jury is to investigate the functions of City and County government, tax-supported agencies and districts, and any agencies or districts created by state law to develop constructive recommendations for improving their operations, as required by law.

Each Civil Grand Jury has the opportunity and responsibility to determine which departments, agencies and officers it will investigate during its one-year term of office. To accomplish this task, the Civil Grand Jury divides into committees. Each committee conducts its research by visiting government facilities, meeting with public officials, and reviewing appropriate documents.

The nineteen members of the Civil Grand Jury are selected at random from a pool of thirty prospective jurors. San Francisco residents are invited to apply. More information can be found at: <http://www.sfgov.org/site/courts>, or by contacting Civil Grand Jury, 400 McAllister Street, Room 008, San Francisco, CA 94102, (415) 551-3605.

STATE LAW REQUIREMENT

Pursuant to state law, reports of the Civil Grand Jury do not identify the names or provide identifying information about individuals who spoke to the Civil Grand Jury.

Departments and agencies identified in the report must respond to the Presiding Judge of the Superior Court within the number of days specified, with a copy sent to the Board of Supervisors. For each finding of the Civil Grand Jury, the response must either (1) agree with the finding, or (2) disagree with it, wholly or partially, and explain why. Further, as to each recommendation made by the Civil Grand Jury, the responding party must report either (1) that the recommendation has been implemented, with a summary explanation of how it was implemented; (2) the recommendation has not been implemented, but will be implemented in the future, with a time frame for the implementation; (3) the recommendation requires further analysis, with an explanation of the scope of that analysis and a time frame for the officer or agency head to be prepared to discuss it (less than six months from the release of the report); or (4) that recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is. (California Penal Code, sections 933, 933.05).

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I.
EXECUTIVE SUMMARY

The San Francisco 2007-2008 Civil Grand Jury (hereinafter referred to as the “Jury”) addressed its responsibility to provide continuity from past juries in two ways: 1. by evaluating the support given to past Jury recommendations by the Office of the Mayor (the “Mayor”) and the Board of Supervisors (the “Board”); and 2. by reviewing the work done by those specific departments that were the subject of select prior year reports. The Jury’s investigation revealed the following:

1. The Mayor’s and the Board’s support of implementation of Jury recommendations is falling somewhat short of expectations. Despite a review process and validation of Jury recommendations this past year, it remains up to each City department investigated by the Jury to bring its own focus to implementation efforts. This is discouraging because high level attention can so often influence success. A concept reflected by the lone exception to this lack of attention is the Mayor’s directives on disaster preparedness.
2. On the other hand, the work done by departments in response to last year’s Jury recommendations has been mostly moving in the right direction. Significant progress has been made in disaster preparedness and City employees are for the most part properly engaged in attempting to reach a constant state of readiness. The Mayor, through his directives, has emphasized this important matter – keeping it front and center. There also has been an attempt to correct weaknesses in the Entertainment Commission, which were highlighted in last year’s report. Some progress has been made, although more work is needed. In the case of civilian staffing in the Police Department there has been some modest improvement in the numbers, but a lack of high level focus is preventing real progress. And, finally, a key staff change has been made in the Risk Management Office and some of the recommendations are being addressed within that department. However, the City’s highest officials have not put their weight behind, nor placed the needed emphasis on this important issue for real progress to be seen. In particular, the Office of the City Attorney (hereinafter referred to as “City Attorney”) is not providing the necessary support to make the City’s loss reduction program effective.

The Civil Grand Jury is aware of the current budget issue facing the City, which means that funding for many initiatives will be a struggle. However, implementation of many of the Jury’s recommendations would result in long-term resource conservation for the City, and so should be given strong support by City government. Real opportunities for saving money are being lost.

II. INTRODUCTION

Under California state law, the Civil Grand Jury system asks a group of 19 volunteer citizens to convene each July 1 “to investigate the operations of the various officers, departments, and agencies of the government of the City and County of San Francisco. Each Civil Grand Jury determines which officers, departments, and agencies it will investigate during its term of office.”¹ Each Civil Grand Jury is unique and independent. The Jury enjoys significant authority during its term regarding the conduct of its inquiries. However, this authority ends with the end of its term. Jury members then leave with no assurance that their recommendations will be supported by senior public officials or carried out by the departments they have investigated.

The San Francisco Civil Grand Jury of 2007-2008 recognized that work of Civil Grand Juries will contribute to good governance only if there is continuity from one Jury to the next. Continuity is accomplished by having each Jury allocate time to investigating how public officials are fulfilling their promises to support and implement recommendations made by prior Juries and, in so doing, hold them accountable for their commitments.

The current Jury addressed its responsibility to provide continuity by investigating the following:

A. Are the Mayor and the Board following up on the Resolutions enacted regarding Civil Grand Jury recommendations? Are the specific recommendations of the 2006-2007 Civil Grand Jury being addressed so as to move the City forward?

B. In addition to tracking the Mayoral and Board commitment to supporting Civil Grand Jury work, the Jury also inquired into the follow-through on reports issued by the 2006-2007 Jury:

1. Preparing for Disaster: Administrative Commitment and Appropriate Funding in the Department of Emergency Management and the Department of Public Health
2. The Entertainment Commission: A Work in Progress
3. Compensation and Staffing Issues in the San Francisco Police Department
4. Risk Management: Are the Managers Managing the Risks of the City?

This report provides a summary of the Jury’s review of the Mayor’s and Board’s follow-through on the recommendations, as well as the Jury’s investigation into each department responsible for implementation of the recommendations of the above-cited reports.

¹ From the San Francisco Government website under “What is the Civil Grand Jury?”

In the conduct of this investigation, the 2007-2008 Civil Grand Jury analyzed the reports issued by the 2006-2007 Civil Grand Jury and the responses received. The Jury interviewed and/or corresponded with representatives of affected departments to obtain updates regarding implementation of the recommendations. Members of the current Jury attended hearings held by the Audit and Oversight Committee of the Board. In addition, members of the Jury met with members of the Controller's Office, members of the Mayor's Office, members of the Board, members of last year's Jury, and members of the Clerk of the Board office.

III. DISCUSSION

A. The Mayor's and the Board's Follow-up to Civil Grand Jury Recommendations

The 2006-2007 Civil Grand Jury report entitled "Have City Agencies Done What They Said They Would Do After The Civil Grand Jury of 2005-2006 Issued Its Reports?" indicated that the Board did not always provide responses to past Civil Grand Jury findings and recommendations, although the Board's Audit and Oversight Committee did conduct hearings on Jury reports. Because of the important role of the hearings in achieving accountability from department heads, the 2006-2007 Civil Grand Jury encouraged the Board "to expand its method of responding to Grand Jury reports, by including substantive written responses to the recommendations." As described below, this resulted in several resolutions being passed by the Board and signed by the Mayor. This was seen as signaling the intent of City officials to give greater focus to Jury recommendations and the resulting budget implications.

Early in its term, the 2007-2008 Civil Grand Jury was encouraged by steps taken by City leadership indicating broad support of Jury work. On August 14, 2007, the Board unanimously adopted Resolution 474-07 that amended the Board's process for responding to Civil Grand Jury Reports. The resolution was approved by the Mayor on August 17, 2007. Among other items, the Board resolved that it "encourages the Mayor to cause the implementation of accepted recommendations through his/her department heads and *through the development of the annual budget*" [emphasis added]. The resolution continues with the statement that "the Board may review the status of the Civil Grand Jury recommendations as part of the budget review. (See Appendix A)

The Board's Audit and Oversight Committee held hearings on September 10, 2007, and again on September 24, 2007, to discuss the 2006-2007 Civil Grand Jury Reports, in particular those recommendations that required a response from the Board. This Committee recommended that the entire Board approve resolutions agreeing with many of the Jury's recommendations and in so doing urged the Mayor to cause the implementation of the accepted recommendations through the development of the annual budget. By resolution, the Board also "urged" City departments responsible for recommendations not necessitating a response from the Board to provide a status report to the Board on implementation of those recommendations within six months of passage of the resolution. The resolutions were subsequently adopted by the Board and signed by the Mayor. (See Appendix B)

In San Francisco, as is true elsewhere, if it is not in the budget, it won't happen. Although of necessity, this report is being issued before the Board's discussion of the 2008-2009 budget, there have been three distinct opportunities since October 2007 in which Mayoral and Board support might have been demonstrated: (1) in the Mayor's budget instructions; (2) at the Board's Budget and Finance Committee meeting to discuss the budget instructions; and, (3) the Board's follow-up to its own resolutions indicating an intention to request status reports from City departments regarding their efforts to implement Jury recommendations. As discussed below, there had been no follow-through in any of these three areas at the time of this report. There is, however, indication that current budget requests are covering some Jury recommendations at the instigation of departments required to respond to the Jury.

1. Mayor's Budget Instructions

The Jury was led to understand from the Mayor's endorsement of the resolutions referenced above and from direct discussions that his office would strongly support the accepted Jury recommendations through the process of developing the budget for fiscal year 2008-2009. The first step in the budget process is the issuance of budget instructions from the Mayor's Office. It was disappointing to the Jury to see that the budget instructions issued in November 2007 did not reference the Civil Grand Jury reports, its recommendations, or the resolutions.(see Appendix C) When asked about the omission, the Office of the Mayor said "oops." In follow up interviews with staff from the Office of the Mayor, it was determined that there is no clear explanation of how Jury recommendations are to be tracked in the budget process.

2. Board's Budget and Finance Committee

In December 2007, Jury members met with a member of the Board, who committed to addressing Jury recommendations in budget discussions at the Budget and Finance Committee. On January 9, 2008, the Board's Budget and Finance Committee met with representatives of the Office of the Mayor regarding budget instructions. As there is no record of meeting minutes readily available on the City's website, the Jury officially requested information regarding the discussions and specifically what was said regarding Jury recommendations. Copies of the minutes were eventually received through a special request to the Clerk of the Board's office, but the minutes contained no reference to the Civil Grand Jury reports. When the Jury followed up with questions to those in attendance, responses were received that forced the Jury to conclude that the recommendations were not discussed.²

² The following responses were received: (1) One member e-mailed the Jury saying "I wish I had time to respond to this."

(2) The Legislative Aide to another board member e-mailed that he was no longer on the Budget and Finance committee and referred the Jury to another board member. The minutes indicated that he was a member and present at the meeting on January 9.

(3) After three requests for information from the Office of the Mayor, a response came, which confirmed that the Jury recommendations were not discussed.

3. Mayoral and Board Follow-up to the Resolutions

Although the six-month mark has now passed, since the Board approved its resolutions, the Board has not received any status reports from departments affected by last year's Civil Grand Jury reports, nor has any member of the Board requested them.

4. The Office of the Controller

Each year the Office of the Controller produces a Status Report tracking the responses to Civil Grand Jury recommendations. This is an important report not only due to its value in documenting Jury recommendations, but also because it serves as a reminder to City departments that the recommendations are expected to be implemented. However the Status Report, which contains only the self-reported information by the departments, does not include an assessment of the responses and it is unclear how or if the information is used by anyone in City government.

5. Summary

With the passage of a series of resolutions on the 2006-2007 Jury's recommendations, the City's leadership expressed a commitment to act on key Jury recommendations each year. Unfortunately, the Jury's investigation has led it to the conclusion that in most instances this commitment has been hollow. However, and as the following section reveals, the Jury found that follow-through at the departmental level was evident in many respects. What is most disappointing is that the work at the departmental level is being accomplished in the absence of the high level leadership and support that would make success more likely.

Finding:

1. Despite resolutions signed by both the Mayor and the Board, neither the Office of the Mayor, nor any Board members have yet demonstrated attention to Civil Grand Jury recommendations in public budget instructions, comments, reviews, or directives to City departments. The lone exception is the Mayoral Directives on Disaster Preparedness. (See Appendix D)

B. Review of Select 2006 – 2007 Grand Jury Reports

The Jury's review of specific departments' efforts revealed mixed results. Most departments seemed to be working toward implementation of Jury recommendations, but would benefit from high level support to achieve better results. The reports the Jury tracked and the results it found are as follows:

1. Preparing for Disaster: Administrative Commitment and Appropriate Funding in the Department of Emergency Management and the Department of Public Health

Has progress been made in the City's preparation for disaster? Yes, in particular if the City's preparedness today is compared with what was in place at the time of the Loma Prieta earthquake of 1989. Because the San Francisco Giants were about to begin their first home game of the World Series, the highest ranking official physically present in City Hall at the time of the earthquake was the assistant to the City administrator. Following protocol, she went to what was the designated "command center" for disasters — a building on Turk Street that is no longer in existence. At the "command center" she found a wooden box that was to be opened in the event of disaster, but she did not have a key and couldn't find anyone who did. The Fire Department came to her assistance and broke open the box, wherein they found a telephone and a list of outdated phone numbers. So the answer is, yes, progress has been made.

But the answer is also yes, if the status of preparedness is evaluated now versus what it was in June of 2007 when the then 2007 Jury submitted its recommendations. In fact, substantial progress consistent with Jury recommendations has been made. Among the accomplishments are:

a. Staffing and Planning:

- 1) An All-Hazards Strategic Plan has been completed and last year's Jury recommendations were taken into account in its development. The Plan established benchmarks regarding capabilities, assessed capabilities, established specific goals, and articulated a plan for the City. The consultant who contracted to perform this work will be supplying the Department of Emergency Management with workbooks and guidelines for implementation.
- 2) The Department of Emergency Management is adding staff and has filled four new positions, including very importantly a logistics coordinator slot. The Department now has 14 staff on board.
- 3) Every important City department now has a designated disaster recovery person/disaster planner on staff.

b. Preparation and Training:

- 1) The City has enough emergency medical supplies stored for first responders and their families in the event of a disaster.
- 2) There has been a continued heavy emphasis on training by the Department of Human Resources. All designated disaster service workers have undergone training.

- 3) Incident command training has taken place with a plan to continue to train three-deep in every department.
- 4) City departments are conducting periodic table-top drills.
- 5) City departments are putting in place redundant systems where practical, with a backup plan for 911, as well as the command center.
- 6) Key staff members have visited New Orleans to study Katrina's aftermath to determine what not to do in an emergency.
- 7) The Department of Emergency Management has adopted a "just in time" approach to training in the event of a disaster. This is to appropriately conserve resources, since there are myriad types of disasters that can occur and regularly training for every conceivable type could be costly and even futile.

c. Facilities Upgrades:

- 1) The Command room to be used to manage disasters has been renovated as of April 15, 2008.

d. Remaining Issues:

Two major issues remain from last year's report that require additional follow-up.

- 1) City employees indicated that where the City is currently weakest is in citizens' complacency and the resulting lack of personal preparedness. The efforts to improve in this area include: the conducting of preparedness fairs; preparedness support website--www.72hours.org; and, working with schools, community organizations, and groups to keep the issue of preparedness at the top of each citizen's mind.
- 2) A second issue is in the area of seismic work. An important step that is planned within the next six months is for the Department of Building Inspection to evaluate all department operation centers to make certain they are seismically safe. This effort needs to be given high priority. As indicated in the 2007 report, the Department of Public Health Headquarters as well as the designated locations for alternative Department Operations Centers have not yet been properly upgraded.

In Jury interviews, the Department of Emergency Management indicated that the Mayor's Directives on Disaster Preparedness have caused City departments to step up their attention to this area. (see Appendix E) The Mayor has consistently emphasized a culture of preparedness that has aided those in charge of disaster recovery to obtain needed attention and support. Also,

the availability of Homeland Security grants has provided much needed funding for this area, allowing progress to be made in many areas of hazard preparation.

Findings:

2. Although there are still areas to be addressed, the City has made substantial progress in its preparation for disasters. It appears that there are appropriately trained professionals now in place in key positions to manage this for the City.

3. There are two major issues remaining from last year's report. City employees indicated that where the City is currently weakest is in citizens' personal preparedness. Also, the Department of Building Inspection has not yet addressed the necessary evaluation of City operation centers to determine the level of seismic safety. As the Bay Area is most prone to an earthquake disaster, this potentially remains an area of great vulnerability.

2. The Entertainment Commission: A Work in Progress

The 2006-2007 Civil Grand Jury's report on the Entertainment Commission contained findings and recommendations that were aimed at improving the Commission's effectiveness and usefulness to the City. The executive director, in responding to the report on the Commission's behalf, accepted many of the recommendations and made a commitment to begin the steps to put them into force. The current Jury reviewed the changes that have been made in the nine months since the initial report was issued, and commends the Commission for the progress it has made.

a. An Additional Report on the Entertainment Commission

In January 2008 the current Jury published another report concerning the Entertainment Commission. "How Many Agencies Does It Take For San Francisco to Hold a Party?" addressed proposed legislation that would have created an Office of Special Events in the Office of the Mayor, separate from the Entertainment Commission. The Jury concluded that this would have been a wasteful duplication of effort, and reiterated the finding of last year's Jury that an improved and strengthened Entertainment Commission would be greatly preferable to the creation of redundant functions within City government. At this point in time, it appears that no further effort to create this additional department is being considered.

b. Progress by the Entertainment Commission Since Mid-2007

Interestingly, the Jury found progress on recommendations that the Commission accepted, as well as on some with which it disagreed. Footnoted references are from the report of last year's Jury. The entire report can be accessed on the website of the Superior Court for San Francisco:

1) *Coordination with Police Department*

Two recommendations³ called for the Entertainment Commission to better communicate and coordinate efforts with the Police Department, including having members of each department attending meetings of the other. The Commission developed a useful compilation of ordinances and regulations for police officers and trainees to assist them in citing permit holders for various types of code violations. This has been well received. In addition, the Commission has made it easier for the Police Department to submit recommendations to it. Although these actions indicate that some progress had been made, there still appears to be lack of a coordinated and fully cooperative relationship between the Commission and the Police Department

2) *Harm reduction policies*

Several recommendations⁴ called for the Commission to take a proactive role in preventing problems at venues and events for which it issues permits. The Jury applauds the efforts of the Commission's new president in establishing monthly training meetings for club owners, with each meeting covering a different topic. These have been well attended, and offer permit holders a greater opportunity to understand their responsibilities and the underlying law. At the same time, the Commission worked effectively with the Mayor to have legislation introduced in March 2008 that would for the first time give the Commission authority to close clubs with short notice on an emergency basis.

3) *Entertainment Commission's effectiveness*

Last year's Jury also recommended a number of measures aimed at making the Commission both more effective and more accountable.⁵ The Jury found progress in these areas in the Jury's

³ Recommendation A2b states, "The Entertainment Commission must try harder to communicate and coordinate its efforts with those of the Police Department in promoting responsible conduct at entertainment venues. To do so, the Commission staff and the police should have regular meetings." Recommendation A7a states, "The Entertainment Commission and the San Francisco Police Department must develop more effective means of communication."

⁴ Recommendation A5 states, "The Civil Grand Jury encourages the Commission to continue and expand its efforts in fostering harm reduction policies among entertainment venues." Recommendation A6 states, "Citation authority would help ensure observance of the good neighbor policy. The granting of such citation authority to members of the Entertainment Commission staff should be given serious consideration by the Board of Supervisors." Recommendation D4a states, "The Civil Grand Jury recommends that the Entertainment Commission be given the authority to cite permitted nightclub owners who break the law. Granting the power to issue such citations to the Entertainment Commission, however, must not stop the San Francisco Police Department, with its greater manpower and resources, from also issuing such citations." Recommendation D4b states, "The use of suspension and revocation powers given to the Entertainment Commission in Administrative Code, Chapter 90, Section 90.4(c) must be used to punish club owners with multiple violations, as well as serve as a deterrent for other potentially problematical entertainment venues."

⁵ Recommendation B1 states, "The Entertainment Commission should submit to the Mayor and Board of Supervisors the annual report by March 1 each year, as required in Administrative Code, Chapter 90." Recommendation B2 states, "The Entertainment Commission should submit to the Mayor and the Board of Supervisors its Effectiveness Report every five years at a minimum. The next Effectiveness Report is due on or before May 2012, as required in Administrative Code, Chapter 90, Section 90.8." Recommendation B4a states, "The Entertainment Commission should submit to the Mayor and the Board of Supervisors annual reports which revisit its Annual Statement of Purpose, and which serve to honestly address the accomplishments of the

follow-up review. The Commission developed a set of goals for itself, which the Jury believes are appropriate. It created and has begun to distribute a survey form to persons who interact with it, allowing commissioners to gather information on how the Commission is perceived and, ideally, to observe trends over time. (Topics include promptness of issue resolution, staff knowledge, staff courtesy, and overall satisfaction.) The executive director issued an annual report to the Commission in November. Although the report was brief and little more than a tally of regulations, numbers of permits issued, and the like, it nevertheless represented a first step in measuring achievements on an annual basis.

The Jury, however, did not find that the Commission had submitted an annual report to the Mayor or Board by March 1, 2008, which is a requirement under San Francisco Administrative Code, Chapter 90. The Jury believes that all commissions should make such reports, and that the Mayor and Board should review them with critical regard. Without this basic level of oversight, the citizens of the City cannot be assured these entities are fulfilling their intended purposes.

c. Additional Efforts Needed by the Commission and the City: Promotion of City-owned venues

San Francisco is blessed with many facilities that can be sites for events that would bring visitors and revenues to the City. City-owned facilities are either managed by their own boards (such as the Bill Graham Civic Auditorium) or by other City entities (such as the Recreation and Parks Department or the Port Commission). These venues are managed independently from one another. The variety of venues is confusing to event planners, and the lack of coordination among City departments can discourage planners from bringing their events to the City, depriving it of worthwhile revenue-generating opportunities.

Section 90.4(e) of the Administrative Code states that one of the duties of the Entertainment Commission is to:

Promote the use of City facilities for cultural, entertainment, athletic and similar events that generate revenue for the City, in consultation with the City departments having jurisdiction over such facilities.

Last year's Jury recommended that the Entertainment Commission take the lead in promoting such facilities, based on the Administrative Code provision within the original legislation that created the Commission.⁶

The Entertainment Commission can fulfill its duty to promote the use of City-owned venues, but not with its current, limited staff. The Jury believes that one full-time position, dedicated to promotion of City-owned facilities to event planners, should be added to the Commission's staff.

Commission in the year past and describe challenges and goals in the year ahead." Recommendation B4b states, "The Entertainment Commission commissioners should be given a draft of each year's annual report and be allowed sufficient time to provide input and editorial suggestions for the final draft so that it is a document reflecting the commissioners' collective viewpoints about what the Commission should be."

⁶ Recommendation A4b states, "The Entertainment Commission should undertake better communication and coordination with other City departments to promote the entertainment use of revenue-generative City facilities."

Findings:

4. **The Entertainment Commission and staff all seem to have taken last year's Jury report seriously and are working to strengthen their organization so as to capably fulfill their multiple responsibilities.**

5. **Although there is some improvement in the relationship between the Police Department and the Entertainment Commission, the two entities still don't always attend each other's meetings, leaving some gaps in coordination.**

6. **The Entertainment Commission did not submit an annual report to the Mayor or the Board by March 1, 2008, which is a requirement under the San Francisco Administrative Code, Chapter 90.**

7. **The Entertainment Commission is not sufficiently staffed to enable it to promote City-owned venues to event planners.**

3. Compensation and Staffing Issues in the San Francisco Police Department

In its review of Police Department staffing, last year's Jury recommended that increased emphasis be placed on hiring civilians for those jobs that were occupied by sworn officers that could in fact be performed by civilians. While this would cause an overall increase in Department staff levels, it would free up officers for patrol and other vital police duties. In responding to the report, the Mayor indicated his agreement, and further stated that such measures had already been implemented.

The Police Department had some difficulty in supplying the data for the Jury inquiry, which led the Jury to believe that there is no regularly generated report on the status of civilian staffing. Despite this apparent lack of routine tracking within the department, the actual data indicate that there is some improvement in civilian staffing.

Since Fiscal Year 2004-05 to March 2008, the Police Department reports that 41 positions have been filled by civilians and, consequently, 41 officers returned to field duties, bringing the total to 226 employed civilians. 34 additional positions are expected to be filled before June 30, 2008, (the result of which is 34 additional officers being made available for patrol duties). The Department states that it will continue aggressively to seek out police officer positions that may be filled by civilians, and in fact the Department is in the middle of another audit of positions to determine how many other positions can be filled by civilians.⁷

It should be noted that there has recently been local media attention to this issue, citing the need for a serious implementation effort in San Francisco. According to an article in the March 28, 2008 edition of the San Francisco Examiner, the proposal to save money by filling administrative

⁷ Data provided by Police Department

positions with civilians is “languishing,” despite serious budget issues in the City. Also, a recent audit of the Los Angeles Police Department cited that city’s department as lagging in its efforts to add civilians where appropriate. As the 2006-2007 Civil Grand Jury compared San Francisco’s work force (9% civilian) to Los Angeles (28% civilian), San Francisco may find itself comparing to yet a higher standard.

Finding:

8. The Police Department has made some progress in increasing civilian personnel to free police officers to do actual police work, but they do not appear to be monitoring this with regular reports as they should, if it is an area of priority.

4. Risk Management: Are the Managers Managing the Risks of the City?

The 2006-2007 Civil Grand Jury reported on the inadequacies of the City’s current risk management activity, in particular for a City with insurable assets exceeding \$15 billion.⁸ Among other things, the report cited the lack of a sophisticated, technology-based risk management program utilizing best practices in a City-wide program. The report also noted the following: the inadequacy of the staff, both in numbers and skills; the policy of the City to self-insure without a sound analysis supporting that approach; the lack of information regarding the City’s detailed loss history from the City Attorney to assist the Risk Management department in loss prevention activities; and finally, the failure on the part of the Risk Management office to follow up on earlier recommendations regarding the insuring of City-owned vehicles, which represent the most frequent and costly claims against the City.

The Civil Grand Jury’s follow up investigation found the following:

a. Department Staffing

- 1) A member of the City Administrator’s office was transferred to the Risk Management Department. This individual then performed an evaluation of the risk management staff in response to last year’s report.
- 2) As a result of the review, the most senior position within risk management was elevated to a “City-Wide Risk Manager” position. A nation-wide search was conducted, with an individual hired in early 2008 coming out of the San Francisco School system with 20 years of risk management experience. There have been no further staff increases other than this one hire.

⁸ Risk management is aimed at reducing the risk of loss by analyzing processes that have the potential to cause, or have already caused, losses, and by instituting changes as a result of that analysis. It includes a comprehensive insurance program to cover potential losses that cannot be reduced or eliminated.

- 3) There is a request to increase the size of the department in the upcoming 2008-2009 budget.

b. Comprehensive Risk Management Planning

- 1) City Departments are required to go to Risk Management for certain services, such as contract review.
- 2) The Risk Management Department appears to be at the start of attempting to implement risk management “best practices.” Contact has been made with all major City agencies to begin an education process regarding the benefits of working with the Risk Management Department in loss coverage and prevention.
- 3) There is also some evidence that the Risk Management Department is interested in utilizing best practices. At the time of the interview, a trip was being planned to meet with City of Los Angeles risk management professionals to exchange information on risk management practices.
- 4) At the time of the investigation, the Risk Management Department had issued a Request for Proposal to various insurance brokers for a planned risk management modeling project.
- 5) At the time of the interview, nothing had been done towards a comprehensive solution to track and cover claims on City-owned vehicles (not including MUNI), despite the recommendations of earlier reports in addition to the 2006-2007 Civil Grand Jury.

c. Support from Other Departments

- 1) To date, the City Attorney has still not provided the loss run history information so that the Risk Management Department can analyze it for future loss prevention. Except for MUNI, departments involved in losses do not get adequate information regarding claims so that they themselves can analyze it to find ways to reduce losses.
- 2) Although the Risk Management department has made requests to the City Attorney, it is still waiting to receive this much needed claim data. (It appears to be dependent on a programmer in the City Attorney to make the report a priority.)
- 3) In response to the current Civil Grand Jury’s follow-up to the 2006-2007 Civil Grand Jury’s request for loss run history information⁹, the City Attorney provided what was essentially a “data dump” that will not be helpful to any

⁹ Recommendation 11 of the Report on Risk Management

City department that may wish to analyze loss history. Such raw data is of virtually no use either to the Jury or to anyone needed to assess such things as patterns of loss, historical trends, departmental responsibility, and the like.

- 4) Impressions gathered in the interviews are that overall support by senior City officials remains elusive. In last September's Audit and Oversight Committee meeting, a member of the Board of Supervisors asked the Controller's office if each department's budget submission could include a history of claims paid. The representative from the Controller's office indicated that this is in fact possible. Unfortunately, the current Jury is approaching the end of its term and will not be able to conduct a complete follow-up on this issue during the budget discussions. However, at this point in time, it appears that neither the Board nor individual departments are being provided the kind of information on losses that would enable them to strengthen their loss-reduction efforts. This is a significant failure in the City's risk management process.

Findings:

9. The Office of the Mayor, the Board of Supervisors and the Office of the City Attorney are still not providing the necessary support nor placing needed emphasis on the City's ability to have a professional risk management program. In a time of budget crisis, there should be top level recognition of this as an important step in managing the City's assets and conserving cash over the long term.

10. Although the City Attorney agreed with the 2007 Jury's recommendation to "produce a standard loss run constituting the City's history of loss and should make it available to the Office of Risk Management," appropriate and usable data had still not been provided to the Risk Management department at the time of our interview. In response to a follow-up request by the Jury, the City Attorney's office provided raw and useless data.

IV. FINDINGS

As a result of its investigation into the above areas, the 2007-2008 Civil Grand Jury concludes the following:

1. Despite resolutions signed by both the Mayor and the Board of Supervisors, neither the Office of the Mayor nor any Board members have yet demonstrated attention to Civil Grand Jury recommendations in public budget instructions, comments, reviews or directives to City departments. The lone exception is the Mayoral Directives on Disaster Preparedness.

2. Although there are still areas to be addressed, the City has made substantial progress in its preparation for disasters. It appears that there are appropriately trained professionals now in place in key positions to manage this for the City.
3. There are two major issues remaining from last year's report. City employees indicated that where the City is currently weakest is in citizens' personal preparedness. Also, the *Department of Building Inspection has not yet addressed the necessary evaluation of City operation centers to determine the level of seismic safety.* As the Bay Area is most prone to an earthquake disaster, this potentially remains an area of great vulnerability.
4. The Entertainment Commission and staff all seem to have taken last year's Jury report seriously and are working to strengthen their organization so as to capably fulfill their multiple responsibilities.
5. Although there is some improvement in the relationship between the Police Department and the Entertainment Commission, the two entities still don't always attend each other's meetings, leaving some gaps in coordination.
6. The Entertainment Commission did not submit an annual report to the Mayor or the Board of Supervisors by March 1, 2008, which is a requirement under the San Francisco Administrative Code, Chapter 90.
7. The Entertainment Commission is not sufficiently staffed to enable it to promote City-owned venues to event planners.
8. The Police Department has made some progress in increasing civilian personnel to free police officers to do actual police work, but they do not appear to be monitoring this with regular reports as they should if it is an area of priority.
9. The Office of the Mayor, the Board of Supervisors, and the City Attorney are still not providing the necessary support nor placing needed emphasis on the City's ability to have a professional risk management program. In a time of budget crisis, there should be top level recognition of this as an important step in managing the City's assets and conserving cash over the long term.
10. Although the City Attorney agreed with the 2007 Jury's recommendation to "produce a standard loss run constituting the City's history of loss and should make it available to the Office of Risk Management," appropriate and usable data had still not been provided to the Risk Management department at the time of our interview. In response to a follow-up request by the Jury, the City Attorney provided raw and useless data.

V.
RECOMMENDATIONS

1. As a standard practice, the Office of the Mayor should include in the annual budget instructions a request of each affected department to address Civil Grand Jury instructions in their budget proposals. Also, the Board should follow up by not approving budgets unless these recommendations are addressed.

Response required: Office of the Mayor, Board of Supervisors

2. In the discussion of the 2008-2009 Budget, the Board of Supervisors should address the budget items with which they concurred in October, 2007 as enumerated in Appendix A.

Response required: Board of Supervisors

3. The Department of Emergency Management should continue its great progress and also work to find more ways to encourage citizen preparedness.

Response required: Department of Emergency Management

4. The Office of the Mayor and the Board of Supervisors should follow up with the Department of Building Inspection to make certain that questions of seismic safety are addressed at all designated City operation centers.

Response required: Office of the Mayor, Board of Supervisors, Department of Building Inspection

5. The Entertainment Commission should continue to work on the recommendations made by the 2006-2007 Civil Grand Jury.

Response required: Entertainment Commission

6. The Jury recommends that all opportunities be explored for regular meetings between the Entertainment Commission and the Police Department.

Response required: Entertainment Commission, Police Department

7. The Jury supports the proposed legislation (file number 080323) which would amend the San Francisco Police Code and Business and Tax Regulation Code to give Entertainment Commission staff limited authority to cite and suspend permits, and encourages the Board of Supervisors to pass it.

Response required: Board of Supervisors, Police Department

8. The Entertainment Commission should issue its annual report for the past year immediately.

The Jury believes that all commissions should make such reports, and that the Mayor and Board should review them critically. Without this basic level of oversight, the citizens of the City cannot be assured these entities are fulfilling their intended purposes.

Response required: Entertainment Commission, Office of the Mayor, Board of Supervisors

9. A full-time, permanent position should be added to the staff of the Entertainment Commission specifically to promote use of City-owned facilities for revenue-generating events.

Response required: Entertainment Commission, Office of the Mayor, Board of Supervisors

10. The Office of the Mayor and the Board of Supervisors not only should ask at budget time but also require a routine report from the Police Department that shows trend data regarding civilian employment progress.

Response required: Office of the Mayor, Board of Supervisors, Police Department

11. The Office of the Mayor and the Board of Supervisors should include in their review of City budgets each department's loss run history to be provided on a timely and consistent basis by the City Attorney. This discussion would include a mandate for each department to work with Risk Management personnel in analyzing its history and participating in risk management planning to develop a loss prevention program.

Response required: Office of the Mayor, Board of Supervisors, and Office of the City Attorney

VI. CONCLUSION

The Jury recognizes that the City confronts an enormous budget deficit and that the recommendations reviewed in this report will not solve the current crisis. Follow-up on Jury's recommendations is not necessarily headline grabbing, but it is very important to recognize the importance of this follow-through in contributing to long-term fiscal health of the City. Attention to details like those highlighted in this report can help the City avoid future fiscal shortfalls.

There is still time in the budget process for appropriate high level focus on Civil Grand Jury recommendations. The Jury urges the Office of the Mayor and the Board of Supervisors to live up to their promise and put their full support behind the departments' implementation efforts. If

City departments are going to improve in achieving their mandates, they need the full support of the Office of the Mayor and the Board of Supervisors.

Finally, the members of the Civil Grand Jury of 2007-2008 would like to recognize and thank all the members of City government who have been so helpful in our investigation. We would like to give particular attention to the Office of the Clerk of the Board of Supervisors whose assistance has been most valuable.

VII.
CHART OF REQUIRED RESPONSES

| RECOMMENDATION | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| <i>RESPONSE REQUIRED IN 90 DAYS</i> | | | | | | | | | | | |
| BOARD OF SUPERVISORS | X | X | | X | | | X | X | X | | X |
| <i>RESPONSE REQUIRED IN 60 DAYS</i> | | | | | | | | X | | | |
| THE MAYOR | X | | | X | | | | | X | | X |
| THE CITY ATTORNEY | | | | | | | | | | | X |
| DEPARTMENT OF EMERGENCY MANAGEMENT | | | X | | | | | | | | |
| DEPARTMENT OF BUILDING INSPECTION | | | | X | | | | | | | |
| POLICE DEPARTMENT | | | | | | X | X | | | X | |
| ENTERTAINMENT COMMISSION | | | | | X | X | X | X | X | | |

VIII.
APPENDIX A

Appendix 5

Amendment of the Whole
8/13/07

FILE NO. 071127

RESOLUTION NO. 474-07

1 [Formalizing the Board of Supervisors' response to Civil Grand Jury Recommendations]
2

3 **Resolution amending the process by which the Board of Supervisors responds to the**
4 **Civil Grand Jury reports by adopting a resolution formally accepting or rejecting the**
5 **Civil Grand Jury recommendations.**
6

7 WHEREAS, The Clerk of the Board is responsible for ensuring the Board of
8 Supervisors are in compliance with the Civil Grand Jury reports pursuant to California Penal
9 Code Section 933 and San Francisco Administrative Code Section 2.10; and

10 WHEREAS, Pursuant to the California Penal Code, the Mayor, Departments,
11 Controller and the Board of Supervisors must respond to the recommendations outlined in the
12 Civil Grand Jury reports; and

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

19 WHEREAS, The response of the elected agency or department head shall address all
20 aspects of the findings or recommendations affecting the agency or Department; and

21 WHEREAS, The Board of Supervisors must respond to the recommendations outlined
22 in the Civil Grand Jury report within 90 days of receipt; and

23 WHEREAS, The Clerk of the Board follows established procedures upon the receipt of
24 the Civil Grand Jury report, including noticing a public hearing, sending a letter to the
25 Supervisors advising them of receipt of the Civil Grand Jury report, assisting the

Supervisor Elsbernd
BOARD OF SUPERVISORS

Page 1
8/14/2007

1 Governments Audit & Oversight Committee Chair with the legislative process including
2 communicating with the Civil Grand Jury the Board's responses to the recommendations; and

3 WHEREAS, The Civil Grand Jury has requested that Board of Supervisor's
4 Supervisors' response to the recommendations be more directly regarding agreement, partial
5 agreement, or disagreement with findings recommendations and the associated
6 implementation in the City's departments; and now, therefore, be it

7 RESOLVED, That upon adoption of this resolution, as the Clerk of the Board receives
8 the Civil Grand Jury reports, the Clerk Legislative Analyst will prepare a resolution accepting
9 outlining the recommendations of the Civil Grand Jury for consideration at the Board
10 committee which reviews audits simultaneously as the Civil Grand Jury reports are being
11 heard; and be it

12 FURTHER RESOLVED, That the Board committee which reviews audits will consider
13 the recommendations of the Civil Grand Jury, invite the Mayor's Office, the subject
14 department and the Controller to discuss, accept, reject or modify the Civil Grand Jury
15 recommendations; and be it

16 FURTHER RESOLVED, Where the committee agrees with the findings
17 recommendations, identifies those findings recommendations which the committee disagrees
18 wholly or partially with, and/or specifies the portion of finding recommendation(s) that are
19 disputed, that the Office of the Legislative Analyst will staff such discussions and amend the
20 draft resolution accordingly for the Chair to submit to the full Board of Supervisors for
21 consideration; and be it

22 FURTHER RESOLVED, That once the Board of Supervisors adopts a resolution with
23 formal acceptance of feasible Civil Grand Jury recommendations, that the Clerk will submit
24 adopted recommendations to the Mayor's Office, the subject department, the Controller and
25 the Civil Grand Jury through the Presiding Judge of the Superior Court, and be it

1 FURTHER RESOLVED, That the Board of Supervisors may request to receive reports
2 from the Mayor and his/her department heads and the Controller about the implementation
3 status of accepted recommendations which are required no later than six months and one
4 year respectively after receipt of the Civil Grand Jury report; and be it

5 FURTHER RESOLVED, That the Board of Supervisors encourages the Mayor to
6 cause the implementation of accepted recommendations through his/her department heads
7 and through the development of the annual budget; and therefore be it

8 FURTHER RESOLVED, The Board of Supervisors may review the status of the Civil
9 Grand Jury recommendations as part of the budget review and the Budget & Finance
10 Committee may hold hearings on the Mayor and Controller's implementation reports.

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City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails

Resolution

File Number: 071127

Date Passed:

Resolution amending the process by which the Board of Supervisors responds to the Civil Grand Jury Reports by adopting a resolution formally accepting or rejecting the Civil Grand Jury recommendations.

August 14, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071127

I hereby certify that the foregoing Resolution was ADOPTED on August 14, 2007 by the Board of Supervisors of the City and County of San Francisco.

Angela Calvillo
Clerk of the Board

Date Approved

Mayor Gavin Newsom

VIII.
APPENDIX C

MAYOR'S OFFICE POLICY INSTRUCTIONS

1. OVERVIEW

The Mayor's Office is currently projecting a \$229 million General Fund shortfall for fiscal year 2008-09. The budget deficit continues into FY 2009-10.

In recent years, the City's General Fund has made a number of changes to reduce spending, but we have still had to use one-time fund balances from the prior year to close budget gaps. The City is also experiencing an imbalance of sources and uses in the upcoming budget year for a variety of reasons:

- Voter-Approved mandated spending requirements, including the recent passage of Proposition A, which improves the revenue sources for MUNI but cost the overall general fund almost \$28 million, directly affecting the funding available to address all uses. Increases to mandated spending totals \$72 million.
- Loss of one-time sources, totaling \$110 million.
- Previously anticipated MOU cost increases and position annualizations total \$133 million. This includes investment in new frontline service positions such as additional police, nurses and park maintenance staff.

General revenues for fiscal year 2008-09 are projected to grow from 2007-08 budgeted levels by approximately 5%. Any growth over the 5% would require deposits to the Rainy Day Reserve, and very little would be available for general fund spending.

Moreover, we assume no additional deposits to pre-fund our retiree health benefit liability, which is a future liability valued at approximately \$4 billion.

Finally, we expect additional bad news for the city's budget at the beginning of next year, when the Governor's budget is announced. The State is addressing an estimated \$10 billion shortfall for next year.

The table below shows a summary of the projected budget deficit over the next two years.

**GENERAL FUND
SOURCES AND USES**

(\$ in millions)

| | FY 09 | FY 10 |
|--|----------------|----------------|
| Net Loss of One-Time Sources | (\$110) | (\$14) |
| Revenue Growth | \$119 | \$85 |
| <i>Sources Subtotal</i> | \$9 | \$71 |
| MOU Costs and Annualization of Positions | (\$111) | (\$86) |
| Health, Dental, Pension and Other Benefits | (\$22) | (\$29) |
| Mandated Spending Requirements | (\$72) | (\$30) |
| Other Operating Costs | (\$34) | (\$45) |
| <i>Uses Subtotal</i> | (\$238) | (\$190) |
| Shortfall Projection | (\$229) | (\$118) |

This projection is influenced by a number of variables that are likely to change over the course of the current fiscal year. Updates on the fiscal year 2008-09 General Fund shortfall will be provided on a periodic basis as new information becomes available.

2. FINANCIAL TARGETS AND POLICY INSTRUCTIONS

As in previous years, the Mayor's Office is requesting that departments complete a number of forms providing information about their proposed budgets. In prior years, departments have been asked to submit a budget narrative. Beginning last year, that requirement is satisfied by submission of the department's annual efficiency plan, due February 1st. In this plan, departments should explicitly discuss the relationship between resource allocations and their ability to meet departmental service goals. Each form in the following sections of this booklet is accompanied by detailed instructions for its completion.

Instruction #1: Budget Savings Equal to 8% of Current General Fund Support

The Mayor asks all departments to submit 8% target reductions, in a combination of on-going and one-time solutions.

A. All General Fund departments are to reduce their on-going General Fund Support by at least 5%.

Departments are instructed to submit budget requests for 2008-09 that reflect at least a 5% reduction in General Fund support. One-time solutions will not count towards this target. However, your target could be adjusted depending on optional mid-year cuts (see Instruction #2, below). Departments should contact their assigned analyst in the Mayor's Budget Office to obtain their specific base budget reduction targets.

The reduction targets are only anticipated to resolve approximately 20% of next year's problem.

B. All General Fund departments are to reduce their General Fund Support by a maximum of 3% in one-time savings.

Departments should submit one-time expenditure reductions of no more than 3% of their General Fund Support.

- **Non-General Fund departments are instructed to absorb all known costs increases within their proposed budget submissions by increasing revenues and/or reducing expenditures.**
- **All departments are instructed to prioritize operating efficiencies, especially reductions in administrative staffing and overhead costs ahead of reductions in core services to the public.**
- **Departments should consider the cost increases facing non-profit contractors when putting together their budgets. Departments may need to reallocate funds within their base budgets in order to supplement funding for contracts with those nonprofit agencies that would otherwise be unable to continue service delivery, or to reduce the units of service required under a status quo budget.**

Using Budget Form 1A, which is a new form, departments should provide a summary of major changes in operations including resource allocations assumed in the proposed budget. Examples of these highlights include new or increased budget investments, any programmatic improvements, new initiatives, changes in staffing levels as well as service reductions. Please indicate whether your savings are to meet your on-going or one-time target.

Instruction #2: Propose On-going Savings in the Current Year

To the extent that departments provide on-going solutions in the current year, departments will get credit toward your one-time and on-going targets, where applicable. **Please contact your Mayor's Budget Analyst to discuss any savings proposal in the current year.**

Instruction #3: Submit Additional Contingency Savings of 5%

Departments should submit a prioritized contingency plan with their budget submission equal to 5% of their reduced General Fund base on Form 6. Contingency plans may include both one-time and ongoing solutions. Contact your Mayor's Budget Analyst to receive this figure for your department.

In cooperation with each department, the Mayor's Budget Office will evaluate the need for these reductions as improved information regarding revenues available to fund the FY 2008-09 budget are known. The Mayor's Budget Office may need to work with your department to find savings beyond the target and contingency.

Instruction #4: Budget Submission Should Not Exceed the Department Target

Do not load expenditures into the budget system that exceed your target. Use two new budget forms: Form 7A for position expenditures and Form 7B for non-position expenditures that exceed budget target. Provide justification of why these expenditures should prevent departments from meeting their budget reduction targets.

Instruction #5: Request Funding for Efficiency Measures

The Mayor's Office invites proposals for one-time grants to implement efficiency measures that result in long-term General Fund savings or revenue enhancement. If the efficiency investment is projected to generate savings or revenues in FY 2009-10, partial credit may be provided to offset target reductions that may be issued in FY 2009-10, pending verification by the Mayor's Budget Office and/or the Controller's Office.

Proposals may be submitted by individual General Fund or enterprise departments, groupings of departments, or by City contractors via a City department. Clusters and SFStat policy area groups are particularly encouraged to discuss and recommend interdepartmental efficiency proposals.

All requests should be submitted on Form 12. One example of an efficiency measure might be a technology systems investment that is anticipated to result in labor cost savings.

Instruction #6: Identify Position Deletions Separately, and Justify Enhanced Staffing Requests

Form 8 requires that departments list all proposed new positions and all existing unfunded positions proposed to be in the FY 2008-09 budget. In cases where the new hiring is approved by the Mayor's Office, departments will be required to fund existing vacant positions through an attrition adjustment before adding new positions.

Form 9 is for any new position deletions. Please note all proposed deletions on this form, however, do not implement any layoffs until we finalize the FY 2008-09 budget.

Instruction #7: Submit Functional and Position Level Organization Charts

Departments are to submit two versions of the department's organization chart. The first should be a one-page high-level display of the major divisions or functional areas within the department. The second should provide position-level detail (job class, title, and FTEs) and should identify those positions that have been eliminated in the proposed budget, as well as those that are vacant as of February 1, 2008. Please include three copies of the detailed organization charts with your budget submission

VIII.
APPENDIX D

APPENDIX D

Office of the Mayor
City & County of San Francisco



Gavin Newsom

Executive Directive 07-10

Emergency Preparedness Planning and Coordination

October 17, 2007

Emergency preparedness is a dynamic process that requires constant vigilance and commitment, and San Francisco has risen to this challenge in recent years. I commend the Department of Emergency Management for its leadership in emergency planning and preparedness, and also acknowledge and appreciate the increased preparedness planning across City and County departments. We would not be successful without the demonstrated leadership from these departments and commitment and collaboration from the non-profit and private sectors.

In 2004, the Department of Emergency Management in collaboration with a number of City departments, government agencies, non-profit and private sector partners began an effort to update the City's Emergency Operations Plan for the first time in a decade. Besides the base plan, the Department of Emergency Management, along with subject matter experts from a variety of agencies, created new annexes specific to earthquake events, mass care/shelter management, flood control, tsunami, and animal care. Although the base emergency plan and annexes were completed in 2006, emergency preparedness is a fluid process. Natural and human generated events worldwide contribute to the body of learning and lead to changes in emergency management practices and planning as well as new federal mandates. We learn from training and exercises how to respond better. We learn from tragedies, such as Hurricane Katrina, about how to improve our ability to mitigate, to respond, and to recover from catastrophic events. Recognizing the dynamic world of emergency management, we are committed to a review and revision process to be completed every two years with the next revision cycle to be completed by spring 2008.

We also are keenly aware that most disasters in our high threat urban area will require regional coordination. San Francisco led the Bay Area in the creation of a first-in-the-nation ten county regional disaster response plan. That Regional Plan, also a dynamic document, is being folded into the State's Catastrophic Earthquake Plan. Additionally, San Francisco provides leadership to the regional Super-Urban Areas Security Initiative (SUASI) and recognizes the need for regional planning and collaboration, as we expand planning efforts beyond our border.

During my term as Mayor, we have secured almost \$150 million in federal homeland security funding, including \$20.5 million for interoperable communications and \$110 million under the Urban Areas Security Initiative (UASI).

We have established Disaster Council meetings every quarter and improved the regularity of disaster exercises and training. We have created a new training program for City employees who are Disaster Services Workers by law and increased funding for Neighborhood Emergency Response Teams (NERT). We have launched a website, www.72hours.org, to help educate the community about disaster preparedness and established an AlertSF program that allows San Franciscans to sign up for emails and pages with emergency alerts.

As our emergency preparedness infrastructure continues to advance, we must ensure that we are strategically planning for the future. We are currently completing a robust strategic plan that will focus our emergency management efforts and resources over the next five years. Many City and County departments have demonstrated their leadership and commitment in this planning process. Many non-profit and private sector stakeholders are now our recognized partners in this planning process. This Executive Directive clarifies deadlines and expectations for ongoing planning, coordination, and reporting efforts and identifies some additional needs in these arenas to ensure continued excellence in our emergency planning and preparedness efforts.

By virtue of the power and authority vested in me by Section 3.100 of the San Francisco Charter to provide administration and oversight of all departments and governmental units in the executive branch of the City and County of San Francisco, I do hereby issue this Executive Directive to become effective immediately.

1. STRATEGIC PLANNING

1.1. The Strategic Plan for Emergency Preparation and Homeland Security shall set citywide priorities for emergency preparedness, response, mitigation, and recovery, and articulate implementation steps. The Department of Emergency Management shall complete and distribute this Strategic Plan by December 31, 2007 to the Mayor and the Board of Supervisors. This Strategic Plan shall inform the Department of Emergency Management's creation of future annual management plans and budgets and provide guidance to departments as to their emergency preparedness and response responsibilities.

1.2. The Department of Emergency Management shall ensure that the 10 County Regional Emergency Coordination Plan shall clarify the role of the City and County in the regional disaster planning effort, specifically illustrating how it coordinates with other jurisdictions. The Regional Emergency Coordination Plan, once reviewed and finalized by the State, shall be submitted to the Mayor's Office, the Disaster Council, and the Board of Supervisors no later than December 31, 2007.

2. RESOURCE COORDINATION AND MANAGEMENT

2.1. The Department of Emergency Management, in partnership with relevant agencies, shall develop a sustainable plan for the staffing, maintenance and storage of equipment obtained under federal Homeland Security grants. The Emergency Resource Planning Workgroup, co-chaired by the Department of Emergency Management and the General Services Agency, will develop plans for sustainable equipment and program needs for all departments who have emergency equipment. While grant funding should still be sought, preliminary budget proposals should be submitted for consideration in the 2008-2009 budget. Planning should reflect a unified strategy for equipment storage and maintenance between departments that assesses the feasibility for centralization. The plan should include performance benchmarks and requirements related to grant-acquired equipment and programs. This plan should be completed by December 2008 and be incorporated into the Strategic Plan.

2.2. The Department of Emergency Management shall closely coordinate the efforts of newly funded logistical positions in key public safety departments. The Department of Emergency Management, the Department of Public Health, the San Francisco Fire Department, the San Francisco Police Department, and the Sheriff's Department had logistics positions approved in the 2007-2008 budgets. The Department of Emergency Management should be prepared to report on the roles and citywide coordination of these positions in the 2008 annual fall report to the Mayor and the Board of Supervisors. As part of this directive's section 1.1, the Strategic Plan for Emergency Preparation and Homeland Security should also assess whether other key departments (such as the Department of Building Inspection and the Department of Human Resources) have appropriate resources for their emergency preparedness and response roles.

2.3. The Department of Emergency Management and the Department of Public Health shall incorporate outreach for state and federal grant funding, and other funding sources as part of the community disaster planning process.

3. STRUCTURAL AND SAFETY ASSESSMENTS

3.1. The Department of Emergency Management shall coordinate, along with the Department of Building Inspection, the Department of Real Estate, and the Department of Public Works, the assessment of the seismic safety, energy, and building needs of the Departmental Operations Centers of key agencies involved in disaster response and recovery. This assessment should be completed in the 2008-2009 fiscal year, and a reporting of results should be included in the next annual update to the Board of Supervisors and the Mayor.

3.2. The Department of Real Estate shall require that all leased facility owners providing leased space to mission critical departments must comply with and maintain in good standing an approved building inspection plan as part of the Building Occupancy Resumption Program (BORP) through the Department of Building Inspection. New leases will require participation in the BORP in order to enter into and maintain a lease with a City department with a mission critical function. All existing leases for departments providing mission critical services that are renewed require the added provision of BORP participation for facilities. This should be reviewed in coordination with the Department of Real Estate.

4. REPORTING

4.1. Following the completion of the Strategic Plan, the annual report to the Mayor and the Board of Supervisors as per Section 7.19 of the Administrative Code shall include details on both: 1) resource coordination and the roles of the logistics coordinators in this process, and 2) the roles and progress of existing emergency planning committees citywide.

4.2. The Department of Emergency Management and the Department of Public Health shall report to the Mayor's Office and the Board of Supervisors on the progress of the community disaster planning process. A progress report should be jointly prepared and submitted upon the completion of a six-month pilot program, but no later than June 30, 2008. The report should contain the overall plan of the program, implementation

steps taken, results of the program, plans for improvement, and a timeline for implementing the program in remaining communities. The role of Disaster Service Workers and coordination among community based organizations and stakeholders should also be addressed. The Department of Emergency Management and the Department of Public Health should coordinate with the Department of Human Resources and other relevant agencies in this effort.

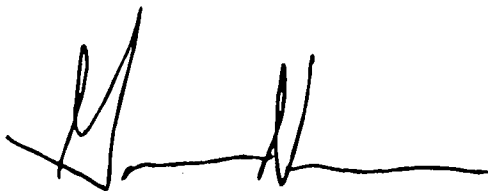
5. DISASTER COUNCIL ORGANIZATION

5.1. The Department of Emergency Management shall clarify the administrative processes of the Disaster Council so as to ensure that it operates as an efficient and effective body providing policy oversight and guidance to the Department of Emergency Management, public safety agencies, and other city agencies with disaster-related responsibilities. The Department of Emergency Management should convene a working group of City emergency management experts who are currently represented on the Disaster Council along with a representative from the City attorney's office to assess the functioning of the Disaster Council and make recommendations, consistent with State law, to improve the functioning of the Disaster Council. Forthcoming recommendations should be reviewed for comment by the current Disaster Council prior to finalization. This process should be complete by April 2008.

6. DISASTER SERVICE WORKERS

6.1 The Department of Human Resources shall advise prospective City retirees of the opportunity to volunteer as a Disaster Service Worker (DSW).

6.2 City departments shall ensure that their non-sworn staffs have completed both the Department of Human Resources Disaster Service Worker and required NIMS training by June 30, 2008. City departments will ensure that both sworn and non-sworn staff has completed the Personal Preparedness training by December 31, 2008. In addition, department heads should ensure that worker skill sets, required NIMS/ICS compliance, and data tracking the completion of DSW training, is entered into the City's People Soft system no later than June 30, 2008. The Department of Human Resources will include DSW language in all new job announcements and the City's Performance Planning and Appraisal (PPA) template. The 2008 PPA template will specifically include language requiring the completion of Department of Human Resources Disaster Service Worker and Personal Preparedness training by the end of the year.



VIII.
APPENDIX B

APPENDIX B

FILE NO. 071223

AMENDMENT OF THE WHOLE – 9/10/07
RESOLUTION NO. 516-07

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Can San Francisco Keep
2 its Promise to Reduce Greenhouse Gas Emissions?"]

3 **Resolution responding to the Presiding Judge of the Superior Court on the**
4 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Can**
5 **San Francisco Keep its Promise to Reduce Greenhouse Gas Emissions?".**
6

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

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

16 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Can San Francisco Keep
17 its Promise to Reduce Greenhouse Gas Emissions?" is on file with the Clerk of the Board of
18 Supervisors in File No. 071021, which is hereby declared to be a part of this resolution as if
19 set forth fully herein; and,

20 WHEREAS, Recommendation No. B2b of the subject Civil Grand Jury Report states:
21 "The Municipal Transportation Agency Board, the Mayor and the Board of Supervisors should
22 approve sufficient funds for maintenance and operations staffing needs, materials
23 management requirements and training and code compliance activities"; and,

24 WHEREAS, Recommendation No. B3d states: "The Municipal Transportation Agency,
25 with cooperation of the Board of Supervisors and Mayor, should continue to pursue additional

Supervisor Elsbernd
BOARD OF SUPERVISORS

1 funding for Muni operations; avoid, if possible, raising fares; consider all other funding options
2 such as congestion pricing”; and,

3 WHEREAS, Recommendation No. B6c states: “The Board of Supervisors should
4 establish regulations and fees for commercial fleets serving the City that do not convert to
5 alternative fuels by 2012”; and,

6 WHEREAS, Recommendation No. B6d states: “The Board of Supervisors should
7 consider a tax-reduction or fee-reduction alternative, such as rebate of part of the annual
8 business license fee, for any business that demonstrates purchase of a low-emission vehicle”;
9 and,

10 WHEREAS, Recommendation No. B8a states: “The Board of Supervisors should enact
11 legislation to raise the per-shift gate fee paid by a driver to the owner of a taxi, in order to
12 create a monetary incentive for taxi owners to purchase low emission or zero emission
13 vehicles”; and,

14 WHEREAS, Recommendation No. C1c states: “The Mayor and Board of Supervisors
15 should approve budgets from high energy users to include funds to implement facilities repair
16 and upgrades to comply with the energy audit findings”; and,

17 WHEREAS, Recommendation No. C6 states: “The Mayor should propose and the
18 Board of Supervisors should consider a local energy tax to reduce energy use and to raise
19 funds needed by the Department of Environment to implement the actions required by the
20 City’s Climate Action Plan”; and,

21 WHEREAS, Recommendation No. D1 states: “The City should move as quickly as
22 possible, through regulations enacted or authorized by the Local Agency Formation
23 Commission, Board of Supervisors and Mayor, to put the Community Choice Aggregation
24 program into effect using Prop B funds made available by the voters in 2001. The process of
25

1 contracting for renewable, clean energy sources by and for the citizens of San Francisco
2 should begin"; and,

3 WHEREAS, Recommendation No. D2a states: "The Department of Environment, with
4 the cooperation of the Mayor, Board of Supervisors, and Departments of Planning and
5 Building Inspection, should explore more ways to create incentives for City residents and
6 businesses with rooftops suitable for solar panels to act early to invest in these projects,
7 considering financial incentives such as subsidies, rebates, property tax reduction, or low-cost
8 loans"; and,

9 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
11 Court on the Recommendation Nos. B2b, B3d, B6c, B6d, B8a, C1c, C6, D1, and D2a
12 contained in the subject Civil Grand Jury report; now, therefore, be it

13 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
14 Superior Court that it agrees with Recommendation Nos. B2b, B3d, B6c, B6d, C1c, and D2a
15 of the 2006-2007 Civil Grand Jury Report entitled "Can San Francisco Keep its Promise to
16 Reduce Greenhouse Gas Emissions?"; and be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that it partially agrees
18 with Recommendation Nos. B8a, C6, and D1 as follows:

- 19 - Regarding Recommendation No. B8a, the Board of Supervisors agrees to
20 provide full and expeditious consideration to legislation to raise the per-shift gate
21 fee paid by a driver to the owner of a taxi, in order to create a monetary
22 incentive for taxi owners to purchase low emission or zero emission vehicles,
23 when said legislation is before the Board of Supervisors;

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- Regarding Recommendation No. C6, the Board of Supervisors supports efforts to maximize the accountability and effectiveness in the use of existing energy use related fees; and
- Regarding Recommendation No. D1, the Board of Supervisors agrees to provide full and expeditious consideration to regulations enacted or authorized by the Board of Supervisors to put the Community Choice Aggregation program into effect; and, be it

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

FURTHER RESOLVED, That the Board of Supervisors urges City departments responsible for recommendations not necessitating a response from the Board of Supervisors to provide a status report to the Board of Supervisors on implementation of said recommendations within six months of the passage of this resolution.



City and County of San Francisco

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Tails
Resolution

File Number: 071223

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Can San Francisco Keep its Promise to Reduce Greenhouse Gas Emissions?".

September 18, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071223

I hereby certify that the foregoing Resolution was ADOPTED on September 18, 2007 by the Board of Supervisors of the City and County of San Francisco.

09/28/07

Date Approved

Angela Calvillo

Angela Calvillo
Clerk of the Board

Gavin Newsom

Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Parking for the Disabled—
2 Abuse or Over-Use?"]

3 **Resolution responding to the Presiding Judge of the Superior Court on the**
4 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Parking**
5 **for the Disabled—Abuse or Over-Use?".**

6
7 WHEREAS, Under California Penal Code Section 933 et seq., the Board of
8 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
9 Court on the recommendations contained in Civil Grand Jury Reports; and,

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

16 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Parking for the
17 Disabled—Abuse or Over-Use?" is on file with the Clerk of the Board of Supervisors in File
18 No. 071019, which is hereby declared to be a part of this resolution as if set forth fully herein;
19 and,

20 WHEREAS, Recommendation No. II of the subject Civil Grand Jury Report states: "The
21 San Francisco Board of Supervisors should approve ordinance File No. 070409"; and,

22 WHEREAS, Recommendation No. III states: "The San Francisco MTA should request
23 the City of San Francisco's State Legislative delegation to consider requesting some form of
24 state legislative hearing on blue placard abuse and on updating criteria for issuance and for
25 use"; and,

1 WHEREAS, Recommendation No. VII states: "The Board of Supervisors should pass
2 the proposed Ordinance File No. 070409 to increase the fines for improper use of blue
3 placards and the Mayor should sign such legislation"; and,

4 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
5 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
6 Court on Recommendations Nos. II, III, and VII contained in the subject Civil Grand Jury
7 report; now, therefore, be it

8 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
9 Superior Court that it agrees with Recommendation No. III of the 2006-2007 Civil Grand Jury
10 Report entitled "Parking for the Disabled—Abuse or Over-Use?"; and be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that it partially agrees
12 with Recommendation Nos. II and VII, as follows:

- 13 - Regarding Recommendation Nos. II and VII, the Board of Supervisors agrees to
14 provide ordinance File No. 070409 with full and expeditious consideration when
15 said ordinance is before the Board of Supervisors; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
17 implementation of accepted recommendations through his/her department heads and through
18 the development of the annual budget; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors urges City departments
20 responsible for recommendations not necessitating a response from the Board of Supervisors
21 to provide a status report to the Board of Supervisors on implementation of said
22 recommendations within six months of the passage of this resolution.



City and County of San Francisco

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Tails

Resolution

File Number: 071224

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Parking for the Disabled—Abuse or Over-Use?".

September 18, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071224

I hereby certify that the foregoing Resolution was ADOPTED on September 18, 2007 by the Board of Supervisors of the City and County of San Francisco.

Angela Calvillo
Clerk of the Board

09/28/07

Date Approved

Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Risk Management: Are
2 the Managers Managing the Risks of the City"]

3 **Resolution responding to the Presiding Judge of the Superior Court on the**
4 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Risk**
5 **Management: Are the Managers Managing the Risks of the City".**
6

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

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

16 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Risk Management: Are
17 Managers Managing the Risks of the City" is on file with the Clerk of the Board of Supervisors
18 in File No. 071017, which is hereby declared to be a part of this resolution as if set forth fully
19 herein; and,

20 WHEREAS, Recommendation No. 1 of the subject Civil Grand Jury Report states: "The
21 City should create a risk management program that conforms to best business practices, is
22 highly developed, embraces technology-based risk management tools, and is applicable to all
23 City departments"; and,

24 WHEREAS, Recommendation No. 3 states: "The Office of Risk Management must
25 have the authority necessary to implement a citywide risk management program"; and,

1 WHEREAS, Recommendation No. 6 states: "The City should engage a consultant to
2 review its current insurance program to determine whether the current plan of self insurance
3 remains the most cost-effective plan of insurance, whether the City would benefit from the
4 inclusion of other insurance such as excess insurance or insurance policies with a high self
5 insured retention"; and,

6 WHEREAS, Recommendation No. 8 states: "The October 15, 1999, 'Judgement and
7 Claims Report' from the Office of the Legislative Analyst, and the March 2001 'Review of
8 Claims, Settlements, and Litigation Data for the City Departments' from the Budget Analyst for
9 the Board of Supervisors should be reviewed and the recommendations contained therein
10 implemented"; and,

11 WHEREAS, Recommendation No. 9 states: "In insuring against the liability risks of
12 City-owned vehicles, the City should explore and compare the financial advantages of an
13 insurance program consisting of (1) a commercial insurance package, (2) self-insurance, or
14 (3) a combination of self and commercial insurance"; and,

15 WHEREAS, Recommendation No. 10 states: "The City should hold Heads of
16 departments accountable for losses arising out of their respective departments"; and,

17 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
18 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
19 Court on the Recommendation Nos. 1, 3, 6, 8, 9, and 10 contained in the subject Civil Grand
20 Jury report; now, therefore, be it

21 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
22 Superior Court that it agrees with Recommendation Nos. 1, 3, 6, 8, 9, and 10 of the 2006-
23 2007 Civil Grand Jury Report entitled "Risk Management: Are Managers Managing the Risks
24 of the City"; and be it
25

1 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
2 implementation of accepted recommendations through his/her department heads and through
3 the development of the annual budget; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors urges City departments
5 responsible for recommendations not necessitating a response from the Board of Supervisors
6 to provide a status report to the Board of Supervisors on implementation of said
7 recommendations within six months of the passage of this resolution.



City and County of San Francisco

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Tails
Resolution

File Number: 071225

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Risk Management: Are the Managers Managing the Risks of the City".

September 18, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071225

I hereby certify that the foregoing Resolution was ADOPTED on September 18, 2007 by the Board of Supervisors of the City and County of San Francisco.

Angela Calvillo
Clerk of the Board

09/28/07

Date Approved

Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Compensation and
2 Staffing Issues in the San Francisco Police Department"]

3 **Resolution responding to the Presiding Judge of the Superior Court on the**
4 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled**
5 **"Compensation and Staffing Issues in the San Francisco Police Department".**
6

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

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

16 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Compensation and
17 Staffing Issues in the San Francisco Police Department" is on file with the Clerk of the Board
18 of Supervisors in File No. 071016, which is hereby declared to be a part of this resolution as if
19 set forth fully herein; and,

20 WHEREAS, Recommendation No. 11a of the subject Civil Grand Jury Report states:
21 "The Chief of Police should establish policies and procedures which assign command staff
22 with the responsibilities of curtailing overtime by their subordinates to the extent work
23 exigencies permit. The Chief should also develop a system for monitoring overtime usage,
24 measure the Department's progress in reducing overtime, and prepare and issue a quarterly
25 status report"; and,

Supervisor Elsbernd
BOARD OF SUPERVISORS

1 WHEREAS, Recommendation No. IIIa states: "The Controller and the Chief of Police
2 should review the staffing needs in the San Francisco Police Department, with an emphasis
3 on increasing the use of civilian employees. This review should include contacting the police
4 departments of Oakland, Seattle, San Diego and Los Angeles to review their staffing levels
5 and best practices regarding Police Department use of civilians"; and,

6 WHEREAS, Recommendation No. IIIb states: "The Controller and Chief of Police
7 should review the staffing needs in San Francisco Police Department to identify those
8 positions that must be filled by sworn officers and those that could be filled by civilian
9 personnel or that, under best practices in other jurisdictions such as Oakland, Seattle, San
10 Diego and Los Angeles, typically are filled by civilian personnel"; and,

11 WHEREAS, Recommendation No. IIIc states: "The Mayor and the Board of
12 Supervisors should support increasing the number of civilians employed by the San Francisco
13 Police Department, and should not use the initial cost of meeting the mandate of City Charter
14 Article XVI, Sec. 16.123 (b) to defeat this important and vital improvement to police staffing";
15 and,

16 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
17 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
18 Court on Recommendations Nos. IIa, IIIa, IIIb, and IIIc contained in the subject Civil Grand
19 Jury report; now, therefore, be it

20 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
21 Superior Court that it agrees with Recommendation Nos. IIa, IIIa, IIIb, and IIIc of the 2006-
22 2007 Civil Grand Jury Report entitled "Compensation and Staffing Issues in the San Francisco
23 Police Department"; and be it

1 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
2 implementation of accepted recommendations through his/her department heads and through
3 the development of the annual budget; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors urges City departments
5 responsible for recommendations not necessitating a response from the Board of Supervisors
6 to provide a status report to the Board of Supervisors on implementation of said
7 recommendations within six months of the passage of this resolution.

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City and County of San Francisco

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Tails
Resolution

File Number: 071226

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Compensation and Staffing Issues in the San Francisco Police Department".

September 18, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071226

I hereby certify that the foregoing Resolution was ADOPTED on September 18, 2007 by the Board of Supervisors of the City and County of San Francisco.

Angela Calvillo

Angela Calvillo
Clerk of the Board

09/28/07

Date Approved

Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Continuity Report - Have
2 City Agencies Done What They Said They Would Do After the Civil Grand Jury of 2005-2006
3 Issued Its Reports?"]

4 **Resolution responding to the Presiding Judge of the Superior Court on the**
5 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled**
6 **"Continuity Report - Have City Agencies Done What They Said They Would Do After the**
7 **Civil Grand Jury of 2005-2006 Issued Its Reports?".**

8
9 WHEREAS, Under California Penal Code Section 933 et seq., the Board of
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
11 Court on the recommendations contained in Civil Grand Jury Reports; and,

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

18 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Continuity Report - Have
19 City Agencies Done What They Said They Would Do After the Civil Grand Jury of 2005-2006
20 Issued Its Reports?" is on file with the Clerk of the Board of Supervisors in File No. 071335,
21 which is hereby declared to be a part of this resolution as if set forth fully herein; and,

22 WHEREAS, Recommendation No. 3 of the subject Civil Grand Jury Report states: "The
23 Board of Supervisors should respond to each individual recommendation directed to it by the
24 Civil Grand Jury. The responses should be made to the Presiding Judge of the Superior
25 Court within 90 days of the release of the report"; and,

Supervisor Elsbernd
BOARD OF SUPERVISORS

1 WHEREAS, Recommendation No. 4 states: "The Board of Supervisors should continue
2 to hold hearings on the reports issued by the Civil Grand Jury"; and,

3 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
4 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
5 Court on the Recommendation Nos. 3 and 4 contained in the subject Civil Grand Jury Report;
6 now, therefore, be it

7 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
8 Superior Court that it agrees with Recommendation Nos. 3 and 4 of the 2006-2007 Civil
9 Grand Jury Report entitled "Continuity Report - Have City Agencies Done What They Said
10 They Would Do After the Civil Grand Jury of 2005-2006 Issued Its Reports?"; and be it

11 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
12 implementation of accepted recommendations through his/her department heads and through
13 the development of the annual budget; and, be it

14 FURTHER RESOLVED, That the Board of Supervisors urges City departments
15 responsible for recommendations not necessitating a response from the Board of Supervisors
16 to provide a status report to the Board of Supervisors on implementation of said
17 recommendations within six months of the passage of this resolution.



City and County of San Francisco

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Tails
Resolution

File Number: 071335

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Continuity Report - Have City Agencies Done What They Said They Would Do After the Civil Grand Jury of 2005-2006 Issued Its Reports?".

October 2, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Chu, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071335

I hereby certify that the foregoing Resolution was ADOPTED on October 2, 2007 by the Board of Supervisors of the City and County of San Francisco.

for Angela Calvillo
Clerk of the Board

10.03.07

Date Approved

Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "The Entertainment
2 Commission: A Work in Progress"]

3 **Resolution responding to the Presiding Judge of the Superior Court on the**
4 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "The**
5 **Entertainment Commission: A Work in Progress".**

6
7 WHEREAS, Under California Penal Code Section 933 et seq., the Board of
8 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
9 Court on the recommendations contained in Civil Grand Jury Reports; and,

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

16 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "The Entertainment
17 Commission: A Work in Progress" is on file with the Clerk of the Board of Supervisors in File
18 No. 071336, which is hereby declared to be a part of this resolution as if set forth fully herein;
19 and,

20 WHEREAS, Recommendation No. A.6. of the subject Civil Grand Jury Report states:
21 "Citation authority would help ensure observance of the good neighbor policy. The granting of
22 such citation authority to members of the Entertainment Commission staff should be given
23 serious consideration by the Board of Supervisors"; and,

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Supervisor Elsbernd
BOARD OF SUPERVISORS

1 WHEREAS, Recommendation No. A.8. states: "The Administrative Code section cited
2 should be changed to reflect the greatly reduced permit issuance responsibility that is the
3 reality of the Entertainment Commission's work"; and,

4 WHEREAS, Recommendation No. D.5.a. states: "Someone at the Entertainment
5 Commission has to take a leadership role. As the highest ranking, paid staff member of the
6 Commission, this burden appropriately falls on the Executive Director"; and,

7 WHEREAS, Recommendation No. D.5.b. states: "The Civil Grand Jury strongly
8 recommends that the Entertainment Commission adopt term limits for its Commissioners. If
9 each serves no more than two 4-year terms, incompatibility is less of a problem than in the
10 current potentially endless situation"; and,

11 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
12 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
13 Court on the Recommendation Nos. A.6., A.8., D.5.a. and D.5.b. contained in the subject Civil
14 Grand Jury Report; now, therefore, be it

15 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
16 Superior Court that it agrees with Recommendation Nos. A.8 and D.5.a of the 2006-2007 Civil
17 Grand Jury Report entitled "The Entertainment Commission: A Work in Progress"; and be it

18 FURTHER RESOLVED, That the Board of Supervisors reports that it partially agrees
19 with Recommendation No. A.6, as follows:

- 20 - Citation authority would be beneficial, but existing staffing of the organization
21 does not include any position that would be appropriate for enacting citations;
22 and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees wholly
24 with Recommendation No. D.5.b; and, be it

1 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
2 implementation of accepted recommendations through his/her department heads and through
3 the development of the annual budget; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors urges City departments
5 responsible for recommendations not necessitating a response from the Board of Supervisors
6 to provide a status report to the Board of Supervisors on implementation of said
7 recommendations within six months of the passage of this resolution.
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City and County of San Francisco

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Tails
Resolution

File Number: 071336

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "The Entertainment Commission: A Work in Progress".

October 2, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Chu, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071336

I hereby certify that the foregoing Resolution was ADOPTED on October 2, 2007 by the Board of Supervisors of the City and County of San Francisco.

10.03.07

Date Approved

Kay Lullbengas

Angela Calvillo
Clerk of the Board

[Signature]
Mayor Gavin Newsom

1 [Board response to the 2006-2007 Civil Grand Jury Report entitled "Preparing for a Disaster:
2 Administrative Commitment and Appropriate Funding in the Department of Emergency
3 Management and the Department of Public Health"]

4 **Resolution responding to the Presiding Judge of the Superior Court on the**
5 **recommendations contained in the 2006-2007 Civil Grand Jury Report entitled**
6 **"Preparing for a Disaster: Administrative Commitment and Appropriate Funding in the**
7 **Department of Emergency Management and the Department of Public Health".**

8
9 WHEREAS, Under California Penal Code Section 933 et seq., the Board of
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
11 Court on the recommendations contained in Civil Grand Jury Reports; and,

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

18 WHEREAS, The 2006-2007 Civil Grand Jury Report entitled "Preparing for a Disaster:
19 Administrative Commitment and Appropriate Funding in the Department of Emergency
20 Management and the Department of Public Health" is on file with the Clerk of the Board of
21 Supervisors in File No. 071337, which is hereby declared to be a part of this resolution as if
22 set forth fully herein; and,

23 WHEREAS, Recommendation No. I-1 of the subject Civil Grand Jury Report states:
24 "The Civil Grand Jury calls on the elected and appointed officials to protect the citizens of San
25 Francisco with a renewed and sustained commitment to emergency and disaster planning and

1 preparedness by empowering those responsible with the authority to carry out their duties and
2 by assuring ongoing appropriate funding”; and,

3 WHEREAS, Recommendation No. II-A2 states: “The Department of Emergency
4 Management should develop and submit to the Mayor for FY09 a clearly defined program-
5 staffing plan necessary to complete its disaster planning, coordination and preparedness
6 duties in a professional manner, consistent with the highest standards of disaster response”;
7 and,

8 WHEREAS, Recommendation No. II-A3 states: “The Mayor should submit a budget to
9 the Board of Supervisors for FY09 that supports the Department of Emergency Management’s
10 clearly defined program-staffing plan and the Board should approve it”; and,

11 WHEREAS, Recommendation No. II-A8 states: “Consistent with Mayor’s May 10, 2006
12 Directive, the Mayor should propose and the Board of Supervisors should approve for FY09
13 requests of departments with major defined disaster roles to make its Disaster Preparedness
14 Coordinator a full time dedicated staff position”; and,

15 WHEREAS, Recommendation No. II-B2 states: “Beginning with its 2007 annual report
16 to the Mayor and the Board of Supervisors, the Department of Emergency Management
17 should include an update on the state of short and long range planning, including time
18 revisions of Strategic and Operational Plans”; and,

19 WHEREAS, Recommendation No. II-E4 states: “The Department of Emergency
20 Management, General Services Agency, Department of Public Health and the Fire
21 Department should submit to the Mayor clearly defined funding requests necessary for
22 community planning resource requirements. The Mayor should approve the requests and
23 forward them to the Board of Supervisors for approval by FY09”; and,

24 WHEREAS, Recommendation No. III-2 states: “The Mayor should direct the
25 Department of Emergency Management to develop a plan for permanent ongoing local

1 funding for staffing, maintenance and storage of equipment and sustaining programs obtained
2 under federal Homeland Security grants. The Board of Supervisors should approve funding to
3 maintain and sustain the program and/or equipment"; and,

4 WHEREAS, Recommendation No. III-3 states: "The Mayor should require each
5 department's annual budget to include a line item request for disaster preparedness related
6 resources, which should be prepared and approved consistent with documented
7 programmatic need. The Board of Supervisors should approve these funding requests"; and,

8 WHEREAS, Recommendation No. III-8 states: "The Mayor and the Board of
9 Supervisors should fully fund and staff the Department of Emergency Management and the
10 General Services Agency to enable them to coordinate maintenance and security of all
11 disaster equipment across departmental lines by FY09"; and,

12 WHEREAS, Recommendation No. IV-B3 states: "Beginning in fiscal year 2008, the
13 Mayor and the Board of Supervisors should annually appropriate funding to equip DOCs with
14 disaster response equipment, including fixed generator power. This funding should also
15 provide for maintenance and replacement"; and,

16 WHEREAS, Recommendation No. IV-B6 states: "Until fixed generators are in place,
17 departments with a major defined disaster response role should budget for, and the relevant
18 Commissions, the Mayor and the Board of Supervisors should approve back-up portable
19 generators, capable of supporting multiple computer and communication devices, and
20 dedicated to the Departmental Operations Command Center"; and,

21 WHEREAS, Recommendation No. IV-Ci1 states: "The Mayor should direct the
22 departments to budget for training funds and offer group training to all employees who request
23 it or would be best served by it. The Board of Supervisors should approve funding for
24 appropriate training by FY09"; and,

25
Supervisor Elsbernd
BOARD OF SUPERVISORS

1 WHEREAS, Recommendation No. IV-D8 states: "Beginning with its 2007 Annual
2 Report, the Department of Emergency Management should report on gaps in emergency
3 response capabilities identified in exercises and drills, and recommended corrective actions";
4 and,

5 WHEREAS, Recommendation No. V-C6 states: "The Department of Public Health
6 should budget for and the Public Health Commission, the Mayor and the Board of Supervisors
7 should approve a new full time manager position of Disaster Preparedness Coordinator
8 assigned to the Emergency Medical Services Agency by FY09"; and,

9 WHEREAS, Recommendation No. V-Di2 states: "The Department of Public Health
10 should budget for, and the Public Health Commission, the Mayor and the Board of
11 Supervisors should approve, the clearly defined program-staffing positions requested by the
12 Emergency Medical Services Agency as necessary to support maintenance of the field care
13 clinics and other disaster preparedness equipment by FY09"; and,

14 WHEREAS, Recommendation No. V-Di4 states: "The Department of Public Health
15 should budget for, and the Public Health Commission, the Mayor and the Board of
16 Supervisors should approve, the clearly defined program-staffing positions as requested by
17 the Emergency Medical Services Agency to support this function by FY09"; and,

18 WHEREAS, Recommendation No. V-Dii1 states: "The Department of Public Health
19 should budget for, and the Public Health Commission, the Mayor and the Board of
20 Supervisors should approve, the clearly defined program-staffing positions requested by the
21 Emergency Medical Services Agency as necessary to complete the development and
22 operational phase of the Electronic Patient Tracking Pilot Project and implement the System
23 by FY08"; and,

24 WHEREAS, Recommendation No. V-Dii3 states: "After the Patient Tracking Program is
25 operational, the Department of Public Health should budget for, and the Public Health

1 Commission, the Mayor and the Board of Supervisors should approve the clearly defined
2 program-staffing positions requested by the Emergency Medical Services Agency as
3 necessary for ongoing technical support and program training on the Electronic Patient
4 Tracking System by FY09"; and,

5 WHEREAS, Recommendation No. V-Diii1 states: "The Department of Public Health
6 should budget for, and the Public Health Commission, the Mayor and the Board of
7 Supervisors should approve the clearly defined program-staffing positions requested by the
8 Emergency Medical Services Agency as necessary to maintain and test communications
9 equipment and conduct training on communications systems"; and,

10 WHEREAS, Recommendation No. V-E1 states: "The Mayor and the Board of
11 Supervisors should recognize that the Department of Public Health Headquarters located at
12 101 Grove Street is critical to the command and control of continued medical services to the
13 community in the case of a disaster. They should acknowledge that the retrofitting approved
14 by the voters in 1990 was not completed, and create and implement bond or other funding
15 methods to carry out retrofit projects"; and,

16 WHEREAS, Recommendation No. VI-E1 states: "The Mayor should recommend and
17 the Board of Supervisors should approve the funding for a helipad on San Francisco General
18 Hospital"; and,

19 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
20 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
21 Court on the Recommendation Nos. I-1, II-A2, II-A3, II-A8, II-B2, II-E4, III-2, III-3, III-8, IV-B3,
22 IV-B6, IV-Ci1, IV-D8, V-C6, V-Di2, V-Di4, V-Dii1, V-Dii3, V-Diii1, V-E1 and VI-E1 contained in
23 the subject Civil Grand Jury Report; now, therefore, be it

24 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
25 Superior Court that it agrees with Recommendation Nos. I-1, II-A2, II-B2, IV-D8, and V-E1 of

1 the 2006-2007 Civil Grand Jury Report entitled "Preparing for a Disaster: Administrative
2 Commitment and Appropriate Funding in the Department of Emergency Management and the
3 Department of Public Health"; and be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that it agrees with
5 Recommendation Nos. II-A3, II-A8, II-E4, III-2, III-3, III-8, IV-B3, IV-B6, IV-Ci1, V-C6, V-Di2, V-
6 Di4, V-Dii1, V-Dii3, and V-Diii1 subject to financial constraints, Budget Analyst review, and
7 budget priorities determined during the annual budget process; and, be it

8 FURTHER RESOLVED, That the Board of Supervisors reports that it partially agrees
9 with Recommendation No. VI-E1, as follows:

- 10 - A helipad on San Francisco General Hospital should be provided with full and
11 expeditious consideration, including through the land use planning process; and,
12 be it

13 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
14 implementation of accepted recommendations through his/her department heads and through
15 the development of the annual budget; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors urges City departments
17 responsible for recommendations not necessitating a response from the Board of Supervisors
18 to provide a status report to the Board of Supervisors on implementation of said
19 recommendations within six months of the passage of this resolution.
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25



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails
Resolution

File Number: 071337

Date Passed:

Resolution responding to the Presiding Judge of the Superior Court on the recommendations contained in the 2006-2007 Civil Grand Jury Report entitled "Preparing for a Disaster: Administrative Commitment and Appropriate Funding in the Department of Emergency Management and the Department of Public Health".

October 2, 2007 Board of Supervisors — ADOPTED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Chu, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 071337

I hereby certify that the foregoing Resolution was ADOPTED on October 2, 2007 by the Board of Supervisors of the City and County of San Francisco.

10.03.07

Date Approved

Key Gulbergus

for Angela Calvillo
Clerk of the Board

[Signature]

Mayor Gavin Newsom

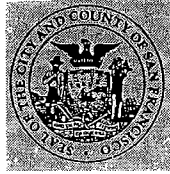
VIII.

APPENDIX E

APPENDIX E

City and County of San Francisco

Gavin Newsom
Mayor



Department of Human Resources

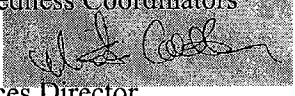
Micki Callahan
Human Resources Director

MEMORANDUM

DHR No. 02-2008

DATE: January 29, 2008

TO: Department Heads/Personnel Officers
Disaster Preparedness Coordinators

FROM: Micki Callahan 
Human Resources Director

SUBJECT: Disaster Service Worker Program Requirements Pursuant to Executive Directive 07-10

On October 17, 2007, Mayor Newsom issued Executive Directive 07-10 requiring departments to take specific actions to improve the City's emergency planning and preparedness. This memorandum details those directives pertaining to the City's Disaster Service Worker ("DSW") Program.

DSW/NIMS/ICS Training

In accordance with the Mayor's Executive Directive, City departments are required to ensure that all non-sworn personnel complete the DSW training as well as any required National Incident Management Systems ("NIMS") and Incident Command Systems ("ICS") courses **no later than June 30, 2008**.

The attached chart from the Department of Emergency Management ("DEM") details the training required for employees based on their roles and responsibilities in the event of a disaster, as well as information on how to obtain such training. Please note that this list is not intended to be exhaustive. Departments are encouraged to provide other training that may improve employees' skills and/or ability to respond in the event of a disaster, including Functional Response Training with courses in basic first aid, CPR, stress management, safety assessment and shelter management.

1. DSW Training

The Department of Human Resources ("DHR") has developed a DSW training curriculum and video designed to educate City employees on the critical role they play as DSWs in the City's response to and recovery from a disaster. All City employees are required to watch the twenty-minute DSW training video and review the training curriculum.

Available Training Options:

- a. Self-Directed, On-Demand Training. The DHR-DSW training video is available in streaming video on the DHR-DSW website at <http://www.sfgov.org/dsw>.
- b. Group or Facilitated Training. DHR has distributed a comprehensive training packet (including a facilitator discussion guide and the DSW training video in VHS or DVD format) to all City departments. Requests for additional training packets should be submitted via

email to SFDSW@sfgov.org.

Beginning February 1, 2008, DHR will provide this training to all new employees processed through the “New Employee Orientation” program (previously known as “One-Stop”) at 44 Gough.

2. NIMS, ICS and Required Training

While most emergency situations are handled locally, the occurrence of a major incident may require help from other jurisdictions, the state and/or the federal government. NIMS, a model for national incident management, was developed so that responders from different jurisdictions and disciplines can better communicate and coordinate their efforts in responding to natural disasters or emergencies. This system provides a consistent nationwide template to enable private-sector companies, community organizations, and federal, state and local governments to work together effectively and efficiently to prepare for, prevent, respond to, and recover from a disaster.

The ICS, a key feature of NIMS, is a standardized system designed to enable effective and efficient incident management. The ICS is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

Information on Training:

- a. Each of the NIMS and ICS courses take approximately three hours to complete and can be accessed on the Federal Emergency Management Agency (“FEMA”) website at <http://www.training.fema.gov/IS/NIMS.asp>. DEM is also coordinating NIMS and ICS classroom trainings for departments if needed; contact Connie Halog, DEM Training Coordinator at Connie.Halog@sfgov.org for more information.
- b. Not all City employees are required to complete the NIMS and ICS courses; again, please refer to the attached DEM chart for more information on training requirements based on employees’ roles and responsibilities in the event of a disaster.

3. Personal Preparedness Training

Departments are also mandated to provide personal preparedness training to all employees—both sworn and non-sworn—**by December 31, 2008**. DHR, DEM and the American Red Cross have collaboratively developed a personal preparedness training program, including a twenty-minute training video, which departments may utilize to fulfill this requirement.

Available Personal Preparedness Training Options:

- a. Self-Directed, On-Demand Training. Employees can access the web-based personal preparedness training video on the American Red Cross website at <http://www.redcrossbayarea.org/preparedness/podcastDSW.htm>.
- b. Group or Facilitated Training. DHR will distribute the comprehensive personal preparedness training packet (including a facilitator discussion guide and the training video in DVD format) to all City departments by the end of February 2008. Requests for additional training packets should be submitted via email to SFDSW@sfgov.org.

The American Red Cross has also offered to provide this training to larger groups of employees. For more information, contact Emily White, Manager of Emergency Preparedness Education for the American Red Cross Bay Area Chapter, at (415) 427-8026 or WhiteEm@usa.redcross.org.

We also strongly recommend that departments encourage employees to visit <http://www.72hours.org> for general information on personal emergency plans, and preparedness advice and checklists.

4. Additional Training Resources

For additional information on training and resources, go to the DHR-DSW website at <http://www.sfgov.org/dsw> (click on “DSW Training” or “Additional Resources”), the FEMA training website at <http://www.training.fema.gov/IS/NIMS.asp>, the American Red Cross website at <http://www.redcrossbayarea.org/training> and the DEM website at <http://www.sfgov.org/oes>. The attached integrated training calendar prepared by DEM details additional training opportunities Citywide.

Compliance Tracking

In addition to providing employees with the requisite training as detailed herein, department heads have also been directed to ensure that employee skill sets, required NIMS/ICS compliance and DSW training compliance data is entered into the City’s PeopleSoft system **no later than June 30, 2008**.

Instructions on how to track training compliance and related courses are appended along with coding information. Please distribute this memorandum and all appended forms to your Departmental Personnel Officer or other designated Disaster Coordinator to ensure timely compliance.

Note that for those employees who complete the DSW training through the “New Employee Orientation” program on or after February 1st as indicated above, DHR staff will input their DSW Training compliance information into PeopleSoft on behalf of the departments in order to facilitate compliance tracking.

Further, the online Personal Preparedness Training program on the American Red Cross website requires employees to enter their DSW ID numbers in order to allow for compliance tracking; that information is automatically uploaded into the employee’s PeopleSoft records upon completion of the training video. However, departments are still responsible for entering compliance data for employees who receive the Personal Preparedness Training in a group setting.

Performance Evaluations

Lastly, the Mayor’s Executive Directive requires that all employee Performance Planning and Appraisals (“PPA”) include both of the following DSW-related measurables:

- “Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Worker; provide updated personal contact information to your department; report in and respond promptly to instructions by the City and/or your department in the event of an emergency.”

- “Complete the Department of Human Resources Disaster Service Worker and any required National Incident Management System training by June 30, 2008; complete Personal Preparedness Training by December 31, 2008; and carry out disaster-related work assignments as required.”

A template PPA can be downloaded off of the DHR website at www.sfgov.org/DHR or departments may use their own version, provided that it includes the DSW-related measurables noted above.

Should you have any questions regarding the required training, you may contact Rob Dudgeon, DEM Manager of Planning & Operations, at (415) 558-2743 or Rob.Dudgeon@sfgov.org.

For questions regarding PeopleSoft coding and data tracking, contact Linda Lee, DHR PeopleSoft Manager, at (415) 557-4924 or Linda.Lee@sfgov.org.

To request a DSW training packet or the Personal Preparedness training packet, email the DSW Program email account at SFDSW@sfgov.org.

Questions regarding the PPA process or template can be directed to Donna Kotake, DHR Deputy Director for Workforce Development, at (415) 557-4912 or Donna.Kotake@sfgov.org.

All other general questions regarding the DSW Program can be directed to Jennifer Johnston, DHR Chief of Policy, at (415) 557-4932 or Jennifer.Johnston@sfgov.org.

Attachments: DEM Chart of Required Disaster-Related Training
DEM Integrated Citywide Training Calendar
Instructions for DSW Training/Coursework/Certificate Compliance Data Entry
PeopleSoft DSW Training/Coursework/Certificate Compliance Codes and Coding Scheme