Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the	F4	Finding 4: Ineffective Payroll			
Grade: San		Administration			
Francisco's		The San Francisco Unified School			
Shortage of		District's failures to correctly			
Credentialed		administer teacher and staff payroll			
Teachers [June 15,		can negatively affect SFUSD's			
2023]		recruitment and retention of			
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Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	[for F4]	should request that the San Francisco	Office of the Mayor [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	[for F4]	should request that the San Francisco	Office of the Mayor [August 14, 2023]		

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	F1	Finding 1: Insufficient Credentialed Teachers By assigning 26% fewer clear credentialed teachers to classroom roles and 56% more misassigned teaching positions than school districts statewide, the San Francisco Unified School District does not employ an adequate number of credentialed teachers to afford a	Superintendent of Schools [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		quality education to all San Francisco Finding 2: Low Pay The San Francisco Unified School District's starting salary for credentialed teachers of \$54,289 is both lower than the United States Department of Housing and Urban Development's limit for affordable housing in the San Francisco Bay Area, and lower than the starting salary for credentialed teachers in many other Bay Area school districts, which can negatively affect SFUSD's recruitment and retention of	Superintendent of Schools [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		Finding 3: Insufficient Publicity of Competitive Benefits The San Francisco Unified School District's competitive pension benefits and San Francisco's subsidy programs for teacher housing are not broadly publicized, which can negatively affect SFUSD's recruitment and retention of credentialed teachers.			

			Respondent		
Report Title [Publication Date]	F#	Finding	Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	F4	Finding 4: Ineffective Payroll Administration The San Francisco Unified School District's failures to correctly administer teacher and staff payroll can negatively affect SFUSD's recruitment and retention of credentialed teachers.	Superintendent of Schools [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	F5		Superintendent of Schools [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	F6	_ · ·	Superintendent of Schools [August 14, 2023]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the	R1	Prior to the start of the 2024–2025	Superintendent		
Grade: San	[for F1]	school year, the San Francisco Board	of Schools		
Francisco's		of Education should direct the	[August 14, 2023]		
Shortage of		Superintendent of schools to prepare			
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		efforts to recruit and retain			
Not Making the	R2.1	Prior to the start of the 2024–2025	Superintendent		
Grade: San	[for F2]	school year, the San Francisco Board	of Schools		
Francisco's		of Education should direct the	[August 14, 2023]		
Shortage of		Superintendent of schools to prepare			
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		credentialed teacher salaries relative			
2023]		to United States Department of			
		Housing and Urban Development			
Not Making the	R2.2	Prior to the start of the 2024–2025	Superintendent		
Grade: San	[for F2]	school year, the San Francisco Board	of Schools		
Francisco's		of Education should direct the	[August 14, 2023]		
Shortage of		Superintendent of schools to prepare			
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		credentialed teacher salaries relative			
2023]		to those of other school districts in			
		the San Francisco Bay Area.			
Not Making the		By December 30, 2023, the San	Superintendent		
Grade: San	I	Francisco Board of Education should	of Schools		
Francisco's		direct the Superintendent of schools	[August 14, 2023]		
Shortage of		to expand its promotion of SFUSD's			
Credentialed		pension and benefits programs and			
Teachers [June 15,		San Francisco's teacher housing			
2023]		subsidies in its recruiting materials.			

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the	R4.1	By September 30, 2023, the Mayor	Superintendent		
Grade: San	[for F4]	should request that the San Francisco	of Schools		
Francisco's		Controller's Office prepare a public	[August 14, 2023]		
Shortage of		report that performs a root-cause			
Credentialed		analysis of the San Francisco Unified			
Teachers [June 15,		School District's purchase and			
2023]		implementation of EMPowerSF.			
Not Making the			Superintendent		
Grade: San	[for F4]	should request that the San Francisco			
Francisco's			[August 14, 2023]		
Shortage of		report that performs a root-cause			
Credentialed		analysis of the San Francisco Unified			
Teachers [June 15,		School District's failure to correctly			
2023]		report staff tax withholdings to the			
		California Franchise Tax Board.			
Not Making the		By December 30, 2023, the San	Superintendent		
Grade: San	[for F5]	Francisco Board of Education should	of Schools		
Francisco's		direct the Superintendent of schools	[August 14, 2023]		
Shortage of		to incorporate the appropriate			
Credentialed		training, protocols, and software			
Teachers [June 15,		tooling to record the reasons			
2023]		credentialed teachers do not accept			
		job offers in SFUSD, and prepare an			
		annual summary report analyzing			
Not Making the		By December 30, 2023, the San	Superintendent		
Grade: San	-		of Schools		
Francisco's		direct the Superintendent of schools	[August 14, 2023]		
Shortage of		to incorporate the appropriate			
Credentialed		training, protocols, and software			
Teachers [June 15,		tooling to record the reasons			
2023]		credentialed teachers leave			
		SFUSD—for example, exit			
		interviews—and prepare an annual			
		summary report analyzing these			

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the	R6	By December 30, 2023, the San	Superintendent		
Grade: San	[for F6]	Francisco Board of Education should	of Schools		
Francisco's		direct the Superintendent of schools	[August 14, 2023]		
Shortage of		to direct all SFUSD employees to			
Credentialed		cooperate with Civil Grand Jury			
Teachers [June 15,		investigations.			
2022]					

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	F1	Finding 1: Insufficient Credentialed Teachers By assigning 26% fewer clear credentialed teachers to classroom roles and 56% more misassigned teaching positions than school districts statewide, the San Francisco Unified School District does not employ an adequate number of credentialed teachers to afford a	Board of Education [September 13, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		quality education to all San Francisco Finding 2: Low Pay The San Francisco Unified School District's starting salary for credentialed teachers of \$54,289 is both lower than the United States Department of Housing and Urban Development's limit for affordable housing in the San Francisco Bay Area, and lower than the starting salary for credentialed teachers in many other Bay Area school districts, which can negatively affect SFUSD's recruitment and retention of	Board of Education [September 13, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		Finding 3: Insufficient Publicity of Competitive Benefits The San Francisco Unified School District's competitive pension benefits and San Francisco's subsidy programs for teacher housing are not broadly publicized, which can negatively affect SFUSD's recruitment and retention of credentialed teachers.	Board of Education [September 13, 2023]		

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		Finding 4: Ineffective Payroll Administration The San Francisco Unified School District's failures to correctly administer teacher and staff payroll can negatively affect SFUSD's recruitment and retention of credentialed teachers.	Board of Education [September 13, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		Finding 5: Lack of Employee Data The San Francisco Unified School District's lack of data about candidates who decline SFUSD job offers and credentialed teachers who leave SFUSD jobs impairs its ability to understand and remediate its shortage of credentialed teachers.	Board of Education [September 13, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]		•	Board of Education [September 13, 2023]		

	R# [for F#]		Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the			Board of		
Grade: San	_	• •	Education		
Francisco's		of Education should direct the	[September 13,		
Shortage of		Superintendent of schools to prepare	2023]		
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		efforts to recruit and retain			
Not Making the	R2.1	Prior to the start of the 2024–2025	Board of		
Grade: San	[for F2]	school year, the San Francisco Board	Education		
Francisco's		of Education should direct the	[September 13,		
Shortage of		Superintendent of schools to prepare	2023]		
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		credentialed teacher salaries relative			
2023]		to United States Department of			
		Housing and Urban Development			
Not Making the	R2.2	Prior to the start of the 2024–2025	Board of		
Grade: San	[for F2]	school year, the San Francisco Board	Education		
Francisco's		of Education should direct the	[September 13,		
Shortage of		Superintendent of schools to prepare	2023]		
Credentialed		an annual public report on SFUSD's			
Teachers [June 15,		credentialed teacher salaries relative			
2023]		to those of other school districts in			
		the San Francisco Bay Area.			
Not Making the		By December 30, 2023, the San	Board of		
Grade: San			Education		
Francisco's		<u> </u>	[September 13,		
Shortage of		I	2023]		
Credentialed		pension and benefits programs and			
Teachers [June 15,		San Francisco's teacher housing			
2023]		subsidies in its recruiting materials.			

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the	R4.1	By September 30, 2023, the Mayor	Board of		
Grade: San	[for F4]	should request that the San Francisco	Education		
Francisco's		Controller's Office prepare a public	[September 13,		
Shortage of		report that performs a root-cause	2023]		
Credentialed		analysis of the San Francisco Unified			
Teachers [June 15,		School District's purchase and			
2023]		implementation of EMPowerSF.			
Not Making the			Board of		
Grade: San	[for F4]	should request that the San Francisco			
Francisco's		1	[September 13,		
Shortage of			2023]		
Credentialed		analysis of the San Francisco Unified			
Teachers [June 15,		School District's failure to correctly			
2023]		report staff tax withholdings to the			
		California Franchise Tax Board.			
Not Making the	R5.1	By December 30, 2023, the San	Board of		
Grade: San	[for F5]	Francisco Board of Education should	Education		
Francisco's		direct the Superintendent of schools	[September 13,		
Shortage of		to incorporate the appropriate	2023]		
Credentialed		training, protocols, and software			
Teachers [June 15,		tooling to record the reasons			
2023]		credentialed teachers do not accept			
		job offers in SFUSD, and prepare an			
		annual summary report analyzing			
Not Making the		By December 30, 2023, the San	Board of		
Grade: San			Education		
Francisco's		-	[September 13,		
Shortage of			2023]		
Credentialed		training, protocols, and software			
Teachers [June 15,		tooling to record the reasons			
2023]		credentialed teachers leave			
		SFUSD—for example, exit			
		interviews—and prepare an annual			
		summary report analyzing these			

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the	R6	By December 30, 2023, the San	Board of		
Grade: San	[for F6]	Francisco Board of Education should	Education		
Francisco's		direct the Superintendent of schools	[September 13,		
Shortage of		to direct all SFUSD employees to	2023]		
Credentialed		cooperate with Civil Grand Jury			
Teachers [June 15,		investigations.			
2022]					

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Not Making the	F4	Finding 4: Ineffective Payroll	n/a		
Grade: San		Administration			
Francisco's		The San Francisco Unified School			
Shortage of		District's failures to correctly			
Credentialed		administer teacher and staff payroll			
Teachers [June 15,		can negatively affect SFUSD's			
2023]		recruitment and retention of			
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Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	[for F4]	By September 30, 2023, the Mayor should request that the San Francisco Controller's Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District's purchase and implementation of EMPowerSF.	Controller's Office [August 14, 2023]		
Not Making the Grade: San Francisco's Shortage of Credentialed Teachers [June 15, 2023]	[for F4]	By September 30, 2023, the Mayor should request that the San Francisco Controller's Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District's failure to correctly report staff tax withholdings to the California Franchise Tax Board.	Controller's Office [August 14, 2023]		