

FILE NO: 191194

Petitions and Communications received from November 11, 2019, through December 2, 2019, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on December 10, 2019.

Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information will not be redacted.

From the Mayor's Office of Housing and Community Development, pursuant to Ordinance No. 216-18, submitting their report on Prioritization of 100% Affordable Housing Projects for Q1 FY2019-2020. Copy: Each Supervisor. (1)

From the City Administrator, pursuant to Administrative Code, Section 6.27, regarding extending the deadline to negotiate a Citywide Project Labor Agreement with the San Francisco Building and Construction Trades Council. Copy: Each Supervisor. (2)

From San Francisco Public Utilities Commission, pursuant to Resolution No. 227-18, submitting their quarterly report on the status of application to Pacific Gas and Electric for service. Copy: Each Supervisor. (3)

From the Office of the Controller, pursuant to Administrative Code, Section 2.10, submitting the updates on the San Francisco Civil Grand Jury's recommendations for FY2015-2016 through FY2017-2018. Copy: Each Supervisor. (4)

From the Department of Elections, submitting notice of the Ballot Simplification Committee meetings for the March 3, 2020, Consolidated Presidential Primary Election. Copy: Each Supervisor. (5)

From the Office of the Treasurer and Tax Collector, pursuant to California State Government Code, Section 53646, submitting the CCSF Pooled Investment Report, October 2019. Copy: Each Supervisor. (6)

From the City Administrator, submitting the Federal Emergency Management Agency's publication of the Final Flood Insurance Rate Map for San Francisco. Copy: Each Supervisor. (7)

From the Office of United States Senator Diane Feinstein, regarding Resolution No. 256-19, the San Francisco Board of Supervisors' support for House Resolution No. 6, the American Dream and Promise Act of 2019. File No. 190550. Copy: Each Supervisor. (8)

From Katherine Howard, regarding the appointment of Sue Diamond to the Planning Commission. File No. 191034. Copy: Each Supervisor. (9)

From Anastasia Glikshtern, regarding the hearing to examine the planting, removal, and maintenance of trees on public sites in San Francisco. File No. 190451. Copy: Each Supervisor. (10)

From Steven Neunhoffer, regarding Resolution No. 382-19, declaring the National Rifle Association a domestic terrorist organization. Copy: Each Supervisor. (11)

From Christopher Monz, regarding the policy of including VA benefits for housing help. Copy: Each Supervisor. (12)

From Kori-Renee Hart, regarding a business permit dispute for Palm City Wines. Copy: Each Supervisor. (13)

From Anonymous, regarding the legality of delaying or preventing disclosure of the Department of Police Accountability records. Copy: Each Supervisor. (14)

From Gurinder Kalra, regarding the Municipal Transportation Agency's parking and curb management at 2415 and 2421 Buchanan Street. Copy: Each Supervisor. (15)

From Denise Louie, regarding the Recreation and Park Department's practice of managing trees for wildfire prevention. File Nos. 191092 and 190451. Copy: Each Supervisor. (16)

From Richard Rhodes, regarding the use of assessing tenant pass-through charges. Copy: Each Supervisor. (17)

From concerned citizens, regarding the proposed Ordinance amending the Business and Tax Regulations Code and Administrative Code to impose an excise tax on persons keeping ground floor commercial space in certain neighborhood commercial districts and certain neighborhood commercial transit districts vacant. File No. 191005. 2 letters. Copy: Each Supervisor. (18)

From Allen Jones, regarding oversight of Juvenile Hall overtime. Copy: Each Supervisor. (19)

From Chris W., regarding BART and MUNI fare evaders. Copy: Each Supervisor. (20)

From concerned citizens, regarding the Balboa Reservoir Project. Copy: Each Supervisor. (21)

From Ed Cota, regarding Supervisor Fewer's remarks while at Mr. Boudin's election headquarters. Copy: Each Supervisor. (22)

From Mary Rogus, regarding the property located 988 Howard Street Plaza apartments. Copy: Each Supervisor. (23)

From Shirley Johnson, regarding the proposed Ordinance on parking reform and parking controls. File No. 190794. Copy: Each Supervisor. (24)

From Chaitanya Diwadkar, regarding trees in McLaren Park. Copy: Each Supervisor. (25)

From Monte White, regarding the Fair Chance Ordinance in San Francisco. Copy: Each Supervisor. (26)

From Rishi Chopra, submitting their resignation from the Sunshine Ordinance Task Force. Copy: Each Supervisor. (27)

From concerned citizens, regarding class reduction at City College of San Francisco. 2 letters. Copy: Each Supervisor. (28)

From concerned citizens regarding the property located at 3333 California Street. File Nos. 190947, 190844, 190845. 26 letters. Copy: Each Supervisor. (29)

From Anonymous, regarding a request to amend the Sunshine Ordinance to require television broadcasting of all Commissions, Boards and the Sunshine Ordinance Task Force. Copy: Each Supervisor. (30)

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Quarterly Report for File 180547  
**Date:** Tuesday, November 12, 2019 12:59:00 PM  
**Attachments:** [MOHCD FY 19-20 Q1 Report-r1.pdf](#)  
[Q1 FY20 Housing Delivery Agency Summary - MOHCD.pdf](#)

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**From:** Chan, Amy (MYR)  
**Sent:** Friday, November 08, 2019 2:15 PM  
**To:** Beinart, Amy (BOS) <[amy.beinart@sfgov.org](mailto:amy.beinart@sfgov.org)>; Kittler, Sophia (MYR) <[sophia.kittler@sfgov.org](mailto:sophia.kittler@sfgov.org)>; Somera, Alisa (BOS) <[alisa.somera@sfgov.org](mailto:alisa.somera@sfgov.org)>; Mchugh, Eileen (BOS) <[eileen.e.mchugh@sfgov.org](mailto:eileen.e.mchugh@sfgov.org)>  
**Subject:** Quarterly Report for File 180547

Hi everyone,

Please find attached the quarterly report on prioritizing 100% affordable housing projects as required by File 180547.

This report covers the period from July through September 2019.

Thanks,  
Amy

Amy Chan  
Director of Policy and Legislative Affairs  
Mayor's Office of Housing and Community Development  
1 South Van Ness, 5<sup>th</sup> Floor  
San Francisco, CA 94103  
tel: [415.701.5508](tel:415.701.5508) fax: [415.701.5501](tel:415.701.5501)  
[amy.chan@sfgov.org](mailto:amy.chan@sfgov.org)



**Mayor's Office of Housing and Community Development**  
City and County of San Francisco



**London N. Breed**  
Mayor

**Daniel Adams**  
Acting Director

October 21, 2019

To: Mayor London Breed; Board of Supervisors  
From: Dan Adams, Acting Director  
Cc: Clerk of the Board of Supervisors

**Re: Q1 FY19-20 Reporting on Prioritization of 100% Affordable Housing Projects (File #180547)**

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Enclosed please find the fourth quarterly report on MOHCD's 100% Affordable Housing Projects, as required by City Ordinance, covering Q1 19-20, the period from July 1 to September 30, 2019. This report is also submitted as part of OEWD's Executive Directive 17-02 report on all City sponsored housing developments. During this period, several significant milestones were achieved, including the receipt of Temporary Certificates of Occupancy for two affordable multifamily housing projects. Progress has continued in the entitlement, permitting and construction of a number of other developments, including HOPE SF master planned developments at Sunnydale, Potrero and Hunters View.

The following are highlights of the Quarterly Report:

- 455 Fell (Central Freeway Parcel O) received its Temporary Certificate of Occupancy on August 26th providing 108 family units (including 33 for formerly homeless families) and will complete lease-up and move-in during Q2.
- 1296 Shotwell – marketing for leasing of 94 senior units began in anticipation of TCO in November.
- 222 Taylor comprising 113 family units completed move-ins of residents in Q1.
- 735 Davis and 88 Broadway, comprised of 53 Senior and 125 Family units, respectively, progressed in vertical construction ending the quarter at approximately 15% completion.
- Approximately, 719 multifamily units are in construction, with another 1,914 in predevelopment phases (new construction only).

Ongoing challenges are found in the areas of electrical service design and provision due to coordination of PUC and PGE design and installation requirements and ensuring that sponsors and their consultants are aware of regulatory processes and adhering to development schedules. Please see attached for further details.

Housing Delivery Agency: MOHCD													
DA / Project Name	Row No.	Phase/ Building Total Units / 100% Affordable Units	Urgent Milestones	Key Milestones This Quarter	Risks, Challenges and Major Activity	Key Milestones Next Quarter	Planning	DBI	SFFD	Public Works	SFPUC	MOD	Housing Delivery Agency
HUNTERS VIEW HOPE SF - PHASE III	6	BLOCK 14 - 31 Middlepoint Road (Hunters View Phase 3) - VERTICAL 42/42	1) Planning DD Design Review comments received 6/28/2019 require further discussion.	Permits, Infrastructure final map complete by 4/30/2019. 65% Infrastructure plan review to start on 6/1/2019, 100% Infrastructure city review expected on 4/1/2019, Infrastructure street permit expected 5/1/2020, demolition to occur on 7/1/2020. Ph 3 GC 100% drawings and cost estimate due on 3/22/2019. Phase IIIA 35% CD drawings due on 12/9/2019.			Planning 21721 Review comments issued and follow-up mtg. of 7/17/2019 requires follow-up to resolve shadow, material submissions, and confirmation of compliance with Dford. Additional information needed for consultant to complete			9677 BSM -- Final Map submitted 6/1/2018. 65% infra submitted 5/28/2019			
	7	BLOCK 17 - 31 Middlepoint Road (Hunters View Phase 3) VERTICAL 65/65	1) Planning DD Design Review comments received 6/28/2019 require further discussion.	Permits, Infrastructure final map complete by 4/30/2019. 65% Infrastructure plan review to start on 6/1/2019, 100% Infrastructure city review expected on 4/1/2019, Infrastructure street permit expected 5/1/2020, demolition to occur on 7/1/2020. Ph 3 GC 100% drawings and cost estimate due on 3/22/2019. Phase IIIA 35% CD drawings due on 12/9/2019.			Planning 21721 Review comments issued and follow-up mtg. of 7/17/2019 requires follow-up to resolve shadow, material submissions, and confirmation of compliance with Dford. Additional information needed for consultant to complete			9677 BSM -- Final Map submitted 6/1/2018. 65% infra submitted 5/28/2019			
	8	HUNTERS VIEW PH III - INFRASTRUCTURE	1). Complete review of 65% submittal dated 5/15/2019 issued 6/1/2019										
TREASURE ISLAND	9	Maceo May (TI C3.2) 105/105	Issuance of development and infrastructure schedules to ensure coordination	Submission of factory built housing permit application to HCD. Submission Addenda 2 including MOD review and approval of site built work.	Infrastructure schedule and coordination are needed to ensure adherence to critical path, access to site for construction	Approval of Addendas 3 and 4 to coordinate inspections within factory built work. Addenda 2 ongoing review and comments		BDG Comments sent to owner on 6/24/2019. MECH comments sent to owner 6/6/2019. FBH (modular) courtesy review COMPLETE	SFFD Comments sent to owner on Addenda 1 on 5/22/2019	DPW sign off subject to BSM on 7/25/2019		Factory Built - final courtesy comments sent 5/7/2019 Site Built - comments sent 8/28/2019	Developer needs to respond to BDG, MECH and SFFD comments issued within the past month. Provide update on MOD courtesy review of FBH and respond to outstanding comments
	10	TI C3.1 135/135	Acceptance of Dford modifications requested in April 2019 mtgs with CPC	Concept Design submission and comments	N/A	Site Permit application	Dford responses to requests for modifications or clarifications						
VERTICAL NON-DA PROJECTS	11	1296 Shotwell	N/A	Receipt of TCO	N/A	N/A					Perm power (served by PUC) connection construction by 8/1 (PG&E) then require PUC to complete final connection and energize. Requires PUC coordination	Framing inspections mostly complete	
	12	1950 Mission 93/93	Coordination with SFMTA regarding demobilization of tower crane anticipated February 2020. Issuance of Addenda 2	Issuance of Addenda 7. PGE energization of temporary power. Gas design submitted for PGE approval. SFPUC contract execution.	Permanent Power design and cost coordination with SFPUC	Final Approval of Addenda 2 revisions. Issuance of Fire Alarm/Elevator and Two way communication Addenda. Issuance of fire Sprinkler Addenda. Submittal of EBM, Solar Hot water and ERRCS. Sign SFPUC contract.	none			No change, awaiting resubmittal for Street Improvement Permit.		Mock up inspections of unit kitchen performed off site	Exterior building maintenance, solar and ERRCS pending

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DA / Project Name	Row No.	Phase/ Building Total Units / 100% Affordable Units	Urgent Milestones	Key Milestones This Quarter	Risks, Challenges and Major Activity	Key Milestones Next Quarter	Planning	DBI	SFFD	Public Works	SFPUC	MOD	Housing Delivery Agency
VERTICAL NON-DA PROJECTS	13	490 S. Van Ness 81/81	N/A	Issuance of Addenda 2,3,4,10 (stormwater). Submittal of addenda 8 (EBM).	Finalizing SFPUC contracts. SFMTA approval of STP for trenching.	Submit addenda 6,7. Receive addenda 8 and 9.	none at this time	none at this time	Fire sprinkler received 5/14/2019 needs review. Fire protection received 10/24/19 (addenda 6).	none at this time	none at this time	Inspections commenced 9/25/2019	
	14	2060 Folsom 127/127	N/A	Architectural MEP Addenda 2 review progress. Commence Add 3 SFFD fire protection	N/A	Approval of Addenda 2 and 3, progress on Add 4. Pre-construction for PUC electrical			Arch/Mep approved on 5/6/2019. Fire protection (sprinkler fire alarm) not yet received			Addenda 2 final approval required - holding up DBI review. Plans approved but architect did not return plans to MOD for stamping	Sponsor to respond to Hold. 7/9/2019: Need MSE for sidewalk tree irrigation per Sheet IR 1.01. (REF: 18IE-0127 & BUF)
	15	1990 Folsom Street 143/143	N\A	Stormwater Control Plan approved	Coordination, support and approval of joint trench required to remain on schedule	Approval of Addenda 2 and submission commencement of review of Addenda 3, 4. Pre-construction for PUC electrical			Arch/mep approved on 5/20/2019; Fire protection not yet received	BSM approval pending. BUF tree app. Sidewalk leg for bulb out. Please advise	Approval of Stormwater control plan	Addenda 2 final approval required - holding up DBI review. Plans approved but architect did not return plans to MOD for stamping	Sponsor to respond to BSM, sidewalk leg requirements for bulb out and tree application status for BUF
	16	88 Broadway (SF PORT) 125/125	Approval of Addenda 3-4	Construction progressing. Approvals for Addenda 2 - 3	Continued challenges coordinating the review and approvals of permit (SIP currently) between DPW / BSM and PORT. Current challenge with jurisdictional authority over parking and parking meters (PORT v. DPW).	Construction progressing. Approvals for Addenda 3 (Arch, Landscape Civil), 4 and 5 (Stormwater and Fire Alarm). Sidewalk legislation and SIP including encroachment permits		PORT Site requires coordination of Permit Card tracking with DBI: DBI is using DBI's job cards for DBI inspection's record keeping, it is still being worked on by DBI/Port JZ 10/1/2019	Arch, Civil on hold by Harshman on 2/2/2018		PGE Perm design approval received week of 7/22/2019	Plan comments issued 7/26/2019, stair landing issue resolved	
	17	735 Davis 53/53	Approval of Addenda 3-4	Construction progressing. Approvals for Addenda 2 - 3	Continued challenges coordinating the review and approvals of permit (SIP currently) between DPW / BSM and PORT. Current challenge with jurisdictional authority over parking and parking meters (PORT v. DPW).	Construction progressing. Approvals for Addenda 3 (Arch, Landscape Civil), 4 and 5 (Stormwater and Fire Alarm). Sidewalk legislation and SIP including encroachment permits			Arch , Civil on hold by Harshman on 2/22/2019		PGE Perm design approved 7/29/2019. Temp power sched. For energizing 8/26/2019-8/30/2019	Plan comments issued 7/18/2019, stair landing issue resolved	
	18	681 Florida 130/130	PGE to provide design change comments to SFPUC. PGE and PUC to coordinate response from PGE re: fire pump meter configuration and communicate to sponsor/consultant	DBI approved peer review of geotech for addenda 1. MOD has signed off on Addenda 2 revisions	PGE design changes to perm power design may not have been communicated to SFPUC. SFPUC needs to finalize.	Addenda 1 and 2 issuance.	none to report		SFFD comments for Arch/MEP sent to the Owner on 3/25/2019	BSM Assignment made but review not started. Verify incoming service (elec) for BLG. Confirm trash handling		Plans approved 8/22/2019	Sponsor Arch to respond to comments and manage development schedule
	19	3001 24th St. (Casa de la Mission) 45/45	SFPUC to release project for primary service by PGE (NOT a municipal project, not City owned, not City funded).	Addenda 1 & 2 ready to issue. Mech/BSM approval of Addenda 3. SFFD began review of Addenda 3.	Construction start 2/20, privately funded on private land but is unable to move its PGE application forward without PUC acceptance that it is not a municipal project. Currently on hold and at risk of delay and cost overrun.	Issuance of Addenda 1&2. SFFD approval of Addenda 3. Issuance of Addenda 4.	none to report	BLDG needs to Approve Addenda 3.	Site Permit Approved & Arch/MEP have not received yet.	Needs to Approve Addenda 3.	needs to resolve electrical service delivery issue.	Plan check comment responses received	

Housing Delivery Agency: MOHCD													
DA / Project Name	Row No.	Phase/ Building Total Units / 100% Affordable Units	Urgent Milestones	Key Milestones This Quarter	Risks, Challenges and Major Activity	Key Milestones Next Quarter	Planning	DBI	SFFD	Public Works	SFPUC	MOD	Housing Delivery Agency
VERTICAL NON-DA PROJECTS	20	500 Turk 108/108	Power service design requirements and switchgear space. Site permit approval	Review of Addenda and Comments issued.	Construction start 1/20 final electrical service design has not been approved by PGE through PUC (low-side metering)	Approval of Addenda 1 - structural (pending BSM approval)		DBI issued comments MECH and ELEC - awaiting response	SFFD Comments issued 8/2/2019		Low side metering approval	Plan comments issued 7/24/2019	Sponsor to respond to comments issued by SFFD, DBI Mech and Elec
	21	1064-8 Mission 254/254		Approve Addenda 1 and 2	Coordination of site delivery logistics for the factory built housing modules will require MTA, DPW and others to identify solutions through the next meeting to be scheduled by sponsor and contractor			Courtesy review of FBH drawings complete for MECH		Coordination of street closure and trucking large loads required.	Low side metering has been approved and design coordination proceeding	Factory Built - comments sent 8/5/2019 Site Built base building and clinic TI under review	Coordination of street closure and logistics with MTA. Seeking staging sites w/Port, City.
	22	4840 Mission 136/136		Commencement of redesign. Review of Site permit submitted March 2019.	Coordination and resolution of electrical design service (low-side metering). SFFD approval of response to 6/13/2019 comments	Approval of Site Permit. Approval of Low-Side metering electrical design and commencement of application for Temp and Perm. Meet with SFFD to review comments. Pre-app discussion with SFPUC re electrical distribution. Re-submit first set of plan check comments with response to comments letter to DBI (Site Permit).	Approved for SB35 and Sate Density Bonus 06/20/2019.	Sent Comments to AOR on 06/11/2019	SFFD Comments For Site Permit sent to the Owner on 6/13/2019	Site permit signed off need Street Improvement, trees, and sidewalk legislation. Addenda schedule approval imminent.	Low Side metering not requested nor approved. Meetings w/ PGE and design consultant required to discuss. Held pre-app discussion with SFPUC on 10/30/2019	Pre app scheduled for 11/6/2019	
	23	Francis Scott Key Educator Housing 130/130				Approval of Site Permit. Approval of low-side metering electrical service design and commencement of design / application process.	Under review 5/21/19 ENV, PPA, GPA, MAP, PCA, TDA	Completed pre-application					
	24	Balboa Upper Yard 130/130	SFPUC Review of revised plans. Need meeting.	Supplementary application information including redesign for two transformers. Filtration test pits for SFPUC Stormwater Control Plan.	Coordination with BART on easement for egress.	SFPUC meeting regarding perm power design. SFPUC - Stormwater Control approval of plan based on update filtration testing. Approval of Addendum schedule with DBI.	none to report	Approval of Addendum schedule 11/07/19	none to report	Site permit signed off need Street Improvement, trees, and sidewalk legislation. Future addenda on hold.	SFPUC meeting regarding perm power design. SFPUC - Stormwater Control approval of plan based on update filtration testing	none to report	Interim use - HSH RV parking
	25	266 4th Street		Application for Site Permit (commence review 7/23/2019)	Current design has retained space for primary switchgear impacting budget, schedule, services, lobby, retail and maintenance spaces. Acceptance of a low-side metering design, while coordinating with the substation will be critical	Approval of Site Permit. Approval of low-side metering electrical service design and commencement of design / application process.	NIA letter due 8/23/2019. Application deemed incomplete.				Elec Service application for perm pwr submitted w/low side metering and rejected. PGE currently not allowing low-side metering which will require re-design, loss of commercial space, return to Planning for approval, cost for high voltage design and switchgear		

**From:** [Administrator, City \(ADM\)](#)  
**To:** [Breed, Mayor London \(MYR\)](#); [Yee, Norman \(BOS\)](#)  
**Cc:** [Board of Supervisors, \(BOS\)](#); [Kelly, Naomi \(ADM\)](#); [Johnston, Jennifer \(ADM\)](#)  
**Subject:** Citywide Project Labor Agreement Notice  
**Date:** Tuesday, November 26, 2019 3:22:55 PM  
**Attachments:** [Citywide PLA Notice 11-26-19.pdf](#)

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Please find attached a notice regarding the Citywide Project Labor Agreement ("PLA"). Please contact Deputy City Administrator Jennifer Johnston with any questions.

Sincerely,

Naomi M. Kelly  
City Administrator  
City & County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102



London N. Breed, Mayor  
Naomi M. Kelly, City Administrator



Tim Paulson, Secretary-Treasurer

November 26, 2019

The Honorable London N. Breed  
Mayor, City and County of San Francisco  
City Hall—Room 200  
San Francisco, CA 94102

The Honorable Norman Yee  
President, San Francisco Board of Supervisors  
City Hall—Room 244  
San Francisco, CA 94102

Dear Mayor Breed and President Yee:

Although the City Administrator's Office and the San Francisco Building and Construction Trades Council have made significant progress in negotiating the terms of a Citywide Project Labor Agreement ("PLA") in accordance with Administrative Code Section 6.27, the parties will require additional time to reach agreement given the scope and complexity of the PLA and its 20-year duration.

The parties will continue to diligently meet and negotiate in good faith to reach agreement on the PLA as soon as practicable, and will apprise you once we have completed our negotiations. Please note that the Administrative Code provides that the PLA will become effective when "the City and all Unions have executed a final Project Labor Agreement."

Please contact me with any questions at [Jennifer.Johnston@sfgov.org](mailto:Jennifer.Johnston@sfgov.org) or (415) 554-4572.

Sincerely,

Jennifer Johnston  
Deputy City Administrator

Tim Paulson  
San Francisco Building and Construction Trades Council

CC: Members of the Board of Supervisors  
Naomi M. Kelly, City Administrator

Office of the City Administrator  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 362  
San Francisco, CA 94102  
Telephone: (415) 554-4852

San Francisco Building and Construction Trades Council  
1188 Franklin Street, Suite 203  
San Francisco, CA 94109  
Telephone: (415) 345-9333



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Somera, Alisa \(BOS\)](#)  
**Subject:** FW: Quarterly Power Report - November 2019  
**Date:** Friday, November 22, 2019 7:07:00 PM  
**Attachments:** [image001.png](#)  
[quarterly report cover letter.pdf](#)  
[Attachment A - List of Projects Nov 2019.pdf](#)  
[Attachment B - Map of Interconnection Issues.pdf](#)  
[Attachment C - Cost impacts Nov 2019.pdf](#)  
[Attachment D - PG&E Audit Termination Letter.pdf](#)

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**From:** Panchal, Mona J <MPanchal@sfgwater.org>  
**Sent:** Friday, November 22, 2019 9:48 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>  
**Cc:** Scarpulla, John (PUC) <JScarpulla@sfgwater.org>; BOS Legislation, (BOS) <bos.legislation@sfgov.org>  
**Subject:** Quarterly Power Report - November 2019

Dear Board of Supervisors staff,

Attached please find the San Francisco Public Utilities Commission's Quarterly Report to the Board of Supervisors (dated November 20, 2019) on the Status of Applications to PG&E for Electric Service. This report is being submitted in accordance with Resolution No. 227-18.

The following is a list of accompanying documents:

1. Quarterly Power Report Memo
2. Attachment A – List of Projects
3. Attachment B – Map of Projects
4. Attachment C – Cost Impacts
5. Attachment D – PG&E Audit Termination Letter

Hard copies of the quarterly report will be delivered to the Clerk's Office and your offices today.

Thank you,

**Mona Panchal**

Policy and Government Affairs, External Affairs

[San Francisco Public Utilities Commission](#)

415.934.3908

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November 20, 2019

Ms. Angela Calvillo  
Clerk of the Board of Supervisors  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

**RE: San Francisco Public Utilities Commission's Quarterly Report to the Board of Supervisors on the Status of Applications to PG&E for Electric Service.**

Dear Ms. Calvillo:

The attached quarterly report has been prepared for the Board of Supervisors in accordance with Resolution No. 227-18, approved by the Board on July 10, 2018 (File No. 180693) and enacted on July 20, 2018.

Pursuant to the terms of Resolution No. 227-18, the San Francisco Public Utilities Commission (SFPUC) shall "provide the Board a quarterly report for the next two years that identifies the following: status of all City projects with applications to SFPUC for electric service, including project schedules and financing and other deadlines; project sponsor and SFPUC concerns in securing temporary and permanent power, including obstacles that could increase costs or delay service to City customers; and the status of disputes with PG&E before the Federal Energy Regulatory Commission (FERC) or in other forums."

**UPDATE ON CITY EFFORTS:**

This report reflects the reporting period of July through October 2019. During this reporting period, the City engaged PG&E on (1) an offer to acquire PG&E's San Francisco electrical infrastructure and (2) the poor service PG&E provides the City related to the connection of City projects to grid power.

On September 6, Mayor London Breed and City Attorney Dennis Herrera sent a letter to PG&E leadership detailing a non-binding offer of \$2.5 billion to purchase PG&E's electrical infrastructure. On September 19, the City sent a follow-up letter to PG&E to share additional context for evaluating the City's indicative proposal made in the September 6 letter.

**OUR MISSION:** To provide our customers with high-quality, efficient and reliable water, power and sewer services in a manner that values environmental and community interests and sustains the resources entrusted to our care.

**London N. Breed**  
Mayor

**Ann Moller Caen**  
President

**Francesca Vietor**  
Vice President

**Anson Moran**  
Commissioner

**Sophie Maxwell**  
Commissioner

**Tim Paulson**  
Commissioner

**Harlan L. Kelly, Jr.**  
General Manager





On September 26, Mayor Breed and City Attorney Herrera met with PG&E CEO Bill Johnson. At that meeting, Mayor Breed and City Attorney Herrera expressed that City officials are united in their commitment to obtain PG&E's facilities so that the City can provide power distribution service to all customers in San Francisco. Additionally, PG&E CEO Bill Johnson acknowledged at the meeting that PG&E may not have been entirely reasonable in imposing requirements for connecting City power to City projects and indicated that PG&E would do better in the future. On October 1, PG&E delivered a settlement proposal regarding connecting power to City projects. PG&E's proposed settlement was not better than any of their previous settlement offers, and in some ways it was worse. Additionally, on October 7, PG&E sent a letter to Mayor Breed and City Attorney Herrera rejecting the City's acquisition offer.

In a letter dated November 4, Mayor Breed and City Attorney Herrera responded to PG&E's rejection of the City's acquisition offer. The letter detailed why the City's \$2.5 billion offer would be beneficial to PG&E and its stakeholders and offered to continue having discussions on the topic. Additionally, the City's letter addressed PG&E's settlement proposal for connecting power to City projects. The City's letter stated that PG&E's proposal was not acceptable, and that the City will respond to PG&E with a new proposal to address the connection issues in a manner that is consistent with federal law.

#### **REPORT SUMMARY:**

For the reporting period of July through October 2019, the SFPUC has identified 64 projects that have experienced interconnection delays, arbitrary requests or increased project costs, as listed in **Attachment A**. Since the last quarterly report, 10 projects have been added and 4 have been energized. PG&E has also agreed to provide low-side metering for 11 projects that were previously at a standstill. Low-side metering is a compromise that allows the SFPUC to connect the customer but does not represent the configuration that the City believes is its right under the Federal Power Act and the Wholesale Distribution Tariff.

Any updates and changes to projects since the previous quarterly report are detailed in Column P of Attachment A. **Attachment B** contains a map providing the location of each project.

**Attachment C** contains a detailed report of each category of additional incurred costs and impacts to the City per project, such as redesign costs, construction and equipment costs, and additional staff time (also included in the 'Impacts' column of Attachment A). The total cost impacts to the City are now estimated to be more than \$11 million. Total costs do not include estimated costs for projects that are at a standstill as those costs are still to be determined.

## ONGOING INTERCONNECTION ISSUES:

*Primary vs. Secondary:* As mentioned in previous reports, PG&E has been denying the City's requests for secondary (low-voltage) service and requiring primary (high voltage) service for all City projects. The City has a right to secondary service but has compromised with PG&E on many projects in order to meet energization schedules for important City projects, such as affordable housing. Even though PG&E has agreed to provide low-side metering for some projects since the last report, there are still projects being held up by PG&E's arbitrary requirement.

*Service Transfers/Control Agreements:* PG&E has denied the City's requests to serve customers under Control Agreements. The City, working with the customer, has met all the conditions for service transfer requests required by PG&E's Wholesale Distribution Tariff ("WDT") through Control Agreements with the customer. PG&E's refusal to transfer these loads is not consistent with the provisions of the WDT and is, in fact, contrary to the intent of open access to grid.

*Redevelopment Projects:* PG&E is jeopardizing the City's ability to serve redevelopment projects by refusing to perform System Impact Studies ("SIS") for the load size requested. PG&E has refused to evaluate the system impact of City projects, as required under the WDT, on a timely basis, putting the project timeline at risk. In these cases, PG&E is attempting to reduce the load service size effectively denying service to the City. To be clear, these are large projects that the City, working with the developers, is ready to provide payment for appropriate facilities and is not disputing the City's obligation to pay. But PG&E is delaying, or refusing to perform, the studies necessary to determine needed upgrades on PG&E's system to ensure safe, reliable service.

*Cost Transparency:* In accordance with the provisions of the WDT and to perform its due diligence on PG&E's costs passed on to the city for City projects, the City engaged in an audit process for three City projects at the end of 2017. Despite extensive efforts by the Controller's City Services Auditor and its contractor, the City has been unable to gather all the needed audit documents and schedule interviews with PG&E due to PG&E's slow responses. Due to the lack of significant progress and long delays caused by PG&E, the City has decided to terminate the audit (See Attachment D). The SFPUC continues to request cost information on a case-by-case basis but PG&E has refused to agree to a framework that provides for the on-going, routine sharing of this information.

*Delays:* As seen in Attachment A, PG&E continues to delay and ignore the timelines set forth in the WDT. Many of these delays lead to monetary impacts and delay the provision of public services.

## **NEW STREETLIGHT ISSUES WITH PG&E:**

San Francisco streetlight ownership is split between PG&E and SFPUC. The SFPUC owns and operates approximately 25,000 lights, while PG&E owns and operates approximately 19,000 lights. The SFPUC makes as-needed improvements to our streetlighting without PG&E involvement. Upgrades to PG&E streetlighting, such as increasing the wattage of existing lights or installing a new streetlight, requires the SFPUC to submit a service order to PG&E.

Historically, PG&E has approved and implemented requests from the SFPUC to upgrade street lighting, using funds that SFPUC provides annually to pay for the work. **However, beginning in October 2019, without any notice or explanation, PG&E implemented new service order and funding requirements to complete upgrades to their streetlights in San Francisco. These new requirements are costly and unnecessary, and will delay public safety streetlight improvements being made to PG&E lights.**

SFPUC staff met with PG&E staff in early November to voice concerns about PG&E's new requirements, and are awaiting PG&E's response. The SFPUC will keep the Board of Supervisors updated on this new issue.

## **STATUS OF DISPUTES WITH PG&E BEFORE FERC:**

The City and PG&E filed a partial settlement with the Federal Energy Regulatory Commission (FERC) on December 14, 2018 to resolve certain procedural and technical disputes the City raised in ten protests the City filed with FERC in 2017 and 2018. On June 20, 2019, the Commission approved the settlement. Some issues in the protest that were not completely resolved by the settlement have been assigned to a FERC trial judge for additional review, and a trial is scheduled for January 2020. One of the issues in that proceeding is whether PG&E is wrongfully charging the City for upgrades to its system. The City is also waiting for a FERC decision on the City's 2014 complaint and related cases that were litigated in 2016.

The City filed a second complaint against PG&E with FERC on January 28, 2019 to address PG&E's demand for primary service for small facilities. PG&E asserted that any action on the complaint was stayed by the bankruptcy. On April 18, 2019, the City filed a motion in the PG&E bankruptcy case asking the court to grant relief from the stay and allow the City's complaint to proceed. The court granted the City's motion on May 9, 2019. On May 29, 2019, PG&E filed a response to the City's complaint and asked FERC to dismiss the City's complaint. On June 14, 2019, the City filed reply to PG&E's motion. On July 18, 2019, the City filed a supplement to the complaint in which the City noted that recently PG&E has refused to discuss any alternative arrangements that would allow projects to move forward. We are awaiting an order from FERC on next steps.

Please find attached copies of the following documents related to this report:

- **Attachment A:** List of projects with active interconnection applications to PG&E for electric service as of July 2019
- **Attachment B:** Map of projects with PG&E power connection delays as of July 2019
- **Attachment C:** Cost impacts
- **Attachment D:** Audit Termination Letter

Should you have any questions, please contact Barbara Hale, SFPUC Assistant General Manager for Power, at [BHale@sfgwater.org](mailto:BHale@sfgwater.org) and 415-554-2483.

Sincerely,

A handwritten signature in dark ink, appearing to read "Harlan L. Kelly, Jr.", is positioned above the printed name and title.

Harlan L. Kelly, Jr.  
General Manager

Attachment A: BOS Quarterly Report for November 2019

	PG&E NN#	Project Location	District #	Client Organization	Project Description (what SF applied for)	Project Status		Initial Application Submittal Date	App Deemed Complete Date	Initial Service Need Date	Did PG&E require Primary?	Load Size/Can Be Served at Secondary	PG&E committed to work w/ SF to energize in 2018	Impacts	Updates/Changes since Last Report (July 2019)
1	114449998	600 32nd Avenue - George Washington High School	1	SFUSD	Upgrading and relocating existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Service Agreement issued by PG&E.	3/27/2018	7/3/2019	9/1/2018	Yes	500 kW/Yes	X	Project delayed - project was in dispute from Feb. 2018 - Jun. 2018. (3-4 months). Additional project costs - \$75k (interrupter, #7 box, & installation)	No impacts update.
2	115047431/15322749	4545 Anza - Lafayette Elementary	1	SFUSD	New temporary service for interim trailers and upgrading existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	10/9/2018		7/1/2019	Yes	150 kW		Project delayed - project was in dispute from Oct. 2018 - Oct. 2019 (1 year). Additional project costs - \$75k (interrupter, #7 box, & installation) Temp. power service for classroom trailers will be served by PG&E at retail - \$14k in lost gross revenue to SFPUC. \$31k in additional power costs to the project due to PG&E's higher rates. 50,000 lbs. of CO2 emissions (temporary period of 17 months)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
3	112434942	3455 Van Ness Avenue - AWSS Pump Station No. 2	2	SFPUC - Water	Remove two existing services and replace with one secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	PG&E is withholding project scope information that validates costs.	12/9/2016	1/5/2017	8/1/2017	Yes	144 kW/Yes	X	Seismic improvements and architectural upgrades to increase reliability of the pumping station have been delayed. Additional project costs - \$75k (interrupter, #7 box, & installation) Further delays caused by PG&E not providing the Service Agreement on time.	PG&E continues to delay the project by not providing scope in relation to cost detail in the Service Agreement. SF has been waiting for this since early August.
4	113826565	3630 Divisadero - Claire Lilenthal School	2	SFUSD	Upgrading existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Energized	11/14/2017	5/24/2018	5/1/2018	Yes	461 kW/Yes	X	Project delayed - project was in dispute from Nov. 2017 - Apr. 2018. (5-6 months). The construction of a new building on campus has been delayed as a result. Additional project costs - \$75k (interrupter, #7 box, & installation)	No impacts update. Service was energized in August 2019.
5	114713666	2110 Greenwich Street - Tule Elk Elementary	2	SFUSD	Upgrading and relocating existing secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	SF working on updated application for low-side metering.	6/15/2018		6/1/2019	Yes	300 kW/Yes		Project delayed - project was in dispute from Jun. 2018 - Oct. 2019 (14-15 months) Additional project costs - \$75k (interrupter, #7 box, & installation)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
6	115675911	2445 Hyde St. - Francisco Park	2	SFRPD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	1/9/2019	6/6/2019	12/27/2019	Yes	70 kW/Yes		Project delayed - project was in dispute from Jun. 2019 - Oct. 2019 (3-4 months). Additional project costs - \$75k (interrupter, #7 box, & installation)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
7	PG&E withholding NN#	102 Marina Blvd. - Fort Mason (EVGo)	2	EVGo	New secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	Project is at a standstill.	12/13/2018		7/15/2019	Yes	600 kW/Yes		Project delayed - project has been in dispute since Dec. 2018 (9-10 months). If required, primary switchgear would cost the project an additional \$500k.	No impacts update. Project is still in dispute.
8	110833085	838 Pacific Avenue - Ping Yuen North Affordable Housing (200 units)	3	CCDC	Replacing and relocating existing service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Energized	11/3/2015	6/20/2018	6/1/2016	Yes	500 kW/Yes		Project delayed - project was in dispute from Sept. 2016 - May 2018 (20 months). Lost gross revenue to SFPUC due to delays: \$186k Project/construction costs related to redesign and delay: \$240k	Service was energized in May 2019. Project will be removed in next quarter's report.
9	111772188	Ferry Terminal	3	SFPORT for WETA	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Service point proposed by PG&E is far from the project site and presents logistical challenges for trenching.	7/5/2016	6/20/2018	6/18/2017	Yes	150 kW/Yes	X	The Downtown Ferry Terminal is currently using power from the Agriculture Building. Delays of this service request could delay the redevelopment of the Agriculture Building. This would cause a delay to a build out of a new shorepower connection which would result in significant air pollution from up to 6 ferries idling in the berth. Additional project costs - \$75k (interrupter, #7 box, & installation) Additional staff time for Port - \$32k Additional staff time for WETA - \$64k Costs of redesign - \$32k PG&E has caused further delays by not providing the service agreement on time (4+ months late)	PG&E's interconnection point may have large ramifications to project cost and timeline. The City has requested PG&E to look at alternate interconnection points and PG&E has refused.
10	117492329	950 Golden Gate Avenue - Margaret Hayward Park	3	SFRPD	Remove/replace existing transformer and utility boxes and provide new single secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	In construction	3/15/2018	6/5/2018	4/1/2020	Yes	100 kW/Yes		Project slightly delayed - project was in dispute from Mar. 2018 - May 2018. (2-3 months) Additional project costs - \$75k (interrupter, #7 box, & installation) Potential further delays due to transformer relocation that will block the contractor's access to the construction site (financial impact TBD).	No impacts update. Project is in construction.
11	115020677	88 Broadway - Affordable Housing (125 units)	3	BRIDGE Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Service Agreement returned with payment by SFPUC.	10/1/2018	3/19/2019	12/2/2019	N/A	1674 kW/Yes		Temp. construction power service by PG&E at retail - \$618k in lost gross revenue to SFPUC. \$79k in additional power costs to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 1,090,000 lbs. of CO2 emissions (construction period of 18 months)	An additional interrupter (\$75k) was required by PG&E late in the process. SF does not agree that this equipment is necessary.
12	115019804	735 Davis - Affordable Housing (53 units)	3	BRIDGE Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	In construction	10/1/2018	3/8/2019	12/2/2019	N/A	683 kW/Yes		Temp. construction power service by PG&E at retail - \$335k in lost gross revenue to SFPUC. \$18k in additional power costs to the project due to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 554,000 lbs of CO2 emissions (construction period of 19 months)	An additional interrupter (\$75k) was required by PG&E late in the process. SF does not agree that this equipment is necessary.



**Attachment A: BOS Quarterly Report for November 2019**

	PG&E NN#	Project Location	District #	Client Organization	Project Description (what SF applied for)	Project Status		Initial Application Submittal Date	App Deemed Complete Date	Initial Service Need Date	Did PG&E require Primary?	Load Size/Can Be Served at Secondary	PG&E committed to work w/ SF to energize in 2018	Impacts	Updates/Changes since Last Report (July 2019)
13	N/A	Stockton btwn Ellis & O'Farrell - Central Subway Streetlight Reinstallation	3	SFMTA	Streetlight re-installation	Franchise Agreement dispute	Some issues remain, but SF and PG&E are working together to ensure proper streetlight installation.	N/A	N/A	N/A	N/A	N/A		PG&E and the City are in disagreement on who is responsible for re-installing the foundations for the historic streetlights. The City believes this scope of work falls under the franchise agreement.	No impacts update.
14	114088011	Lake Merced Blvd & Sunset Blvd - Restroom	4	SFRPD	New secondary service	Delays caused by dispute over primary vs. secondary.	PG&E has placed project on hold while reviewing service connection options.	12/8/2017		1/15/2019	Yes	10 kW/Yes		Project delayed - project has been in dispute since late Aug. 2018. (4-5 months) Bathroom will not be available for public use at Lake Merced. Primary switchgear will cost the project an additional \$500k in equipment costs and take the space of parking spots.	Further delays caused by PG&E proposing to underground utilities in this area.
15	113135002	49 South Van Ness Avenue - Building Inspection Office	5	SFPW for SFDBI	New primary service	Delays caused by PG&E failing to provide Service Agreement on time.	In construction	8/7/2017	11/10/2017	1/1/2019	N/A	5848 kW/No		Project delayed - SFPUC granted a time extension to PG&E of one extra month to provide Service Agreement. PG&E took an extra 4 months to provide the service agreement.	No impacts update. Project is in construction.
16	114571079	50 Bowling Green Drive - GGP Tennis Center	5	SFRPD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Service Agreement returned with payment by SFPUC.	5/3/2018	10/3/2018	2/1/2019	Yes	160 kW/Yes	X	Project delayed - project was in dispute from May-July. 2018. (2-3 months) Additional project costs - \$75k (interrupter, #7 box, & installation), \$275k (for upgrades to PG&E's system) Lost gross revenue to SFPUC due to delays: \$1k	No impacts update.
17	N/A	199 Museum Way/122 State Street - Corona Heights Restroom	5	SFRPD	Return service to a bathroom that was de-energized unknowingly	PG&E accidentally cut the cable to a restroom during construction of Randall Museum.	Energized	N/A	N/A	N/A	N/A	N/A		The bathroom was out of power for over a year.	No impacts update. Project is energized. Project will be removed in the next quarterly report.
18	112173182	Pier 26 - Fire Boat Berthing	6	SFPW for SFFD	New secondary service	PG&E initially required primary. Project is moving forward with secondary service.	Energized	10/28/2016	3/2/2017	2/20/2017	Yes	216 kW/Yes		The dispute with PG&E lasted a month and had no material impact on project. The project has been delayed due to non-PGE factors.	No impacts update. Service was energized in October 2019.
19	111729695	6 Berry Street - Substation	6	SFMTA	Upgrade existing primary service	Delays caused by PG&E being unresponsive, changing requirements, and being non-transparent with costs and design changes.	Construction completed. SF preparing for energization.	6/17/2016	12/12/2016	5/1/2017	N/A	3000 kW/Yes		SFMTA completed the conduit boring under the rails prior to PG&E's approval. As such, parties disagree on costs and design requirements. SFMTA claims that they are incurring delay claims costs from contractor due to PG&E's failure to approve design and equipment submittals. (actual costs are still to be determined, but the costs continue to increase on a daily basis)	Cross-boring issue from previous report has been resolved. Project is moving forward.
20	113826990	750 Brannan - Main Library Repository	6	SFPW for SFPL	Increase load request (237 kW to 500 kW)	Dispute over how to process increase in load request.	Service Agreement returned with payment by SFPUC.	11/14/2017	1/18/2018	1/1/2018	No	500 kW/Yes		Plans for a new HVAC system at the library repository have been delayed. No monetary impact - however, SF believes that PG&E's requirements for approving load increase for muni loads is extensive and will cause delays to projects.	No impacts update.
21	TBD	399 The Embarcadero - Fire Boat #35	6	SFFD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	PG&E reviewing application.	1/14/2019		12/27/2019	Yes	430 kW/Yes		Project delayed - project was in dispute from Jan. 2019 - Oct. 2019 (8-9 months).	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
22	TBD	16th & Terry Francois Blvd. - Mission Bay Ferry Landing	6	SFPORT	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	PG&E reviewing application.	6/30/2019		1/3/2020	Yes	100 kW/Yes		Project delayed - project was in dispute from Jan. 2019 - Oct. 2019 (8-9 months). Additional staff time for Port - \$70k (from original application that was cancelled)  Costs of redesign - \$30k (from original application that was cancelled)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
23	115071498	555 Larkin (formerly 500 Turk) - Affordable Housing (108 units)	6	TNDC	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	10/15/2018		7/1/2020	Yes	890 kW/Yes		Project delayed - project was in dispute from Nov. 2018 - Oct. 2019 (11-12 months). Temp. construction power service by PG&E at retail - \$402k in lost gross revenue to SFPUC. \$9k in additional power costs to the project due to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 643,000 lbs. of CO2 emissions (construction period of XX months)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
24	116790877	Market St. & 7th St - BMS Switch	6	SFMTA	New secondary service	Delays caused by PG&E not following WDT timelines	Engineering estimation by PG&E.	3/6/2019	4/9/2019	1/4/2021	No	48 kW/Yes		Project delayed - PG&E is late in providing the service agreement.	SF is still waiting for PG&E to provide a Service Agreement.
25	TBD	1064 Mission St. - Affordable Housing (256 units)	6	Mercy Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	3/28/2019		4/1/2021	Yes	678 kW/Yes		Project delayed - project was in dispute from Feb. 2019 to Oct. 2019 (7-8 months). Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project. An additional interrupter (\$75k) was required by PG&E. SF does not agree that this equipment is necessary.
26	N/A	Transbay Transit Center - Transbay Joint Powers Authority	6	SFPUC - Power	Two new primary services (5 MW each)	Potential dispute over reserved capacity.	Energized - PG&E reviewing SF's request.	N/A	N/A	N/A	N/A	10 MW/No		PG&E is currently reviewing SF's request to use 10 MW of reserved capacity that SF applied and paid for. If PG&E denies request, SF may incur additional costs or have to limit the tenants. PG&E is holding up the project by not explaining the discrepancies between its System Impact Study draft agreement to what SF had requested.	Further delays caused by PG&E not responding to SF's questions regarding load calculations in the System Impact Study draft agreement.

Attachment A: BOS Quarterly Report for November 2019

	PG&E NN#	Project Location	District #	Client Organization	Project Description (what SF applied for)	Project Status		Initial Application Submittal Date	App Deemed Complete Date	Initial Service Need Date	Did PG&E require Primary?	Load Size/Can Be Served at Secondary	PG&E committed to work w/ SF to energize in 2018	Impacts	Updates/Changes since Last Report (July 2019)
27	114491666	Mission Rock & Terry Francois Blvd. - Redevelopment Project	6	SFPUC - Power	New primary service	Delays caused by PG&E being late in providing Service Agreement.	Engineering estimation by PG&E.	4/9/2018	4/20/2018	8/1/2019	N/A	7300 kW/No		Project delayed - PG&E should have provided the Service Agreement by end of August 2019.	Project added.
28	PG&E withholding NN#	2685 Ocean Ave. - EV Charging Station	7	SFMTA & EVGo	New secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	Project is at a standstill.	2/4/2019		7/22/2019	Yes	600 kW/Yes		Project delayed - project has been in dispute since Feb. 2019 (7-8 months). If required, primary switchgear would cost the project an additional \$500k.	No impacts update. Project is still in dispute.
29	TBD	5 Lenox Way - West Portal Elementary School	7	SFUSD	Upgrade existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	7/26/2019		6/14/2021	N/A	400 kW/Yes		Project delayed - project was in dispute from July 2019 - Oct. 2019 (2-3 months) Additional project costs - \$75k (interrupter, #7 box, & installation)	Project added.
30	113135782	350 Amber Drive - Police Academy	8	SFPW for SFPD	Upgrade existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Service Agreement returned with payment by SFPUC.	8/8/2017	5/22/2018	6/15/2018	Yes	160 kW/Yes	X	Project delayed - project was in dispute from Dec. 2017 - May 2018 (6 months). Additional project costs - \$75k (interrupter, #7 box, & installation)	No impacts update.
31	114315107	4235 19th Street - Harvey Milk Civil Rights Academy	8	SFUSD	Upgrading and relocating existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Engineering estimation by PG&E.	2/12/2018	7/12/2019	9/1/2019	Yes	300 kW/Yes	X	Project delayed - project was in dispute from Feb. 2018 - Jun. 2018. (3-4 months). Safety improvements and the construction of a new building have been delayed as a result. Additional project costs - \$75k (interrupter, #7 box, & installation) Further design delays will impact the project construction budget and timeline.	No impacts update. Further delays caused by PG&E not providing the Service Agreement on time.
32	113161547	1296 Shotwell Street - Affordable Senior Housing (94 units)	9	MEDA	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Energized	7/26/2017	11/9/2017	2/1/2018	Yes	340 kW/Yes		Project delayed - project was in dispute from August 2017-Oct 2017 (2-3 months). Additional project costs - \$75k (interrupter, #7 box, & installation)	No impacts update. Service was energized in August 2019.
33	114149145	1271 Treat Avenue - Garfield Pool	9	SFRPD	Relocating existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	In construction	12/28/2017	8/17/2018	5/1/2018	Yes	200 kW/Yes	X	Project delayed - project was in dispute from Jan. 2018 - May 2018. (3-4 months) Additional project costs - \$250k (interrupter, #7 box, transformer, main switchboard, installation, & trenching)	No impacts update. Project is in construction.
34	113773996	1419 Bryant Street - Animal Care & Control	9	SFACC	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with primary.	In construction	10/25/2017	2/12/2019	9/1/2019	Yes	818 kW/Yes		Added costs for primary equipment - \$500k Additional construction costs - \$328k Costs of redesign - \$23k	No impacts update. Project is in construction.
35	114248007	1950 Mission Street - Affordable Housing (157 units)	9	BRIDGE & Mission Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	In construction	1/18/2018	3/11/2019	9/2/2019	Yes	617 kW/Yes		Project delayed - project was in dispute from Jan. 2018 - Sept. 2018 (8-9 months) PG&E retail temporary power for construction was also delayed by a few months. Costs for primary redesign (and then low-side metering)- \$45k Temp. construction power service by PG&E at retail - \$294k in lost gross revenue to SFPUC. \$81k in additional power costs to the project due to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 623,000 lbs. of CO <sub>2</sub> emissions (construction period of 18 months) <del>Generator costs (for temporary construction power)- \$390k</del>	No impacts update.
36	114232705	490 South Van Ness Avenue - Affordable Housing (81 units)	9	BRIDGE & Mission Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Pre-con meeting held.	1/16/2018	3/8/2019	10/1/2019	Yes	867 kW/Yes		Project delayed - project was in dispute from Feb. 2018 - Nov. 2018. (8-9 months) Costs for redesign (primary service with low-side metering) - \$15k Temp. construction power service by PG&E at retail - \$145k in lost gross revenue to SFPUC. \$43k in additional power costs to project due to PG&E's higher rates. 294,000 lbs. of CO <sub>2</sub> emissions (construction period of 16 months) 740,000 lbs of CO <sub>2</sub> emissions from four months of generator use. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) Generator costs - \$273k for fuel for first four months (if continues will be another \$50k/month)	No impacts update.
37	114671141	2060 Folsom Street - Affordable Housing (127 units)	9	MEDA	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Pre-con meeting scheduled.	5/18/2018	3/14/2019	1/15/2020	Yes	1387 kW/Yes		Project delayed - project was in dispute from Jun. 2018 - Nov. 2018 (4-5 months) Costs for redesign (primary service with low-side metering) - \$2-3k Temp. construction power service by PG&E at retail - \$581k in lost gross revenue to SFPUC. \$8k in additional power costs to project due to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 922,000 lbs. of CO <sub>2</sub> emissions (construction period of 22 months)	No impacts update.
38	TBD	681 Florida Street - Affordable Housing (131 units)	9	MEDA	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	PG&E reviewing application.	2/6/2019		8/3/2020	Yes	785 kW/Yes		Project delayed - project was in dispute from Feb. 2019 - Oct. 2019 (7-8 months). Temp. construction power service by PG&E at retail - Costs and CO <sub>2</sub> emissions TBD Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project. An additional interrupter (\$75k) was required by PG&E. SF does not agree that this equipment is necessary.

Attachment A: BOS Quarterly Report for November 2019

	PG&E NN#	Project Location	District #	Client Organization	Project Description (what SF applied for)	Project Status		Initial Application Submittal Date	App Deemed Complete Date	Initial Service Need Date	Did PG&E require Primary?	Load Size/Can Be Served at Secondary	PG&E committed to work w/ SF to energize in 2018	Impacts	Updates/Changes since Last Report (July 2019)
39	114345033	1990 Folsom Street - Affordable Housing (143 units)	9	MEDA	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Pre-con meeting held.	2/26/2018	3/14/2019	9/1/2020	Yes	920 kW/Yes		Project delayed - project was in dispute from Mar. 2018 - Nov. 2018. (7-8 months) Costs for redesign (primary service with low-side metering) - \$2-3k Temp. construction power service by PG&E at retail - \$563k in lost gross revenue to SFPUC. \$29k in additional power costs to project due to PG&E's higher rates. Additional project costs - \$150k (2 interrupters, 2 #7 boxes, & installation) 927,000 lbs. of CO2 emissions (construction period of 22 months)	An additional interrupter (\$75k) was required by PG&E late in the process. SF does not agree that this equipment is necessary.
40	115148446	3001-3021 24th St. - Affordable Housing (44 units)	9	Mercy Housing	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Project went to PG&E retail.	11/1/2018		9/1/2020	Yes	362 kW/Yes		Project delayed - project was in dispute from Nov. 2018 to Oct. 2019 (10-11 months).	This project will take PG&E retail power. PG&E has agreed to low-side metering for this project, but the project has been delayed for too long and the process/planning time for low-side metering is no longer viable to meet project deadlines. Cost impact TBD.
41	111975801	800 Amador Street - Pier 94 - Backlands	10	SFPORT	New secondary service	PG&E required primary. Project is moving forward with primary service.	Service Agreement issued by PG&E, but issues remain on land rights.	8/19/2016	8/28/2018	2/1/2017	Yes	166 kW/Yes	X	Added costs for primary equipment (overhead) - \$500k The Port is investing over \$8M in upgrading the 16-acre parcel in the Backlands project site. The Port is expected to generate approximately \$250k in monthly rent revenue from this site. Significant delays to this project can cause the Port to lose \$3M in revenue annually. Additional staff time for Port - \$50k Costs of redesign - \$50k	Further delays are caused by maritime easement constraints.
42	113934715	2241 Jerrold Avenue - Ambulance Deployment Facility	10	SFPW for SFFD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward at low-side metering. (See Note 1)	In construction	3/9/2017	2/8/2018	1/1/2018	Yes	300 kW/Yes		Project delayed- project was in dispute from May 2017 - Nov 2017 (6 months). Construction plans for the new ambulance deployment facility have been delayed as a result. Additional project costs - \$75k (interrupter, #7 box, & installation) Costs of redesign - \$100k Costs of construction delays - \$250k Additional Staff Time for SFPW - \$100k Lost gross revenue to SFPUC due to delays: \$110k	No impacts update. Project in construction.
43	113167478	1909 16th Street - Streetlights	10	SFPUC - Power	Streetlight attachment on traffic signal	Delays caused by dispute over the "Okay to Serve" process. PG&E has recently indicated that this streetlight attachment can be connected without issues.	Dispute is still ongoing, but project is able to move forward.	8/17/2017	11/3/2017	1/12/2018	N/A	N/A		PG&E is requiring an "Okay to Serve" process which can cause delays to getting streetlights installed. The streetlight attachment load is really small (less than 1 kW) and remains significantly lower than what SF has paid for at that service point.	No impacts update.
44	112774763	Illinois St. & Terry Francois - Mariposa Pump Station	10	SFPUC - Wastewater	Relocate existing secondary service (for construction)	Delays caused by PG&E requiring primary. Project went to PG&E retail to avoid anymore delays.	Due to the delays, the project is going to take PG&E retail service.	4/13/2017		6/1/2018	Yes	169 kW/Yes	X	Temp. construction power service by PG&E at retail - \$588k in lost gross revenue to SFPUC. PG&E delaying temp. power - project team is potentially facing contract delay costs of \$1k/day. \$22k in additional power costs to the project due to PG&E's higher rates. 554,000 lbs of CO2 emissions (construction period of 36 months) SF anticipates that generators will cost \$100k/month until PG&E energizes retail power.	Further delays - PG&E is not providing temporary power on time. The project team is looking into mitigating construction contract delay costs by using a generator.
45	114408260	684 23rd Street - Potrero North	10	SFPUC - Power	New primary service	Delays caused by PG&E cancelling the application.	Project is at a standstill.	3/12/2018		10/1/2018	N/A	12,000 kW/No		Project delayed - PG&E denied this service request citing inadequate capacity and cancelled the application.	No impacts update - PG&E refuses to provide service.
46	114408263	638 23rd Street - Potrero South	10	SFPUC - Power	New primary service	Delays caused by PG&E cancelling the application.	Project is at a standstill.	3/12/2018		10/1/2018	N/A	12,000 kW/No		Project delayed - PG&E denied this service request citing inadequate capacity and cancelled the application.	No impacts update - PG&E refuses to provide service.
47	114713787	1001 22nd Street - Bus Electrification Pilot	10	SFMTA	New primary service	Project is moving forward.	Pre-con meeting held.	6/18/2018	2/14/2019	5/1/2019	N/A	2000 kW/Yes		Initially, PG&E was unresponsive in scheduling a pre-application meeting which has caused some delays. PG&E was also late in providing a deemed complete date for the application.	No impacts update.
48	114727202	1595 Davidson - Bruce Flynn Pump Station	10	SFPUC- Wastewater	New primary service	Potential delay as PG&E was late in providing Work Performance Agreement.	Energized	6/14/2018	7/16/2018	5/1/2019	N/A	2813 kW/Yes		Potential risk of delay - no impacts to report.	No impacts update. PG&E has performed the work.
49	112828717	2 Rankin Street - Central Bayside Pump Station	10	SFPUC- Wastewater	New primary service	Delays caused by PG&E failing to provide Service Agreement on time.	PG&E to provide facility study report.	5/1/2017	8/17/2017	6/1/2019	N/A	7000 kW/No		Project delayed - SF granted a time extension to PG&E of one extra month to provide Service Agreement. PG&E took an extra 4 months. Project incurred more delays as PG&E was late in providing the Facility Study draft agreement. Service need date is jeopardized.	Further delays caused by PG&E not providing the Facility Study report on time.
50	114671200	1995 Evans - Traffic Controls and Forensics	10	SFPW for SFPD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	Engineering estimation by PG&E.	5/18/2018	9/3/2019	3/1/2020	Yes	2100 kW/Yes		Project delayed - project was in dispute from Jun. 2018 to August. 2019 (13-14 months). Temp. construction power service by PG&E at retail has been delayed causing the project team to use generators. Generator costs for temp power: \$578k	Increased project costs due to PG&E's delay in providing retail temporary construction power.
51	110162018	750 Phelps - Southeast Plant	10	SFPUC- Wastewater	New primary service	Potential delay as PG&E is late in providing SIS agreement.	PG&E reviewing SF's comments on Facility Study draft agreement.	IN FLIGHT (Prior to July 2015)	7/14/2018	5/20/2020	N/A	12000 kW/no		If delays continue and jeopardize the project energization date, the project team will incur a liquidated damage amount of \$3000/day.	Further delays as SF is still waiting for PG&E to respond to comments on PG&E's Facility Study draft agreement.
52	114546573	2401/2403 Keith Street - Southeast Health Center	10	SFPW for SFDPH	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	PG&E reviewing application.	4/27/2018		7/26/2020	Yes	200 kW/Yes		Project delayed - project was in dispute from May 2018 - Oct. 2019 (16-17 months). Additional project costs - \$75k (interrupter, #7 box, & installation)	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.



Attachment A: BOS Quarterly Report for November 2019

	PG&E NN#	Project Location	District #	Client Organization	Project Description (what SF applied for)	Project Status		Initial Application Submittal Date	App Deemed Complete Date	Initial Service Need Date	Did PG&E require Primary?	Load Size/Can Be Served at Secondary	PG&E committed to work w/ SF to energize in 2018	Impacts	Updates/Changes since Last Report (July 2019)
53	115415116	1550 Evans Ave. - Southeast Community Center	10	SFPUC	Relocation and upgrade of existing secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward at low-side metering. (See Note 1)	Engineering estimation by PG&E.	11/26/2018	5/22/2019	1/4/2021	Yes	800 kW/Yes		Project delayed - project was in dispute from Dec. 2018 - Oct. 2019 (8-9 months). PG&E is now 2 months late in providing the Service Agreement. Added costs for primary equipment - \$500k	Further delays caused by PG&E not providing the Service Agreement on time.
54	TBD	Islais Creek Bridge Rehab (3rd Street)	10	SFPW	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	SF working on updated application for low-side metering.	4/2/2019		5/1/2021	Yes	104 kW/Yes		Project delayed - project was in dispute from Mar. 2019 - Oct. 2019 (6-7 months).	The project is no longer at a standstill as PG&E has now agreed to provide low-side metering to this project.
55	PG&E withholding NN#	1150 Phelps - Construction Trailers	10	SFPUC	New secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	Project is at a standstill.	5/1/2019		6/1/2019	N/A	472 kW/Yes		Project delayed - project has been in dispute since May 2019 (5-6 months) If required, primary switchgear would cost the project an additional \$500k.	Project added.
56	114721804	480 22nd Street - Pier 70 Pump Station	10	SFPUC - Power	New primary service	Delays caused by PG&E being late in providing Service Agreement.	Engineering estimation by PG&E.	6/14/2018	10/26/2018	1/1/2019	N/A	2000 kW/Yes		Project delayed - PG&E should have provided Service Agreement by end of August 2019.	Project added.
57	112875227	1601 Griffith Street - Griffith Pump Station	10	SFPUC - Water	Shutdown & re-energization	Delays caused by PG&E providing energization late.	Energized - Cost impacts due to delay in energization.	N/A	N/A	N/A	N/A	N/A		Project delayed - PG&E pushed back the energization date by 2 weeks. Due to PG&E's delay, the project had to use generators for an additional 2 weeks costing \$27k.	Project added.
58	114919920	Harmonia Street - Sunnydale HOPE	10	SFPUC - Power	New primary service	Potential dispute over reserved capacity.	System Impact Study phase of engineering estimation by PG&E.	8/16/2018	4/4/2019	8/1/2020	N/A	1000 kW/Yes		Delays caused by PG&E not responding to SF's questions regarding load calculations in the System Impact Study draft agreement.	Project added.
59	115583820	1101 Conecticut Street - HOPE Potrero	10	SFPUC - Power	New primary service	Potential dispute over reserved capacity.	System Impact Study phase of engineering estimation by PG&E.	12/13/2018	4/4/2019	6/1/2019	N/A	4000 kW/No		Delays caused by PG&E not responding to SF's questions regarding load calculations in the System Impact Study draft agreement.	Project added.
60	113804831	603 Jamestown Avenue - Redevelopment Project	10	SFPUC-Power	New primary service	Delays caused by PG&E being late in providing Service Agreement.	Engineering estimation by PG&E.	11/2/2017	2/26/2018	10/1/2018	N/A	8000 kW/No		Delays caused by PG&E not providing the Service Agreement on time.	Project added.
61	113764870	2301 San Jose Avenue - Geneva Car Barn	11	SFRPD	New secondary service	Delays caused by dispute over primary vs. secondary. Project moving forward with low-side metering. (See Note 1)	In construction	8/24/2016	5/23/2018	9/20/2017	Yes	1330 kW/Yes		Project delayed- project was in dispute from Oct 2016 - Oct 2017 (1 year). Construction plans for the new community arts center have been delayed as a result. Costs of redesign: \$5k Additional project costs - \$140k (interrupter, #7 box, & installation) Lost gross revenue to SFPUC due to delays: \$13k Additional Staff Time for SFRPD: \$15k	No impacts update. Project is in construction.
62	PG&E withholding NN#	241 Oneida Ave. - Denman Middle School	12	SFUSD	New secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	Project is at a standstill.	9/6/2019		6/7/2021	N/A	1250 kW/Yes		Project delayed - project has been in dispute since Sept. 2019 (1-2 months) If required, primary switchgear would cost the project an additional \$500k.	Project added.
63	N/A	Multiple Locations - Guy Wires (Franchise Issue)	N/A	SFMTA, SFPW, & SFPUC	PG&E's guy wires are impeding on SF projects.	Franchise dispute	Project is moving forward.	N/A	N/A	N/A	N/A	N/A		PG&E's unresponsiveness in removing guy wires is an obstruction to SF projects. 1) SFMTA cannot install a pole replacement to promote safety. 2) SFPW cannot construct a new ADA curb ramp. 3) SFPUC cannot finish parts of construction at the Southeast Water Treatment Plant.	Delay continues for two of the requests. SF and PG&E will continue to work together to get these resolved.
64	N/A	Multiple Service Transfers	N/A	Various City Depts.	Service Transfers	Delays caused by PG&E requiring unnecessary equipment or information for service transfer requests.	Project is at a standstill.	N/A	N/A	N/A	N/A	N/A		Additional costs and staff resources can be incurred if PG&E continues to create barriers for SF service transfer requests. SF continues to experience loss of revenue and increased greenhouse gas emissions as PG&E is refusing to transfer over City deparment loads.	Project added.
65	N/A	10501 Warnerville Road - Substation Rehabilitation Project	N/A - Oakdale	SFPUC	Remove two existing services and replace with one secondary service	Delays caused by dispute over primary vs. secondary. Project is still in dispute.	Project went to PG&E retail.	12/26/2018	N/A	3/1/2019	Yes	160 kW/Yes		Project delayed - project was in dispute from Jan.- May 2019 (4 -5 months).	Project will now be served by PG&E retail service to avoid delays. Cost impacts and greenhouse gas emission impacts are TBD.

Notes:

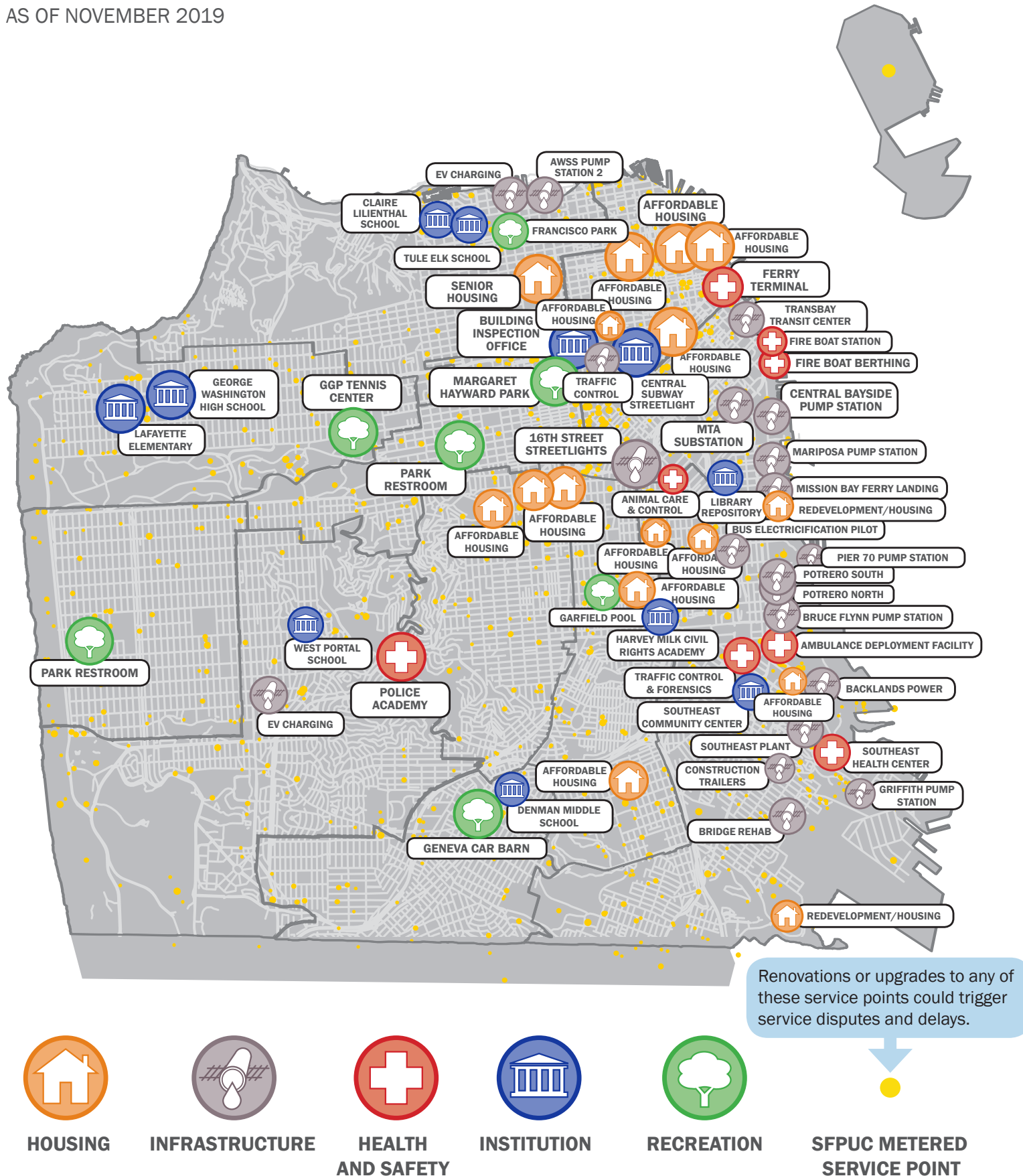
1. Low-side metering is not the same as secondary service. Low-side metering requires extra equipment costs (i.e. an interrupter, approx \$75k). The SFPUC believes that many of these loads should be served with secondary service, but has compromised with PG&E to move projects forward.
2. Cost impacts related to lost revenue are estimates calculated off of projected load values.
3. Not all cost impacts are reflected here as increased facility and construction costs are still to be determined.
3. CO<sub>2</sub> emissions are calculated using estimated loads with PG&E's 2016 emissions factor.
4. Delay impacts are only calculated off of the time in which PG&E and SF were in dispute. (Other delays are not included)
5. Primary switchgear is estimated to cost an additional \$500k.

Key

- Project is currently being disputed or has been delayed due to a dispute/issue and is past the Initial Service Need Date (Column K).
- Energized, but still facing issues.
- Project is moving forward, but not yet energized. Some are still facing major delays. Please review the impact column for further descriptions.
- Project has been energized - no outstanding issues.

# ATTACHMENT B – MAP OF INTERCONNECTION ISSUES

AS OF NOVEMBER 2019





**Attachment C: Cost Impacts**

41	800 Amador Street - Pier 94 - Backlands	\$ 50,000	\$ 500,000				\$ 50,000	\$ 600,000		
42	2241 Jerrold Avenue - Ambulance Deployment Facility	\$ 100,000	\$ 75,000			\$ 250,000	\$ 100,000	\$ 525,000	\$ 110,000	
43	1909 16th Street - Streetlights							\$ -		
44	Illinois St. & Terry Francois - Mariposa Pump Station				\$ 22,000		\$ 100,000	\$ 122,000	\$ 588,000	554,000
45	684 23rd Street - Potrero North							\$ -		
46	638 23rd Street - Potrero South							\$ -		
47	1001 22nd Street - Bus Electrification Pilot							\$ -		
48	1595 Davidson - Bruce Flynn Pump Station							\$ -		
49	2 Rankin Street - Central Bayside Pump Station							\$ -		
50	1995 Evans - Traffic Controls and Forensics		\$ 75,000		\$ 578,000			\$ 653,000		
51	750 Phelps - Southeast Plant							\$ -		
52	2401/2403 Keith Street - Southeast Health Center		\$ 75,000					\$ 75,000		
53	1550 Evans Ave - Southeast Community Center		\$ 500,000					\$ 500,000		
54	Islais Creek Bridge Rehab (3rd Street)		\$ 75,000					\$ 75,000		
55	1150 Phelps - Construction Trailers							\$ -		
56	480 22nd Street - Pier 70 Pump Station							\$ -		
57	1601 Griffith Street - Griffith Pump Station				\$ 27,000			\$ 27,000		
58	Harmonia Street - Sunnydale HOPE							\$ -		
59	1101 Connecticut Street - HOPE Potrero							\$ -		
60	603 Jamestown Avenue - Redevelopment Project							\$ -		
61	2301 San Jose Avenue - Geneva Car Barn	\$ 5,000	\$ 140,000				\$ 15,000	\$ 160,000	\$ 13,000	
62	241 Oneida Avenue - Denman Middle School							\$ -		
63	Multiple Locations - Guy Wires (Franchise Issue)							\$ -		
64	Multiple Service Transfers							\$ -		
65	10501 Warnerville Road - Substation Rehabilitation Project							\$ -		
<b>TOTAL</b>		<b>\$ 304,000</b>	<b>\$ 4,515,000</b>	<b>\$ 603,000</b>	<b>\$ 925,000</b>	<b>\$ 1,153,000</b>	<b>\$ 431,000</b>	<b>\$ 7,931,000</b>	<b>\$ 3,850,000</b>	<b>6,397,000</b>

<b>Total Additional Project Costs</b>	<b>\$ 7,931,000.00</b>
<b>Total Lost Gross Revenue to SFPUC</b>	<b>\$ 3,850,000.00</b>
<b>Total Cost Impact to SF (Project Costs + Lost Revenue)</b>	<b>\$ 11,781,000.00</b>
<b>Total CO2 Emissions (lbs.)</b>	<b>6,397,000</b>

**Note:** These represent estimates of the costs that the City is aware of at at the moment. The projects may incur additional costs going forward.

The projects in **RED** are projects that are currently at a standstill and will face financial impacts that are TBD depending on how long they will be delayed and how they will move forward.



**OFFICE OF THE CONTROLLER**  
CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield  
Controller

Todd Rydstrom  
Deputy Controller

November 8, 2019

Mr. Harlan Kelly, Jr.  
General Manager  
San Francisco Public Utilities Commission  
525 Golden Gate Avenue, 13th Floor  
San Francisco, CA 94102

Dear Mr. Kelly:

This letter is to inform you of the termination of the audit of the amounts billed and paid under the Interconnection Agreement (agreement) between Pacific Gas and Electric Company (PG&E) and the City and County of San Francisco (City) for the Wholesale Distribution Tariff Service. In September 2017 the San Francisco Public Utilities Commission (SFPUC) asked my office, the Controller's City Services Auditor (CSA), Audits Division, to conduct this performance audit at its earliest convenience.

CSA conducted preparatory work for the audit but now has decided to terminate the audit because of the long delays and lack of significant progress due to PG&E's slow response. Despite extensive efforts by CSA and its contractor, Sjoberg Evashenk Consulting, Inc., (SEC), we have been unsuccessful in scheduling necessary meetings or interviews with PG&E personnel and have been stymied in obtaining from PG&E complete documents requested and needed for the audit.

On February 13, 2018, CSA initiated the audit by sending PG&E a notification letter. On November 29, 2018, at PG&E's request, and after nine months of negotiation and legal review, CSA and PG&E executed a nondisclosure agreement in order to start the audit. In January 2019 CSA contacted PG&E to schedule an audit entrance meeting, which, after multiple delays, occurred on April 30, 2019. Since then, SEC has repeatedly attempted to gather all needed audit documents and schedule interviews with PG&E but, as of today, has been unable to do so due to PG&E's slow responses to SEC's requests. Consequently, staff of CSA, SEC, and SFPUC have agreed to terminate the audit.

This letter complies with the *Government Auditing Standards*, which require auditors to document why an audit was terminated if this occurs before it is completed and an audit report is not issued. If you have any questions or concerns about the termination of this audit, please contact me at 415-554-7574 or by e-mail at [mark.p.delarosa@sfgov.org](mailto:mark.p.delarosa@sfgov.org).

Respectfully,

A handwritten signature in black ink, appearing to read "Mark de la Rosa".

Mark de la Rosa  
Acting Chief Audit Executive

cc: SFPUC

Barbara Hale

Eric Sandler

Pamela Husing

Charles Perl

Christina Andersson

PG&E

Karen Khamou

Yilma Hailemichael

Joshua Levenberg

Office of the City Attorney

Theresa Mueller

Office of the Controller

Ben Rosenfield

Todd Rydstrom

Nicole Kelley

SEC

Cathy Brady

Nicole Dyer

**From:** [Reports, Controller \(CON\)](#)  
**To:** [Calvillo, Angela \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [BOS-Supervisors](#); [BOS-Legislative Aides](#); [Elsbernd, Sean \(MYR\)](#); [Bruss, Andrea \(MYR\)](#); [Power, Andres \(MYR\)](#); [Kirkpatrick, Kelly \(MYR\)](#); [Cretan, Jeff \(MYR\)](#); [Anatolia Lubos](#); [pkilkenny@sftc.org](#); [Rose, Harvey \(BUD\)](#); [Newman, Debra \(BUD\)](#); [Campbell, Severin \(BUD\)](#); [Docs, SF \(LIB\)](#); [CON-EVERYONE](#); [MYR-ALL Department Heads](#); [Jonathan Gohstand](#)  
**Subject:** Issued: Report on the Status of Civil Grand Jury Recommendations FY 2017-18  
**Date:** Thursday, November 21, 2019 3:45:20 PM

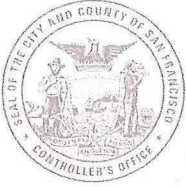
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As required by the San Francisco Administrative Code, Section 2.10, the Office of the Controller (Controller) has updated the implementation status of the San Francisco Civil Grand Jury's recommendations. The Controller tracks each recommendation until the respondent indicates that an agreed-to-be-implemented recommendation is fully implemented or abandoned because it is no longer reasonable or warranted. The updates for fiscal years 2015-16 through 2017-18 are posted on the Controller's website, located at <http://sfcontroller.org/status-civil-grand-jury-recommendations>.

This is a send-only e-mail address.

For questions about the report, please contact Acting Chief Audit Executive Mark de la Rosa at [mark.p.delarosa@sfgov.org](mailto:mark.p.delarosa@sfgov.org) or 415-554-7574 or the CSA Audits Division at 415-554-7469.





**OFFICE OF THE CONTROLLER**  
**CITY AND COUNTY OF SAN FRANCISCO**

Ben Rosenfield  
Controller

Todd Rydstrom  
Deputy Controller

November 21, 2019

Board of Supervisors  
City and County of San Francisco  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

President and Members:

As required by the San Francisco Administrative Code, Section 2.10, the Office of the Controller (Controller) has updated the status of the implementation of the recommendations of the San Francisco Civil Grand Jury.

The Controller will continue to track the Civil Grand Jury's recommendations until the respondent indicates that an agreed-to-be-implemented recommendation is fully implemented or abandoned because it is no longer reasonable or warranted. The updates for fiscal years 2015-16 through 2017-18 are posted on the Controller's website, located at <http://sfcontroller.org/status-civil-grand-jury-recommendations>.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be "B. Rosenfield", enclosed within a large, loopy oval shape.

Ben Rosenfield  
Controller

cc: Mayor  
Civil Grand Jury  
Budget Analyst  
Public Library



CGJ Year	Report Title	Rec Number	Recommendation	Response Required	Original 2018 Response	Original 2018 Response Text <i>(provided by CGJ)</i>	2019 Response <sup>(1)</sup>	2019 Response Text
2017-18	Crisis Intervention: Bridging Police and Public Health	R1	Recommends that the CIT Coordinator and CIT Liaison Officers hold monthly meetings with each district station captain. Each meeting should include regular agenda items relating to district CIT incidents, high frequency clients, and outcomes. The results of each meeting should be summarized in a quarterly review with the Chief of Police. Meetings should commence no later than January 1, 2019.	Police Department	Has been implemented	Beginning in August 2018, the CIT Coordinator will attend a monthly Captain's meeting hosted by the Deputy Chief that oversees the Metro and GG Divisions in order to discuss CIT data and outcomes. The Chief of Police meets regularly with the Deputy Chief to discuss operational issues, and CIT data is also discussed.  Currently, the CIT Coordinator sends a quarterly report encapsulating CIT data including the number of mental crisis calls, well being checks, calls per district, specific case summaries, mental health detentions, use of force data, injury reports, and presence of weapons calls. This report is sent to the Chief of Police and the Police Commission via the chain of command.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R2	Recommends that SFPD Technology Division assign a representative to attend all regular CIT Working Group meetings no later than October 1, 2018.	Police Department	Has been implemented	As of July 2018, representatives from the technology division are attending monthly meetings of the CIT Working Group.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R3	Recommends that SFPD, in collaboration with CIT Working Group, identify both quantitative and qualitative standards to help measure CIT operational effectiveness. Newly adopted standards should include Crisis Response (CR) incidents and jail diversion statistics. These standards should be part of the CIT annual report to the Police Commission. Standards should be adopted no later than January 1, 2019 and be set for inclusion in the 2018 CIT annual report to the Police Commission.	Police Department	Will be implemented	The CIT Working Group members are meeting regularly to identify quantitative and qualitative data to be analyzed. The standards will be identified and solidified by January 1, 2019.	Recommendation Implemented	SFPD CIT Unit reports on CIT calls for service, citywide detentions after field assessments, and Use of Force data (including type of force used, injury data, type of weapon used, demographics of subject and officer as well as Officer CIT training status). The CIT Unit will include jail diversion statistics in the annual report to the Police Commission going forward.
2017-18	Crisis Intervention: Bridging Police and Public Health	R4	Recommends that SFPD command staff consider reported CIT incident outcomes in deciding CIT officer assignments. This will help deploy CIT teams in areas where they are needed most. This consideration should begin no later than January 1, 2019.	Police Department	Will not be implemented because it is not warranted or reasonable	Officer shift assignments are based on the department MOU with the Police Officers Association ("POA"). Command Staff cannot independently change the union negotiated process for deciding officer assignments. SFPD has 329 trained officers assigned to the Metro Division which has the highest calls for mental health services. There are 295 CIT trained officers assigned to the SFPD support units which are mainly located in the Metro Division. A grand total of 624 officers are assigned to the division with the highest need for support.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R5	Recommends that newly identified and budgeted programming personnel for SFPD Technology Division be hired no later than October 1, 2018.	Police Department	Will not be implemented because it is not warranted or reasonable	Due to the City and County budget cycle and hiring process, the department is unable to hire the budgeted programming personnel until after October 1, 2018. Funding for this position is not available in the budget until 1/1/2019. Further, hiring a talented programmer is a challenging endeavor and typically takes several months to ensure the right fit. In addition to DHR and city hiring timelines, candidates for law enforcement agency positions must pass CA POST required background checks which can take several months to complete. In the meantime, the CIT Unit is receiving assistance from existing technology personnel.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R6	Recommends that the use of crisis intervention techniques be reported within the CAD record. This broader designation of CIT incident responses should start no later than January 1, 2019.	Police Department	Will not be implemented because it is not warranted or reasonable	A similar request was discussed with the Department of Emergency Management ("DEM") in the past year where certain programming restrictions were discovered. Due to programming, coding, and potential technology procurement required to implement this recommendation, it is not reasonable to request SFPD to implement by January 1, 2019. As the CAD system is operated by DEM, SFPD will continue discussions to pursue the potential of including CIT techniques within the CAD record; however, the timeline for implementation cannot be set until the solutions to the technological restrictions are identified.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R7	Recommends SFPD command staff be allowed to spread their attendance in CIT training over two or more training sessions. Flexible sessions should start by October 1, 2018.	Police Department	Will be implemented	SFPD is now scheduling CIT training based on a standardized training schedule instead of by staffing availability. This will allow command staff to attend the modules which will be offered on a continuous basis. This standardization of the training schedule will be fully implemented before January 1, 2019.	Recommendation Implemented	In April 2019, a new schedule was made available to command staff allowing them to spread their attendance over two or more training sessions.
2017-18	Crisis Intervention: Bridging Police and Public Health	R8	Recommends that CIT administrators develop a department bulletin which outlines the full range of community resources to support officers who are assisting residents in crisis. The bulletin should be in place no later than January 1, 2019.	Police Department	Will be implemented	The CIT Coordinator is in the process of updating the list of Behavioral Health Services available to support officers who are assisting residents in crisis. The list of resources will be distributed by the end of August, 2018. The department bulletin will be published and posted on the department webpage by January 1, 2019.	Recommendation Implemented	SFPD issued Department Bulletin #19-034 on 02/13/19 which listed an updated guide to Mental Health Resources.
2017-18	Crisis Intervention: Bridging Police and Public Health	R9	Recommends that an academic institutional partner be assigned to assess and periodically review the efficacy of the 40 and 10 hour CIT Training courses.	Police Department	Will be implemented	SFPD is currently discussing a potential partnership with an academic institution to develop a methodology that will measure the efficacy of the CIT Training courses. The goal is to have the initial deliverable on or before January 1, 2019.	Recommendation Implemented	In 2018, SFPD partnered with an academic institution to assess the efficiency of the CIT Training courses.
2017-18	Crisis Intervention: Bridging Police and Public Health	R10	Recommends SFPD officers who have completed the 40 hour CIT training course be surveyed six months to one year later to reflect on the usefulness of individual modules and to determine what worked and what did not work in the training. This new survey should start no later than April 1, 2019.	Police Department	Will be implemented	SFPD is in talks with an academic institution to develop a survey for CIT trained officers to take six months to one year after their training. Once an agreement is reached, the academic institution will be the lead on the survey. This will be completed by April 1, 2019.	Recommendation Implemented	In November 2018, SFPD partnered with an academic institution to develop a survey for CIT trained officers to take six months to one year after their training.

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2017-18	Crisis Intervention: Bridging Police and Public Health	R11	Recommends the Chief of SFPD publicly state the CED (Taser) certification program will not diffuse or delay scheduling of the current 40 hour CIT training program. This public statement should occur no later than October 1, 2018.	Police Department	Will not be implemented because it is not warranted or reasonable	The department is committed to CIT 40 hour training for all of its sworn members. CIT training is not dependent on the CED/Taser initiative. The commission approved Taser policy states that officers cannot be issued Tasers unless they have completed the full CIT training.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R12	Recommends renewal and elaboration of the current MOU between SFPD and DPH, and the associated DPH manual. An updated draft MOU should be presented to the Mayor for review no later than January 1, 2019 and adopted no later than June 1, 2019.	Police Department	Will be implemented	SFPD and DPH agree that there is a need to modify and update the MOU. The departments can pursue an amended MOU by June 1, 2019; however, the departments cannot commit to an adoption date that is six months prior to the current MOU's expiration date of December, 2019. It is in the Departments' opinion that adopting an amended MOU in December 2019 is more advantageous as it lines up strategically with the beginning of the citywide budget process.	Will Be Implemented in the Future	SFPD was unable to implement this recommendation by the Civil Grand Jury deadline of January 1, 2019.  In October 2019, the updated draft MOU was sent to both DPH's and SFPD's general counsel for review. The MOU will be fully executed once approved by the Office of the City Attorney and signed off by department heads.
2017-18	Crisis Intervention: Bridging Police and Public Health	R12	Recommends renewal and elaboration of the current MOU between SFPD and DPH, and the associated DPH manual. An updated draft MOU should be presented to the Mayor for review no later than January 1, 2019 and adopted no later than June 1, 2019.	Department of Public Health	Will be implemented	SFPD and DPH agree that there is a need to modify and update the MOU. The departments can pursue an amended MOU by June 1, 2019; however, the departments cannot commit to an adoption date that is six months prior to the current MOU's expiration date of December, 2019. It is in the Departments' opinion that adopting an amended MOU in December 2019 is more advantageous as it lines up strategically with the beginning of the citywide budget process.	Will Be Implemented in the Future	2019 -SFPD and DPH agree that there is a need to modify and update the MOU. SFPD and DPH have updated the MOU and it is currently be reviewed by SFPD City's attorneys. The adoption of the MOU should happen early 2020.
2017-18	Crisis Intervention: Bridging Police and Public Health	R13	Recommends filling the five budgeted Crisis Intervention Specialist positions with field-ready clinicians. Clinicians should be dedicated to the CIT program and placed in the field no later than October 1, 2018.	Department of Public Health	Has been implemented	Four positions have been filled. The remaining position is expected to be filled by the end of September 2018.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R14	Recommends DPH/BHS leadership and the CIT Working Group hold joint quarterly meetings to examine and analyze CIT program data, measure and assess program progress, and identify appropriate program adjustments. These meetings should begin no later than January 1, 2019.	Department of Public Health	Will not be implemented because it is not warranted or reasonable	SFPD is currently working with DPH's Director of Behavioral Health Services in coordinating stakeholders meetings to examine and analyze data, assess program progress and identify program adjustments- this work will take place at regularly scheduled CIT Working Group meetings. Creating an additional quarterly joint meeting may cause duplicative or delayed efforts and may unnecessarily expend resources.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R14	Recommends DPH/BHS leadership and the CIT Working Group hold joint quarterly meetings to examine and analyze CIT program data, measure and assess program progress, and identify appropriate program adjustments. These meetings should begin no later than January 1, 2019.	Police Department	Will not be implemented because it is not warranted or reasonable	SFPD is currently working with DPH's Director of Behavioral Health Services in coordinating stakeholders meetings to examine and analyze data, assess program progress and identify program adjustments- this work will take place at regularly scheduled CIT Working Group meetings. Creating an additional quarterly joint meeting may cause duplicative or delayed efforts and may unnecessarily expend resources.	**	
2017-18	Crisis Intervention: Bridging Police and Public Health	R15	Recommends that in addition to the Specialists referred to in Recommendation 13, DPH hire five additional Crisis Intervention Specialists by December 1, 2019. One Specialist should be assigned to each district station for coordination and collaboration with SFPD CIT liaisons in order to prevent crises before they require a 911 call. Initial assignments should be made to the stations with the greatest need, based on calls for service and incident type.	Department of Public Health	Requires further analysis	DPH will consider adding additional Crisis Intervention Specialist staff in the next budget cycle. DPH will collaborate with SFPD to determine where staff should be assigned.	Recommendation Implemented	DPH has four additional Specialist and is in the process of hiring the 5th clinician by December 31st 2019. SFPD has trained CIT officers at district stations to reach out to Comprehensive Crisis Services for preventive behavioral support for individuals that they have identified before they require 911. The Specialist works directly with the CIT Unit within SFPD to assist with the coordination and collaboration of preventive services.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R1	Recommends the Planning Department and the Department of Building Inspection jointly review their codes and submit joint recommendations to the Board of Supervisors no later than April 1, 2019 for code amendments designed to encourage homeowners to build more ADUs.	Department of Building Inspection	Will be implemented	Over the last six months, DBI, Planning, Fire Department, PUC, Public Works-BSM and representatives from the Mayor's Office and Board of Supervisors have been meeting to review codes and develop recommendations to encourage ADU construction. Through this interagency working group, staff have developed preliminary checklists for each respective department's requirements to expedite and streamline ADU approval. Several rounds of amendments have increased flexibility for property owners to add units to their property. Still, further analysis is warranted to analyze City codes for further recommendations. Planning and DBI will jointly review their codes and submit joint recommendations to the Board of Supervisors no later than April 1, 2019 for code amendments designed to encourage homeowners to build more ADU's.	Will Be Implemented in the Future	Since last year, the Department of Building Inspection and Planning Department have implemented several process and policy changes designed to incentivize and facilitate ADU construction. The multi-department ADU roundtable meets twice a week bi-monthly, providing simultaneous plan-review for ADU permit applications, eliminating the backlog for such projects, and issuing joint comment letters. City Agencies also offer re-check meetings, conducted twice a week bi-monthly, for ADU permits to ensure revisions are reviewed in a timely manner. A Multi-Agency ADU Checklist was created with input from all City Agencies that are involved in the review process to provide resources and technical assistance that ensures complete applications. DBI issued Information Sheet EG-05, which clarified acceptable local equivalencies for exiting in ADUs. DBI also created special ADU guides, which provide critical information to ADU applicants who might not be familiar with the construction permitting process. Planning designated a dedicated review station for ADU's on our 5th floor permit center. The ADU legislation was amended in late summer to further encourage homeowners to build ADUs by allowing ADUs in new construction for single- and multi-family buildings, clarifying the ministerial approval process and creating an expedited Board of Appeals process for certain ADUs in single-family homes meeting specific requirements. In September Mayor Breed signed a select DBI ADU fee waiver as a one-year pilot project (Ord. 207-19) into law, with the goal of further incentivizing these ADU construction projects. The Planning Department and the Department of Building Inspection will prepare and forward a summary of actions taken and any further joint recommendations by the end of the calendar year.

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2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R1	Recommends the Planning Department and the Department of Building Inspection jointly review their codes and submit joint recommendations to the Board of Supervisors no later than April 1, 2019 for code amendments designed to encourage homeowners to build more ADUs.	Planning Department	Will be implemented	Over the last six months, DBI, Planning, Fire Department, PUC, Public Works-BSM and representatives from the Mayor's Office and Board of Supervisors have been meeting to review codes and develop recommendations to encourage ADU construction. Through this interagency working group, staff have developed preliminary checklists for each respective department's requirements to expedite and streamline ADU approval. Several rounds of amendments have increased flexibility for property owners to add units to their property. Still, further analysis is warranted to analyze City codes for further recommendations. Planning and DBI will jointly review their codes and submit joint recommendations to the Board of Supervisors no later than April 1, 2019 for code amendments designed to encourage homeowners to build more ADU's.	Recommendation Implemented	Since last year, the Department of Building Inspection and Planning Department have implemented several process and policy changes designed to incentivize and facilitate ADU construction. The multi-department ADU roundtable meets twice a week bi-monthly, providing simultaneous plan-review for ADU permit applications, eliminating the backlog for such projects, and issuing joint comment letters. City Agencies also offer re-check meetings, conducted twice a week bi-monthly, for ADU permits to ensure revisions are reviewed in a timely manner. A Multi-Agency ADU Checklist was created with input from all City Agencies that are involved in the review process to provide resources and technical assistance that ensures complete applications. DBI issued Information Sheet EG-05, which clarified acceptable local equivalencies for exiting in ADUs. DBI also created special ADU guides, which provide critical information to ADU applicants who might not be familiar with the construction permitting process. Planning designated a dedicated review station for ADU's on our 5th floor permit center. The ADU legislation was amended in late summer to further encourage homeowners to build ADUs by allowing ADUs in new construction for single- and multi-family buildings, clarifying the ministerial approval process and creating an expedited Board of Appeals process for certain ADUs in single-family homes meeting specific requirements. In September Mayor Breed signed a DBI ADU fee waiver as a one-year pilot project (Ord. 207-19) into law, with the goal of further incentivizing these ADU construction projects. Additional Planning Department-specific legislative amendments will continue to be implemented on an on-going basis.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R2	Recommends the Board of Supervisors amend existing City codes and ordinances, before June 30, 2019, to waive or reduce ADU permit fees, with the understanding that reduced departmental revenues would be made up from the City's general fund.	Board of Supervisors	Requires further analysis	The Budget and Legislative Analyst Office, the San Francisco Planning Department, and the Office of the Controller should study the correlation between a reduction in permitting fees and an increase in ADU construction. [Resolution No. 342-18]	Recommendation Implemented	The Board of Supervisors reports that Recommendations No. R2 and R3 14 have been implemented through the adoption of an ordinance on file with the Clerk of the 15 Board of Supervisors in File No. 190214.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R3	Recommends the Board of Supervisors structure fees separately for ADUs in single family residences and ADUs in multi-unit buildings, specifically designed to ease the permitting costs for single family homeowners.	Board of Supervisors	Requires further analysis	The Budget and Legislative Analyst Office, the San Francisco Planning Department, and the Office of the Controller should study the correlation between a reduction in permitting fees and an increase in ADU construction. [Resolution No. 342-18]	Recommendation Implemented	The Board of Supervisors reports that Recommendations No. R2 and R3 14 have been implemented through the adoption of an ordinance on file with the Clerk of the 15 Board of Supervisors in File No. 190214.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R4	Recommends the five agencies involved with ADU permitting establish a shared meeting space by January 1, 2019, and not wait for the completion of the new shared agency building. This space would be used by point persons from each of the five permitting agencies to expedite the ADU permit approval process.	Department of Building Inspection	Has been implemented	DBI, Planning, SFFD, DPW, and PUC currently have staff members located together at a shared meeting space on the fifth floor at 1660 Mission Street to expedite the ADU permit approval process.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R4	Recommends the five agencies involved with ADU permitting establish a shared meeting space by January 1, 2019, and not wait for the completion of the new shared agency building. This space would be used by point persons from each of the five permitting agencies to expedite the ADU permit approval process.	Department of Public Works	Has been implemented	DBI, Planning, SFFD, DPW, and PUC currently have staff members located together at a shared meeting space on the fifth floor at 1660 Mission Street to expedite the ADU permit approval process.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R4	Recommends the five agencies involved with ADU permitting establish a shared meeting space by January 1, 2019, and not wait for the completion of the new shared agency building. This space would be used by point persons from each of the five permitting agencies to expedite the ADU permit approval process.	Fire Department	Has been implemented	DBI, Planning, SFFD, DPW, and PUC currently have staff members located together at a shared meeting space on the fifth floor at 1660 Mission Street to expedite the ADU permit approval process.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R4	Recommends the five agencies involved with ADU permitting establish a shared meeting space by January 1, 2019, and not wait for the completion of the new shared agency building. This space would be used by point persons from each of the five permitting agencies to expedite the ADU permit approval process.	Planning Department	Has been implemented	DBI, Planning, SFFD, DPW, and PUC currently have staff members located together at a shared meeting space on the fifth floor at 1660 Mission Street to expedite the ADU permit approval process.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R4	Recommends the five agencies involved with ADU permitting establish a shared meeting space by January 1, 2019, and not wait for the completion of the new shared agency building. This space would be used by point persons from each of the five permitting agencies to expedite the ADU permit approval process.	Public Utilities Commission	Has been implemented	DBI, Planning, SFFD, DPW, and PUC currently have staff members located together at a shared meeting space on the fifth floor at 1660 Mission Street to expedite the ADU permit approval process.	**	

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2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R5	Recommends that MOHCD and OCII require the managers of 1068 Mission Street and possibly Mission Bay Block 9 to reserve ground floor space for use in training construction workers, including training in ADU construction methods and modular unit construction work.	Department of Homelessness and Supportive Housing	Will not be implemented because it is not warranted or reasonable	<p>While the idea to use the 1068 site for construction trades training for residents is a good one, the space has already been programmed to be used for the CHEF's program. The CHEF's program is currently in operation at other locations, replicable by ECS at the 1068 site, and has a proven track record regarding employment for formerly homeless persons. Additionally, restrictions bestowed on the site when transferred from the federal government mandate that the site be used only to serve formerly homeless individuals, which would limit participation in a construction training program.</p> <p>Mission Bay Block 9 is similarly not available for a construction training program because the demand for robust supportive services at Mission Bay South Block 9 requires the entirety of the project's ground floor space not otherwise used for mechanical and utility uses. The non-mechanical/utility ground floor uses include suites to accommodate supportive services, property management functions, exam rooms, community room and kitchen, and a lounge.</p>	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R5	Recommends that MOHCD and OCII require the managers of 1068 Mission Street and possibly Mission Bay Block 9 to reserve ground floor space for use in training construction workers, including training in ADU construction methods and modular unit construction work.	Office of Community Investment and Infrastructure	Will not be implemented because it is not warranted or reasonable	<p>While the idea to use the 1068 site for construction trades training for residents is a good one, the space has already been programmed to be used for the CHEF's program. The CHEF's program is currently in operation at other locations, replicable by ECS at the 1068 site, and has a proven track record regarding employment for formerly homeless persons. Additionally, restrictions bestowed on the site when transferred from the federal government mandate that the site be used only to serve formerly homeless individuals, which would limit participation in a construction training program.</p> <p>Mission Bay Block 9 is similarly not available for a construction training program because the demand for robust supportive services at Mission Bay South Block 9 requires the entirety of the project's ground floor space not otherwise used for mechanical and utility uses. The non-mechanical/utility ground floor uses include suites to accommodate supportive services, property management functions, exam rooms, community room and kitchen, and a lounge.</p>	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R5	Recommends that MOHCD and OCII require the managers of 1068 Mission Street and possibly Mission Bay Block 9 to reserve ground floor space for use in training construction workers, including training in ADU construction methods and modular unit construction work.	Mayor's Office of Housing and Community Development	Will not be implemented because it is not warranted or reasonable	<p>While the idea to use the 1068 site for construction trades training for residents is a good one, the space has already been programmed to be used for the CHEF's program. The CHEF's program is currently in operation at other locations, replicable by ECS at the 1068 site, and has a proven track record regarding employment for formerly homeless persons. Additionally, restrictions bestowed on the site when transferred from the federal government mandate that the site be used only to serve formerly homeless individuals, which would limit participation in a construction training program.</p> <p>Mission Bay Block 9 is similarly not available for a construction training program because the demand for robust supportive services at Mission Bay South Block 9 requires the entirety of the project's ground floor space not otherwise used for mechanical and utility uses. The non-mechanical/utility ground floor uses include suites to accommodate supportive services, property management functions, exam rooms, community room and kitchen, and a lounge.</p>	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R6	Recommends the Department of Building Inspection work with the Department of the Controller to develop meaningful, outcome-based performance metrics on ADU permit approval duration, to be reported on OpenData starting January 2019.	Department of Building Inspection	Will be implemented	The Department of Building Inspection will work with the Department of the Controller to develop meaningful, outcome- based performance metrics on ADU permit approval duration, to be reported on OpenData starting January 2019.	Recommendation Implemented	Permit Comment/descriptions now include searchable references to ADU addition, making them searchable on OpenData. The same permit records include dates for fpermit filing, approval, issuance, and project completion.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R6	Recommends the Department of Building Inspection work with the Department of the Controller to develop meaningful, outcome-based performance metrics on ADU permit approval duration, to be reported on OpenData starting January 2019.	Controller	Will be implemented	We will work with the Department of Building Inspection to develop one or more metrics on permitting of ADUs by January 2019. Depending on the data sources, content or related factors, we may publish such metrics in the Performance Scorecard section of the Controller's website, or in another accessible format, to be determined in consultation with stakeholders.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R7	Recommends the Office of Community Investment and Infrastructure make its best effort to encourage the developer to use modular construction for the Mission Bay Block 9 homeless housing project.	Office of Community Investment and Infrastructure	Has been implemented	In OCII's Request for Proposals for Mission Bay South Block 9 issued in 2017, OCII included a requirment for developers to pursue alternative construction technologies such as modular. As a result, the selected developer team's architect has designed the project for modular construction to comply with the RFP.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R8	Recommends the Department of Building Inspection regularly inspect modular factories outside the City, if those factories are building housing for the City, to ensure construction is built to comply with City codes.	Department of Building Inspection	Will not be implemented because it is not warranted or reasonable	It is critical that housing units built in factories outside of San Francisco comply with our local code and are built to a standard that ensures safety and quality. However, it will be far more efficient to have DBI participate in reviewing and approving the plans and inspection procedures at the factory before manufacturing begins.	**	

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2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R8	Recommends the Department of Building Inspection regularly inspect modular factories outside the City, if those factories are building housing for the City, to ensure construction is built to comply with City codes.	Mayor's Office of Housing and Community Development	Will not be implemented because it is not warranted or reasonable	It is critical that housing units built in factories outside of San Francisco comply with our local code and are built to a standard that ensures safety and quality. However, it will be far more efficient to have DBI participate in reviewing and approving the plans and inspection procedures at the factory before manufacturing begins.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R9	Recommends the Planning Department waive parking space requirements for ADUs built in single-family residences.	Planning Department	Has been implemented	The Planning Code does not require parking for addition of one unit to any building. This control was already in place even before the ADU program. The ADU program expanded this by not requiring parking for ADUs, even when more than one ADU is proposed at one property. The Planning Code permits this through the provision of bicycle parking at the property, or through the granting of an administrative exception to the parking requirement per the ADU program. The ADU program made removing existing required parking also possible. This provision was built into the ADU program since its early inception in 2014. The Planning Code permits this through the provision of bicycle parking at the property, or through the granting of an administrative exception to the parking requirement per the ADU program.	**	
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R10	Recommends the Planning Department expand its public outreach on ADUs to increase homeowner awareness of ADU opportunities.	Planning Department	Will be implemented	<p>To date, the Planning Department has conducted the following to market and publicize the ADU program: Developed an ADU handbook that include six ADU prototypes, developed an ADU video, created user friendly Fact Sheets, hosted, co-hosted, and attended public events to present the program and answer common public questions. Moving forward, the ADU Planning team received a grant for community outreach from Friends of City Planning (FOCP) for \$29,000 to update and create materials, and facilitate community outreach. Part of the grant is for contracting a consultant to update the ADU Handbook for updated prototypes to reflect Code changes and conduct an updated financial analysis. Anticipated timeline for finalization is late Fall of 2018*. This ADU Handbook is a free online resource, and is used by design professionals and homeowners to learn about how an ADU could fit on their property, as well as used as a resource at outreach events.</p> <p>Furthermore, Planning will create a one-stop online ADU resource portal anticipated by end of Q3 2018. These tools will be aimed to single family homeowner audience and to multi- unit homeowner audience.</p> <p>The community outreach (Planning and DBI) anticipated timeline is as follows:</p> <ul style="list-style-type: none"><li>o To design professionals fall 2018*.</li><li>o To single-family homeowners Q4 2018 - Q1 2019*.</li></ul> <p><i>*Predicated on DBI &amp; Fire mutually agreeing on equivalencies.</i></p>	Recommendation Implemented	Outreach has been made challenging by a constantly shifting legislative environment. Nonetheless, Planning Department Staff has spoken at a range of industry and other public events and responded to questions and comments while promoting the ADU program in general. Additionally, the Department has begun to implement the FOCP grant (referenced in our 2018 response) and anticipates concluding substantial outreach efforts by Q2 2020.
2017-18	Mitigating the Housing Crisis: Accessory Dwelling Units and Modular Housing	R11	Recommends the Mayor support the establishment of a union-staffed modular housing factory in San Francisco.	Mayor	Has been implemented	In January 2018, Mayor Breed announced her support of the development of a plan to establish a modular housing factory within the City limits staffed by union labor. The City has hired a consultant to review whether a modular factory staffed by union workers is feasible. The city expects the consultants to work to conclude by the end of this year.	**	
2017-18	Open Source Voting in San Francisco	R1	Recommends that the Mayor include funding in their next budgeting cycle to hire a "Program Manager" dedicated to shepherd the project forward and own the project. Regardless of the department they report to, the Program Manager will be responsible for communicating with collaborating jurisdictions, engaging experts, managing and tracking project risks, and establishing cost and timeline targets. The Program Manager would need qualifications in technology management, design thinking, and procurement. Funding should be allocated for this process in the next budget cycle.	Mayor	Has been implemented	The final FY 2018-19 and FY 2019-20 budget includes a total of \$1.6 million over the two years for the Open Source Voting System project. These funds are a combination of COIT funding included in the Mayor's proposed budget and other General Fund dollars added by the Board of Supervisors. This funding will, in part, be used to hire a Project Manager responsible for communicating with collaborating jurisdictions, engaging experts, managing and tracking project risks, and establishing cost and timeline targets.	**	
2017-18	Open Source Voting in San Francisco	R2	Recommends the Mayor's Office set up a working group responsible to centralize the expertise relevant for the OSV project and approve structural decisions made by the Program Manager. The working group should contain (at minimum) a representative from the Mayor's office, DoE, OSVTAC, COIT, and DoT. After planning completes, funding requests for the OSVS would be recommended to the working group by the Program Manager, and would then be recommended to the Mayor for inclusion in the city budget. This group should be formally constructed by October 1, 2018, and should begin a hiring process for a Program Manager as soon as funding is allocated.	Mayor	Will not be implemented because it is not warranted or reasonable	The FY 2018-19 and FY 2019-20 budget includes a total of \$1.6 million over the two year budget for the Open Source Voting System project. This funding will, in part, be used to hire a Project Manager. Collaboration is key for project of this nature, and the Project Manager will work to engage with stakeholders as the project moves forward. The goal of collaboration is a shared priority, this recommendation will not be implemented at this time due to process needs of hiring a project manager first to develop and oversee project tasks, resources, risks and schedule. Then the Mayor's office will consider setting up a working group to advise the DoE and DoT on the OSV project. The working group could include representatives from OSVTAC, COIT, leading security experts, open source partners, election specialists, hardware designers, and other jurisdictions who are willing to support the project with their expertise.	**	

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2017-18	Open Source Voting in San Francisco	R3	Recommends the Election Commission's OSVTAC should organize and maintain a website to serve as an informational portal on the OSV project. This should include links to (and summaries of) all reports written on the subject (including by the SoS, EC, OSVTAC, CGJ, Slalom, BoS). This resource should be completed by October, 1 2018, and be updated consistently.	Elections Commission	Requires further analysis	<p>This recommendation will be implemented in the recommended timeframe. In the short term, the Commission will ask OSVTAC to do it.</p> <p>The Elections Commission does not have adequate resources to implement this recommendation on an ongoing basis. Further analysis will be required to determine the responsibility and resourcing. The Elections Commission will provide an update for this recommendation no later than 28 December 2018.</p> <p>UPDATE 12/27/18: The Elections Commission requests an extension of a final response to the recommendation to 31 January 2019.</p>	Recommendation Implemented	In the short term, the Commission's Open Source Voting Technical Advisory Committee (OSVTAC) is maintaining a website with information about the project. The Elections Commission and OSVTAC docs not have adequate resources continue to perform this service on an ongoing basis. The San Francisco Department of Technology (DoT), however, will implement the recommendation an on-going basis once the project is fully staffed and will rollout a website by June 2019. Once the DoT site is available, OSYTAC infonnation will be linked from the DoT site.
2017-18	Open Source Voting in San Francisco	R4	Recommends publishing a quarterly summary of the state of the OSV project. The report should include: an estimate of the completion date, current cost projections, and highlight emerging issues. Until a Program Manager is hired, the reports should be authored by the EC, and afterwards, the report should be authored by the program manager. Reports should commence October 1, 2018, and continue at the start of each quarter until project completion.	Elections Commission	Requires further analysis	<p>The Elections Commission does not have adequate resources to implement this recommendation. Further analysis will be required to determine responsibility and resourcing. The Elections Commission will provide an update for this recommendation no later than 28 December 2018.</p> <p>UPDATE 12/27/18: The Elections Commission requests an extension of a final response to the recommendation to 31 January 2019.</p>	Recommendation Implemented	The San Francisco Department of Technology has committed to providing regular updates to the San Francisco Elections Commission where those updates will be included in the agenda packet and minutes and as such will be in the public record. Additionally, the San Francisco Department of Technology has committed to posting major deliverables and reports will be posted on the web site (reference response to R3).
2017-18	Open Source Voting in San Francisco	R5	Recommends the Office of the Controller set up a process to trigger review of city RFPs that only receive one bidder, and, when feasible, perform a market analysis to determine why the procurement process has not induced participation of additional vendors. This process should be in place by April 1, 2019.	Controller	Will not be implemented because it is not warranted or reasonable	The San Francisco Administrative Code Chapter 21, Acquisition of Commodities and Services, already requires the City's Contracting Officers to "review solicitations to determine whether the solicitation could be altered and reissued in a manner that would be likely to attract responsive offers". Also, Administrative Code Chapter 6 provides guidance for construction and professional services contracting. Specifically, Section 6.23 (c), Procedure Upon Rejection or Failure of Bids, provides guidance to Department Heads on appropriate actions to take for no or one bid. Further, the Office of the Controller already conducts audits and investigations of the City's contracting procedures, including those relating to the Requests for Proposals process in fulfillment of the San Francisco Charter, Appendix F, Section F.1.106.	**	
2017-18	Open Source Voting in San Francisco	R6	Recommends the Office of the Controller evaluate the premium San Francisco pays for its Voting System compared to (1) the price paid by other California counties that use Ranked Choice Voting, and (2) the price paid by California counties that do not use RCV, and (3) the price paid by cities/counties outside of California who use RCV. This analysis should be published by April 1, 2019.	Controller	Requires further analysis	<p>Based on the Office of Controller's preliminary analysis, there are no California counties using Ranked Choice Voting at this time. Moreover, Secretary of State has only approved Dominion's voting system for conducting ranked-choice voting elections. The Office of Controller has identified the following non-California jurisdictions that currently use Ranked Choice Voting and could be used for future analysis, if needed:</p> <ul style="list-style-type: none"><li>• Basalt, CO</li><li>• Santa Fe, NM</li><li>• Cambridge, MA</li><li>• St. Louis Park, MN</li><li>• Minneapolis, MN</li><li>• St. Paul, MN</li><li>• State of Maine</li><li>• Takoma Park, MD</li><li>• Portland, ME</li><li>• Telluride, CO</li></ul>	Will Be Implemented in the Future	<p>The Office of the Controller is aware of eight California jurisdictions, including San Francisco, that have adopted ranked choice voting (RCV). These jurisdictions, along with the voting system used by each (in parentheses), are listed below and could be used for future analysis, if needed.</p> <ul style="list-style-type: none"><li>•Berkeley (Dominion)</li><li>•Davis (Hart InterCivic eSlate Voting System)</li><li>•Los Angeles (InkaVote Voting System)</li><li>•Oakland (Dominion)</li><li>•Santa Cruz (Sequoia Voting Systems)</li><li>•San Diego (Premier TSX Voting System)</li><li>•San Francisco (Dominion)</li><li>•San Leandro (Dominion)</li></ul> <p>Source: CA Secretary of State, FairVote.org</p> <p>The Controller's Office will complete the recommended analysis, including some or all of the above jurisdictions, by September 30, 2020.</p>
2017-18	Open Source Voting in San Francisco	R7	Recommends that the DoT not directly build the software for an Open Source Voting system in the near future, because they have not demonstrated the in-house capacity to tackle a software development task of this magnitude.	Department of Technology	Requires further analysis	There are many phases, components and environments for an Open Source Voting system development. These include the hardware, software, database, integrations, testing platform, community support system, code management, project management, deployment packets, and many others. The Department of Technology will use the most cost effective and expert resource for the system planning, design, build, finance, support and maintenance.	Will Be Implemented in the Future	Within the budget limits of the Open Source Voting System Project, the Department is working with vendors and contractors to move the project forward. There are many phases, components and environments for an Open Source Voting system development. These include the hardware, software, database, integrations, testing platform, community support system, code management, project management, deployment packets, and many others. The Department of Technology will use the most cost effective and expert resource for the system planning, design, build, finance, support and maintenance.
2017-18	Open Source Voting in San Francisco	R8	Recommends that the DoE not directly build the software for an Open Source Voting system in the near future, because they lack in-house critical faculties and experience in software development.	Department of Elections	Will be implemented	The Department agrees that it may not directly build the software for developing an open source voting system and will choose the most effective and efficient method to implement any Open Source Voting Software. The City's Department of Technology is responsible for the City's technology.	Recommendation Implemented	The Departmtent wholly agrees with this recommendation.
2017-18	Open Source Voting in San Francisco	R9	Recommends that San Francisco's Elections Commission conduct a systematic evaluation of partner interest in using the OSV system developed in SF. This evaluation should reach out to all Departments of Elections in all counties within California, focusing on potential use and cost sharing. This analysis and reporting should be completed by April 1st, 2019.	Department of Elections	Requires further analysis	<p>The Elections Commission does not have adequate resources to implement this recommendation. Further analysis will be required to determine responsibility and resourcing. The Elections Commission will provide an update for this recommendation no later than 28 December 2018.</p> <p>UPDATE 12/27/18: The Elections Commission requests an extension of a final response to the recommendation to 31 January 2019.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable.	This item is directed towards the Elections Commission rather than the Department of Elections. Also, most counties have purchased or are purchasing new voting equipment from vendors prior to the 2020 elections.

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2017-18	Open Source Voting in San Francisco	R9	Recommends that San Francisco's Elections Commission conduct a systematic evaluation of partner interest in using the OSV system developed in SF. This evaluation should reach out to all Departments of Elections in all counties within California, focusing on potential use and cost sharing. This analysis and reporting should be completed by April 1st, 2019.	Elections Commission	Requires further analysis	<p>The Elections Commission does not have adequate resources to implement this recommendation. Further analysis will be required to determine responsibility and resourcing. The Elections Commission will provide an update for this recommendation no later than 28 December 2018.</p> <p>UPDATE 12/27/18: The Elections Commission requests an extension of a final response to the recommendation to 31 January 2019.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable.	<p>The Elections Commission docs not huve adequate resources to implement this recommendation.</p> <p>However, the San Francisco Dcpartment of Technology is undergoing a survey of the State of Open Source Voting Projects Analysis intended to identify the possible existing projects that would be a good partner for the City and we would contact and do deep discussions with these soon.</p>
2017-18	Open Source Voting in San Francisco	R10	Recommends that the Department of Elections evaluate the possibility of incorporating 2018 HAVA funding into the development of the OSV system, so that federal technology agencies have jurisdiction to help develop the project. The feasibility of this should be formally evaluated and published by the Department of Elections by January 1st, 2019.	Department of Elections	Will be implemented	The Department will evaluate whether federal grant monies are available under the Help America Vote Act which, if possible, would allow federal agencies to assist in developing an open source voting system. The Department can determine whether HAVA funding exists by January 1, 2019.	Recommendation Implemented	The Department currently has no information that supports federal technology agencies assisting the City to develop a voting system.
2017-18	Open Source Voting in San Francisco	R11	Recommends that the Department of Elections, along with the Election Commission, reach out to 18F and the USDS to evaluate a possible partnership to build the OSV system with them. These communications should be issued by October 1st, 2018, and the results of those inquiries should be made publicly available after discussion concludes.	Department of Elections	Will be implemented	In conjunction with the Department of Technology, the Department of Elections will contact 18F and the USDS by October 1, 2018, regarding the evaluation of a possible partnership to build an open source voting system.	Recommendation Implemented	The Department contacted and spoke with a representative from 18F who indicated a project such as developing a voting system or its components is larger and of a longer timeframe than other projects that 18F would agree to undertake. The Department attempted to contact USDS several times but never recieved a response.
2017-18	Open Source Voting in San Francisco	R11	Recommends that the Department of Elections, along with the Election Commission, reach out to 18F and the USDS to evaluate a possible partnership to build the OSV system with them. These communications should be issued by October 1st, 2018, and the results of those inquiries should be made publicly available after discussion concludes.	Elections Commission	Will not be implemented because it is not warranted or reasonable	Due to resourcing and subject matter expertise, neither the Department of Elections nor Elections Commission will perform direct outreach and evaluation of possible partnership with 18F and USDS. Alternatively, the Department of Elections Director will send a letter by October 1, 2018 to 18F and USDS to introduce the CCSF Department of Technology for these discussions.	**	
2017-18	Open Source Voting in San Francisco	R12	Recommends that the Elections Commission establish a coalition of supportive non-profit organizations in a formal structure to support the project. This list of collaborators and contacts should be constructed and published by January 1st, 2019.	Elections Commission	Requires further analysis	<p>The Elections Commission does not have adequate resources to implement this recommendation. Further analysis will be required to determine responsibility and resourcing. The Elections Commission will provide an update for this recommendation no later than 28 December 2018.</p> <p>UPDATE 12/27/18: The Elections Commission requests an extension of a final response to the recommendation to 31 January 2019.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable.	<p>The Election Commission does not have adequate resources to implement this recommendation.</p> <p>However, the San Francisco Department of Technology will engage a coalition of supportive non-profit organizations as part of the project with an even broader definition of inviting the SF community to participate on a working group to help work on aspects of the project.</p>
2017-18	Open Source Voting in San Francisco	R13	Recommends that the Department of Elections, working with the Elections Commission, establish a Memorandum of Understanding with the California Secretary of State that addresses how the California certification process will accommodate modular development and vulnerability patches, to align the SoS's process with open source best practices. The discussion of this memo should begin by January 1st, 2019.	Department of Elections	Will not be implemented because it is not warranted or reasonable	This recommendation is unwarranted, especially in consideration of the January 1, 2019 deadline, because the City must still identify a person with the appropriate skills to fill the project manager role. The project manager will need to lead efforts to define the specifications of a voting system, and the City must determine the manner by which it will develop a voting system before engaging the Secretary of State to possibly enter a Memorandum of Understanding. The City does not currently have accurate descriptions of a voting system, a modular development of a voting system, the patching regimen associated with an open source voting system, or how open source best practices in regards to developing a voting system would align with the SOS' processes.	**	
2017-18	Open Source Voting in San Francisco	R13	Recommends that the Department of Elections, working with the Elections Commission, establish a Memorandum of Understanding with the California Secretary of State that addresses how the California certification process will accommodate modular development and vulnerability patches, to align the SoS's process with open source best practices. The discussion of this memo should begin by January 1st, 2019.	Elections Commission	Will be implemented	The Department of Elections Director has agreed to implement this recommendation by stated date of January 1, 2019.	--	Agency elected not to respond.
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R1	Recommends the Executive Director of the San Francisco Animal Care and Control (SFACC) study methods to provide 24-hour ACO coverage, either by full staffing or by on-call staffing, and report on this matter to the City Administrator by April 1, 2019.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	Using the formula recommended by the National Animal Care and Control Association, ACC would need an additional three officers to be on duty an additional six hours a day, seven days a week. Using that same model, ACC is already two officers below recommended levels for current hours of operation.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R2	Recommends the Executive Director of SFACC provide the SFPD VDD Unit with RDP (remote desktop protocol) or VPN (virtual private network) access to Chameleon, one seat license and a login to Chameleon, by January 1, 2019.	Animal Care and Control	Has been implemented	ACC provided SFPD access to Chameleon more than a year ago. SFPD reports that its firewall prevents access to Chameleon and that the condition is unlikely to be remedied. As a result, SFPD will continue to call in for information or may come to the ACC squad room.	**	

(1) "\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R3	Recommends the Executive Director of SFACC publish on their website, for each of the most current five years, statistics about dog bites against humans in San Francisco, divided into categories based on whether the bites were provoked, and whether the biting dog was on a leash at the time of the bite. This to be implemented no later than July 1, 2019.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	ACC records this data from the bite reports, if it is available, but we do not believe it to be useful for formulating policy. For example, dogs who bite people when they are on their guardian's property are often off-leash, but this is what would be expected. The bite report was developed to obtain data for rabies prevention, not for behavior analysis.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R4	Recommends the Executive Director of SFACC publish on their website up-to-date information for all dogs that have been deemed Vicious and Dangerous by an authorized Hearing Officer and for which that status is still in effect. This information to include the residential address of the dog and/or its location on a map, the name of the dog, the breed of the dog, either a description or a photo of the dog, and the date of the most recent enforcement field visit by an ACO. This to be implemented no later than January 1, 2020.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	ACC could post this information on its website. However, we believe that public notice has already been served by the existing requirements of a special dog tag and the signage on the house. Posting this information on ACC's website seems to be an unwarranted invasion of privacy, disproportionate to the potential harm. If a resident has concerns about a particular dog, ACC is available to provide that information.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R5	Recommends the Executive Director of SFACC change the current practice of only teaching dog owners about the benefits of keeping their dog(s) on a leash, to include issuing a citation to those dog owners whose dogs are in violation of the city leash law, as provided in Health Code Sections 41.12(a) and 41.13. This to be implemented no later than January 1, 2019.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	ACC currently issues off leash citations if a dog is actively causing a problem or if the dog is so far away from the guardian that the officer has difficulty matching the dog with the guardian. Successfully implementing a more stringent level of enforcement would require public comment and support.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R6	Recommends the City Administrator instruct the VDD Hearing Officers that Ex Parte communications involving any issue in any case are not allowable outside the Hearing unless all parties to the Hearing are present. These instructions to be given as soon as practicable, and no later than January 1, 2019.	City Administrator	Has been implemented	The Office of the City Attorney already provides this instruction in its annual training for hearing officers. The hearing officer who violated this procedure is no longer actively hearing cases.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R7	Recommends the Executive Director of SFACC establish a data entry manual that includes standard procedures written for all Chameleon data entry, no later than July 1, 2019.	Animal Care and Control	Will be implemented	There is a manual for Chameleon, but the department would benefit from improved documentation. ACC is in the midst of making revisions to Chameleon and will update materials afterwards.	Recommendation Implemented	In November 2018, ACC improved the data entry for animal intake and outcomes within Chameleon. ACC created appropriate training materials to reflect the changes. ACC continues to update materials as changes are made to the application.
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R8	Recommends the Executive Director of SFACC establish data entry training and supervision over data entry procedures in Chameleon, to ensure accurate and uniform data entry, no later than July 1, 2019.	Animal Care and Control	Has been implemented	Staff are trained and supervised on data entry, and manuals will be updated. ACC audits and corrects shelter data monthly.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R9	Recommends the Executive Director of SFACC authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement the changes in Chameleon data entry setup which were recommended by the paid consultant, Dr. Delany; this work to be finished no later than July 1, 2019.	Department of Technology	Will be implemented	This finding and recommendation was meant to be directed to the General Services Agency - Information Technology division of the City Administrator's Office. ACC has been steadily implementing many of Dr. Delaney's recommendations. She made 29 recommendations; 7 have been completed, 13 are in progress, 7 have not been started and 2 will not be implemented.	Recommendation Implemented	In November 2018, ACC improved the data entry for animal intake and outcomes within Chameleon. ACC created appropriate training materials to reflect the changes. ACC continues to update materials as changes are made to the application.
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R9	Recommends the Executive Director of SFACC authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement the changes in Chameleon data entry setup which were recommended by the paid consultant, Dr. Delany; this work to be finished no later than July 1, 2019.	Animal Care and Control	Will be implemented	ACC has been steadily implementing many of Dr. Delaney's recommendations. She made 29 recommendations; 7 have been completed, 13 are in progress, 7 have not been started and 2 will not be implemented.	Will Be Implemented in the Future	ACC continues to implement Dr. Delany's recommendations. She made 29 recommendations; 10 have been completed, 14 are in progress, 2 have not been started, and 3 will not be implemented.
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R10	Recommends the Executive Director of SFACC request Friends of SFACC to fund a study by a qualified expert of Chameleon data entry for the Field activity division, and to authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement those changes in Chameleon that will improve data entry accuracy and integrity. This work to be concluded no later than January 1, 2021.	Department of Technology	Will not be implemented because it is not warranted or reasonable	This finding and recommendation was meant to be directed to the General Services Agency - Information Technology division of the City Administrator's Office. There is not an accuracy problem in the data.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R10	Recommends the Executive Director of SFACC request Friends of SFACC to fund a study by a qualified expert of Chameleon data entry for the Field activity division, and to authorize and work with the Information Technology Director of San Francisco Department of Administrative Services to implement those changes in Chameleon that will improve data entry accuracy and integrity. This work to be concluded no later than January 1, 2021.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	There is not an accuracy problem in the data.	**	

(1) "\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R11	Recommends the Executive Director of SFACC study methods to increase compliance with dog license laws in San Francisco by at least 50% as measured by the number of active dog licenses as of December 31, 2017; the study to include but not limited to such options as lowering license fees across the board, adding some benefit(s) to dog owners for having dogs licensed, instituting a meaningful follow-up to the "final notice" automated dog license letters, and finding a better online interface for dog license applications, plus any other means that may occur to them. This study to be completed and submitted to the City Administrator no later than July 1, 2019.	Animal Care and Control	Will not be implemented because it is not warranted or reasonable	ACC has been actively exploring alternatives to the current on-line system. When current supplies of tags are exhausted, ACC will begin using a new tag which includes a 24-hour lost dog hotline and a QR code to assist in uniting pets and families faster.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R12	Recommends the San Francisco Chief of Police modify General Order 6.07 to bring it into compliance with local ordinances and with current practice. The General Order will also be modified to include the existence and function of the SFPD Vicious and Dangerous Dog Unit. These changes, either incorporated into the existing General Order or into a new superseding General Order, to be presented to the Police Commission for approval no later than April 1, 2019.	Police Department	Will be implemented	<p>The General Order is being revised to meet today's and future standards for the members of the San Francisco Police Department in handling dog bite reports, dog barking complaints, and dog related incidents such as encountering vicious and dangerous dogs. The function and duties of the Vicious and Dangerous Dog Unit will also be addressed. The San Francisco Police Department released Department Bulletin 18-123 to cover the needed changes to further protect public safety until the new San Francisco Police Department General Order is finalized.</p> <p>The San Francisco Police Department will work with Animal Care and Control and members of the Commission of Animal Welfare to develop the best General Order possible. The presentation and review schedule of SFPD DGOs to the Police Commission is set by that body; currently this DGO is scheduled for review in 2022. SFPD will not meet the CGJ deadline of April 2019.</p>	Will Be Implemented in the Future	SFPD was unable to implement by the Civil Grand Jury's deadline of April 1, 2019. The presentation and review schedule of SFPD DGOs to the Police Commission is set by that body; currently this DGO is scheduled for review in 2022. However, the department will consider the Civil Grand Jury's recommended revisions at the time of DGO update.
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R13	Recommends the City Administrator's Office and the San Francisco Chief of Police agree on a Memorandum of Understanding (MoU) specifying that San Francisco Police Department will continue to be in charge of the enumerated clerical and ministerial function for the Hearing Officers of the Vicious and Dangerous Dogs Hearings. This MoU to be completed by July 1, 2019.	City Administrator	Will not be implemented because it is not warranted or reasonable	The City Administrator's Office, Police Department, and Department of Public Health will establish policies, procedures, and agreements as needed to enumerate each department's responsibilities related to vicious and dangerous dogs.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R13	Recommends the City Administrator's Office and the San Francisco Chief of Police agree on a Memorandum of Understanding (MoU) specifying that San Francisco Police Department will continue to be in charge of the enumerated clerical and ministerial function for the Hearing Officers of the Vicious and Dangerous Dogs Hearings. This MoU to be completed by July 1, 2019.	Police Department	Will not be implemented because it is not warranted or reasonable	The City Administrator's Office, Police Department, and Department of Public Health will establish policies, procedures, and agreements as needed to enumerate each department's responsibilities related to vicious and dangerous dogs.	**	
2017-18	Our Lovable Pets: Dogs and Public Safety in San Francisco	R14	Recommends the San Francisco City Administrator instruct Hearing Officers for the Vicious and Dangerous Dogs Hearings that it is their responsibility, pursuant to SF Health Code sections 42.3(C)(i) and (ii), to find a dog either Vicious or Dangerous or not Vicious and Dangerous, and that holding such Decisions "in abeyance" is no longer an option. This instruction to be given no later than March 31, 2019.	City Administrator	Will not be implemented because it is not warranted or reasonable	Decision options available to hearing officers were reviewed and approved by the Office of the City Attorney. ACC will consult with the City Attorney's office to determine if revisions should be made.	**	

(1) "\*\*\*\*" Response not required: Recommendation has been fully implemented or abandoned.

C&J Year	Report Title	Rec Number	Recommendation	Response Required	Original 2017 Response	Original 2017 Response Text <i>(provided by C&amp;J)</i>	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R1	In order to ensure broader public access to the PS platform, and consistent with the practice of other leading cities, a clear link to the PS website should be placed on the SFG website homepage, the Office of the Mayor's homepage and the Board of Supervisor's homepage by January 1, 2018.	Board of Supervisors	The recommendation has been implemented	No. R1 has been implemented, as affirmed by the Mayor's Office in the response to the recommendation dated August 3, 2017.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R1	In order to ensure broader public access to the PS platform, and consistent with the practice of other leading cities, a clear link to the PS website should be placed on the SFG website homepage, the Office of the Mayor's homepage and the Board of Supervisor's homepage by January 1, 2018.	Mayor	The recommendation has been implemented	A direct link to the Scorecard website is linked to the homepage of the Mayor's website (sfmayor.org) as well the Controller's website (http://sfgov.org/scorecards/)	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R1.2	That by the end of 2018, the Retirement Board produce an annual report for the public showing each component of the debt owed by the City to the Retirement System, including the full history of each component and descriptions of all calculations.	Retirement Board	The recommendation has been implemented	The Retirement System provides extensive reports detailing financial, actuarial and administrative matters, including a summary of their financial statements that are designed for a knowledgeable but non-expert audience, on an annual basis. These annual reports are available on the SFERS website and include audited financial statements and required supplementary information, an actuarial valuation, and a department annual report which consolidates the financial and actuarial information with detailed information on the administration of the Retirement System. The details of the breakout for each component of unfunded liability related to the City's retirement plan are contained in each annual actuarial valuation report. The Retirement System maintains at least five years of the SFERS annual actuarial valuation report on its website. Historical valuation reports beyond the years available on the website are available by request to the Retirement System. The Retirement System welcomes comments on specific ways to improve these various products to ensure their ability to be useful to a broad array of audiences interested in this complex topic.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.1	Consistent with other leading cities, beginning in 2018 the Mayor should present an annual SFG Performance report that concisely communicates SFG performance and progress to the public; the public transmission of which should consist of:  i. Hosting a public press conference, the first of which would occur not later than January 31, 2019, announcing the SFG's annual performance. ii. Posting the SFG Performance report, not later than January 31, 2019, on the Office of the Mayor's website homepage. iii. Submitting the SFG Performance report to the Board of Supervisors for comment. iv. Within 30 days of the Board of Supervisors response, the Controller's Office should update the PS website to reflect annual SFG performance, with comments from the Board of Supervisors and responses from the Office of the Mayor included online for the public's reference.	Board of Supervisors	The recommendation will not be implemented because it is not warranted or reasonable	The Mayor's Office and the Controller have taken a number of steps to communicate performance results to the public.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.1	Consistent with other leading cities, beginning in 2018 the Mayor should present an annual SFG Performance report that concisely communicates SFG performance and progress to the public; the public transmission of which should consist of:  i. Hosting a public press conference, the first of which would occur not later than January 31, 2019, announcing the SFG's annual performance. ii. Posting the SFG Performance report, not later than January 31, 2019, on the Office of the Mayor's website homepage. iii. Submitting the SFG Performance report to the Board of Supervisors for comment. iv. Within 30 days of the Board of Supervisors response, the Controller's Office should update the PS website to reflect annual SFG performance, with comments from the Board of Supervisors and responses from the Office of the Mayor included online for the public's reference.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Mayor and Board of Supervisors, and not to the Controller's Office. The Controller's Office will continue to develop and maintain citywide performance reporting in our program as mandated under the Charter. We also want to support accountability, public reporting and performance management desired and requested by the Mayor and Board of Supervisors, in their roles as elected policymakers responsible for overall governmental performance. We will work with them to publish materials and provide information for public hearings, in the form and process that they establish to promote transparency and accountability.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.1	Consistent with other leading cities, beginning in 2018 the Mayor should present an annual SFG Performance report that concisely communicates SFG performance and progress to the public; the public transmission of which should consist of:  i. Hosting a public press conference, the first of which would occur not later than January 31, 2019, announcing the SFG's annual performance. ii. Posting the SFG Performance report, not later than January 31, 2019, on the Office of the Mayor's website homepage. iii. Submitting the SFG Performance report to the Board of Supervisors for comment. iv. Within 30 days of the Board of Supervisors response, the Controller's Office should update the PS website to reflect annual SFG performance, with comments from the Board of Supervisors and responses from the Office of the Mayor included online for the public's reference.	Mayor	The recommendation will not be implemented because it is not warranted or reasonable	The Mayor's Office has taken a number of steps to communicate performance results to the public. The Mayor's Office proactively publishes performance Information by directly linking to the Performance Scorecard website on the Mayor's homepage. It is important to note that the City Charter gives the Controller authority to collect, manage, and report performance information. The Controller is mandated to report on performance information, and will continue to do annual reporting. However, the Mayor's Office will continue to augment reporting efforts, as appropriate.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.2	Commencing in 2018, the Controller's Office should prepare quarterly updates of the PS framework, inclusive of:  i. Submission of the quarterly update to the Board of Supervisor's GAO Committee and the Office of the Mayor, inviting comment. ii. Posting the quarterly update on the PS website homepage, with comments from the Board of Supervisors and Office of the Mayor included for public reference.	Board of Supervisors	The recommendation has not been, but will be, implemented in the future	The Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017; the Board will work on determining the correct reporting timeline for the performance indicators.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-004 was approved by the Board of Supervisors on January 23, 2018. It responded to R2.2 with the following text: "... Recommendation No. 2.2 will not be implemented, as it is not within the jurisdiction or purview of the Board of Supervisors."	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.2	Commencing in 2018, the Controller's Office should prepare quarterly updates of the PS framework, inclusive of:  i. Submission of the quarterly update to the Board of Supervisor's GAO Committee and the Office of the Mayor, inviting comment. ii. Posting the quarterly update on the PS website homepage, with comments from the Board of Supervisors and Office of the Mayor included for public reference.	Controller	The recommendation has not been, but will be, implemented in the future	Many of the governmental performance reporting mechanisms we have reviewed in other jurisdictions are annual or semi-annual in nature. A key benefit of the Performance Scorecard format is the regular updates to key performance information on a more frequent schedule, with the majority of measures updated either monthly or quarterly, for more real-time monitoring by interested parties. We concur, however, that periodic static reporting on trends is always valuable, and have produced an annual report summarizing trends over the year and overall progress towards adopted goals. As a means to enhance public access to this information, we will plan to prepare a mid-year report on trends and progress for scorecard measures, and will assess the relative benefit of shifting to a quarterly schedule following that change.	Will Be Implemented in the Future	In addition to our monthly reporting on the scorecard website and bi-annual reporting in the annual performance results report and Mayor's budget book, the Controller's Office has been testing several formats to provide a high-level overview of scorecard measure progress to targets and recent trends. We will finalize this new reporting format over the next several months and implement in early 2019.	Recommendation Implemented	Many of the performance measures on the Performance Scorecards website are updated monthly and performance measures for all departments are published twice a year, including in the Mayor's Budget Book used by the Mayor and Board of Supervisors to consider and approve the City's Budget. The Controller's Office is convening a new monthly performance meeting with the Mayor's Office to review monthly Performance Scorecard highlights and to have detailed discussions on selected performance areas. Should the Board of Supervisors express interest in an additional performance reporting structure, the Controller's Office will work with them to develop.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R2.2	Commencing in 2018, the Controller's Office should prepare quarterly updates of the PS framework, inclusive of:  i. Submission of the quarterly update to the Board of Supervisor's GAO Committee and the Office of the Mayor, inviting comment. ii. Posting the quarterly update on the PS website homepage, with comments from the Board of Supervisors and Office of the Mayor included for public reference.	Mayor	The recommendation has not been, but will be, implemented in the future	The Performance Scorecard website contains many measures which are updated on a regularly basis, including quarterly and monthly measures, and the Controller's Office prepares an annual report to discuss important performance trends from the past year. The measures are public-facing, and the Controller's Office receives feedback on an ongoing basis. The Mayor's Office and Controller's Office are always supportive of this feedback, and will continue making improvements based on that feedback. The Mayor's Office would also welcome additional periodic reporting from the Controller's Office.	Will Be Implemented in the Future	The Controller's Office continues to publish periodic updates on the scorecard website and bi-annual reporting on performance results through the Mayor's Budget Book and through an annual performance report. The Mayor's Office will continue to work closely with the Controller's Office as new reporting formats are implemented.	Recommendation Implemented	The Controller's Office updates many of the performance measures on the Performance Scorecards website monthly and performance measures for all departments are published twice a year, including in the Mayor's Budget Book used by the Mayor and Board of Supervisors to consider and approve the City's Budget. The Controller's Office is convening a new monthly performance meeting with the Mayor's Office to review monthly Performance Scorecard highlights and to have detailed discussions on selected performance areas. Should the Board of Supervisors express interest in an additional performance reporting structure, the Controller's Office will work with them to develop.

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Rec Number	Recommendation	Response Required	Original 2017 Response	Original 2017 Response Text <i>(provided by CGJ)</i>	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R3.1	In consultation with other SFG entities and community groups, the Office of the Controller should propose a narrowed set of PS indicators, likely not exceeding 30 total, by October 1, 2017; the Board of Supervisor's GAO Committee should be invited to comment on the revised indicators prior to submission to the Office of the Mayor for review and approval.	Board of Supervisors	The recommendation has not been, but will be, implemented in the future	The Government Oversight and Audit Committee will review the implementation within six months from June 5, 2017; The Board agrees with the recommendation in part, but would like to keep all the indicators and instead work with the Controller's office to develop a narrower set of indicators.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-004 was approved by the Board of Supervisors on January 23, 2018. It responded to R3.1 with the following text: "... Recommendation No. 3.1 will not be implemented, as it is not within the jurisdiction or purview of the Board of Supervisors."	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R3.1	In consultation with other SFG entities and community groups, the Office of the Controller should propose a narrowed set of PS indicators, likely not exceeding 30 total, by October 1, 2017; the Board of Supervisor's GAO Committee should be invited to comment on the revised indicators prior to submission to the Office of the Mayor for review and approval.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The Performance Scorecard project - focusing on fewer than 90 key performance metrics - is partially in response to the general observation that both current and past Grand Juries have made, and that the Controller's Office concurs with - that too many measures in publicly-facing reporting can make it difficult for policy makers or the public to understand what to focus on and what is truly important. The scorecards measures have been selected through a process that involves review of over 1,000 measures tracked and reported through our performance measurement program. However, San Francisco is a uniquely consolidated government, combining city, county, and many regional functions that in most other places are stand-alone governmental entities. Given this broad scope of services, the Performance Scorecards should report on performance across a larger number of services than the examples from other jurisdictions provided in the CGJ report. While some indicators are of great importance, some are included to provide educational information to the public and policymakers about the essential functions of government. We regularly review the relevance and importance of this new performance reporting tool and will continue to refine the selection and quantity of performance measures highlighted on the Performance Scorecards website, to eliminate less valuable indicators, while developing those of greater importance. We continue to seek and welcome input on the specific Performance Scorecard measures from the Mayor's Office, Board of Supervisors, and others, and will continue to solicit feedback on both appropriate scorecard measurements and goals.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R3.1	In consultation with other SFG entities and community groups, the Office of the Controller should propose a narrowed set of PS indicators, likely not exceeding 30 total, by October 1, 2017; the Board of Supervisor's GAO Committee should be invited to comment on the revised indicators prior to submission to the Office of the Mayor for review and approval.	Mayor	The recommendation will not be implemented because it is not warranted or reasonable	The City currently tracks performance data for over 1,000 measures. The Performance Scorecard website represents a more focused set of measures that are the most relevant to the public and policymakers. In addition to focusing on these priority areas, the Performance Scorecard website is meant to present a multi- dimensional picture of City services and overall health and viability of the City itself. In order to do this, the Performance Scorecard includes a broad array of measures, some of which are meant to be simply educational and informative to both the public and policymakers. In collaboration with the Controller's Office, we regularly review the measures reported on the Performance Scorecard website to highlight those that are more important or most informative to the public or policymakers, while also representing the full scope of City services and overall viability. In past attempts to put a hard number, such as 30, on the development of indicators, the process inevitably produces resentment from many pockets of community and city workers who may have felt that Important Information gets left out. The Mayor prioritizes, and City staff values, that all City efforts are inclusive and considered through an equity lens. When developing indicators, the City balances this strong San Francisco value with the need for brevity. This is something the Mayor cares about deeply and is a constant balancing act.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R3.2	In consultation with other SFG entities and community groups, the Controller's Office should evaluate, no later than July 1, 2018, the feasibility of including district level reporting on some or all indicators and posting this information within the online PS platform, enabling citizens to understand progress in their neighborhoods.	Controller	The recommendation has not been, but will be, implemented in the future	There is some geographic reporting available in the a limited number of the scorecard measures, and links to other geospatial analyses we perform are embedded within the measure pages. We concur that the inclusion of additional geographic variance reporting for key measures will add value to the site, and will explore feasibility of expanding such reporting in the coming fiscal year, as recommended.	Will Be Implemented in the Future	The Controller's Office is continuing to identify geographic data to accompany the citywide results of our scorecard measures. However, data are not often available at this level. We have identified a number of measures where we can get an underlying and/or related data set to post additional details on specific scorecard pages.	Recommendation Implemented	The Performance Scorecards website includes geographic and operational level data for select measures. The Controller's Office recently launched two additional online performance dashboards with geographic data: district comparisons showing City Survey results, and the to show detailed performance data at the district and neighborhood level. Upcoming enhancements to geographic reporting include traffic fatalities and police response.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R4.1	The Mayor's Office should ensure that by January 1, 2018 every PS indicator has a linked goal, with all goals approved by the Mayor – these goals comprise the SFG's overarching annual operational plan.	Board of Supervisors	The recommendation has not been, but will be, implemented in the future	The Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-004 was approved by the Board of Supervisors on January 23, 2018. It responded to R4.1 with the following text: "... Recommendation No. 4.1 will not be implemented, as it is not within the jurisdiction or purview of the Board of Supervisors."	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R4.1	The Mayor's Office should ensure that by January 1, 2018 every PS indicator has a linked goal, with all goals approved by the Mayor – these goals comprise the SFG's overarching annual operational plan.	Mayor	The recommendation will be, implemented in the future	This work has been planned for months and is now underway. January 1, 2018 is an ambitious goal given that the Mayor values inclusion and consensus building, and working with 50 departments (whose goals are often a reflection of community engagement practices) will likely require timely and focused deep dives into their data systems and then back to the community if we do not currently have the right inputs. The Mayor's Office is very enthusiastic about this work and the goal is to get it right, setting the right precedent for building strategic plans moving forward.	Recommendation Implemented	The Mayor's Office has worked closely with the Controller's Office to ensure that departmental performance measures are linked to appropriate goals. The Mayor's FY 2018-19 and FY 2019-20 budget submission updated the strategic goals for all city departments and aligned performance measures to meet those updated goals.	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R4.2	The Controller's Office should ensure that by January 1, 2018 the PS framework includes comparative performance figures against prior year goals alongside the current year goal and progress, so citizens can understand the trend of SFG progress.	Controller	The recommendation has not been, but will be, implemented in the future	The addition of trend data and indicators are features for the site which are under development. We intend to complete this work in the year ahead.	Recommendation Implemented	The Controller's Office has added trend indicators (up or down arrows) to the scorecard pages for each measure to clearly show recent trends. In addition, each measure page provides recent year performance summary information.	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R5	The Controller's Office should identify the top 3-5 rankings/indices relevant to each scorecard, and add these to the PS framework by January 1, 2018.	Controller	The recommendation requires further analysis	Concurrent with the development of the Performance Scorecard program, we have revised our approach to annual benchmark reporting, and now have a broad and comprehensive benchmarking report that, for key measures such as street conditions, includes review of scorecard measures versus other jurisdictions. We anticipate increasing the linkages between these two related projects, where possible and valuable, and will continue to do so in the coming fiscal year and beyond. The specific use of 3-5 jurisdictional comparisons and completion by the specific date recommended are not feasible or advisable, from our perspective.	Will Not Be Implemented: Not Warranted or Not Reasonable	After further research into best practices and considering the scope and size of San Francisco's service delivery, the Controller's Office has decided that creating a subset of measures for each scorecard is not warranted. We regularly review relevancy and number of measures per scorecard and work closely with departments and the Mayor's Office to ensure the scorecards reflect high priority issues.	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R6	Beginning in fiscal year 2018, the revised PS framework should be formally incorporated into the SFG department strategic planning and budgeting process – in particular, the Office of the Mayor should require each department to:  i. Specify within their departmental strategic plans which initiatives directly support the SFG's PS goals most relevant to their operational mandate, and what improvement they project in achieving that goal. ii. Specify within their departmental budget submission how their budget request is directly supportive of improved SFG performance against the PS goals most relevant to their operational mandate.	Board of Supervisors	The recommendation has not been, but will be, implemented in the future	The Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-004 was approved by the Board of Supervisors on January 23, 2018. It responded to R6 with the following text: "... Recommendation No. R6 will not be implemented, as it is not within the jurisdiction or purview of the Board of Supervisors."	**	

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CGJ Year	Report Title	Rec Number	Recommendation	Response Required	Original 2017 Response	Original 2017 Response Text <i>(provided by CGJ)</i>	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R6	Beginning in fiscal year 2018, the revised PS framework should be formally incorporated into the SFG department strategic planning and budgeting process – in particular, the Office of the Mayor should require each department to:  i. Specify within their departmental strategic plans which initiatives directly support the SFG’s PS goals most relevant to their operational mandate, and what improvement they project in achieving that goal. ii. Specify within their departmental budget submission how their budget request is directly supportive of improved SFG performance against the PS goals most relevant to their operational mandate.	Mayor	The recommendation has not been, but will be, implemented in the future	This work has been planned and is currently under way. The Mayor’s Office is actively working with all departments to draft brief public- facing summaries of their more complex and detailed strategic plans. These summaries will include the alignment between individual department plans and the Mayor’s citywide vision. This work is being performed In tandem with Recommendation R.4.1 above, as it is not always clear to the public how the measures connect with strategy, which ultimately connects with the budget. The City has been and will continue to be committed to this endeavor. Strategy and performance must be made more accessible to a broader public.	Recommendation Implemented	The Mayor’s Office completed working with City departments to create public-facing summaries of departmental strategic plans, which can be found at: <a href="https://sfmayor.org/strategy-and-performance/strategic-planning-documents-index">https://sfmayor.org/strategy-and-performance/strategic-planning-documents-index</a> . Departmental strategic plans were incorporated into the Mayor’s FY 2018-19 and FY 2019-20 budget submission, highlighting how departmental goals support their operational mandate. The Mayor’s Office also worked with the Controller’s Office to revise departmental performance measures to align with updated strategic goals. These updated measures and goals were also part of the Mayor’s FY 2018-19 and FY 2019-20 budget submission and will continue to be tracked as part of the budget process going forward.	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.1	The Controller’s Office should update, by January 1, 2018, the current housing affordability indicators based on recommendations from the Director of the Mayor’s Office of Housing and Community Development, and submit the revisions to the Office of the Mayor for review and approval.	Controller	The recommendation has not been, but will be, implemented in the future	Our office concurs that improved housing production and affordability measures are needed, and has been working with appropriate departments to develop them. We intend to complete this work on the recommended timeline.	Will Be Implemented in the Future	While much progress has been made in identifying and aligning data sources, the Controller’s Office is still working to validate data for reporting.	Will Be Implemented in the Future	The Controller’s Office has been working with the Mayor’s Director of Housing Delivery and select departments to help resolve data limitations to report on housing construction by type (including affordable housing). The Controller’s Office is looking into adding housing affordability metrics to the Economy scorecard and will also expand these metrics in the upcoming refresh of the demographics benchmarking dashboards on the Performance Scorecards website. We expect these changes will be implemented by June 2020.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.1	The Controller’s Office should update, by January 1, 2018, the current housing affordability indicators based on recommendations from the Director of the Mayor’s Office of Housing and Community Development, and submit the revisions to the Office of the Mayor for review and approval.	Mayor	The recommendation has not been, but will be, implemented in the future	The Mayor’s Office and Controller’s Office are currently working with the Mayor’s Office of Housing and Community Development, and other related City departments, to include updated housing measures on the Performance Scorecard website. We anticipate that these measures will be available to report on the Performance scorecard website by January 2018.	Will Be Implemented in the Future	While progress has been made toward developing these indicators, the Controller’s Office is working to validate the data for reporting. The Mayor’s Office will review the proposed indicators as they become available.	Will Be Implemented in the Future	The Controller’s Office has been working with the Mayor’s Director of Housing Delivery and select departments to resolve data limitations to report on housing construction by type, including affordable housing. The Controller’s Office is also looking into adding housing affordability metrics to the Economy scorecard and will also expand these metrics in the upcoming refresh of the demographics benchmarking dashboards on the Performance Scorecards website. The Controller’s Office expects these changes will be implemented by June 2020.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.2	The Controller’s Office should update, by January 1, 2018, the current homelessness indicators based on recommendations from the DSHS Director and the examples of other leading cities, and submit the revised indicators to the Office of the Mayor for review and approval.	Controller	The recommendation has not been, but will be, implemented in the future	Our office concurs that these measures should be augmented. Some operating indicators may become reliable in this timeframe and if so we will develop and publish those data. For client data, the Department of Homelessness and Supportive Housing is underway with a new case tracking system that will allow for reporting on client numbers and outcomes. Working with them we may be able to define and propose new measures by January 2018, however reliable data from the system will not be available until FY 2018-19.	Will Be Implemented in the Future	The Controller’s Office issued new homelessness benchmarking results on the scorecards website - <a href="https://sfgov.org/scorecards/benchmarking/homelessness">https://sfgov.org/scorecards/benchmarking/homelessness</a> - comparing San Francisco to peer cities in a wide variety of metrics. We also presented expanded performance information to the Board of Supervisors during the budget hearings in April 2018. We are currently working closely with the Department of Homelessness and Supportive Housing to expand reporting of homelessness metrics on the scorecards website. While we have made progress, significant data challenges still exist, which we are working through with the department.	Will Be Implemented in the Future	The Controller’s Office is continuing to work with HSH to improve the homelessness indicators on the Performance Scorecards website. Stakeholders are reviewing two new dashboards showing homelessness population and select operational metrics which will be published on the website once approved. We expected these changes will be implemented by June 2020.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.2	The Controller’s Office should update, by January 1, 2018, the current homelessness indicators based on recommendations from the DSHS Director and the examples of other leading cities, and submit the revised indicators to the Office of the Mayor for review and approval.	Mayor	The recommendation has not been, but will be, implemented in the future	The Mayor’s Office agrees that the current homelessness indicators should be expanded. The newly formed Department of Homelessness and Supportive Housing is currently engaged in developing performance measures. Once those measures are developed and have reliable baseline data, the Mayor’s Office would be amenable le to reviewing and approving those measures for inclusion on the Performance Scorecard website.	Will Be Implemented in the Future	The Controller’s Office issued new homelessness benchmarking results on the scorecards website, comparing San Francisco to peer cities in a wide variety of metrics. The Controller’s Office is continuing to work closely with the Department of Homelessness and Supportive Housing to expand reporting of homelessness metrics on the scorecards website, but significant data challenges still exist. The Mayor’s Office will review the proposed indicators as they become available.	Will Be Implemented in the Future	The Controller’s Office is continuing to work with HSH to improve the homelessness indicators on the Performance Scorecards website. Stakeholders are reviewing two new dashboards showing homelessness population and select operational metrics which will be published on the website once approved. The Controller’s Office expects these changes will be implemented by June 2020.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.3	The Controller’s Office should update, by January 1, 2018, the current crime/street safety indicators based on recommendations from the Chief of Police and the examples of other leading cities, and submit the revised indicators to the Office of the Mayor for review and approval.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The current public safety measures were chosen in consultation with the Police Department, the Department of Emergency Management and the Mayor’s Office when the Performance Scorecards were developed. Uniform Crime Measures for property and violent crime, and the various 911 response measures, are indicators used in every leading city. We have recently added measures of public opinion, including how safe people feel in their neighborhoods during the day and night. Should the SFPD, new chief or Mayor’s Office want to update these measures we will work with them but we don’t agree that changes in this group of measures is required at this time.	**		**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.3	The Controller’s Office should update, by January 1, 2018, the current crime/street safety indicators based on recommendations from the Chief of Police and the examples of other leading cities, and submit the revised indicators to the Office of the Mayor for review and approval.	Mayor	The recommendation has not been, but will be, implemented in the future	Currently, the Controller’s Office collects performance measures on 12 public safety-related measures from the Police Department. These measures, which are collected and reported by most law enforcement agencies, include response times to Priority A and B calls, violent and property crimes, and traffic/pedestrian safety indicators. The Police Department is currently engaged with an outside consultant to develop a strategic plan and outcome measures based on the recommendations included in the Department of Justice (DOJ) Community Oriented Policing report from October 2016. The Mayor’s Office will work with the Chief of Police and the Controller’s Office to ensure measures are informative to the community, and develop additional measures based on reform efforts. Appropriate measures will be included on the Performance Scorecard website to measure progress in implementing critical reforms from the DOJ report.	Will Be Implemented in the Future	The Controller’s Office continues to track and report public-safety measures that are reported on by other leading cities. The Police Department continues to work with an outside consultant to develop outcome measures based on the recommendations included in the Department of Justice Community Oriented Policing report from October 2016. The Mayor’s Office will continue to monitor that work, and will propose updated performance indicators as they become available.	Will Be Implemented in the Future	The Mayor’s Office will continue to work with the SFPD and monitor the revision of crime/safety indicators as they pertain to the implementation of DOJ recommendations. Additionally, the existing measures on property crime and violent crime and 911 response times are consistent with the Department of Justice’s Uniform Crime Reporting Program, which is a national standard of reporting of crime data. The City will continue to track according to this national standard. The SFPD is currently collaborating with the Office of the Controller to establish an appropriate measure and standard for 911 response times.
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R7.4	Consistent with Recommendation R4.1 (corrected from "P4"), the Office of the Mayor should ensure that, by January 1, 2018, each of the primary housing affordability, homelessness and crime indicators have associated goals.	Mayor	The recommendation has not been, but will be, implemented in the future	The Mayor’s Office is working with the Controller’s Office and City departments to develop appropriate targets or goals for all measures, where appropriate, and has regular quarterly meetings to discuss progress. As new or revised measures are developed around these areas, we will continue to assess the appropriateness of establishing targets.	Recommendation Implemented	The Mayor’s FY 2018-19 and FY 2019-20 budget submission updated the strategic goals for all city departments and aligned performance measures to meet those updated goals. The Mayor’s Office and the Controller’s Office will continue to work closely to ensure any new or revised measures have an associated target or goal.	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R8	In consultation with other SFG entities and community organizations, the Controller’s Office should ensure that, by January 1, 2018, one or more PS indicators are amended or added to ensure the SFG is tracking and reporting on the equitable distribution of government spending and services.	Board of Supervisors	The recommendation has not been, but will be, implemented in the future	The Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-004 was approved by the Board of Supervisors on January 23, 2018. It responded to R8 with the following text: "... Recommendation No. R8 will not be implemented, as it is not within the jurisdiction or purview of the Board of Supervisors."	**	
2016-17	Accelerating SF Government Performance. Taking Accountability and Transparency to the Next Level	R8	In consultation with other SFG entities and community organizations, the Controller’s Office should ensure that, by January 1, 2018, one or more PS indicators are amended or added to ensure the SFG is tracking and reporting on the equitable distribution of government spending and services.	Controller	The recommendation has not been, but will be, implemented in the future	We agree that the City has policy goals direct at addressing social, gender and racial equity and will work to include measures of these issues in future development efforts and on the recommended timeline.	Will Be Implemented in the Future	The Controller’s Office worked with the San Francisco Human Rights Commission and the Mayor’s Office in 2018 to conduct a survey of all City departments to understand public-facing equity related efforts across the City. The results and follow up work will help in the development of shared methods, resources, tools, and guidance for equitable service delivery and its measurement. Once these measures are ready, we will add to the scorecards website.	Will Be Implemented in the Future	The Controller’s Office is working with the new Office of Racial Equity to support the creation of the Citywide Racial Equity Framework which will include metrics to track the City’s progress on advancing racial equity. Once this framework is created, the Controller’s Office will add select equity metrics to the Performance Scorecards website. We expect these changes will be implemented in fiscal year 2020-21.

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R1	The Sheriff's Department should dedicate more time in the initial Deputy Training Course to the actual work deputies do inside the jail, rather than spending the majority of their training time on work as a police person on the street. They need training to more appropriately match their job descriptions inside. We suggest the Sheriff's Office implement this recommendation within a year (July 2018).	Sheriff's Department	The recommendation has been implemented	Entry-level deputy sheriffs have received extensive corrections-specific training for more than thirty years. Deputies are required to pass three training milestones before assuming full duty in the jails. They must pass a six-month POST-certified peace officer academy, which includes some corrections-specific topics; they must pass a four-week POST-certified jail operations course, called Core; and, they must pass a seven-week one-on-one on-site training during which they are paired with a Jail Training Officer and required to demonstrate expertise in more than 30 jail-specific skills. In addition, deputy sheriffs are required to pass annual Advanced Officer training that includes 24 hours of subjects mandated by POST, and additional topics chosen by the Sheriff. Most of this training is specific to corrections and also required by the State Board of Community Corrections (SBCC). Topics currently under consideration for future Advanced Officer training include Brain Development in Transitional Age Youth, Understanding Substance Abuse, Co-Occurring Disorders, and a Direct Supervision Refresher.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R10	We recommend that the Five Keys staff set up guidelines to measure the success of its charter school program in terms of recidivism, change of behavior, and success in re-entry for every participating inmates in the Five Keys program. We suggest this recommendation be implemented within the year (2017).	Sheriff's Department	The recommendation has been implemented	The Sheriff's Department supports Five Keys in measuring performance according to the metrics mandated by Five Keys' accreditation as a California public school, which is focused primarily on academic performance. Information about recidivism is always valuable, but it is difficult to acquire. There is no uniformity among jurisdictions and programs about what defines recidivism, and it is impossible to know the whereabouts of every individual who has taken classes or earned a diploma from Five Keys after they leave custody. It is also impossible to measure general concepts such as "change in behavior" and "success in re-entry" with any precision. The fact of not returning to custody is, on its own, a powerful indicator of success. Nevertheless, the Sheriff's Department and Five Keys continue to seek a system of measures beyond academic performance.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R11	By May 2018, the Sheriff's Department should create proper training for deputies / jail staff towards accepting transgender females as being a full part of the female population in the SF jail system, regardless of surgical status.	Sheriff's Department	The recommendation has been implemented	In Fiscal Year 2016-17, all deputies and program staff received a four-hour POST certified course in gender awareness. This year, we are implementing a training on appropriate strip search protocols and have changed the Field Arrest Booking Card to record preferred gender identity, name, pronouns and gender of the deputy who will perform any required searches.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R12	By June 2018, the Sheriff's Department should create proper disciplinary actions for Sheriff's deputies / jail staff who refuse to accept transgender females as female jail population members, including refusal to perform common jail search duties on transgender inmates in the SF jail system.	Sheriff's Department	The recommendation has been implemented	Disciplinary procedures are set forth in the San Francisco Charter, the Civil Service Rules, the Rules and Regulations of the Sheriff's Department, and the collective bargaining agreements between the City and the unions that represent the Sheriff's Department's sworn and non-sworn employees. Corrective action taken pursuant to violation of department policy, whether involving TGI policy or any other policy is consistent with these. Corrective action may include informal counseling, formal counseling or request for a formal reprimand, suspension or termination.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R13	By July 2018, the Sheriff's Department should rewrite the SF jail classification directives to classify transgender females part of the female population in the SF jail facilities. This language should look like this:  Transgender females are a part of the female population, and shall be accommodated and treated as such.  Transgender males are a part of the male population, and shall be accommodated and treated as such.	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation is not consistent with standards set forth in the federal Prison Rape Elimination Act (PREA), which recognizes that gender is not binary and therefore calls for transgender custodies to be offered the opportunity to state their preferences for name, pronouns, housing and the gender of the deputy sheriff who will perform searches. The assumption that all transgender females wish to be housed with cis women, and all transgender males wish to housed with cis men has been shown to be incorrect.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R14	By August 2018, the SF Sheriff's Department should move all transgender women to appropriately female housing in the SF jail system.	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation is not consistent with the standards set forth in the federal Prison Rape Elimination Act (PREA), which recognizes that gender is not binary, and therefore, calls for transgender women to be offered the opportunity to state their preference for housing. Furthermore, certain structural changes are necessary for the current cis women's housing to be compliant with PREA requirements for, among other things, shower privacy. Funding for these changes was included in a \$70 million jail renovation grant proposal that was rejected by the state Board of State and Community Corrections. We continue to work with the City to identify funding in order to modify areas of women's housing to allow transgender women who are if appropriate security classification to be housed with cis women if they so prefer.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R2	Deputies and the civilian staff should be required to take the two-day University of Cincinnati Core Correctional Practices training. The course involves learning the language and techniques for addressing inmates to motivate them, instead of creating resistance. It also includes education in direct supervision, which involves how to effectively manage a housing unit using cooperative strategies instead of divisive ones. We suggest the Sheriff's office implement this recommendation within the year(July 2018).	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	The Sheriff's Department was an early adopter of direct supervision. Since the late 1980's, direct supervision techniques have been employed in County Jails #2 and #5, which were designed specifically for direct supervision, as well as in County Jail #4, an obsolete linear-style jail. Deputy Sheriffs receive training in direct supervision in all stages of their training, detailed above.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R3	Instead of increasing the over-time budget for existing deputies, we recommend hiring more deputies. We suggest the Sheriff's Department evaluate the feasibility of hiring more deputies within the current budget year (2017- 2018), instead of continuing to pay over-time to overworked staff.	Sheriff's Department	The recommendation has been implemented	Since January 2016, through July 2017, the Sheriff's Department has hired 140 new sworn employees, but we also separated 84, mostly for retirement, for a net gain of 56. However we began at a deficit at close to 100.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R4	We recommend the Sheriff Department hire 8 more case managers for Five Keys to effectively carry out its mission to guide an inmate through her incarceration, assist in her successful re-entry, and keep track of their progress in the Five Keys system. We suggest beginning this hiring process within the next 12 months (July 2018).	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	Five Keys Schools and Programs is an independent non-profit organization, governed by its own Board of Directors and supported by state charter school funding and grants. The Sheriff has no authority over Five Keys' staffing decisions.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R5	This Committee strongly supports funding for renovated jail facilities, and recommends that the SF Sheriff's Department the California Board of Community Corrections to incorporate the Five Keys' proposal to develop a Women's Education Pod as a part of their building and redesign plans. We also recommend that the SF Sheriff's office report how this plan for a Women's Education Pod will be budgeted into their \$70 Million grant to the SF Board of Supervisors by July 2018.	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	The Sheriff's Department's proposal for a \$70 million grant to fund jail renovation was rejected by the Board of State and Community Corrections. However we continue to work on plans to create better housing for all our prisoners, including gender specific housing for women.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R6	Create an adequate housing design for maximum learning for female inmates, using the Five Keys Women's Educational Pod design, by August 2018.	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	Women prisoners are housed in two podular housing units within County Jail #2 where they have access to classrooms within their pods and in the Education Corridor. Since the rejection by the Board of State and Community Corrections, we have been working with the City's Capital Planning office to bring the living areas of County Jail #2 up to current BSCE standards. These improvements include an area for general population women's housing.	**		**	

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2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R7	The Sheriff's Department will focus on facilitating abbreviated, intensive courses to fit an inmate's time limitations by working with the Five Keys school administration.	Sheriff's Department	The recommendation has been implemented	The Five Keys Schools and Programs curriculum has, for more than ten years, been based on short, intensive courses which maximize a prisoner's ability to complete courses during their time in custody. In addition to Five Keys' many community sites, which enable students to continue progress toward their high school diplomas after release from jail, the school has refurbished a surplus Muni bus as a complete classroom and learning environment that travels to areas of the City where gang activity is known to hinder participation at the community sites. Students may enroll, take classes, obtain referrals to social services and avail themselves of the school library on the bus.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R8	The Sheriff's Department should facilitate more technical classes for both high school and college studies, as a part of their overall educational programs.	Sheriff's Department	The recommendation will not be implemented because it is not warranted or reasonable	The Sheriff's Department agrees with this recommendation, and works closely with Five Keys Schools and Programs to make coding classes and computer access available to as many prisoners as possible, however, course offerings are the responsibility of Five Keys Schools and Programs. The Sheriff's Department is beginning work on a collaboration with Five Keys and the Mayor's Office of Workforce Development to bring union training into the jail facilities.	**		**	
2016-17	Educational Parity In Custody (EPIC) Report: Ensuring Equality of Women's Education in the SF Jail System	R9	We recommend that the Sheriff's Department work with Five Keys staff set up guidelines to measure the success of its charter school program in terms of recidivism, change of behavior, and success in re-entry for every participating inmates in the Five Keys program. We suggest this recommendation be implemented within the year (2017).	Sheriff's Department	The recommendation has been implemented	The Sheriff's Department supports Five Keys in measuring performance according to the metrics mandated by Five Keys' accreditation as a California public school, which is focused primarily on academic performance. Information about recidivism is always valuable, but it is difficult to acquire. There is no uniformity among jurisdictions and programs about what defines recidivism, and it is impossible to know the whereabouts of every individual who has taken classes or earned a diploma from Five Keys after they leave custody. It is also impossible to measure general concepts such as "change in behavior" and "success in re-entry" with any precision. The fact of not returning to custody is, on its own, a powerful indicator of success. Nevertheless, the Sheriff's Department and Five Keys continue to seek a system of measures beyond academic performance.	**		**	
2016-17	Planning to Make our Parks Even Better	R3.1	The Mayor should require Rec & Parks, at least annually, to review and, as needed, update its Strategic, Operational, and Capital Plans.	Mayor	The recommendation has been implemented	As part of the Financial Year (FY) 2017-18 and 2018-19 budget process, the Recreation and Parks Department (RPD) presented and received approval from the Recreation and Parks Commission on its Strategic, Operations, and Capital Plans. These documents then formed the basis for RPD's budget submission to the Mayor's office. The Mayor's office reviewed and collaborated with the department in implementing these strategic documents through the annual budget. This process will be repeated in future years.	**		**	
2016-17	Planning to Make our Parks Even Better	R3.2	The Board of Supervisors should hold a hearing, at least annually, on the progress Rec & Parks has made in reviewing and updating its Strategic, Operational and Capital Plans.	Board of Supervisors	The recommendation has been implemented	A hearing request has been introduced at the Board of Supervisors to review the progress of Recreation and Park's Strategic, Operational and Capital Plans (Board File No. 171072), and the Government Audit and Oversight Committee is currently coordinating with the Recreation and Park Department to schedule the hearing.	**		**	
2016-17	Planning to Make our Parks Even Better	R4.1	Rec & Parks should establish clearer linkages between the Strategic, Operational, and Capital Plans through greater cross-referencing.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future	The FY18 publications will be better cross-referenced with each other, and with the Citywide Mayor's Strategic Plan.	Recommendation Implemented	With the FY18-22 Strategic Plan Update, the subset of Operational Plan and Capital Expenditure Plan followed the same format, structure, and style to better link the sequence and content of reports. The FY19-23 Update and all future reports will do the same.	**	
2016-17	Planning to Make our Parks Even Better	R4.2	To further cement" the seamless nature of the Strategic, Operational, and Capital Plans, Rec & Parks should combine the three Plans into one document for placement on its website so that interested parties can view the Plans together and better understand their interconnectedness.	Recreation and Parks Department	The recommendation will not be implemented because it is not warranted or reasonable	The Charter clearly defines the content, schedule, and purpose of each of the three related, but distinct, planning documents. For future website posting, however, we will implement the recommendation by striving to present them as three parts of a whole, rather than chronological (as they are now).	**		**	
2016-17	Planning to Make our Parks Even Better	R5	Rec & Parks should include in the next version of its Capital Plan a report of all Rec & Parks planned capital investments. This report should be broken down by capital investment, timetable for completion, investment amount, maintenance vs. new acquisition, and Equity vs. Non-Equity Zones.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future	The FY18 Capital plan will include a list of all funded capital investments and the amount, and where possible, whether the site is Equity Zone.	Recommendation Implemented	FY19-20 Capital Expenditure Plan included list of all funded capital investments back to 2012 and indicates sites located within Equity Zones, and future plans will do the same.	**	
2016-17	Planning to Make our Parks Even Better	R6	By January 2018, the Recreation and Parks Commission should review and, as needed, update its Acquisition Policy.	Recreation and Parks Commission	The recommendation has not been, but will be, implemented in the future	The department has updated our acquisitions policy, and it was approved by the Commission and adopted in 2011. Our Acquisitions page <a href="http://sfrecpark.org/park-improvements/acquisitions-future-park-sites/">http://sfrecpark.org/park-improvements/acquisitions-future-park-sites/</a> and, our Policy is here: <a href="http://sfrecpark.org/wpcontent/uploads/Acquisition_Policy_2014.pdf">http://sfrecpark.org/wpcontent/uploads/Acquisition_Policy_2014.pdf</a> .	Recommendation Implemented	The Acquisition Policy was heard at the January 2018 commission meeting	**	
2016-17	Planning to Make our Parks Even Better	R7.1	Rec & Parks acquisition of the replacement system for the COMET system and a reassessment of the condition of park assets should be completed by the end of 2018.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future	The Lifecycle Project, now in it's second year, has completed needs analysis, planning, and scoping the project, identified a product/vendor, and currently in the purchasing phase.	Recommendation Implemented	The Lifecycle Project has now assessed 100% of sites in San Francisco and the data is now being used to inform and guide investments as well as repair and maintenance priorities.	**	
2016-17	Planning to Make our Parks Even Better	R7.2	Using the results of the updated condition assessment, Rec Parks should create an annual department-wide preventative maintenance plan that incorporates previous preventative maintenance projects and outlines prioritized future projects, allocated resources, and timelines for completion.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future	The Task Force is on track to purchase, evaluate assets, and analyze the results in 2018 as planning work for the 2019 bond proposal.	Recommendation Implemented	The Lifecycle Project has now assessed 100% of sites in San Francisco and the data is being used to inform and guide investments to be prioritized in the next parks bond.	**	
2016-17	Planning to Make our Parks Even Better	R8.1	Rec and Parks should consider outsourcing selected park maintenance needs as part of a preventative maintenance program.	Recreation and Parks Department	The recommendation will not be implemented because it is not warranted or reasonable	Civil Service rules and regulations strictly limit the department's capacity to consider outsourcing primary departmental functions.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R1.1	That the Mayor and Board of Supervisors fully disclose the financial details of any future retirement benefit increases or decreases to the public	Board of Supervisors	The recommendation has not been, but will be implemented	For any future retirement benefit increases or decreases, the Mayor and the Board of Supervisors shall provide information in lay-person terms that is available and easily accessible on the City's website and that clearly presents projected financials including unfunded liabilities; in addition, when there is a ballot initiative that addresses retirement benefits, the Voter Information Pamphlet shall include an introductory paragraph written by the Controller explaining in lay-person terms the assets, liabilities, projected financials, including unfunded liabilities, and health of the retirement system.	Recommendation Implemented	The trigger for future implementation of this recommendation is submittal to the voters of qualified Charter amendments which would increase or decrease retirement benefits for qualified employees. To date there have not been any new proposed Charter amendments submitted by the Board of Supervisors to the voters. Please see and consider the Board's 2017 response text to this recommendation.	**	

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2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R1.1	That the Mayor and Board of Supervisors fully disclose the financial details of any future retirement benefit increases or decreases to the public	Mayor	The recommendation has been implemented	<p>The financial impact of major changes that impact benefit structure are already fully disclosed to the voters via the ballot (see below). Day to day decisions taken by the Retirement Board are also already disclosed to the public. Board meetings are public; agendas and minutes are posted online. Any action taken by the board is publicly posted.</p> <p>All changes in SFERS benefit provisions must be approved by the City's voters. For items on the ballot we are required by charter to provide actuarial reports detailing the costs of the proposition, which are disclosed on the ballot. The Retirement System and the Controller's Office prepare extensive analyses of any pension-related measure placed on the ballot. By necessity, these cost analyses are brief written statements, with more detailed files maintained and available for inspection by members of the public interested in exploring the issues in more depth.</p>	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R1.1	That the Mayor and Board of Supervisors fully disclose the financial details of any future retirement benefit increases or decreases to the public	Retirement Board	The recommendation has been implemented	The Retirement Board will continue its long-standing practice for any and all future City ordinances or City Charter amendments that impact retirement benefits. The Retirement Board's consulting actuary will prepare and present a cost-effect report to the Board of Supervisors, as required under the City Charter. Each report will be prepared in accordance with industry standards and practices, using the best available demographic information and economic information at the time, as well as the long-term demographic and economic assumptions adopted by the Retirement Board. The report is intended to assist the Board of Supervisors and/or the City's voters, by providing an expert's projection of the overall cost and increase in liability for each proposition. These reports accurately measure the cost/effect impact of the proposition at the time they are prepared. Certainly, the cost or change in liability may differ, in the future, due to changes in fund investment performance (e.g. 2007-08 Global Financial Crisis), changes in economic and demographic assumptions, and changes in plan provisions which are beyond the Retirement Board's control.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R1.2	That by the end of 2018, the Retirement Board produce an annual report for the public showing each component of the debt owed by the City to the Retirement System, including the full history of each component and descriptions of all calculations.	Board of Supervisors	The recommendation has not been, but will be implemented	The 2017 Retirement System's annual report shall include information about the Retirement System's projected finances, including unfunded liabilities.	Recommendation Implemented	The Retirement System's 2017 annual report was transmitted on March 14, 2018, and is now posted on the SFERS website.	**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R1.2	That by the end of 2018, the Retirement Board produce an annual report for the public showing each component of the debt owed by the City to the Retirement System, including the full history of each component and descriptions of all calculations.	Mayor	The recommendation has been implemented	The Retirement System provides extensive reports detailing financial, actuarial and administrative matters on an annual basis. These annual reports include audited financial statements and required supplementary information, an actuarial valuation, and a department annual report which consolidates the financial and actuarial information with detailed information on the administration of the Retirement System. The details of the breakout for each component of unfunded liability related to the City's retirement plan are contained in the annual actuarial valuation report. There is a description of the calculation method in the appendix of the report. The Retirement System maintains five years of the SFERS annual actuarial valuation report on its website. Historical valuation reports beyond the five years available on the website are available by request to the Retirement System.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.1	That the Board of Supervisors establish a permanent Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers, and present it to the voters in a proposition by 2018. All options for reducing pension liabilities must be considered, including a hybrid Defined Benefit / Defined Contribution plan. The details of the committee are: 1. Name: Retirement System Oversight Committee 2. Purpose a. Develop a comprehensive, long-term solution for the Retirement System's unfunded liabilities that is fair to both employees, retirees, and taxpayers, and present it to voters in a proposition by the end of 2018. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan. b. Inform and educate the public concerning the finances of the Retirement System. c. As needed, develop solutions to future problems the Retirement System encounters and, if necessary, present them to voters in a proposition. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan. d. The Committee shall provide oversight to ensure that: (1) actions taken by the Retirement System are in the best interest of the residents of San Francisco; (2) all propositions that modify the Retirement System are adequately described to voters in the Voter Information Pamphlet. e. In furtherance of its purpose, the committee may engage in any of the following activities: i. Inquire into the actions of the Retirement System by reviewing reports, analyses, financial statements, actuarial reports, or other materials related to the Retirement System. ii. Holding public meetings to review the effect on San Francisco residents of actions taken by the Retirement System. 3. Public Meetings a. The Board of Supervisors shall provide the committee with any necessary technical assistance and shall provide administrative assistance in furtherance of its purpose and sufficient resources to publicize the conclusions of the committee. b. All committee proceedings shall be subject to the California Public Records Act (Section 6254, et seq., of the Government Code of the State of California) and the City's Sunshine Ordinance (Chapter 67 of this Code). The committee shall issue regular reports on the results of its activities. A report shall be issued at least once a year. Minutes of the proceedings of the committee and all documents received and reports issued shall be a matter of public record and be made available on the Board's website.	Board of Supervisors	The recommendation will not be implemented because it is not warranted or reasonable	The Mayor and Board of Supervisors have oversight over the Retirement System and review financials and projections regularly, including during the annual City budget process.	**		**	
			4. Membership a. Two-thirds of the members will be Public members and one-third will be Representative members. b. Public members. i. Public members must be voters. ii. Public members cannot be members of the Retirement System. iii. Each Supervisor will appoint a single Public member. iv. The Mayor will appoint all other Public members. v. Public members can only be removed for cause.vi. Public members shall be experienced in life insurance, actuarial science, employee pension planning, investment portfolio management, labor negotiations, accounting, mathematics, statistics, economics, or finance. vii. Public members will receive no compensation. viii. Four-year term, staggered so that one-fourth of the Public members' terms expire each year. ix. No more than two consecutive terms. c. Representative members i. Mayor's Office representative. ii. Board of Supervisors' representative. iii. Controller's Office representative. iv. Human Resources Department representative. v. Safety Unions' representative. vi. Miscellaneous Unions' representative. 5. Committee Costs a. The Board of Supervisors will decide how best to fund the Committee.						**	

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2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.1	<p>That the Board of Supervisors establish a permanent Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers, and present it to the voters in a proposition by 2018. All options for reducing pension liabilities must be considered, including a hybrid Defined Benefit / Defined Contribution plan. The details of the committee are:</p> <p>1. Name: Retirement System Oversight Committee</p> <p>2. Purpose</p> <p>a. Develop a comprehensive, long-term solution for the Retirement System's unfunded liabilities that is fair to both employees, retirees, and taxpayers, and present it to voters in a proposition by the end of 2018. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan.</p> <p>b. Inform and educate the public concerning the finances of the Retirement System.</p> <p>c. As needed, develop solutions to future problems the Retirement System encounters and, if necessary, present them to voters in a proposition. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan.</p> <p>d. The Committee shall provide oversight to ensure that: (1) actions taken by the Retirement System are in the best interest of the residents of San Francisco; (2) all propositions that modify the Retirement System are adequately described to voters in the Voter Information Pamphlet.</p> <p>e. In furtherance of its purpose, the committee may engage in any of the following activities:</p> <p>i. Inquire into the actions of the Retirement System by reviewing reports, analyses, financial statements, actuarial reports, or other materials related to the Retirement System.</p> <p>ii. Holding public meetings to review the effect on San Francisco residents of actions taken by the Retirement System.</p> <p>3. Public Meetings</p> <p>a. The Board of Supervisors shall provide the committee with any necessary technical assistance and shall provide administrative assistance in furtherance of its purpose and sufficient resources to publicize the conclusions of the committee.</p> <p>b. All committee proceedings shall be subject to the California Public Records Act (Section 6254, et seq., of the Government Code of the State of California) and the City's Sunshine Ordinance (Chapter 67 of this Code). The committee shall issue regular reports on the results of its activities. A report shall be issued at least once a year. Minutes of the proceedings of the committee and all documents received and reports issued shall be a matter of public record and be made available on the Board's website.</p>	Controller	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Mayor and Board of Supervisors, and not the Controller's Office. In our role as financial advisor, the Controller's Office will support whatever efforts policymakers put in place to study the health of the Retirement Fund and to consider changes to manage future financial costs for the City. We note, however, that the City has rigorous ongoing practices built in to its financial management to review changes in the funded status of the Retirement Fund and their implications for the City's finances. Further, the Controller's Office has supported five different efforts in the last eight years to model financial and actuarial projections and make changes to pension benefits to better manage future costs. Many of these efforts have resulted in proposals moved forward by the Mayor and Board of Supervisors and ultimately adopted by City voters.	**		**	
			<p>4. Membership</p> <p>a. Two-thirds of the members will be Public members and one-third will be Representative members.</p> <p>b. Public members.</p> <p>i. Public members must be voters.</p> <p>ii. Public members cannot be members of the Retirement System.</p> <p>iii. Each Supervisor will appoint a single Public member.</p> <p>iv. The Mayor will appoint all other Public members.</p> <p>v. Public members can only be removed for cause.</p> <p>vi. Public members shall be experienced in life insurance, actuarial science, employee pension planning, investment portfolio management, labor negotiations, accounting, mathematics, statistics, economics, or finance.</p> <p>vii. Public members will receive no compensation.</p> <p>viii. Four-year term, staggered so that one-fourth of the Public members' terms expire each year.</p> <p>ix. No more than two consecutive terms.</p> <p>c. Representative members</p> <p>i. Mayor's Office representative.</p> <p>ii. Board of Supervisors' representative.</p> <p>iii. Controller's Office representative.</p> <p>iv. Human Resources Department representative.</p> <p>v. Safety Unions' representative.</p> <p>vi. Miscellaneous Unions' representative.</p> <p>5. Committee Costs</p> <p>a. The Board of Supervisors will decide how best to fund the Committee.</p>						**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.1	<p>That the Board of Supervisors establish a permanent Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers, and present it to the voters in a proposition by 2018. All options for reducing pension liabilities must be considered, including a hybrid Defined Benefit / Defined Contribution plan. The details of the committee are:</p> <p>1. Name: Retirement System Oversight Committee</p> <p>2. Purpose</p> <p>a. Develop a comprehensive, long-term solution for the Retirement System's unfunded liabilities that is fair to both employees, retirees, and taxpayers, and present it to voters in a proposition by the end of 2018. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan.</p> <p>b. Inform and educate the public concerning the finances of the Retirement System.</p> <p>c. As needed, develop solutions to future problems the Retirement System encounters and, if necessary, present them to voters in a proposition. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan.</p> <p>d. The Committee shall provide oversight to ensure that: (1) actions taken by the Retirement System are in the best interest of the residents of San Francisco; (2) all propositions that modify the Retirement System are adequately described to voters in the Voter Information Pamphlet.</p> <p>e. In furtherance of its purpose, the committee may engage in any of the following activities:</p> <p>i. Inquire into the actions of the Retirement System by reviewing reports, analyses, financial statements, actuarial reports, or other materials related to the Retirement System.</p> <p>ii. Holding public meetings to review the effect on San Francisco residents of actions taken by the Retirement System.</p> <p>3. Public Meetings</p> <p>a. The Board of Supervisors shall provide the committee with any necessary technical assistance and shall provide administrative assistance in furtherance of its purpose and sufficient resources to publicize the conclusions of the committee.</p> <p>b. All committee proceedings shall be subject to the California Public Records Act (Section 6254, et seq., of the Government Code of the State of California) and the City's Sunshine Ordinance (Chapter 67 of this Code). The committee shall issue regular reports on the results of its activities. A report shall be issued at least once a year. Minutes of the proceedings of the committee and all documents received and reports issued shall be a matter of public record and be made available on the Board's website.</p>	Mayor	The recommendation will not be implemented because it is not warranted or reasonable	The City already has a Retirement Board which functions as oversight to the Retirement System, and the Mayor's Office has no authority to establish or empanel a new Board committee. Mayor Lee worked to pass major pension reform legislation in 2011 and the City's long term pension obligations would be much worse if it was not for these measures. Lastly, the City closely monitors pension costs in our long range financial planning- through the 5 year financial planning process, deficit projections as well as through the 2 year budget process, which are developed by the Mayor's Office in collaboration with the Controller's Office and the Board of Supervisors. We closely monitor the impact of our pension obligations on our long term deficit and will continue to seek to reduce projected deficits over time.	**		**	

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2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.1	That the Board of Supervisors establish a permanent Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers, and present it to the voters in a proposition by 2018. All options for reducing pension liabilities must be considered, including a hybrid Defined Benefit / Defined Contribution plan. The details of the committee are: 1. Name: Retirement System Oversight Committee 2. Purpose a. Develop a comprehensive, long-term solution for the Retirement System's unfunded liabilities that is fair to both employees, retirees, and taxpayers, and present it to voters in a proposition by the end of 2018. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan. b. Inform and educate the public concerning the finances of the Retirement System. c. As needed, develop solutions to future problems the Retirement System encounters and, if necessary, present them to voters in a proposition. All options should be on the table, including a Hybrid Defined Benefit / Defined Contribution plan. d. The Committee shall provide oversight to ensure that: (1) actions taken by the Retirement System are in the best interest of the residents of San Francisco; (2) all propositions that modify the Retirement System are adequately described to voters in the Voter Information Pamphlet. e. In furtherance of its purpose, the committee may engage in any of the following activities: i. Inquire into the actions of the Retirement System by reviewing reports, analyses, financial statements, actuarial reports, or other materials related to the Retirement System. ii. Holding public meetings to review the effect on San Francisco residents of actions taken by the Retirement System. 3. Public Meetings a. The Board of Supervisors shall provide the committee with any necessary technical assistance and shall provide administrative assistance in furtherance of its purpose and sufficient resources to publicize the conclusions of the committee. b. All committee proceedings shall be subject to the California Public Records Act (Section 6254, et seq., of the Government Code of the State of California) and the City's Sunshine Ordinance (Chapter 67 of this Code). The committee shall issue regular reports on the results of its activities. A report shall be issued at least once a year. Minutes of the proceedings of the committee and all documents received and reports issued shall be a matter of public record and be made available on the Board's website.	Retirement Board	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Board of Supervisors and not the Retirement Board.  Note: These considerations already have and do occur. For example, in 2011, the Mayor, the Board of Supervisors, other City officials, employee groups, and members of the public worked to pass Proposition C. Now, under Proposition C, employees pay more out of each and every paycheck into the SFERS Trust, which has reduced the City's contribution rate, as a percentage of payroll. This has reduced the City's pension liability over the long term. On an annual basis, the City's leadership reviews pension costs, contribution rates, and their financial impacts in the City budget process and in other settings. On a regular basis, SFERS provides the City with detailed information, funding and contribution projections and stress testing results from the Retirement Board's actuarial consultant, and any other requested information related to the pension liabilities and employer contributions as part of the City's overall financial planning process. All changes in SFERS benefit provisions must be approved by the City's voters. The Retirement Board cannot approve changes in SFERS benefit provisions.	**		**	
			4. Membership a. Two-thirds of the members will be Public members and one-third will be Representative members. b. Public members. i. Public members must be voters. ii. Public members cannot be members of the Retirement System. iii. Each Supervisor will appoint a single Public member. iv. The Mayor will appoint all other Public members. v. Public members can only be removed for cause.vi. Public members shall be experienced in life insurance, actuarial science, employee pension planning, investment portfolio management, labor negotiations, accounting, mathematics, statistics, economics, or finance. vii. Public members will receive no compensation. viii. Four-year term, staggered so that one-fourth of the Public members' terms expire each year. ix. No more than two consecutive terms. c. Representative members i. Mayor's Office representative. ii. Board of Supervisors' representative. iii. Controller's Office representative. iv. Human Resources Department representative. v. Safety Unions' representative. vi. Miscellaneous Unions' representative. 5. Committee Costs a. The Board of Supervisors will decide how best to fund the Committee.						**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.2	That by the end of 2018, the Mayor and Board of Supervisors submit a Charter amendment proposition to the voters to add three additional public members who are not Retirement System members to the Retirement Board.	Board of Supervisors	The recommendation requires further analysis	Board of Supervisors needs to investigate the consequences of adding members to the Retirement Board, and will report back to the Civil Grand Jury by December 16, 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	Motion No. M18-005 was approved by the Board of Supervisors on January 23, 2018. It responded to R2.2 with the following text: "... Recommendation No. R2.2 will not be implemented, because it is not warranted or reasonable; the Board of Supervisors may consider alteration of the composition of the Retirement Board in an alternative manner."	**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.2	That by the end of 2018, the Mayor and Board of Supervisors submit a Charter amendment proposition to the voters to add three additional public members who are not Retirement System members to the Retirement Board.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Mayor and Board of Supervisors, and not the Controller's Office. In our role as financial advisor, the Controller's Office will support whatever efforts policymakers request to review governance questions regarding the Retirement Board. We note, however, that Retirement Board members are fiduciaries that have a duty to the system's participants and not to "watch out for the interests of the City and its residents." This broader responsibility falls on the Mayor, Board of Supervisors and other policymakers. Under the City Charter ultimately the voters of San Francisco determine benefit levels, unlike the majority of governments where retirement benefits levels are not subject to a vote of the people.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R2.2	That by the end of 2018, the Mayor and Board of Supervisors submit a Charter amendment proposition to the voters to add three additional public members who are not Retirement System members to the Retirement Board.	Mayor	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation is intended to add individuals to the retirement system board who are not beneficiaries of the trust fund, and who will therefore presumably act as guardians of the public interest. However, trustees are always obligated to act only in the fiduciary interests of the beneficiaries. Therefore, this recommendation would not accomplish its intended goals, and for that reason will not be pursued. The City closely monitors pension costs in our long range financial planning - through the 5 year financial planning process, deficit projections as well as through the 2 year budget process, which are developed by the Mayor's Office in collaboration with the Controller's Office and the Board of Supervisors. We closely monitor the impact of our pension obligations on our long term deficit and will continue to seek to reduce projected deficits over time. The Mayor will continue to consider any and all mechanisms within his purview to ensure fiscal sustainability.	**		**	

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2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.1	That the Elections Commission and the Department of Elections ensure that future Voter Information Pamphlets for Retirement System-related propositions provide voters with complete financial details.	Controller	The recommendation requires further analysis	Note: SFERS does not believe this recommendation will lead to the desired outcome of having representatives on the Retirement Board "to watch out for the interests of the City and its residents."	Will Be Implemented in the Future	The Controller's Office will continue to consider modifications to future costing statements provided in Voter Information Pamphlets on pension measures to summarize information most pertinent to the specific proposals placed before the voters.	Will Be Implemented in the Future	When a Retirement System-related ballot measure is placed on the ballot the Controller's Office will develop an overview for the Voter Information Packet that will outline, in simple language, the current financial state of the Retirement System, similar to the Debt Overview the Controller provides when a bond is on the ballot. We expect this change will be implemented when a pension-related ballot measure is next placed on the ballot.
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.1	That the Elections Commission and the Department of Elections ensure that future Voter Information Pamphlets for Retirement System-related propositions provide voters with complete financial details.	Department of Elections	The recommendation will not be implemented because it is not warranted or reasonable	The Department lacks the authority to ensure that future VIPS provide voters with complete financial details regarding Retirement System-related propositions. The Department of Elections does not determine the content of the Voter Information Pamphlet; that determination is made by ordinance, and those ordinances are included in the Municipal Elections Code. The Department's role is simply to format information and transmit it to the printer. If the City adopts an ordinance requiring the Department of Elections to include additional information regarding costs associated with retirement benefits in the Voter Information Pamphlet, the Department will do so.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.1	That the Elections Commission and the Department of Elections ensure that future Voter Information Pamphlets for Retirement System-related propositions provide voters with complete financial details.	Elections Commission	The recommendation will not be implemented because it is not warranted or reasonable	All members of the Retirement Board, regardless of who elected or appointed them to the Board, have a fiduciary duty to SFERS participants and their beneficiaries. In accordance with the California State Constitution, this duty takes precedence over any other duty or concern. Under the State Constitution, the Retirement Board is required to discharge its duties with respect to the SFERS Trust solely in the interest of, and for the exclusive purposes of providing benefits to SFERS participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system. Under trust law, the Retirement Board's duty to its participants and their beneficiaries takes precedence over any other duty, including any duty to the City or its residents.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.2	That by the end of 2018, the Controller's Office provide SF residents, employees, and retirees with a description of the City's Retirement System that enables them to make informed decisions about it.	Controller	The recommendation has been implemented	The Retirement System, the Controller's Office, and others already produce a wide array of public reports for various audiences on the financial health of the Retirement Fund and its implications for both beneficiaries and the City government. We have augmented this reporting in recent years with additional detailed analysis and discussion in the City's Five Year Financial Plan. We welcome specific suggestions to improve these products, but do not believe that an additional annual report will improve public knowledge of this topic. As discussed elsewhere, we are open to specific means of improving our ballot measure analysis, including the possibility of providing additional background information in the voter information pamphlet when pension measures are placed before the voters, similar to our discussion of debt financing when bond authorizations are on the ballot.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.2	That by the end of 2018, the Controller's Office provide SF residents, employees, and retirees with a description of the City's Retirement System that enables them to make informed decisions about it.	Department of Elections	The recommendation will not be implemented because it is not warranted or reasonable	The Department lacks the authority to require that the Controller's Office provide SF residents, employees, and retirees with a description of the City's Retirement System that enables them to make informed decisions about it. If an ordinance is adopted that requires additional content to be included in the Voter Information Pamphlet, the Department will comply with the ordinance.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R3.2	That by the end of 2018, the Controller's Office provide SF residents, employees, and retirees with a description of the City's Retirement System that enables them to make informed decisions about it.	Elections Commission	The recommendation will not be implemented because it is not warranted or reasonable	The Elections Commission will not implement this recommendation because the Commission lacks the authority to do what is requested.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R4.1	That by the end of 2018, the Retirement System develop and maintain a dataset based on the data in its actuarial and financial reports of the last 20 years, and make that dataset available to the public.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Retirement System and not the Controller's Office.	**		**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R4.1	That by the end of 2018, the Retirement System develop and maintain a dataset based on the data in its actuarial and financial reports of the last 20 years, and make that dataset available to the public.	Retirement Board	The recommendation will not be implemented because it is not warranted or reasonable	<p>The Retirement System produces various reports detailing financial, actuarial, and operational issues, including a summary of their financial statements that are designed for a knowledgeable but non-expert audience. The Retirement System provides extensive reports detailing financial, actuarial and administrative matters, available on the SFERS website, on an annual basis. These annual reports include audited financial statements and required supplementary information, an actuarial valuation, and a department annual report which consolidates the financial and actuarial information with detailed information on the administration of the Retirement System. The data used to produce these reports is available to the public to the extent it is not protected from disclosure by law.</p> <p>The Retirement System welcomes comments on specific ways to improve the public availability of data used in preparing the various reports to ensure their ability to be useful to a broad array of audiences interested in these complex topics.</p>	**		**	

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2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R4.2	That by the end of 2018, the Controller's Office develop and produce an annual Retirement System Report that clearly explains the current and projected status of the Retirement System and its effect on the City's budget.	Controller	The recommendation requires further analysis	The City's Five-Year Financial Plan includes clear discussion regarding the high-level financial status of the Retirement Fund and its implications for future City costs, including analysis of the effects of a downturn in investment returns that may occur in a recession. The City's Comprehensive Annual Financial Report also includes discussion of the health and funded status of the Retirement Fund. The Retirement System produces various reports detailing financial, actuarial, and operational issues, including a summary of their financial statements that are designed for a knowledgeable but non-expert audience. We welcome comments on specific ways to improve these products to ensure that they are useful to a broad array of audiences interested in this complex topic.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Controller's Office concurs that understanding and presenting the implications of the Retirement System for the City's budget is critical. We will continue to revise our presentation of this information in the City's Five Year Financial Plan, which we believe to be a more useful report to understand these implications than would be the case in a standalone annual report.	**	
2016-17	The SF Retirement System- Increasing Understanding & Adding Voter Oversight	R4.2	That by the end of 2018, the Controller's Office develop and produce an annual Retirement System Report that clearly explains the current and projected status of the Retirement System and its effect on the City's budget.	Retirement Board	The recommendation will not be implemented because it is not warranted or reasonable	This recommendation should be directed to the Controller's Office and not the Retirement Board.	**		**	

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2015-16	Auto Burglary in San Francisco	R.A.1. Ensure the Patrol Bureau Task Force has adequate resources, including investigators, a dedicated crime analyst, and necessary vehicles, equipment, and technology to expand surveillance and apprehension.	BOS	The recommendation has been implemented	SFPD evaluates staffing levels of all divisions within the department as part of its budget development process each year. Staffing evaluation includes additional staffing and investigators to PBTF. SFPD has met with vendors and is evaluating additional equipment and technology to enhance the operations of PBTF that could be requested in connection with future budget requests. SFPD plans to allocate crime analysts to the investigations division which includes PBTF in the next three months.	**	
2015-16	Auto Burglary in San Francisco	R.A.1. Ensure the Patrol Bureau Task Force has adequate resources, including investigators, a dedicated crime analyst, and necessary vehicles, equipment, and technology to expand surveillance and apprehension.	Mayor's Office of Public Policy and Finance SFPD Deputy Chief of Operations	The recommendation has been implemented	FPD evaluates staffing levels of all divisions within the department as part of its budget development process each year. Staffing evaluation includes additional staffing and investigators to PBTF. SFPD has met with vendors and is evaluating additional equipment and technology to enhance the operations of PBTF that could be requested in connection with future budget requests. SFPD plans to allocate crime analysts to the investigations division which includes PBTF in the next three months.	**	
2015-16	Auto Burglary in San Francisco	R.A.2. Expand the mission of the Crime Strategies Unit to meet the pressing need for regional intelligence about serial auto burglary. The intelligence should compare San Francisco arrest rates, sentencing outcomes, and recidivism rates to those of adjacent jurisdictions. The findings and recommendations should be collated into an annual report.	District Attorney	The recommendation has been partially implemented	The Crime Strategies Unit has initiated a number of operations to address the problem of auto burglary. Such operations have spanned across jurisdictions in the Bay Area and have incorporated local, state, and federal law enforcement efforts. The objective of said operations are to target serial auto burglars. To that end, regional intelligence collection on serial auto burglary is an ongoing endeavor and focus of the Crime Strategies Unit. However, an annual comparison report of arrest rates, sentencing outcomes, and recidivism rates between San Francisco and its adjacent jurisdictions is an unreasonable task for the Crime Strategies Unit. Though the unit has greatly enhanced its ability to analyze and assess regional police incident data through the acquisition of LEAP Network and partnership with the Northern California Regional Intelligence Center (NCRIC), prosecution data from adjacent jurisdictions is required to prepare a comprehensive and relevant report. The San Francisco District Attorney's Office conducts monthly audits and review of internal prosecution data, culminating in the monthly DASat Report. It is unknown whether neighboring jurisdictions have the same data capabilities or capacity to contribute to a regional comparison report.	Will Be Implemented in the Future	While the Crime Strategies Unit continues to review and analyze internal data, accessing data from other jurisdictions remains a challenge. Our participation in regional data agreements such as LEAP and NICRIC continue, however neither data set does the full analysis done by our Crime Strategies unit. We will continue to work with our neighboring jurisdictions to enable an "apple to apple" comparison of our statistics.
2015-16	Auto Burglary in San Francisco	R.A.3. Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.	Chief of Police	The recommendation has been implemented	SFPD collaborates with the FBI on federal charges. Currently, there are no federal laws that allow for the bringing of federal charges specifically for auto burglaries. SFPD is evaluating and discussing with the FBI federal charges for other violent crimes that have a correlation to the same suspects committing auto burglaries.	**	
2015-16	Auto Burglary in San Francisco	R.A.3. Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.	District Attorney	This recommendation will not be implemented	Although federal criminal jurisdiction extends to a variety of motor vehicle theft related activities, the receipt, possession, sale, or disposition of a motor vehicle or property must cross a state or United States boundary after being stolen. Auto theft and auto burglary cases committed in San Francisco are predominantly local offenses that usually have little connection to interstate commerce and therefore fall outside the jurisdiction of the federal government.	**	
2015-16	Auto Burglary in San Francisco	R.A.4. Develop policies and procedures to determine when it is appropriate to bundle incidences and arrest a suspect who has been witnessed doing multiple break-ins while under surveillance.	SFPD Deputy Chief of Operations	This recommendation will not be implemented	Current SFPD policy on the apprehension of non-violent felons is a factor in making arrests for individuals who commit auto burglaries, and SFPD weighs options with the safety of the public in mind. SFPD presents multiple cases to the DA for individuals committing multiple auto burglaries (i.e. bundling). SFPD and the District Attorney collaborate when feasible to bundle cases.	**	
2015-16	Auto Burglary in San Francisco	R.A.5. Create a plan to deploy a fully-resourced serial crimes investigative unit. The unit's mission would be to apprehend members of criminal gangs involved in robberies, burglaries, thefts, and larcenies. Staffing should include a captain, a lieutenant, several sergeants, and an appropriate number of officers.	Chief of Police	The recommendation has been implemented	SFPD has a serial crime investigative unit that tracks many serial criminals. In addition, SFPD evaluates staffing levels of all units to add additional investigators and officers as staffing levels within the department increase. SFPD currently has a captain that oversees lieutenants and investigators within the individual investigative units.	**	
2015-16	Auto Burglary in San Francisco	R.B.1 Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)	District Attorney	The recommendation has been implemented	In the summer of 2015, the Crime Strategies Unit initiated the Security Camera Interactive Map project. The goal of the program is to deter crime and promote public safety through collaboration between the San Francisco District Attorney's Office and the community. The map is an interactive database of known security cameras in the city of San Francisco. Information such as: location, point of contact, camera specifications, storage type, views captures, and retention length are documented and stored on the database for access by prosecutors and police officers. The San Francisco District Attorney's Office has also published a registration form on its website for members of the public to register their security cameras. The benefits of this program has proven to be two fold in that a) it enhances the ability for ADAs, SFPD, and DA Investigators to quickly respond to and preserve video after an auto burglary incident has occurred; b) it allows the Crime Strategies Unit to collaborate with the community to identify security camera gaps in relation to identified auto burglary hot spots.	**	
2015-16	Auto Burglary in San Francisco	R.B.1 Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)	SFPD Deputy Chief of Operations	The recommendation has been implemented	SFPD's district station captains ensure that supervisors, including investigative lieutenants and sergeants, review reports for accuracy and completeness during their daily shifts. Any required deficiencies identified by the ADA are corrected. Training is provided to officers when warranted. The commanding officer of the Investigations Division meets at least monthly with senior management at the District Attorney's office to discuss case presentation and deficiencies and provides feedback to district station personnel. The investigations division also holds frequent meetings with investigators and has integrated the District Attorney's office at the meetings for feedback, training, and discussion of cases and crimes.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Auto Burglary in San Francisco	R.B.2. Require captains of district stations to: (i) keep track of common areas of deficiency for arrest reports and Evidence Packets (deficiencies as identified by the reviewing ADA for auto crime); and (ii) convey the information to the police Training and Education Division to aid in developing curriculum.	SFPD Deputy Chief of Operations	The recommendation has been implemented	SFPD's district station captains ensure that supervisors, including investigative lieutenants and sergeants, review reports for accuracy and completeness during their daily shifts. Any required deficiencies identified by the ADA are corrected. Training is provided to officers when warranted. The commanding officer of the Investigations Division meets at least monthly with senior management at the District Attorney's office to discuss case presentation and deficiencies and provides feedback to district station personnel. The investigations division also holds frequent meetings with investigators and has integrated the District Attorney's office at the meetings for feedback, training, and discussion of cases and crimes.	**	
2015-16	Auto Burglary in San Francisco	R.B.3 Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.	District Attorney	This recommendation has been implemented and will be further expanded	The San Francisco District Attorney's Office has and will continue to contribute to SFPD training from cadet through advanced officer training. The District Attorney's Office provides evidence training at the Police Academy – specifically addressing auto burglary and the collection and preservation of evidence in auto burglary cases during POST LD 17. The training includes but is not limited to: addressing issues relating to tourist victims and witnesses, "nest" and other video recording devices that are not easily seen from the street, photographing all recovered property, photographing and seizing all clothing in on-viewed cases, booking cell phones as evidence rather than property, calling cell phones from the officers department issued phone to confirm authorized possessor, emphasizing complete and recorded statements when victims/witnesses do not reside in San Francisco, and obtaining rental agreements/parking stubs/proof of payment. Crime Strategies ADAs and the Auto Crimes ADA will also continue to provide ongoing training and support to patrol and station investigators. Additionally, the Crime Strategies Unit has utilized an expansive peer-to-peer learning network with criminal justice agencies from across the nation to explore innovative means of addressing crime problems such as auto burglary. In July of 2016, members of the Crime Strategies Unit including an ADA and an analyst conducted a site visit at King County, Washington to learn about strategic initiatives that may be applied to the auto burglary problem in San Francisco. King County faced a rising trend in motor vehicle thefts beginning in the early 2000s, but was able to reduce their numbers dramatically in just a few short years through a collaborative effort between prosecutors, analysts, and various law enforcement agencies. The Crime Strategies Unit plans to share the best practices learned from King County with law enforcement partners with the aim of replicating the same reductions in auto burglary.	**	
2015-16	Auto Burglary in San Francisco	R.B.3 Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.	SFPD Deputy Chief of Operations	The recommendation has been implemented	SFPD currently has continuing professional development courses such as the plain clothes course that aids in evidence collection in burglary cases. During the basic POST course curriculum taken by all sworn members, there is a curriculum and instruction on collection of evidence at burglaries. Additionally, SFPD trains basic course cadets and continuing professional education for veteran members on the collection of evidence (fingerprints, etc.) at the scene of an auto burglary for forensic analysis.	**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	BOS	This recommendation has been implemented and will be further expanded	In the summer of 2015 the crime strategies unit initiated the security camera interactive map project.	**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	District Attorney	The recommendation has been implemented	The Crime Strategies Unit works closely with the SFPD's Patrol Bureau Task Force and incorporates all functions and elements of a serial crimes unit. ADAs in the unit work with their district stations and specialized police units to identify major cross-district crime drivers who often fit the classification of an organized career criminal. CSU ADAs will either keep the case for vertical prosecution or follow the case closely to ensure that the identified crime drivers of auto burglary are prosecuted appropriately.	**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for the District Attorney's Office will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The recommendation has already been implemented by the San Francisco District Attorney's Office. The District Attorney's Office formed a "Crime Strategies Unit" in 2014 that meets this criteria. CSU is a multi-disciplinary team of ADAs, analysts and investigators that uses a data-driven approach to resourcefully address chronic crime within neighborhoods. They work with their assigned district stations and specialized police units to identify major cross-district crime drivers who often fit the classification of an organized career criminal.
2015-16	Auto Burglary in San Francisco	R.C.2. Adopt data-driven risk assessments for use by the ADA in charging and encourage its criminal justice partners to consider a defendant's risk scores in decision-making throughout the adjudication process. This includes arraignment and sentencing negotiations.	District Attorney	NO RESPONSE		Recommendation Implemented	This recommendation has been partially implemented.  Risk assessments have been implemented to assess pretrial risk for re-offense and to assist with sentencing planning. Our sentencing planners use risk assessment scores in numerous areas to address specific risks, needs and vulnerabilities of the individual defendants. Further, a risk assessment tool will soon be implemented by Adult Probation specifically for domestic violence cases.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Auto Burglary in San Francisco	R.C.3. Expand the Crime Strategies Unit's mission to include the monitoring of factors affecting the prosecution of criminal street gangs operating in adjacent counties. The work product of the unit should include a database of indicators such as population densities, crime rates, arrest rates, and normalized sentencing outcomes for auto burglary and other property crimes.	District Attorney	The recommendation has been partially implemented	The Crime Strategies Unit has initiated operations partnering with law enforcement agencies in adjacent counties to target criminal street gangs. Information collected pertaining to criminal street gangs operating in adjacent counties will be restricted to an operational level of analysis. It is infeasible for the Crime Strategies Unit to maintain a macro level database of indicators concerning adjacent counties because we do not have ongoing access to detailed information from SFPD or any adjacent county to facilitate the data analysis suggested.	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation will not be implemented without cooperation from outside agencies.  The Crime Strategies Unit successfully partnered with the California Highway Patrol, Daly City Police Department, San Francisco Police Department and Bureau of Alcohol, Tobacco and Firearms and Explosives (ATF) to target criminal street gangs involved in auto burglaries, weapons trafficking and narcotics in San Francisco, Alameda and San Mateo counties. The operation netted over 120 arrests and resulted in both state and federal prosecutions. These multi-jurisdictional operations may have high yield but require data sharing of gang activity that most, including San Francisco Police Department are often reluctant to share with us because of the confidential nature of the information. Creating and maintaining a database as recommended by the Civil Grand Jury is not feasible at this time since most if not all jurisdictions are unwilling to place this information in a shared database.
2015-16	Auto Burglary in San Francisco	R.C.4. The DA should require the Crime Strategies Unit to prepare an annual comparative analysis to be reviewed by the Sentencing Commission at a quarterly meeting.	District Attorney	The recommendation will be implemented	Contingent upon the successful acquisition of Crime Data Warehouse from SFPD. SFPD is solely in control of the Crime Data Warehouse. Absent a complete data set, any annual report would be incomplete and inaccurate. The DA's Office is currently in discussions with SFPD to obtain access to the Crime Data Warehouse. The DA's office is hopeful that access will be granted by December 2016.	Will Be Implemented in the Future	While SFPD has allowed for some access to Crime Data Warehouse (CDW), we continue to negotiate with the SFPD for full, unfettered access to CDW. Until we have full access to CDW, any annual report would be incomplete.
2015-16	Auto Burglary in San Francisco	R.D.1. Ensure the annual report graphically shows totals of the auto burglary incidents as separate from "larceny/theft.	Chief of Police	The recommendation has not been, but will be, implemented in the future	SFPD can categorize incidents separately and will do so in the next annual report for FY 2016-2017.	Recommendation Implemented	The Departments Comp Stat graph separates Auto Burglaries from Larceny/Theft and are now shown as a separate item.
2015-16	Auto Burglary in San Francisco	R.D.2. Present to the Board of Supervisors statistics on changes in total auto burglary incidents as well as other parameters such as "crime trends," "arrest rates," and "population at risk rates," as described in the United States Department of Justice's "Crime Statistics for Decision Making." The presentation should describe how the crime indicators inform the future direction of policing.	Chief of Police	The recommendation requires further analysis	SFPD will review this need and our ability to provide these statistics to the Board of Supervisors. The department is working on improving its data collection consistent with best practices in 21st century policing. SFPD will report on its progress in six months.	Recommendation Implemented	SFPD has implemented a robust data integration and reporting platform. Called Crime Data Warehouse Business Intelligence, this new tool allows us to report statistics, trends, and data relationships for all data entered electronically into our Crime Data Warehouse. Specifically, we are now reporting weekly auto burglary incidents and whether they have risen or fallen. We also report crime trends for part one crime weekly, monthly, and yearly in a completely automated manner. Finally, we have used our Business Intelligence tool to create a new dashboard for populations at risk – called our CIT dashboard.
2015-16	Auto Burglary in San Francisco	R.D.3. Modify the online incident report to include a required field for the victim to self-identify as "tourist," "visitor," or "resident." The data can be used to analyze demographics of victims.	Chief of Police	The recommendation requires further analysis	While it might be informative to include "Visitor/Tourist" selection in SFPD Incident Reports, implementation will be complicated by victims choosing not to select the appropriate "Visitor/Tourist" designation. SFPD wants to ensure accurate or complete incident reporting. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender.	Will Not Be Implemented: Not Warranted or Not Reasonable	The current reporting system 311 (Cop Logic) does not have the capability to separate out between Tourist/Visitor/Resident, etc. Additionally, since the reportee is responsible for self identifying as a resident/tourist the accuracy of the information can not be validated.
2015-16	Auto Burglary in San Francisco	R.D.4. Require the Crime Strategies Unit to prepare a comparative analysis of serial property crimes, arrest rates, and normalized sentencing outcomes for organized criminal gangs in San Francisco and adjacent counties.	District Attorney	This recommendation will not be implemented	It is unknown whether neighboring jurisdictions have the same data capabilities or capacity to contribute to a regional comparison report. (See R.A.2)	**	
2015-16	Auto Burglary in San Francisco	R.D.5. Require the District Attorney to present to the GAO the comparative analysis (R.D.4) and annual report (R.C.3.) of the crime strategies unit, including significant findings and recommendations.	GAO	has been and will continue to be implemented	The Board of Supervisors reports that Recommendation No. R.D.5 has been and will continue to be implemented as evidence of the comprehensive presentation of the District Attorney's Office at the September 1, 2016, Government Audit and Oversight Committee	**	
2015-16	Auto Burglary in San Francisco	R.E.1. Develop web-pages on the SFPD website containing information about crime advisories, crime prevention, safety resources, and services that SFPD offers.	Chief of Police SFPD Deputy Chief of Administration	The recommendation has been implemented	SFPD does have resources and information that it provides to the public on these areas, including: SFPD's web site, SFPD's district station captain's newsletter, and district captain and community meetings. SFPD also partners with SFSafe to provide public information and crime tips to the community. The information and link to SFSafe is available on the department's web site.	**	
2015-16	Auto Burglary in San Francisco	R.E.2. b. Department of Public Works: Incorporate principles of crime prevention through environmental design into the ongoing maintenance and management of city property and open spaces;	DPW	The recommendation has been implemented	San Francisco Public Works incorporates principles of crime prevention in design, ongoing maintenance, and management of City property and public spaces. It is the responsibility of every division and employee to strive to create and maintain safe, clean, green and sustainable public spaces. Public Works ensures adherence to principles of crime prevention by establishing annual performance plans at the beginning of each fiscal year and appraising performance near the end of each fiscal year. In project design and maintenance, staff have a holistic process that includes considering public safety (including visibility and lines of sight, landscape architecture, lighting (in conjunction with PUC)), and accessibility to emergency services.	**	
2015-16	Auto Burglary in San Francisco	R.E.2. c. Chief of Police: Collaborate with DPW and Planning to identify areas associated with auto burglary and other crimes for attention;	Chief of Police	The recommendation has been implemented	SFPD has ongoing discussions with various city agencies such as the Department of Public Works (DPW) and the Recreation and Parks Department (RPD) related to improvements to deter criminal activity. Examples include the implementation of warning signage around tourist hot spots and high crime areas that have been implemented and will continue.	**	

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2015-16	Auto Burglary in San Francisco	R.E.2. d. Planning Department: Include crime prevention through environmental design as part of the permitting process for government, commercial, retail, multi-residential, and mixed-use development.	Planning Department	The recommendation has been implemented	Many of the Planning Department's plans, policies, and urban design guidelines incorporate and reinforce commonly accepted safety by design principles by promoting "eyes on the street". Activating street frontages helps people survey and protect their streets and neighborhoods. In addition to the Planning Code requiring active uses at the ground floors of most new buildings, (which also specifies a minimum amount of transparency for commercial uses), the Planning Department routinely applies the Ground Floor Residential Design Guidelines to ensure residential ground floor units are designed to have direct engagement with the street. Bay windows, balconies, and front entry stoops are all building design elements routinely promoted by the design review in the Planning Department to provide active frontages, surveillance of the streets, adequate lighting, clear sightlines, and secured areas when not visible. These elements are all considered in the Planning Department's review of development. From the General Plan, to the Planning Code, to our design guidelines; these strategies are valued.	**	
2015-16	Auto Burglary in San Francisco	R.E.2.a. Mayor: Direct and coordinate inter-departmental efforts;	Mayor	The recommendation has been implemented	The City, including the Mayor's Office and City departments, works collaboratively to improve crime prevention and deterrence. For example, the Public Safety Cluster consists of SFPD, Department of Public Health, Adult Probation Department, Juvenile Probation Department, Department of Children, Youth, and their Families, Parks and Recreation Department, San Francisco Unified School District, District Attorney's Office, Department on the Status of Women, Department of Child Support Services, Mayor's Office of Housing, and Department of Public Works. It aligns existing strategies with new opportunities that directly impact and reduce street violence. Additionally, the Street Violence Response Team convenes the Mayor's Office, SFPD, Department of Public Health, District Attorney's Office, and the San Francisco Unified School District to address the violence prevention and enforcement needs of San Francisco.	**	
2015-16	Auto Burglary in San Francisco	R.E.3.a. Mayor and Mayor's Office on Public Policy and Finance: Authorize and Fund the office of Civic Engagement and Immigrant Affairs to expand the Community Ambassadors Program	Mayor Mayor's Office of Public Policy and Finance City Administrator	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for the Office of Civic Engagement and Immigrant Affairs will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	For FY 2017-18 and FY 2018-19, the Mayor's Office and Board of Supervisors authorized a budget restructure with ongoing increases for the Office of Civic Engagement and Immigrant Affairs to expand the Community Ambassadors Program.
2015-16	Auto Burglary in San Francisco	R.E.3.b. Office of Civic Engagement and Immigrant Affairs: Deploy Ambassador teams into high auto burglary neighborhoods to serve as a safe presence and a community resource. The program should include Golden Gate Park, Geary Blvd, Palace of Fine Arts, Fisherman's Wharf.	Office of Civic Engagement and Immigrant Affairs	The recommendation requires further analysis	The Community Ambassadors Program (CAP) provides multiracial, multilingual Ambassador teams that act as a visible safety presence, engage the public, and interact with residents, transit riders, merchants, law enforcement, transit, schools and community based organizations. Ambassador teams are assigned to several transit/merchant corridors and neighborhoods in Supervisorial Districts 3, 6, 9, and 10, including Mid-Market, Civic Center, Tenderloin, Chinatown, Mission, Bayview, Dogpatch, Portola, Potrero and Visitacion Valley. Expansion into neighborhoods will be analyzed for feasibility and funding availability by the Mayor's Office and Board of Supervisors.	Requires Further Analysis	Feasibility analysis and proposal sent to Mayor's Office and Board of Supervisors for consideration in FY16-17.  CAP is unable to expand at this time due to budgetary considerations. The current program is at maximum capacity and there is no budget for expansion.
2015-16	Auto Burglary in San Francisco	R.E.3.c. Office of Civic Engagement and Immigrant Affairs: deploy Ambassador events team into neighborhoods around special events such as street fairs, festivals, sporting events.	Office of Civic Engagement and Immigrant Affairs	The recommendation requires further analysis	Ambassador teams are currently assigned to several transit/merchant corridors and neighborhoods in Supervisorial Districts 3, 6, 9, and 10, including Mid-Market, Civic Center, Tenderloin, Chinatown, Mission, Bayview, Dogpatch, Portola, Potrero and Visitacion Valley. OCEIA will deploy Community Ambassador teams as feasible and expansion into neighborhoods will be analyzed for feasibility and funding availability by the Mayor's Office and Board of Supervisors.	Requires Further Analysis	Feasibility analysis and proposal sent to Mayor's Office and Board of Supervisors for consideration in FY16-17.  CAP is unable to expand at this time due to budgetary considerations. The current program is at maximum capacity and there is no budget for expansion.
2015-16	Auto Burglary in San Francisco	R.E.3.d. Board of Supervisors: Support funding to expand the Community Ambassador's Program.	BOS	The recommendation has been implemented	Relative to Community Benefit Districts this recommendation has been and will continue to be implemented and expanded.	**	
2015-16	Auto Burglary in San Francisco	R.E.4. In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under. 18 U.S.C. 875, Interstate Commerce and 18 U.S.C. 521, Criminal Street Gang Enhancement.	Chief of Police	The recommendation has been implemented	SFPD collaborates with the FBI on federal charges. Currently, there are no federal laws that allow for the bringing of federal charges specifically for auto burglaries. SFPD is evaluating and discussing with the FBI federal charges for other violent crimes that have a correlation to the same suspects committing auto burglaries.	**	

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2015-16	Auto Burglary in San Francisco	R.E.4. In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under. 18 U.S.C. 875, Interstate Commerce and 18 U.S.C. 521, Criminal Street Gang Enhancement.	District Attorney	The recommendation has been implemented	<p>The District Attorney's Office will continue collaborate with the United States Attorney's Office and other prosecutorial agencies whenever possible to coordinate the most effective prosecution. However, neither 18 U.S.C. §875 nor 18 U.S.C. §521 provide the United States Attorney's Office with tools to address auto theft or auto burglary in San Francisco. However, auto theft, auto burglary, and criminal street gang cases committed in San Francisco are predominantly local offenses that have no connection to interstate commerce and therefore fall outside the jurisdiction of the federal government. 18 U.S.C. §875, entitled Interstate Communications, is the crime of transmitting in interstate or foreign commerce any communication demanding ransom or reward for a kidnapped person or extorting money or value from threatening to kidnap a person, threatening to physically injure a person, threatening to injure a person's property, threatening to injure a person's reputation or threatening to accuse another person of a crime.</p> <p>18 U.S.C. §521, entitled Criminal Street Gangs, is a sentencing enhancement for criminal street gangs that have a primary purpose of committing or conspiring to commit a Federal controlled substance felony or a Federal violent felony and are engaged in a continuing series of these offenses affecting interstate of foreign commerce.</p> <p>For the reasons described above, neither 18 U.S.C. §875 nor 18 U.S.C. §521 provide the United States Attorney's Office with a regular avenue to prosecute auto crimes. On the rare occasion where an auto crime committed by a gang under the very specific circumstances that fall under these statutes or when stolen vehicles or property crosses state lines within the meanings of 18 U.S.C. §2312 and §2313, the District Attorney's Office will present the case to the United States Attorney's Office for consideration.</p>	**	
2015-16	Auto Burglary in San Francisco	R.F.1 Use the customary legislative process to pass resolution for a visitor and tourist protection and assistance program. The Mayor should introduce, support, fund and sign the resolution; The Mayor's Office of Legislative & Government Affairs should prepare resolution to be introduced; The BOS Public Safety Committee should review, vet and refine to recommend the resolution to the full board; BOS should vote to approve the resolution; The Mayor's Office of Public Policy and Finance should include the program in to the Budget; City Attorney should review the resolution for proper format. The visitor/tourist protection and assistance program resolution should contain the following clauses:1. Recognize tourists as valued and welcome guests to our city 2.Acknowledge vulnerabilities unique to visitors/tourists 3. Denounce the targeting and victimizing of visitors/tourists 4. Recognize the need for specialized services for visitors/tourist who have been victimized by crime. 5. Establish the program as a partnership between government and the visitor and tourism industry. 6.Designate and funds as public safety department to act as coordinating agency. 7. Authorize the agency to develop industry partnership. 8. Authorize the agency to issue a temporary replacement identification card, for victors and tourist who have had their identification stolen. 9. Instruct the police, sheriff and district attorney to pursue vigorous criminal prosecution. 10. Advise the district attorney to seek sentencing enhancement when it is appropriate. 11. Charge the chief of police and the district attorney to collaborate with the United States Attorney's Office, Northern Division of California, San Francisco, to refer appropriate cases to federal authorities for prosecution under interstate/international commerce law and/or Federal Criminal Street Gang Enhancements. 12. Include a visitor/tourist identification field on police Incident Reports to facilitate research and data gathering. 13. Require the coordinating agency to report annually to the Public Safety Committee of the BOS. The report should provide performance metrics about services offered and make recommendations to inform future policy related to crimes against visitors/tourists. [the clauses of this recommendation are paired with Findings F.E.1. – F. E. 7.]	City Attorney	did not submit a compliant response to the recommendation.	<p>The City Attorney's Office will review and, if appropriate, approve as to form any legislation creating a visitor and tourist protection and assistance program, and will otherwise assist the Mayor and the Board of Supervisors in preparing such legislation if requested.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>The City Attorney's Office does not have the authority to implement this recommendation. The City Attorney's Office provides legal advice to City offices upon request. If requested, the City Attorney's Office will review and, if appropriate, approve as to form any legislation creating a visitor and tourist protection and assistance program, and will, if so requested, otherwise assist the Mayor and the Board of Supervisors in preparing such legislation.</p>

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2015-16	Auto Burglary in San Francisco	R.F.1 Use the customary legislative process to pass resolution for a visitor and tourist protection and assistance program. The Mayor should introduce, support, fund and sign the resolution; The Mayor's Office of Legislative & Government Affairs should prepare resolution to be introduced; The BOS Public Safety Committee should review, vet and refine to recommend the resolution to the full board; BOS should vote to approve the resolution; The Mayor's Office of Public Policy and Finance should include the program in to the Budget; City Attorney should review the resolution for proper format. The visitor/tourist protection and assistance program resolution should contain the following clauses:1. Recognize tourists as valued and welcome guests to our city 2.Acknowledge vulnerabilities unique to visitors/tourists 3. Denounce the targeting and victimizing of visitors/tourists 4. Recognize the need for specialized services for visitors/tourist who have been victimized by crime. 5. Establish the program as a partnership between government and the visitor and tourism industry. 6.Designate and funds as public safety department to act as coordinating agency. 7. Authorize the agency to develop industry partnership. 8. Authorize the agency to issue a temporary replacement identification card, for victors and tourist who have had their identification stolen. 9. Instruct the police, sheriff and district attorney to pursue vigorous criminal prosecution. 10. Advise the district attorney to seek sentencing enhancement when it is appropriate. 11. Charge the chief of police and the district attorney to collaborate with the United States Attorney's Office, Northern Division of California, San Francisco, to refer appropriate cases to federal authorities for prosecution under interstate/international commerce law and/or Federal Criminal Street Gang Enhancements. 12. Include a visitor/tourist identification field on police Incident Reports to facilitate research and data gathering. 13. Require the coordinating agency to report annually to the Public Safety Committee of the BOS. The report should provide performance metrics about services offered and make recommendations to inform future policy related to crimes against visitors/tourists. [the clauses of this recommendation are paired with Findings F.E.1. – F. E. 7.]	Mayor Mayor's Office of Legislative & Government Affairs	The recommendation will not be implemented	While the Mayor's Office and City departments continually work collaboratively to improve crime prevention and deterrence, we cannot predict the timing or outcome of approvals by the legislative body. Nor can an agency of the City instruct the United States Attorney's Office and other federal and State agencies, as separate governmental bodies, to form coordinating agencies.  In the upcoming November 2016 election, San Franciscans will consider the creation of Neighborhood Crime Units that dedicates 3 percent of SFPD staff for response to crimes like auto break-ins and home burglaries and complements the City's reaching the charter mandate of 1,971 officers, which is expected by the end of 2017.	**	
2015-16	Auto Burglary in San Francisco	R.F.1 Use the customary legislative process to pass resolution for a visitor and tourist protection and assistance program. The Mayor should introduce, support, fund and sign the resolution; The Mayor's Office of Legislative & Government Affairs should prepare resolution to be introduced; The BOS Public Safety Committee should review, vet and refine to recommend the resolution to the full board; BOS should vote to approve the resolution; The Mayor's Office of Public Policy and Finance should include the program in to the Budget; City Attorney should review the resolution for proper format. The visitor/tourist protection and assistance program resolution should contain the following clauses:1. Recognize tourists as valued and welcome guests to our city 2.Acknowledge vulnerabilities unique to visitors/tourists 3. Denounce the targeting and victimizing of visitors/tourists 4. Recognize the need for specialized services for visitors/tourist who have been victimized by crime. 5. Establish the program as a partnership between government and the visitor and tourism industry. 6.Designate and funds as public safety department to act as coordinating agency. 7. Authorize the agency to develop industry partnership. 8. Authorize the agency to issue a temporary replacement identification card, for victors and tourist who have had their identification stolen. 9. Instruct the police, sheriff and district attorney to pursue vigorous criminal prosecution. 10. Advise the district attorney to seek sentencing enhancement when it is appropriate. 11. Charge the chief of police and the district attorney to collaborate with the United States Attorney's Office, Northern Division of California, San Francisco, to refer appropriate cases to federal authorities for prosecution under interstate/international commerce law and/or Federal Criminal Street Gang Enhancements. 12. Include a visitor/tourist identification field on police Incident Reports to facilitate research and data gathering. 13. Require the coordinating agency to report annually to the Public Safety Committee of the BOS. The report should provide performance metrics about services offered and make recommendations to inform future policy related to crimes against visitors/tourists. [the clauses of this recommendation are paired with Findings F.E.1. – F. E. 7.]	Public Safety Committee BOS	The recommendation will not be implemented	It is not necessary to use the legislative process necessarily to accomplish these goals for a tourist protection and assistance program.	**	
2015-16	Auto Burglary in San Francisco	R.F.2 The visitor's tab on the San Francisco Gov.org homepage should contain information to assist visitors/tourists who are in need of victims assistance and other kinds of support services.	Mayor Director of Department of Technology SFPD Deputy Chief of Administration	The recommendation has been implemented	The San Francisco homepage provides connections to City services and general services, including support services, through the visitor's tab and help tab. For example, visitors can find Police services by linking from the homepage to the 311 Services Director and the 311 Customer Service Center. Through the San Francisco's Digital Services Strategy, the City promotes the development of new digital services to help improve the customer experience and makes services more accessible. The comprehensive service redesign streamlines the customer service experience and makes all services accessible and easy to use for everyone, including visitors in need of victims' assistance and other kinds of support services. Currently, the City is in the process of hiring of a new Chief Digital Services Officer, a senior technology leader for this Citywide initiative.	**	
2015-16	Auto Burglary in San Francisco	R.F.3. Include visitor/tourist incident data as a search field on police incident report available though data.gov.org.	Director of Department of Technology	The recommendation requires further analysis	SFPD is considering the inclusion of "Visitor/Tourist" selection in SFPD Incident Reports to improve tracking and reporting of victims of crime. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender, and availability of demographic victim data may provide additional opportunities to improve proactive policing practices.	Will Not Be Implemented: Not Warranted or Not Reasonable	DT will not implement the recommendation because the structure of crime data reporting is under the jurisdiction of the San Francisco Police Department.

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Auto Burglary in San Francisco	R.F.3. Include visitor/tourist incident data as a search field on police incident report available though datasgov.org.	Mayor	The recommendation requires further analysis	SFPD is considering the inclusion of "Visitor/Tourist" selection in SFPD Incident Reports to improve tracking and reporting of victims of crime. Beginning June 2017, Assembly Bill 953 requires officers to begin to collect other victim demographic information such as race, ethnicity, age, and gender, and availability of demographic victim data may provide additional opportunities to improve proactive policing practices.	Requires Further Analysis	SFPD is still considering the inclusion of "Visitor/Tourist" selection in SFPD Incident Reports to improve tracking and reporting of victims of crime, however "visitor or tourist" status can be in flux.
2015-16	Drinking Water Safety in SF: A Reservoir of Good Practice	R.A.3. In the interest of transparency, all drinking water contaminants analyzed (analytes) that do not pose a public security issue should be disclosed in the SFPUC Water Quality Annual Report	SFPUC Water Enterprise	The recommendation has not been, but will be, implemented in the future	This recommendation will be implemented in the City of San Francisco Annual Water Quality Report beginning with next year's 2016 Water Quality Report. Staff will insert a list of the aforementioned analytes either as a link inside or a part of the San Francisco Water Quality Report.	Recommendation Implemented	The 2016 Annual Water Quality Report ( <a href="http://sfwater.org/index.aspx?page=634">http://sfwater.org/index.aspx?page=634</a> ) has a link on top of the "Water Quality Data for Year 2016" table that implemented this action item.
2015-16	Drinking Water Safety in SF: A Reservoir of Good Practice	R.A.4. SFPUC should create a water quality certification program for buildings, offering at least a dated, leadsafe seal/sticker on/near the fixture and visible to the consumer.	SFPUC Water Enterprise	The recommendation will not be implemented because it is not warranted or reasonable.	<p>This recommendation will not be implemented. The creation and regular implementation of an entirely new water quality certification program regarding lead would be extremely resource intensive. We appreciate the need to provide assurances to our customers about lead, we believe we achieve this goal in other ways - (i.e., customers can already request lead tests for a nominal fee of \$25).</p> <p>We already implement an extensive ongoing lead abatement program. We removed all known lead service lines from the City distribution system decades ago. We are systematically checking the small percentage of service connections that are of unknown composition. We also regularly check the transmission system for appropriate corrosion control and periodically check for actionable lead levels at taps throughout the City. Furthermore, our Annual Water Quality Reports consistently contain information about lead and how consumers can test their individual faucets.</p> <p>The SFPUC's lead program has been touted as an exemplary program for other water agencies to follow.</p>	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.1. DBI MIS should determine why CTS cannot generate a report with correct last routine inspection dates for each R-2 and correct the problem.	DBI MIS	The recommendation will not be implemented because it is not warranted or reasonable	DBI MIS is focused on replacement of Permit Tracking System (PPTS). DBI HIS already has methodology and process to identify and act upon R-2 data until the new PPTS is in place.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.10. If "Complaint Generated Routine" is not added as a Source option in CTS, then the Chief Housing Inspector should make opening a separate complaint number for the CG routine inspection and documenting "Routines" as the Source, a mandatory policy communicated to all HIS inspectors in writing.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS has already implemented this approach as part of the division's ongoing business practices.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.11. (a) The Chief Housing Inspector should adopt a policy requiring district inspectors to conduct complaint generated routine inspections whenever the R-2 has not had a routine inspection within the last five years. (b) The Chief Housing Inspector should adopt a policy that when district inspectors are "too busy" or for other reasons cannot conduct a CG routine inspection when the R-2 is due for one, the district inspector must notify their senior inspector in writing.	DBI Chief Housing Inspector	(a) Recommendation Implemented (b) Will Not Be Implemented: Not Warranted	(a) All available inspectors are currently performing health and safety "routine" inspections. (b) DBI HIS has already implemented this approach as part of the division's ongoing business practices. Inspectors are required to conduct routine inspections on every complaint inspection.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.12. The Chief Housing Inspector should direct HIS personnel to update the SOP to include the requirement that inspectors conduct a CG routine inspection while they are investigating a complaint at an R-2 every time the R-2 has not had a routine inspection within the last five years. And, if the inspector for some legitimate reason cannot do this, the inspector must so notify their senior inspector in writing.	DBI Chief Housing Inspector	Will Be Implemented in the Future	This is already the policy of the Housing Inspection Division pursuant to written directives (other than the SOP) transmitted to HIS staff. This recommendation will be implemented when the SOP is updated at the end of 2016	Recommendation Implemented	Recommendation implemented as of January 2017.  Per the Chief Housing Inspector, this recommendation has been implemented.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.13. The Chief Housing Inspector should adopt a policy that district inspectors research the date a last routine inspection was performed: either before going to that same R-2 to investigate a complaint or via CTS records that are available by smartphone on the DBI website.	DBI Chief Housing Inspector	The recommendation has been implemented	This is already the policy of the Housing Inspection Division pursuant to written directives (other than the SOP) transmitted to HIS staff. DBI HIS inspectors do research properties before they go out and conduct an inspection. Inspectors are required to conduct routine inspections on every complaint inspection	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.14. The Building Inspection Commission ("BIC") should penalize property owners who miss their inspection appointment without good cause--as determined by the BIC. The notice of penalty should be mailed to the property owner and posted on the building.	Building Inspection Commission	The recommendation has been implemented	The SF Building Code Chapter 1A provides a mechanism for DBI to bill the property owner through assessment of costs for additional time taken to secure property access	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.15. The Chief Housing Inspector should direct HIS personnel to complete the “no shows” information on the Excel spreadsheet that tracks results of their Focused Code enforcement for all the routine inspections conducted under Focused Code Enforcement and direct that all “no shows” are followed up on within two weeks.	DBI Chief Housing Inspector	The recommendation has been implemented	No shows are already captured within the current tracking system, and noted on the Complaint Data Sheet	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.16. The Chief Housing Inspector should adopt a policy that all “no shows” must be followed up on within two weeks by researching the property owner’s correct address or phone number and then, contacting the property owner for a scheduled routine inspection. This policy should be communicated to all inspectors in writing.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Warranted	DBI HIS already has a policy that requires follow-up on cases (on average within 30 days) where DBI has not obtained access to properties for purposes of inspection. DBI HIS does take additional steps to schedule subsequent inspections with property owners. The Department utilizes available property information to accomplish this.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.17. The Chief Housing Inspector should require that support staff verify contact information for the property owners and resend the inspection packet to the new address within two weeks from when the inspection packet was returned to HIS.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Reasonable	DBI has no source to update this information if the Tax Assessor information is in error or not up to date. The San Francisco Building Code Section 102A mandates that the source be the last annual tax roll.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.18. The Chief Housing Inspector should direct that the inspection cover letter indicate how nonEnglish speaking property owners can request inspection packets in languages other than English and that the inspection packet is made available in Chinese and Spanish.	DBI Chief Housing Inspector	Will Be Implemented in the Future	DBI has already started the process of updating documents, and these are available online with specific documents available in Spanish and Chinese. Mailed out packets will contain a notation of available translated copies upon request. Staff also offers bilingual assistance, upon request.	Recommendation Implemented	Recommendation implemented as of January 2017.  Per the Chief Housing Inspector, this recommendation has been implemented.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.19. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that all vital information is available at the top of the letter and the language changed so that it is easier to understand.	DBI Chief Housing Inspector	The recommendation has been implemented	The current inspection request package is a comprehensive product of direct customer feedback, and contains required language per Chapter 3 of the San Francisco Housing Code, and per advice from the City Attorney. DBI will continue to update this package based upon code requirements and customer needs.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.2. The Chief Housing Inspector should insist that the spreadsheet that tracks key statistics for routine inspections conducted as part of Focused Code Enforcement be updated to include all rounds of Focused Code Enforcement that have been completed to date.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS already uses spreadsheets that currently tracks each round of Focused Code Enforcement inspections and are updated regularly as part of HIS ongoing business practices.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.20. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that it explains that inspectors will be inspecting items on the Property Owner Maintenance List.	DBI Chief Housing Inspector	Will Be Implemented in the Future	The Property Owner Maintenance Checklist is not the list of the areas to be inspected. As the title indicates, this is informational material for all types of residential occupancies. The Checklist is in the current form because DBI customers have requested the Department consolidate all the information into one checklist. The areas subject to a site inspection are delineated within the content of the request letter, pursuant to the requirements of Chapter 3 of the San Francisco Housing Code and advice from the City Attorney. Refinements to the cover letter are expected as part of the Department's on-going efforts to update its materials.	Recommendation Implemented	Recommendation implemented as of January 2017.  Per the Chief Housing Inspector, this recommendation has been implemented.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.21. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include instructions on what the property owner needs to do with the appendage and carbon monoxide/smoke alarm affidavits.	DBI Chief Housing Inspector	Will Not be Implemented: Not Warranted	The Informational Packet has detailed self-contained information for each of the subjects, including owner responsibilities for appendage and carbon monoxide-smoke alarm affidavits.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.22. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include the information contained in the notices and ordinances. Notices and ordinances should be removed from the inspection packet.	DBI Chief Housing Inspector	Will Be Implemented in the Future	Refinements to cover letter will be made to coincide with future legislation.	Recommendation Implemented	Recommendation was implemented as of January 2017.  Per the Chief Housing Inspector, this recommendation has been implemented.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.23. The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to document inspection remotely.	DBI Director	Will Be Implemented in the Future	Remote access for all inspectors is an out of the box function of the new PPTS.	Recommendation Implemented/Will Be Implemented in the Future	Recommendation Implemented/will be implemented in early September, 2018.  When the new PPTS is launched at the time of the Go Live date, September 5, 2018, these functions will be included in the new system.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.24. The DBI Director should ensure the replacement system for CTS includes functionality to upload photos remotely.	DBI Director	Will Be Implemented in the Future	Photo attachment to a record is an out of the box function of the new PPTS.	Recommendation Implemented/Will Be Implemented in the Future	Recommendation Implemented/will be implemented in early September, 2018.  When the new PPTS is launched at the time of the Go Live date, September 5, 2018, these functions will be included in the new system.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.25. DBI MIS should make affidavits available online.	DBI MIS	The recommendation has been implemented	Blank affidavits are available online through the website, and in the Maintenance Packet provided to the public.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.26. The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to print NOVs in the field and that inspectors are supplied with portable printers for this purpose.	DBI Director	Requires Further Analysis	DBI MIS is looking into this issue and will research the technical feasibility of this process to be applied department-wide.	Will Be Implemented in the Future	Printing in the field will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.27. The DBI Director should ensure the replacement system for CTS can be integrated with other computer systems within DBI and other City departments.	DBI Director	Requires Further Analysis	CTS is already integrated with computer systems within DBI. DBI MIS will ensure that this remains the case for any new systems. DBI is already coordinating with SF Planning to integrate our database systems. DBI's systems currently provides access of its data to other city departments, i.e. Assessor, SF Planning, and Public Works. Integration with other city department systems will require citywide initiative and a coordinated effort	Will Be Implemented in the Future	While the new PPTS is designed to be able to add additional City departments, that integration requires other departments to take steps to be added to the DBI-Planning Permit and Project Tracking System. Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.28. The DBI Director should ensure the replacement system for CTS includes functionality for tracking and reporting on types of violations and high fire risk building characteristics.	DBI Director	Will Be Implemented in the Future	DBI HIS has identified attributes to be captured at the Complaint Intake and Site Inspection phase as part of a future phase of the PPTS.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.29. (a) The Chief Housing Inspector should ask DBI MIS to create a standard report to track how long NOVs take to be corrected (similar to Open NOVs report we used) and modify this report to calculate the difference in days between when an NOV is issued and the date the NOV is corrected and then use this report to measure the time it takes for property owners to correct NOVs. (b) The Chief Housing Inspector should report how long NOVs take to be abated, in a format similar to Table I3, to the BIC on a monthly basis.	DBI Chief Housing Inspector	(a) Recommendation Implemented (b) Requires Further Analysis	(a) DBI HIS currently tracks open NOVs through CTS and thus, already can see whether a violation is open or closed. DBI is working with DataSF to provide NOV data to the portal, which contains the information listed and requested in this recommendation. This data information may be made available online in 2017. (b) DBI HIS has identified this requirement in a future phase of the PPTS.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.3. The BIC should require that Housing Inspection Services ("HIS") report, as part of the HIS performance measures, the number of "Initial Routine Inspections" that are conducted to the BIC	Building Inspection Commission	The recommendation has been implemented	This data is already being provided during the regular HIS update reports at monthly BIC meetings. HIS continues to develop further reports to isolate additional information for the BIC's monthly meetings.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.30. The Chief Housing Inspector should actively monitor cases using the Open NOVs report to ensure that less than five percent of NOVs take no more than one year to abate.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Reasonable	The Deputy Director for Inspection Services, and the Chief Housing Inspector already actively monitors all open NOVs, and takes pro-active steps to work with owners and/or with the City Attorney to bring open cases to closure through the stipulated code enforcement process. DBI is committed to following the abatement process set forth in Chapter 1A of the SF Building Code in a timely fashion and in using all available code enforcement tools efficiently and expeditiously	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.31. The Chief Housing Inspector should develop guidelines for inspectors to use when granting additional time for repairs or abatement. The guidelines should be based on the average additional time it takes for the top 20 types of violation under each of the following common scenarios, including: (1) filing for and obtaining an over-the-counter permit ; (2) vetting and hiring a contractor; and, (3) performing the work necessary to correct the violation.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Warranted	The standard is set by Section 201A.3.3 of the San Francisco Building Code. In addition, not all DBI HIS code violations require building, plumbing or electrical permits to abate or the hiring of a contract to abate.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.32. The Chief Housing Inspector should ensure a new form letter is drafted to provide property owners the date of the next reinspection and warn them that violations must be abated by that date. Inspectors can then fill in the time and date of the reinspection and hand it to the property owner at the inspection.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI already documents the abatement process after the initial re-inspection, and transmits written warnings to the property owner for failure to comply with a Notice of Violation. If the property owner fails to comply with a Notice of Violation at the time of the initial re-inspection, all subsequent abatement actions including re-inspections, are highlighted on the DBI Complaint Data Sheet which is available online, and the case may be sent to a Director's Hearing and to the City Attorney for litigation, as stipulated in the existing code enforcement process.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.33. The Chief Housing Inspector should create a culture where staff and management meetings are held as scheduled and not canceled unless there is an emergency.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS already schedules multiple staff meetings to discuss performance measures and code enforcement cases, which include division wide, and team meetings. These are already scheduled on a regular basis and are highly productive. The Division will continue to hold the staff meetings as indicated above. In addition, division staff meetings will be scheduled so that they do not conflict with other DBI calendar items to the extent possible.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.34. The Chief Housing Inspector should adopt a definition of success that includes inspecting all R-2s at least every five years and ensuring all violations are corrected within a "reasonable period of time." The Chief Housing Inspector should measure a "reasonable period of time" for correcting violations by first using the Open NOVs report to measure how many days have elapsed since each NOV was issued. Next, the Chief Housing Inspector should compare the number of days that an NOV has stayed open against specific timeframes. We recommend two months; six months; 12 months; and, 18 months. (Two months (60 days) is an important timeframe because it is the earliest that an NOV can be referred to a DH.) Once an NOV goes uncorrected for one day after each of these timeframes, the NOV can easily be flagged for a closer review of the facts and circumstances and steps taken to encourage the NOV be corrected.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS mandates and performance measures are set by the San Francisco Housing and Building Codes, and by DBI's Strategic Plan. DBI HIS already performs what is recommended, and utilizes effective tools such as its "Standard Report" to evaluate case abatement results and the potential need to redeploy or expedite resources as violati+144on patterns and necessity dictate.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.35. The Chief Housing Inspector should measure the time it takes for an open NOV to reach a Director's Hearing. We recommend using the Open NOV spreadsheet that DBI MIS created for us. Incorporating a column that calculates the days between the NOV date and the DH date, HIS can determine how many day it takes an open NOV to be heard at a Director's Hearing.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS already tracks the time frames accrued before an open code enforcement case is referred to a Director's Hearing within CTS. This tool is available as a screen query or written report that the Inspector's Supervisor utilizes to determine if the case is ripe for referral or other enforcement action based on criteria established in Chapter 1A of the SF Building Code. DBI HIS is already utilizing effective tools to address this issue, and further enhancements will be provided through PPTS.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



Office of the Controller 2019 Department Responses		Status of the Recommendations by the Civil Grand Jury 2015-16					
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.36. The Chief Housing Inspector should adopt an objective standard for inspectors to use in determining when a case should be referred to a Director's Hearing.	DBI Chief Housing Inspector	Will Not Be Implemented: Not Warranted	This standard is set by Section 201A.3.3 of the SF Building Code. The assigned Inspector has to document whether substantial progress has commenced on a case-by-case basis in keeping with the goals of DBI's Strategic Plan. DBI is tracking the objective standard through the timeliness of Inspector enforcement activities related to the abatement process set forth by Chapter 1A of the SF Building Code.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.37. The Chief Housing Inspector should require that senior inspectors follow up with inspectors when there have been three re-inspections on an open NOV.	DBI Chief Housing Inspector	The recommendation has been implemented	Inspectors are supervised for quality control on open cases through DBI HIS' standard reporting process	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.38. The DBI Director should ensure when CTS is replaced by another system that it includes functionality to help automate the Director's Hearing case preparation and digital transfer of case files.	DBI Director	Requires Further Analysis	Improvements to automating scheduling and supervisory review and approval of referral of properties to Director's Hearings have been identified as a requirement in a future phase of the PPTS.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.39. (a) The Chief Housing Inspector should determine what is required for HIS to reinstate the FTB program and then ensure that all necessary steps for making the FTB program part of the HIS code enforcement process are taken. (b) The BIC should approve that HIS use the FTB program as part of its code enforcement process. (c) The Chief Housing Inspector should determine what is required for administrative penalties to be available at the HIS administrative hearing and then ensure that all necessary steps for making this possible as part of the HIS code enforcement process are taken. (d) The BIC should approve adding the legal requirements to the HIS administrative hearing so that administrative penalties can be awarded.	DBI Chief Housing Inspector  Building Inspection Commission	(a-b) Recommendation Implemented (c-d) Requires Further Analysis	(a-b) DBI HIS' use of the FTB tool has not been terminated and it is currently being used by the division in its code enforcement process. However, this is not as effective a code enforcement tool as it once was because the State Franchise Tax Board stopped auditing the property owners that receive a Notice of Noncompliance. Their action is beyond DBI's control.  (c-d) The imposition of administrative penalties would require new legislation adopted by the Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	Recommendation c-d will not be implemented.  No member of the Board of Supervisors has expressed support of this request.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.4. (a)The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	DBI MIS	(a) Will Not Be Implemented: Not Warranted (b) Will Be Implemented in the Future	(a) The Department of Technology is not involved in DBI database management and maintenance, which is managed and maintained by DBI Management Information Services. Also, the current Oracle database system does not capture the contact information and property attributes listed in recommendation I.4. and DT data does not have these attributes. (b) DBI MIS will develop a report for HIS personnel to access all R-2 information captured within DBI's Oracle system.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.4. (a)The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	DTIS	Disagree, wholly  UPDATE: will not be implemented because it is not warranted or reasonable-confirmed by David German DTIS	DT does not manage an Oracle database that contains the address, contact information and building attributes for R-2s in San Francisco. DT does manage the enterprise addressing system which DBI's Central Permit Bureau utilizes to enter new addresses into DBI's existing Oracle based system	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.40. The Director of DBI should request that the Controller's Office conduct a study to determine adequate staffing levels for HIS.	DBI Director	Will Not be Implemented: Not Warranted	Since 2012, the department has undertaken an aggressive hiring plan to increase department staffing levels that were reduced during the downturn. Housing Inspector staffing has increased from 13 to 21. The department continues to review staffing needs and develop recruitment plans to meet operational needs including hiring temporary staff and developing a Housing Inspector list.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.41. DBI MIS should redesign the DBI website so that information on routine inspections is easier to find from the DBI homepage.	DBI MIS	Will Be Implemented in the Future	DBI is continually updating content pages when needed. The HIS splash page and its sub-pages are part of the department's website redesign plans as identified in DBI's Strategic Plan in 2019.	Will Be Implemented in the Future	Redesign of the Department's web site is identified in DBI's Strategic Plan for implementation in 2019.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.42. DBI MIS should revise the information on routine inspections on the DBI website so that: the property owners and the general public understand the process, including how often routine inspections take place, what is inspected, what happens when violations are found, the time frame for correcting violations and the costs associated with code enforcement.	DBI MIS	Will Be Implemented in the Future	DBI has already created a Routine Inspection informative page, along with providing a direct link from the HIS splash page. Website information is continually updated when changes are needed.	Recommendation Implemented	Recommendation implemented as of January 2017.  There is a direct link from the HIS splash page to the Routine Inspection information page. Website information is updated continuously as changes are needed.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.43. DBI MIS should change the names on the links for R-2 violations so inspection records can be found more easily on the DBI website.	DBI MIS	Will Not Be Implemented: Not Warranted	Acronyms and/or abbreviations used are a result of system design and configuration Thus, it is not easily changeable. DBI MIS is focused on replacing current system with PPTS.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.44. The DBI Director should ensure the replacement system for CTS can upload NOVs to the DBI website.	DBI Director	Requires Further Analysis	DBI MIS is looking into this issue and will require further analysis on how to incorporate this requirement into the future PPTS platform.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, following additional analysis.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses		Status of the Recommendations by the Civil Grand Jury 2015-16					
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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.5. If HIS is not granted access and permission to run the list of R-2s from the Oracle database that contains the necessary R-2 information, then DBI MIS should furnish this report to HIS within one week of the request.	DBI MIS  DBI Chief Housing Inspector	Will Be Implemented in the Future	DBI MIS will develop a report for HIS personnel to access all R-2 information captured within DBI's Oracle system.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.6. (a) If DBI MIS cannot fix CTS (See R.I.1) then the Chief Housing Inspector should require support staff, rather than the inspectors, to look up last routine inspection dates. (b) If support staff is not available to look up last routine inspection dates, then the DBI Director should allocate part of the DBI budget for hiring temporary personnel to compile this information.	DBI Chief Housing Inspector DBI MIS DBI Director	(a-b) Will Not Be Implemented: Not Warranted	(a-b) DBI MIS can and does generate R-2 lists to HIS personnel. Support staff already assists with the pertinent data gathering. DBI has been in the process of filling staffing vacancies to assist with this effort.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.7. The Chief Housing Inspector should make eliminating the backlog a priority in the Mission, Chinatown and Tenderloin Districts when deciding where to conduct the next round(s) of Focused Code Enforcement.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS has already prioritized and eliminated backlog in these areas.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.8. The Chief Housing Inspector should determine exactly what “Sources” and “Abatement Types” should be used for initial routine inspections and communicate this in writing as a procedure that every HIS inspector must follow.	DBI Chief Housing Inspector	The recommendation has been implemented	DBI HIS has already implemented solutions to address this as part of the division's ongoing business practices.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.9. DBI MIS should include “Complaint Generated Routine” as a Source option in CTS so that CG routine inspections can be separately tracked and reported in CTS.	DBI MIS	Will Not be Implemented: Not Warranted	DBI MIS is focused on the replacement of Permit Tracking System and is limiting updates to the current system. DBI HIS already has methodology and process in place.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.1. The Deputy Chief of Operations should require Battalion Chiefs to closely monitor Company R-2 inspection lists to ensure that every R-2 in San Francisco is inspected by its deadline.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	The Department will require Battalion Chiefs to monitor R-2 lists more closely. This change will be implemented in January 2017	Recommendation Implemented	The Bureau of Fire Prevention's Captain of Administration has been tasked with submitting a monthly report, to disseminate to the field, of all pending R2 Inspections .
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.10. The Fire Marshall should require that complaint response time and code enforcement timeframes be more closely monitored so that resolution time is shortened.	Fire Marshall	The recommendation has been implemented	The Framework has been developed (Fire Complaint Process and Fire Complaints Section). The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints. Please refer to: I. Code Enforcement Process; Complaint Process Flowchart; II Code Enforcement - Staffing Model	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.11. The Fire Marshall should require that code enforcement for NOV's be more closely monitored so that NOV's are corrected more quickly.	Fire Marshall	The recommendation has been implemented	Fire Complaints Section has been created, please refer to I. Code Enforcement Process. Complaint process is being consolidated under a separate Fire Complaint Section. The team's, (one Lieutenant and six Inspectors), primary responsibility is to respond to/process fire complaints. The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.12. The Fire Marshall should ensure that BFP inspectors (that work on R-2 complaints) have reasonable workloads so they can ensure timely correction of all complaints and violations.	Fire Marshall	The recommendation has been implemented	Fire Complaints Section has been created, please refer to I. Code Enforcement Process. Complaint process is being consolidated under a separate Fire Complaint Section. The team staffed with one Lieutenant and six Inspectors is primarily responsible to respond to/process fire complaints. The Lieutenant will be responsible for submitting a bi-monthly report on the status of Fire Complaints	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.13. The Fire Marshall should ensure that BFP inspectors (that work on R-2 complaints) not prioritize other work over R-2 complaints if that means that they cannot investigate all their R-2 complaints in a timely manner .	Fire Marshall	The recommendation has been implemented		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.14. The Fire Marshall should standardize inspection and code enforcement documentation done by BFP R-2 inspectors.	Fire Marshall	The recommendation has not been, but will be, implemented in the future	A strategy and framework has been developed. Please refer to IV A.(Intra Departmental) and “Fire Complaint Tracking and Lifecycle Management”. Anticipated completion time of 60 to 90 days.	Recommendation Implemented	An end to end process has been developed and implemented. The corresponding program consists of a new Fire Complaint Section dedicated to addressing all fire complaints. The program consists of a defined, documented and time-bound end-to-end process that begins with complaint intake through to on-site inspection, issuance of Notice of Violation, referral to Administrative Hearing, issuance of Order to Abate and if necessary referral to City Attorney's Office.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.15. The Deputy Chief of Operations should standardize inspection documentation done by Company Captains so that BFP inspectors can easily identify and follow up on complaints.	SFFD Deputy Chief of Operations	The recommendation has been implemented	This has been the practice, however the current documentation and procedures will be enhanced by the Fire Marshal's training module.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.16. The Deputy Chief of Operations should ensure that Company Captains are trained to identify violations and document only items that are violations.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	Company Captains' knowledge will be enhanced by a new training module being developed by the Fire Marshal. This will be implemented in January 2017.	Will Be Implemented in the Future	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. The video is in the process of being edited and will be launched January 2018
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.17. Battalion Chiefs should encourage their Company Captains to bring the Inspection Worksheet to the inspection site and use it to document R-2 inspections.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	Battalion Chiefs' knowledge will be enhanced by a new training module being developed by the Fire Marshall. This will be implemented in January 2017.	Will Be Implemented in the Future	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. The video is in the process of being edited and will be launched January 2018
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.18. The Fire Marshall should finalize the details of the new code enforcement process that is required by recently passed legislation so that it can be implemented within the next 60 days.	Fire Marshall	The recommendation has been implemented	The Fire Marshal has developed a detailed framework for the new code enforcement process. The framework outlines the end to end process of enforcement and includes deadlines for each associated step/phase of a fire complaint	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.19. The new BFP Captain that oversees R-2 Company complaints should refer appropriate cases to the CA every year.	Fire Marshall	The recommendation has been implemented	Two documents demonstrate case referrals to CA every year: 1) I Code Enforcement Process; and 2) Complaint Process Flowchart. The Fire Complaints Section is managed by a Captain who serves as the Accelerated Code Enforcement officer. The Accelerated Code Enforcement (ACE) officer serves as liaison between the SFFD and the City Attorney's Office for issues regarding code enforcement and will refer cases to the City Attorney's Office as prescribed in I Code Enforcement Process.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.2. The Deputy Chief of Operations should require that Company Captains make inspection appointments in advance, whenever they have the property owner's phone number, to ensure that Companies get into all R-2s. The appointments should have a three hour window.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	The Department disagrees with the 3 hour appointment, however agrees on calling owners to set up an arrangement to meet a responsible party. This change will be implemented in January 2017.	Recommendation Implemented	The San Francisco Fire Code has been amended as follows: Section 409.3 "A sign or sticker shall be affixed at the main point of entry to the Apartment House that contains the phone number of the owner, property manager, or other person who can give the Fire Marshal or other building inspector prompt access to the building to conduct safety inspections."
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.20. SFFD MIS should revise the SFFD website to include: (1) details of the R-2 inspection process, such as: (a) the kinds of buildings inspected ; (b) who inspects the buildings; (c) how often R-2s are inspected; (d) the list of items inspected; and, (e) how the inspection will be conducted; and, (2) details of the code enforcement process, including: (a) what happens when a violation is discovered; (b) what happens if a violation goes uncorrected beyond the NOV deadline; and (c) any and all fees, fines, or penalties that may be imposed for uncorrected violations. This information should be either on the inspections page or Division of Fire Prevention and Investigation homepage.	SFFD MIS	The recommendation has not been, but will be, implemented in the future	Information about the annual inspection and code enforcement processes will be added to the SFFD website once the new R2 procedure has been adopted. These website improvements are anticipated to be available by March 2017	Recommendation Implemented	The Department has updated its web site with information on the types of inspections the Department conducts along with the details for those inspections. This information can be viewed on the Department's website at sf-fire.org/inspections. The Department has also made available a searchable interface for fire permits, complaints, violations and inspections for members of the public, and this is available from the Department's website as well.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.21. The Chief of the Fire Department should instruct SFFD MIS to make the inspection records available online for greater transparency.	SFFD Chief	The recommendation has not been, but will be, implemented in the future	The Department is working with new technology to provide fire records for easy online access for the public. The first phase of this project should be completed in January 2017.	Recommendation Implemented	The Department has activated a link on its website to a searchable database of fire permits, complaints, violations, inspections and other data for any address in San Francisco. When an address is entered, the building history pertaining to these respective data categories is displayed so members of the public can find fire safety information about their (or any) building in San Francisco. This information is easily accessible by address, and is integrated with Department of Building Inspection and City Planning data as well.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.22. SFFD MIS should put the BFP phone number for record inspection requests on the same SFFD webpage as the instructions for making an appointment.	SFFD MIS	The recommendation has not been, but will be, implemented in the future	We will also add the correct number to this page by January 2017.	Recommendation Implemented	This additional was previously added to the Department's website to make an appointment. However, with the rollout of a searchable database for the public to view building information, the appointment capabilities were no longer needed. If a member of the public cannot find the information they are requesting on the Department's website, the number for the Department's information officer is accessible on the Fire Prevention page for additional information.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.23. SFFD MIS should put the BFP phone number for reporting a safety concern on the same SFFD webpage as the instructions for reporting a safety concern.	SFFD MIS	The recommendation has been implemented	We will also add the correct number to this page by January 2017.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.3. SFFD MIS should ensure property owner contact information is included on the Inspection Worksheets.	SFFD MIS	The recommendation has been implemented	This information is now available on the R-2 inspection form.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.4. The Deputy Chief of Operations should require Companies to inspect R-2s on the weekend if that Company is going to have a backlog during a particular month.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	This will be implemented in January 2017 as a pilot program, for which the Department has sufficient existing budgetary authority in the FY 2016-17 and FY 2017-18 budget.	Recommendation Implemented	Engine and Truck companies have the option to conduct R2 inspections on the weekend.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.5. The Deputy Chief of Operations should redistribute R-2 inspection from Companies that have a backlog to nearby Companies that have fewer R-2 inspections so that the number of R-2 inspections is more evenly distributed among neighboring station houses and are conducted more timely.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	The Department disagrees on this recommendation. Companies should stay in their first –in district as much as possible, otherwise it is a risk to residents in their first alarm area. The FY 2016-17 and FY 2017-18 budget provides for six additional Fire Prevention positions—four inspectors, one investigator, one captain, and one fire protection engineer—to improve fire safety outreach and education. Working closely with the Department of Building Inspection and other City and community partners, these positions proactively address fire safety concerns and complaints, as well as distribution concerns related to workloads. This is to be implemented in January 2017.	Requires Further Analysis	The Department disagrees on this recommendation. Companies should stay in their first –in district as much as possible, otherwise it is a risk to residents in their first alarm area. The Bureau of Fire Prevention has completed the first phase of the program by launching the Community Outreach and Fire Complaints sections. In phase II, Fiscal Year 2018, the Bureau is exploring ways to reallocate resources to assist companies in the field.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.6. The Deputy Chief of Operations should instruct Company Captains to give priority to R-2 inspections which have exceeded or are approaching their deadlines.	SFFD Deputy Chief of Operations	The recommendation has been implemented	This has been the practice and will continue.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.7. Battalion Chiefs should review progress on their Companies' R-2 lists at least once a month, and if they find a Company has not inspected all the R-2s on their list, hold that Company accountable by requiring that they inspect all the late R-2s by the end of the next month.	SFFD Deputy Chief of Operations	The recommendation has been implemented	Battalion Chiefs currently review progress on Station House Companies' R-2 lists monthly. Should a Company not inspect all the R-2s on their list, the Battalion Chief requires that the Company inspect all the late R-2s by the end of the following month, as has been the Department's practice.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.8. The Deputy Chief of Operations should ensure that inspection training for firefighters includes stressing the two reasons for conducting R-2 inspections—to ensure code compliance and gain building awareness—are equally important.	SFFD Deputy Chief of Operations	The recommendation has not been, but will be, implemented in the future	A training module is being developed by the Fire Marshal and will be implemented in January 2017.	Will Be Implemented in the Future	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. The video is in the process of being edited and will be launched January 2018
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.9. The Deputy Chief of Operations should ensure that all firefighters receive training on the R-2 inspections process that includes a detailed module on the Bureau of Fire Prevention code enforcement process which starts with when a BFP inspector receives a complaint from a Company Captain to an NOV being issued and any additional steps. The training should occur after BFP implements the new code enforcement process. Knowing more about BFP will help firefighters better understand their role in ensuring code compliance	SFFD Deputy Chief of Operations	The recommendation has been implemented	Officers have been trained on how to conduct R-2's. Their knowledge will be enhanced by new a training module being developed by the Fire Marshal. Firefighters will also be required to take the new R2 training module. This will be implemented in January 2017	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.III.1. The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Building Inspection Commission	The recommendation has been implemented	DBI & SFFD have made strides in coordinating code enforcement and outreach on fire safety made possible by the Code Enforcement Process Standardization ordinance and Fire Safety Task Force resolution. The Fire Safety Task Force met over a six-month period and developed findings and recommendations, which were provided to the Board of Supervisors for their review and legislative consideration and passage.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.III.1. The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Fire Commission	The recommendation has not been, but will be, implemented in the future	The Fire Commission will work with the DBI Commission to implement a task force. The goal is to have a	Will Not Be Implemented; Not Warranted or Not Reasonable	Since the initial grand jury recommendation, several actions have been taken to improve DBI -SFFD coordination. DBI has provided resources through funding of positions to support Community Outreach and Fire Complaints sections. The Community Outreach team provides fire life safety presentations to neighborhood groups throughout San Francisco (approximately 20 presentations and 2000 residents per month). In addition, the SFFD recently developed and launched a Fire Complaint Section. The section consists of one Lieutenant and six Inspectors dedicated to processing fire complaints (end to end process: intake, site inspection, notice of violation, Administrative Hearing, Order to Abate and referral to City Attorney Office). SFFD and DBI have improved overall coordination through joint task force inspections and enhanced communication through the referral process. SFFD and DBI Inspection records are now available to the public via the internet (BuildingEye).

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	District Attorney	This recommendation will be implemented no later than December 31, 2016	We are hopeful that by this date we will be able to post our new role and responsibilities based on formation of the IIB	Recommendation Implemented	<p>Recommendation (mostly) Implemented</p> <p>The San Francisco District Attorney has updated our website to reflect many of the recommendations. An Officer Involved Shooting section was created and describes the SFDA's newly formed Independent Investigations Bureau (IIB) and their role and responsibility in Officer Involved Shootings (OIS), In-Custody Deaths (ICD) and Allegations of Excessive Force. We have posted our findings on completed OIS and ICD investigations dating back to 2010. While there have been technical challenges working with our Department of Technology to updating our website and continue to improve our accessibility. We will continue to work on our language accessibility.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	Office of Citizen Complaints	Recommendation has not been, but will be, implemented in the future	The OCC agrees that the webpage described in this Recommendation would be valuable to the community. As part of a package of ongoing information technology improvements at the OCC, the Mayor and Board of Supervisors have allocated funding for a new Assistant Information Systems Analyst (Civil Service Classification 1051). The OCC intends to task that individual with creating the webpage containing the information described in Recommendation 1. Other staff are crafting the content, which will be translated as recommended.	Will Be Implemented in the Future	The DPA remains committed to implementing this recommendation. The head of our IT unit recently resigned. Prior to his departure, he worked with the Department of Technology on server migration from our antiquated in-house servers running on the Novell operating system, which expired in 2010, over to virtual servers and the Active Directory system used by many city Departments, including the Police Department. This was a challenging but necessary step that laid the foundation for our increased IT needs under Proposition G and with Officer Involved Shooting (OIS) investigations. As recommended by several outside agencies, the DPA evaluated our IT staff and infrastructure and determined that in order to meet those needs, we need an Information Systems Analyst (Civil Service Classification 1053). We are currently in the process of hiring for that position. Despite this staffing change and our other technology challenges, the DPA has continued to work towards creating the website. Within the next six months, the DPA will hire DTIS to build a user-friendly website consistent with City security standards and design ideals. The new website will contain a section devoted to OIS investigations including the information recommended by the Civil Grand Jury.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	SFPD	Recommendation has not been, but will be, implemented in the future	The SFPD agrees that information should be provided to the public consistent with the best practices in 21st century policing. The SPFD is evaluating and adjusting its website to provide improved information to the community. During this process, the SFPD will consider inclusion of the above recommendation, as well as review other agency websites for additional information that could be included. As required by the City and fully supported by the SFPD, information available on the website will meet the requirements of the Language Access Ordinance.	Recommendation Implemented	The information is listed under the SFPD website under the search phrase: FAQ Officer Involved Shootings. The web page will be undergoing major renovations in 2018 to be able to better display this information. This IT project is being managed by the City IT Dept. <a href="https://sanfranciscopolice.org/officer-involved-shooting-faq">https://sanfranciscopolice.org/officer-involved-shooting-faq</a>

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.A. SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after each OIS incident.	Police Commission	Recommendation requires further analysis	The SFPD's current practice is to have a press briefing/conference as immediately as possible after each OIS incident, including a briefing at the scene of, or close proximity to, the incident. At these briefings, preliminary information is provided by the Media Relations Unit, the Police Chief, or designee. Updated information is provided to the public through press releases, and any media inquiries are addresses through Media Relations Unit. Updated information is also provided at a town hall meeting or meeting with community leaders, held within 10 days of an OIS incident, as well as at the weekly Commission meetings and at meetings with community leaders, stakeholders, and advocates. This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Recommendation Implemented	As of December 2016, the SFPD's official policy is to holds press conferences as soon as possible after each OIS incident.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.A. SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after each OIS incident.	SFPD	Recommendation has been implemented	The SFPD's current practice is to have a press briefing/ conference as immediately as possible after each OIS incident, including a briefing at t11e scene of, or in close proximity to, the incident. At these briefings, preliminary information is provided by t11e Media Relations Unit, the Police Chief, or designee. Updated information is provided to the public through press releases, and any media inquiries arc addressed through the Media Relations Unit. Updated information also is provided at community stakeholder or public meetings, held within 10 days of an OIS incident, as well as at the weekly Police Commission and at meetings with community leaders, stakeholders, and advocates.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.B. SFPD should limit comments made during these press conferences to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.	SFPD	Recommendation has been implemented	The SFPD strives to meet the highest operational and ethical standards and to continually improve how we meet the City's public safety objectives. The SFPD's goal is to incorporate the recommendations of the President's Task Force on 21st Century Policing, especially relating to transparency. These policies and practices are intended to provide accurate, timely, and reliable information to the public.  The SFPD realizes that emerging technology, including the use of social media to post real-time video, provides additional information and evidence that may be different than the preliminary information gathered from witnesses and involved officers. As such, the SFPD will continue to explore best practices in transparency and media relations in an effort to disseminate accurate and reliable information that has been vetted	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.A. SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after each OIS incident.	Police Commission	Recommendation requires further analysis	The SFPD currently posts information released to the media as a "press release" relating to critical incidents, including OIS incidents, on its website. In addition, information relating to town hall meetings are released to the media and posted on the website. The Commission will review best practices of other agencies to determine a process by which updated information can be shared on its website that will not compromise the ongoing investigation. As part of the SFPD's participation in the White House Police Data Initiative, datasets relating to officer involved shootings between 2009 and 2015 are posted on the SFPD's website. This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Recommendation Implemented	As of December 2016, the SFPD's official policy is to post updates on the website as soon as possible after each OIS.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.A. SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after each OIS incident.	SFPD	Recommendation has not been, but will be, implemented in the future	The SFPD currently posts information released to the media as a "press release" relating to critical incidents, including OIS incidents, on its website. In addition, information relating to community and/or stakeholder meetings are released to the media and posted on the website. T11e SFPD will review best practices of other agencies to determine a process by which updated information can be shared on its website that will not compromise the ongoing investigation.  As part of the SPPD's participation in the White House Police Data Initiative, datasets relating to officer involved shootings between 2009 and 2015 arc posted. In addition, a website link to OIS incidents could be developed.	Recommendation Implemented	Press Release/Updates: Once initial press briefings are completed, the Media Relations Unit shall prepare a press release containing factual information of the incident known at the time. The press release shall be forwarded through the established review and sign off process which shall minimally include the Captain of Risk Management. Once the press release is approved, it shall be distributed via the "media blast" email and as soon as practical, be posted to the Department's webpage and via social media. During the subsequent days and weeks, as additional information is known, supplemental press releases shall be issued. Supplemental or update press releases shall be limited to factual information known at the time. Once reviewed and signed off, the supplemental press releases shall be distributed via "media blast" email and, as soon as practical, be posted to the Department webpage and via social media. Supplemental press releases should, at minimum, be done in conjunction with the town hall meeting and release of the names of members involved in the OIS.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.B. SFPD should limit comments made in these updates to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.	SFPD	Recommendation has been implemented	The SFPD has developed a process by which the Media Relations Unit, Homicide, and Internal Affairs coordinates with the Chief s Office to ensure that only verified information is disseminated.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.A. SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after each OIS incident.	Police Commission	Recommendation requires further analysis	<p>For the past five years, it had been the practice of the SFPD to hold town hall meetings in the area most affected by an OIS; members of the Commission were invited to attend those meetings. No more than three members of the Commission would attend the town hall meetings. Most recently, as the SFPD has been expanding its collaboration with community stakeholders and interfaith leaders, meetings have been these specific groups who represent those neighborhoods most impacted by the incident. These community leaders then provide information to their respective communities. The SFPD has invited members of the Commission to attend these meetings, with no more than three Commissioners in attendance.</p> <p>The Commission acknowledges the seriousness of these critical incidents and the importance of transparency, and will collaborate with the SFPD to draft a policy that will allow for information to be shared with the public whether at a town hall meeting or direct meeting with community leaders and stakeholders.</p> <p>This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.</p>	Recommendation Implemented	As of December 2016, the SFPD and the Police Commission have made it official policy for the SFPD to hold town hall meetings within 10 days of the OIS incident.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.A. SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after each OIS incident.	SFPD	Recommendation requires further analysis	<p>For the past five years, it has been a practice of the SFPD to hold a town hall, community, or stakeholder meeting in the area most affected by an OIS incident. Most recently, as the SFPD has been expanding its collaboration with community stakeholders and interfaith leaders, meetings have been held with these specific groups who represent those neighborhoods most impacted by the incident. The intent of these meetings is to provide information directly to community representatives and to engage in open dialogue to address concerns in a more productive environment. These community leaders then provide the information to their respective communities. The SFPD acknowledges the seriousness of these critical incidents, and the importance of transparency, and will draft a policy that will allow for information to be shared with the public whether at a public meeting or direct meeting with community leaders and stakeholders.</p>	Recommendation Implemented	<p>Media Relations Unit Order 16-03 outlines the responsibilities and requirements that are to be followed for each town hall or community meeting including:</p> <ul style="list-style-type: none"><li>• A town hall/community meeting shall be held within 10 days of an officer-involved shooting involving a member of the San Francisco Police Department</li><li>• Media Relations Unit assumes the overall coordination of the town hall/community meeting including release of information relating to the officer-involved shooting</li><li>• The responsibility for securing the location falls to the Captain of the district in which the incident occurred</li><li>• The location of the town hall/community meeting will be in the community affected by the incident</li><li>• The town hall/community meeting should be scheduled at a time approximate to the time of the incident All Commanders and Captains under your command shall be notified of this directive immediately.</li></ul> <p>This Chief's Directive will remain in effect until such time this practice is included as part of Department General Order 8.11, Investigation of Officer Involved Shootings and Discharges.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	BoS	will not be implemented	<p>The Board of Supervisors wholeheartedly agrees with this recommendation and Board of Supervisors members do participate in exactly such town hall meetings. However, the Board of Supervisors cannot make promises on behalf of the members of the Police Commission, the District Attorney, or other officials, and therefore, given the constraints imposed by the Civil Grand Jury response structure must unfortunately provide a response of "will not be implemented." The Board of Supervisors will, however, continue pushing for and participating in such town hall meetings and for thorough, accountable, and transparent investigations of all Officer-involved shootings.</p>	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	District Attorney	This recommendation has been implemented in part, and will be fully implemented no later than December 31, 2016	<p>This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.</p>	Recommendation Implemented	<p>While an OIS Task Force has yet to be created, members of the SFDA – IIB have attended every town hall meeting following an OIS. The town hall meetings are organized and facilitated by the San Francisco Police Department. Members of IIB do not participate in the town hall meetings but are present and make themselves available to members of the community with any questions.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Mayor SFPD	Recommendation requires further analysis	<p>Most recently, as the SFPD has been expanding its collaboration with community stakeholders and interfaith leaders, meetings have been these specific groups who represent those neighborhoods most impacted by the incident. These community leaders then provide information to their respective communities. The SFPD has invited members of the Commission to attend these meetings, with no more than three Commissioners in attendance.</p>	Recommendation Implemented	<p>MYR: Starting November 2016, the Chief of Police issued a directive requiring a town hall/community meeting be held within 10 days of an officer involved shooting involving a member of the SFPD. All members required to be notified in the event of an OIS are notified via the Everbridge system, including Department of Police Accountability, the District Attorney's Office, the DA's Independent Investigations Bureau, and all internal SFPD stakeholders. Media Advisory Press releases are disseminated to all impacted members of the subsequent scheduled Town Hall Meeting. The responsibility for securing the location falls to the Captain of the district in which the incident occurred and should be in the community affected by the incident. The Town Hall Meeting is published by the Media Relations Unit. Outreach to the public is conducted and attendance and participation is encouraged.</p>

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Office of Citizen Complaints	Recommendation has not been, but will be, implemented in the future	Should such a Task Force be created, the OCC Director will attend Town Hall meetings. The OCC already attends public meetings called by the Chief of Police following Officer Involved Shootings.	Will Be Implemented in the Future	As indicated in our 2016 response, should such a Task Force be created, the DPA Director will attend Town Hall meetings. The DPA already attends public meetings called by the Chief of Police following Officer Involved Shootings.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Police Commission	Recommendation requires further analysis	For the past five years, a town hall meeting has been convened within 10 days of an OIS investigation as close as possible to the location of the incident. The SFPD has invited some members of the Commission to attend. All of the members of the Commission cannot attend the same town hall meeting at the same time to avoid violating Administrative Code 67 et seq. and Government Code 549954 and creating a quorum and holding an improperly noticed meeting. The Commission acknowledges the seriousness of these critical incidents and the importance of transparency, and will collaborate with the SFPD to draft a policy that will allow for information to be shared with the public whether at a town hall meeting or direct meeting with community leaders and stakeholders. This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation will not be implemented at the Commission level because it violates Administrative Code 67 et seq. and Government Code § 549954. The official policy of the SFPD is to convene a town hall meeting within 10 days of an OIS. In order for <i>all members of the Commission</i> to attend the town hall meeting - which by policy is held at a location other than City Hall - the meeting must be properly noticed at least fifteen (15) days prior to the meeting. Absent proper notification, all of the members of the Commission cannot attend the same town hall meeting because doing so violates Administrative Code 67 et seq. and Government Code § 549954 by creating a quorum and holding an improperly noticed meeting. The Commission acknowledges the seriousness of these critical incidents and the importance of transparency and accountability. The Commission strives to have two Commissioners attend each town hall meeting.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.A. SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officer's safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.	Police Commission	Recommendation has been implemented	Since 2014, when the California Supreme Court rules that agencies must release the names of officers involved in shootings, the SFPD has complied with that decision within 10 days of the incident. When a credible threat to the safety of the involved officer(s) exists, the SFPD will issue a statement to clarify why the information is being withheld.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.A. SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officer's safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.	SFPD	Recommendation has been implemented	Since 2014, when the California Supreme Court ruled that agencies must release the names of officers involved in shootings, the SFPD has complied with that decision within 10 days of the incident. When a credible threat to the safety of the involved officer(s) exists, the SFPD will issue a statement to clarify why the information is being withheld.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.B. Simultaneous with its release of the names of the officers involved in an OIS incident or the statement that it is withholding release of that information, the SFPD should make the information available on its website	SFPD	Recommendation has not been, but will be, implemented in the future	This is in process. The City's Department of Technology will be developing and enhancing the City's IT infrastructure which will include developing new websites for both the Police Department and Police Commission. At this time, the current website needs to be redesigned to make it more user-friendly and information readily accessible on a dedicated reports page. We anticipate the SFPD's IT Department will have the infrastructure developed within the second quarter of 2017.	Recommendation Implemented	<p>Media Relations Unit Order 16-03 outlines the responsibilities and requirements that are to be followed for each town hall or community meeting including:</p> <ul style="list-style-type: none"><li>• A town hall/community meeting shall be held within 10 days of an officer-involved shooting involving a member of the San Francisco Police Department</li><li>• Media Relations Unit assumes the overall coordination of the town hall/community meeting including release of information relating to the officer-involved shooting</li><li>• The responsibility for securing the location falls to the Captain of the district in which the incident occurred</li><li>• The location of the town hall/community meeting will be in the community affected by the incident</li><li>• The town hall/community meeting should be scheduled at a time approximate to the time of the incident All Commanders and Captains under your command shall be notified of this directive immediately.</li></ul> <p>This Chief's Directive will remain in effect until such time this practice is included as part of Department General Order 8.11, Investigation of Officer Involved Shootings and Discharges. The Department currently posts the following data sets on its "Data Webpage:" Sworn Demographics</p> <ul style="list-style-type: none"><li>- Traffic Stops by Race &amp; Ethnicity (E585)</li><li>OIS Yearly Numbers 2009-2017 (numbers only, no graphs, charts or further data)</li><li>- Annotated Summary of OIS Incidents 2009-2015 (synopsis of each OIS and findings for closed cases)</li></ul>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.C. SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.	Police Commission	Recommendation has been implemented	The SFPD ensures that, prior to releasing officers' names, any known, credible threat has been resolved.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.C. SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.	SFPD	Recommendation has been implemented	The SFPD ensures that prior to releasing officers' names that any known, credible threat has been resolved.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.14.A. The DA's Office should make a public announcement each time it issues a charging decision letter so that the public is made aware that it has completed its OIS criminal investigation.	District Attorney	Recommendation has been implemented	We already prepare a letter summarizing each incident and posit it to our website. Going forward, the DA's Office will also issue a press statement each time a charging decision has been made relating to an OIS investigation.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.14.B. The DA's Office should make its charging decision letters on its website more easily accessible to the public by including on the index page the name of the individual shot and the date of the OIS incident.	District Attorney	Recommendation has been implemented		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.15. The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B.), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendations R.8.A. and R.8.B.), should examine each fatal OIS incident with a view to developing "lessons learned" and answering the following questions: <ul style="list-style-type: none"><li>What circumstances contributed to the OIS incident?</li><li>What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of a life would not have occurred?</li><li>What alternatives to deadly force may have been tried? What lessons can be learned?</li><li>Should any SFPD policies and procedures be reviewed or revised because of the incident?</li></ul> The entity making this review of the fatal OIS incident should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold town hall meetings to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.	Police Commission	Recommendation requires further analysis and may be implemented in the future	The Commission has directed the SFPD to recommend policy changes resulting from OIS investigations where general policy issues have been identified during the course of the administrative investigation, but prior to the investigation being finalized. This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Recommendation Implemented	The Police Commission does examine each fatal OIS incident at several points in the investigation. The Commission 1) attends the quarterly Firearms Discharge Review Board, 2) holds a closed session item after each OIS to conduct a personnel review of the Chief of Police on his/her decision to return the officer to work after an OIS, 3) holds an open session item quarterly of the summary of all OIS cases, and 4) ensures the Department places quarterly summaries of OIS investigations on the Department's website. During each of these venues, the Commission does look at the circumstances that contributed to the OIS; aspects of the interaction between the officer and the subject that could have been handled differently, if any; if other alternatives to deadly force may have been tried; what lessons have been learned; and whether any SFPD policies or procedures should be reviewed or revised.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.15. The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B.), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendations R.8.A. and R.8.B.), should examine each fatal OIS incident with a view to developing "lessons learned" and answering the following questions: <ul style="list-style-type: none"><li>What circumstances contributed to the OIS incident?</li><li>What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of a life would not have occurred?</li><li>What alternatives to deadly force may have been tried? What lessons can be learned?</li><li>Should any SFPD policies and procedures be reviewed or revised because of the incident?</li></ul> The entity making this review of the fatal OIS incident should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold town hall meetings to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.	Mayor	Recommendation requires further analysis	<p>The Police Commission currently oversees and reviews the conduct of OIS investigations. Many of the reforms already implemented by SFPD - including time and distance / zone of danger, body worn cameras and USC of force - are based on the findings from OIS investigations. The Police Commission also engages the Police Officers Association (POA) and provides a public forum for community members to comment on current practices and proposed reforms.</p> <p>In November 2016, San Francisco citizens will vote on a City Charter Amendment to rename the Office of Citizen Complaints to the Department of Police Accountability; and will add new responsibilities to the Department of Police Accountability. If approved by the voters, the Charter Amendment would require that the Department of Police Accountability investigate claims of officer misconduct and use of force. Certain other reforms are pending and additional reforms will be proposed in the future.</p>	Recommendation Implemented	<p>San Francisco citizens approved a City Charter Amendment in November 2016 renaming the Office of Citizen Complaints to the Department of Police Accountability (DPA), and making the entity completely independent of the SFPD, as well as adding new responsibilities to the Department. DPA is tasked with investigating claims of officer misconduct and use of force, conducting mediation between officers and complainants, and presenting quarterly recommendations to the Police Department on policies or procedures that enhance police-community relations. The department is also newly responsible for conducting an audit of the Police Department's use-of-force policies and it's handling of police misconduct claims every 2 years.</p> <p>The Police Commission and DPA oversee and review the conduct of all OIS investigations. SFPD's Firearm Discharge Review Board presents a summary of every OIS investigation and various policy &amp; procedure recommendations to the Police Commission, DPA, and general public. DPA independently reviews these findings and reports to the Police Commission and general public as appropriate.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	District Attorney	The recommendation will not be implemented, as we do not have adequate funding to commission the recommended study	However, we have already determined several ways to improve the speed and independence of ISA investigations. In the 2016-17 budget we requested funding to create an Independent Investigations Bureau (IBB). This request was funded and we are waiting for the Mayor and the BOS to remove the positions from reserve so that we can hire attorneys and investigators dedicated solely to investigating and prosecuting officer involved shootings and excessive use of force cases. This team will be able to send trained personnel to the scene of OIS cases which will dramatically improve our ability to capture evidence in a timely manner. Additionally, having dedicated personnel on these cases rather than tasking the work to already overburdened prosecutors will mean faster charging and trial preparation than we are currently capable of achieving. The new unit will bring much needed improvement to our process which has been substantially limited by poor resources.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	Office of Citizen Complaints	Recommendation requires further analysis	It is important to note that the OCC reports to the Police Commission, and this recommendation calls for the Police Commission to arrange for a study. The OCC defers to the Commission as to whether and how to do so. Once the Commission provides direction as to how it wishes to proceed, the OCC will make every effort to assist.	Will Not Be Implemented: Not Warranted or Not Reasonable	As indicated in our 2016 response, the DPA reports to the Police Commission, and this recommendation calls for the Police Commission to arrange for a study. The DPA defers to the Commission as to whether and how to do so. Once the Commission provides direction as to how it wishes to proceed, the DPA will make every effort to assist.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	Police Commission	Recommendation has not been, but will be, implemented in the future	This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Will Be Implemented in the Future	The Police Commission is working with the Department, the DA and the DPA with the goal of identifying areas of an OIS investigation that can be streamlined to ensure a thorough investigation and provide the community with information in a timely manner. This collaboration with several agencies is on on-going process, but the Commission and the Department strive to accomplish this goal as soon as soon as feasible.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	SFPD	Recommendation has not been, but will be, implemented in the future	This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The SFPD will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Requires Further Analysis	The Department of Justice has withdrawn from this process. However we will be working with a external contactor to identify best practices as it relates to police reform and best law enforcement practices.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.B. After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.	Police Commission	Recommendation has not been, but will be, implemented in the future	This recommendation is being reviewed by the DOJ-CRI review team and compared against national best practices. The Commission will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Will Be Implemented in the Future	Anticipated Timeframe for Implementation - 2018
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.B. After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.	SFPD	Recommendation has not been, but will be, implemented in the future	This recommendation is being reviewed by the U.S. Department of Justice Collaborative Reform Initiative (DOJ-CRI) review team and compared against national best practices. The SFPD will review and implement recommendations made by the DOJ-CRI and the Civil Grand Jury.	Requires Further Analysis	The Department of Justice has withdrawn from this process. However we will be working with a external contactor to identify best practices as it relates to police reform and best law enforcement practices.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.3.A. The SFPD Field Operations Bureau should implement standardized, modern methods to notify all essential responders of an OIS incident.	SFPD	Recommendation has not been, but will be, implemented in the future	The SFPD's Department Operations Center (DOC), a unit under the command of the Special Operations Bureau, has a system in place to notify all essential responders to OIS incidents. The SFPD has added an additional layer of notification specific to the on-call DA investigator, which requires a direct call from the Captain of the Major Crimes Division to the on-call DA investigator immediately after learning of an OIS incident. The SFPD will research available technology that can improve the notification process.	Recommendation Implemented	Effective 01/01/2017, It is the policy of the DOC that Officer-involved shooting notifications to the Department of Police Accountability (formerly known as OCC), the District Attorney's Office, the District Attorney Investigation's Office, and the DA's Independent Investigations Bureau be done by the Everbridge notification system. Internal SFPD stakeholders will be notified by both Everbridge and PIN systems.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.3.B. The SFPD Field Operations Bureau should require that all essential responders called to the scene of an OIS incident confirm with the Field Operations Bureau that they received the initial notification. If the Bureau does not receive confirmation from an essential responder within a designated period of time, it should contact an alternate responder for that agency.	SFPD	Recommendation has not been, but will be, implemented in the future	The SFPD's Department Operation Center (DOC), a unit under the command of the Special Operations Bureau, will review the current process for notification to an OIS incident to ensure there is a process in place for first responders to confirm receipt of the notification and to log that confirmation. The process also should include a mechanism to ensure follow-up notification is done within a designated time span when a response from a first responder has not been received.	Recommendation Implemented	On-duty DOC staff who become aware of or are notified of an officer-involved shooting will immediately gather via radio or phone the required information needed to send an Everbridge notification: DOC staff will then send the notification and designate one person to staff the Everbridge conference line. Every 10 minutes after the hour, for the first hour, this DOC staff member will provide situation reports (sit-reps) to callers to the Everbridge conference line. Sit-reps will include non-confidential information including: any updates to #1410 (above), whether the scene is "code 4," and the location of the investigative command post (if separate from the operational command post). Upon conclusion of the notification portion of the event, the Everbridge event report will be printed and hand-delivered to the OIS team at the Internal Affairs Division for their records.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.4. The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to: <ul style="list-style-type: none"><li>● Prioritize and expedite their investigations of OIS incidents within an established timeframe;</li><li>● Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.</li></ul>	District Attorney	The recommendation has not yet been implemented.	We have drafted a proposed MOU and shared it with the SFPD. We are awaiting their feedback and acceptance of the new terms. We hope to reach agreement by September 30, 2016.	Will Be Implemented in the Future	Throughout 2016, the SFDA has worked diligently to negotiate with the SFPD on a MOU for Office Involved Shootings. We have meet with SFPD, and the City Attorney's Office and have reached agreement with SFPD. Our understanding is that the proposed MOU has been referred to the SF Police Officers Association (POA) for the meet and confer process. We are prepared to sign the agreed upon MOU as soon as possible.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.4. The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to: <ul style="list-style-type: none"><li>● Prioritize and expedite their investigations of OIS incidents within an established timeframe;</li><li>● Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.</li></ul>	SFPD	Recommendation requires further analysis	The SFPD is reviewing the current MOU and is in discussion with the DA's Office, as well as exploring additional resources to investigate OIS incidents.	Will Be Implemented in the Future	Final discussions are underway between the Chief of Police and affected agencies. There is no immediate time frame.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.A. The DA should immediately give the investigation of OIS cases priority and dedicate the departmental resources required to reduce the time the DA's Office takes to complete its criminal investigation and issue its charging decision letters in OIS cases.	District Attorney	This recommendation has been implemented in part, and will be fully implemented once the funding for the IIB is released and the positions are filled	The DA has always given the investigation of OIS incidents top priority and has used the limited resources available to his office to ensure that each OIS investigation is conducted in a thorough and professional manner. However, the historic lack of funding specifically dedicated to the investigation of OIS incidents has resulted in a much longer than optimal length of tie required to complete each investigation and issue the charging decision letters. We have already determined several ways to improve the speed and independence of OIS investigations. As noted in response to Recommendation 2.A, we requested funding to create the IBB and this request was funded in the current fiscal year's budget.	Recommendation Implemented	The funding for the Independent Investigations Bureau (IIB) was released and almost all the positions in IIB have been filled. IIB consists of six (6) Assistant District Attorneys (including one Managing Attorney), six Investigators (including one Lieutenant) and two paralegals. This newly formed unit has already reviewed and completed the investigation of eleven (11) Office Involved Shootings as well as four (4) In-Custody Deaths. Since the creation of the unit, IIB has responded to six (6) new OIS incidents. IIB has been able to complete the investigation of two (2) of the recent OIS cases within six (6) months. These cases were and remain a priority. With a dedicated IIB, there has been a marked reduction in time to complete the investigations and issue findings.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.B. The DA should determine the resources necessary to reduce the length of time the DA's Office spends to complete its criminal investigations in OIS incidents and then make sufficient requests for those resources in the proposed budget for fiscal year 2017-2018, and thereafter.	District Attorney	Recommendation has been implemented	Our primary request in the 2016-17 budget was for staffing to improve the way we investigate and prosecute OIS cases. We recognize the long timeframe for completing our work as well as the other problems with the process. This compelled us to request funding and push hard for the creating of a new unit in our office dedicated solely to this work because of its paramount importance. Unfortunately, the positions were placed on reserve so we have not been able to hire staff yet.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.C. The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the DA's Office to expedite OIS investigations. Allocation and/or release of these funds should be contingent upon marked, measurable improvement by the DA's Office in the time it takes to complete its criminal investigations and issue its charging decision letters in OIS cases.	Mayor Mayor's Office of Public Policy and Finance	Recommendation has been implemented	The DA's Office budget for FY 2016-17 and FY 2017-18 includes \$1.8 million in each year and additional staffing of 14 positions to expedite OIS investigations.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.D. The Board of Supervisors should approve these additional resources requested by the DA's Office and included by the Mayor and the Mayor's Office of Public Policy and Finance in the proposed budget for fiscal year 2017-2018, and thereafter, to expedite OIS Investigations. Approval of these additional resources again should be contingent upon marked, measurable improvement by the DA's Office in the time it takes to complete its criminal investigations and issue its charging decision letters in OIS cases.	BoS	Recommendation has been implemented	The Board of Supervisors appropriated and placed on Budget and Finance Committee Reserve \$1.8 million in FY2016-2017 to add 14 positions in the District Attorney's Office to expedite Officer-Involved Shooting investigations. On September 28, 2016 the Budget and Finance Committee released \$1.5 million to hire these 14 positions in FY2016-2017 and retained \$0.3 million on Budget and Finance Committee Reserve. The Board of Supervisors agrees that future funding decisions and department oversight should evaluate the DA's improvement in promptly completing criminal investigations and issuing charging decision letters in Officer-involved shooting cases.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.6.A. After the OCME releases each autopsy report in OIS cases, the CME should proactively call a meeting of the SFPD's Homicide Detail, DA's Office and OCC to help those agencies interpret the highly technical findings of the autopsy report. This meeting should be coordinated, if possible, to include reports from the Crime Lab on the results of its firearms comparisons, ballistics examinations and DNA analysis.	Office of the Chief Medical Examiner	Recommendation has not been, but will be, implemented in the future	The OCME will fully participate in after action conferences with regard to OIS incidents; however, the conference should be initiated by the agency leading the investigation as the agency will have a better understanding of the case status of each participating party.	Recommendation Implemented	The OCME has been an active participant in after action conferences with the lead investigative agency.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.6.B. When the new OCME building with autopsy observation facilities is completed, the CME should invite SFPD inspectors and DA and OCC investigators to observe autopsies in all fatal OIS incidents, so that questions can be answered quickly, observations shared early, and the spirit of teamwork and cooperation on the investigation can begin as early as possible.	Office of the Chief Medical Examiner	Recommendation has not been, but will be, implemented in the future	With a projected opening in Fall 2017, r11e design of the new OCME facility includes an autopsy observation room. The observation room will allow investigators to participate more fully in autopsies related to OIS incidents. Additionally, the observation room will reduce informational asymmetries, improve the flow of information and enhance information sharing allowing the investigation to begin as early as possible. Investigators will be encouraged to attend examinations in all homicide and suspicious cases.	Recommendation Implemented	November 2017, Investigative agencies have been made aware of the opening of the new OCME facility and welcome their participation.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.A. The OCC should allocate current year funds and include funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services, so that OCC staff can spend more of its time on investigations and legal analysis and less time on the transcription of interview notes.	Office of Citizen Complaints	Recommendation has been implemented	The Mayor and Board of Supervisors have so allocated.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.B. The Police Commission should support the OCC's funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services.	Police Commission	Recommendation has been implemented	The Commission advocates on behalf of the OCC' s funding requests each year and has done so for FY 2017-2018. The OCC recently obtained funding for transcriptions services.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.C. The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the OCC for transcription services.	Mayor Mayor's Office of Public Policy and Finance	Recommendation has been implemented	The FY 2016-17 and FY 2017-18 budget includes ongoing \$231,000 for the OCC for transcription services.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.D. The Board of Supervisors should approve the resources requested by the OCC and included by the Mayor and the Mayor's Office of Public Policy and Finance in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services.	BoS	Recommendation has been implemented	Increased funding for the Office of Citizen Complaints has been included in budgets for FY2016-2017 and FY2017-2018.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.8.A. The Mayor's Office should form a new standing task force to oversee the investigation of OIS cases. The task force should include high ranking persons from the Sheriff's Office, the DA's Office, the OCME, the SFPD (including the Chief Homicide Inspector), and the OCC. The task force may also include a state or federal department of justice consultant or observer, and a knowledgeable, respected citizen.	Mayor	No Response Submitted		--	Agency elected not to respond.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.8.B. The Mayor should charge the new task force to: <ul style="list-style-type: none"><li>● Monitor the progress of each OIS investigation and hold each involved agency accountable for timely completion of its portion of the OIS investigation;</li><li>● Provide periodic press releases and/or press conferences to update the public on the status of each OIS case;</li><li>● Compile a summary of the findings from each involved agency and then evaluate those findings in group meetings to address any inconsistencies or unanswered questions;</li><li>● Facilitate a joint discussion among its members to formulate conclusions and "lessons learned";</li><li>● Identify necessary policy or procedural changes; and</li><li>● Share its summary of the overall OIS investigation in public sessions so that the public has a voice in the process and may respond and ask questions.</li></ul>	Mayor	Recommendation has not been, but will be, implemented in the future	The Mayor's Office works with the DA's Office and the SFPD to monitor progress of each OIS investigation, provide periodic and timely updates to the public on the status of OIS cases, summarizes and evaluates findings, and jointly discuss OIS investigations. T11e dedication to timely resolutions coupled with additional resources have positively impacted t11e conduct of OIS investigations, and includes \$800,000 for the California Department of Justice's ongoing research of best practices related to OIS incidents. In implementing policy and procedural changes, SFPD has modified department general orders to assure time and distance and preserve t11e sanctity of life.	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>These duties are fulfilled by new and existing agencies/ departments. The Mayor's Office continues to work with the District Attorney's Office, SFPD, and the newly created Department of Police Accountability to monitor progress of each OIS investigation. The Mayor's Office also funded the creation of an Independent Investigations Bureau ("IIB") within the District Attorney's Office starting January 2017 to investigate and review all law enforcement officer-involved shootings. The Bureau benefits from a level of autonomy from other units in the office and from other law enforcement agencies, allowing it to independently and fairly investigate these cases to determine potential criminal liability, or lack thereof, of all involved parties.</p> <p>The new Department of Police Accountability (DPA), approved by the voters in November 2016, also independently investigates claims of officer misconduct and use of force, and presents quarterly recommendations to the Police Department on policies or procedures that enhance police-community relations.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.9. SFPD should make publicly available and prominently display on its website a more robust set of statistics, data and information on OIS incidents where its officers are involved, using the data release practices of law enforcement agencies like the Dallas Police Department and the Los Angeles County Sheriff's Department.	SFPD	Recommendation has not been, but will be, implemented in the future	As part of the SFPD's participation in the White House Initiative, staff began the process of implementing the items in this recommendation. The City's Department of Technology will be developing and enhancing the City's IT infrastructure which will include developing new websites for both the SFPD and Police Commission. At this time, the current website needs to be redesigned to make it more user-friendly and information readily accessible on a dedicated reports page. It is anticipated that the SFPD's IT Department will have the infrastructure developed within the second quarter of 2017.	Recommendation Implemented	The Department has on its website use of force statistical information and reports along with information provided for the White House Data Initiative. As the SFPD WEBSITE is redesigned, the ability to post more robust data will become available. Late 2018/early 2019 As part of the SPPD's participation in the White House Police Data Initiative, datasets relating to officer involved shootings between 2009 and 2015 arc posted. In addition, a website link to OIS incidents could be developed.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R.I.A.1-a. d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the City Administrator and the Director of the Capital Planning Program to accomplish this additional calculating and reporting in the approved budgets for fiscal year 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.1-a. To provide useful information for the public in assessing the City's stewardship of public assets, the City Administrator and the Director of the Capital Planning Program should use the FRRM (Facilities Renewal Resource Model) to calculate the target need for General Fund departments' facilities maintenance as a percentage of Current Replacement Value (CRV) and in dollar amounts, and disclose that information to the public ; b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish this additional calculating and reporting and include a line item for those costs in their budget requests ; c. The Mayor should include in the proposed budget for Fiscal year 2017-18 and thereafter the amount requested by the City Administrator and the Director of the Capital Planning Program to accomplish this additional calculating and reporting;	City Administrator  Director of the Capital Planning Program  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Capital Planning Program already uses FRRM to calculate the target need for General Fund departments' facilities renewal needs over the next 10 years. This information is disclosed to the public in the financial tables of the City's 10-year Capital Plan. Target need as a % of CRV is not currently published in the Capital Plan, but it was discussed during a Capital Planning Committee meeting (public session). How exactly the City would use CRV and what the proper target levels would be, if any, require further study.  The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget for calculation and reporting will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-a. This recommendation satisfies Findings F:I.A.2a, and c: a. In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total maintenance budget for General Fund departments; and (2) periodically conduct an audit of investment levels in General Fund departments' asset maintenance and repair.	Controller	The recommendation has been implemented	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The Mayor's Office and the Controller's Office annually issue budget instructions, including those related to the reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016 -17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long -term liabilities, including asset and facilities management.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-b. The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total maintenance budget for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter ;	Controller	The recommendation has been implemented	See Controller's response to related recommendation R:I.A.2 -a.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total maintenance budget for General Fund departments and periodic audits.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The amounts requested by the Controller for the compilation and disclosure of the total maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.  Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan-recommended levels in both budget years, equaling \$285 million over both years.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller for the compilation and disclosure of the total maintenance budget for General Fund departments and periodic audits in the approved budget for fiscal year 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-b. The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter ;	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:I.A.3 -a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments and periodic audits; and	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The deferred maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.  Additionally, the deferred maintenance and repair backlog is determined by the Capital Planning Program using the Facilities Renewal Resource Model. Capital Planning has ongoing funding sufficient to undertake this work on an ongoing basis.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller for the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments and periodic audits in the approved budget for fiscal year 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-a. To provide useful information for the public in assessing the City's stewardship of General Fund Departments' assets, the Controller should conduct a benchmark study of investment levels in General Fund departments' "Facilities Maintenance" measured as a percentage of Current Replacement Value, total maintenance and repair budgets and deferred maintenance and repair backlogs;	Controller/CSA	The recommendation requires further analysis	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher -risk areas of concern citywide. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information (e.g., MAXIMO, Infor, etc.). The Controller's Office continues to refine and develop approaches to providing quality data and information, including benchmarking information, to decision -makers and practitioners on critical topics involving the City's long -term liabilities, including asset and facilities management. Coordination with other relevant city departments and stakeholders will be conducted, as necessary, in making this determination, with completion expected in January 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue the report on its audit of citywide facilities maintenance, which includes recommendations pertaining to a more strategic approach to a facilities management program, risk-based approach to facilities maintenance, lifecycle maintenance, performance tracking, and service delivery.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-b. The Controller should determine the additional time and manpower cost to conduct this benchmark study and include a line item for those costs in its budget request for fiscal year 2017-2018;	Controller/CSA	The recommendation requires further analysis	See Controller's response to related recommendation R:I.A.4 -a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue the report on its audit of citywide facilities maintenance, which includes recommendations pertaining to a more strategic approach to a facilities management program, risk-based approach to facilities maintenance, lifecycle maintenance, performance tracking, and service delivery.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and the amount requested by the Controller for the benchmark study ; and	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the benchmark study budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.  Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan-recommended levels in both budget years, equaling \$285 million over both years.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller to accomplish this benchmark study in the approved budget for fiscal year 2017-2018.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A3-a. In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total deferred maintenance and repair backlog for General Fund departments; and (2) periodically conduct an audit of General Fund departments' deferred maintenance and repair backlog.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. General Fund departments report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The Mayor's Office and the Controller's Office provide budget instructions to departments, including those related to reporting and tracking of budget requests for capital maintenance, renewal, replacement and enhancement projects. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information (e.g., MAXIMO, Infor, etc.). The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific information on maintenance and repair projects, along with funding, prioritization, and reporting mechanisms. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016 -17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long -term liabilities, including asset and facilities management.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.A.1-1. In order to achieve beneficial consequences and avoid the potential adverse consequences from underfunding maintenance and repair of General Fund departments' facilities and infrastructure, and to save money over the long term: a. The City Administrator and the Director of the Capital Planning Program should identify a range of stable funding sources for pay-as-you-go maintenance and repair of the City's facilities and infrastructure ; b. The Mayor should propose sufficient funding in the Fiscal Year 2017-2018 budget and thereafter from stable funding sources for all General Fund departments' high priority pay-as-you-go maintenance and repair projects;	City Administrator  Director of the Capital Planning Program  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The General Fund serves as the stable funding source for the Pay-as-you-go Program. According to the FY 2016 - 2025 Capital Plan, the current City policy is to grow the General Fund commitment to capital by 7% each year. For FY 2015-16, that commitment was \$119.1 million, which was raised to \$130 million, including add backs from the Board of Supervisors. Of this amount, \$34.3 million went toward Facilities Renewals and Maintenance - with the remainder of the funding going towards Americans with Disabilities Act (ADA) needs, right-of-way infrastructure renewal, street resurfacing etc. The Mayor-proposed budget for FY 2016-17 includes \$128.3 million for capital, of which \$38 million is for Facilities Renewals and Maintenance.  In addition, departments with approved G.O. Bond Programs use bond funding to address renewal and deferred maintenance needs at the facilities being renovated using these funds.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.A.1-1. In order to achieve beneficial consequences and avoid the potential adverse consequences from underfunding maintenance and repair of General Fund departments' facilities and infrastructure, and to save money over the long term: c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve sufficient funding in the Fiscal Year 2017-2018 budget and thereafter from stable funding sources for all General Fund departments' high priority maintenance and repair projects.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-a. The Controller should: ● conduct an audit of the Workers' Compensation Division of the Department of Human Resources data gathering policies and procedures, ● report to budget decision makers its findings of identified and quantified risks of injury created by deferred maintenance and repairs, and recommend appropriate modifications. So as budget funding tradeoff decisions are made, the Mayor and Board of Supervisors will know what portion of the City's Workers Compensation liabilities (if any) arise from poorly maintained General Fund department capital assets.	Controller	The recommendation requires further analysis	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher -risk areas of concern citywide. In addition, a determination on the availability and reliability of appropriate and sufficient data (e.g., workers compensation level, type, claim causes, etc.) is needed to assess feasibility. Assessment with other relevant city departments and stakeholders, specifically the Department of Human Resources Workers' Compensation Division and the California Workers' Compensation System, will be conducted, as necessary, in making this determination, with assessment completion expected in January 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Office of the Controller's City Services Auditor is auditing the Workers' Compensation Program at SFMTA. The audit will be completed by June 2018, and lessons learned from it will assist in informing possible future audit work regarding workers' compensation data-gathering policies and procedures, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-b. The Controller should determine the additional time and manpower cost to the City Services Auditor staff to accomplish this audit and report and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	The recommendation requires further analysis	See Controller's response to related recommendation R:II.B.1 -a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Office of the Controller's City Services Auditor is auditing the Workers' Compensation Program at SFMTA. The audit will be completed by June 2018, and lessons learned from it will assist in informing possible future audit work regarding workers' compensation data-gathering policies and procedures, as necessary.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request for an audit of Workers Compensation Division data gathering policies and procedures.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the budget for an audit of the Workers Compensation Division data gathering policies and procedures will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	<p>The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.</p> <p>Furthermore, The construct of the California workers' compensation system is "no-fault." The fundamental principle of the entire system is that employers pay for injuries or illnesses that occur in the course of business, and employees give up the right to file civil lawsuits. While "cause of injury" (such as slip &amp; fall, fall from height, exposure to toxins, etc.) is known, can be reported on by the Department of Human Resources Workers' Compensation Division, and is used to improve employee safety, fault is never assessed. Further, there is no objective way to determine that a workers' compensation claim resulted from deferred maintenance. As a result, an audit of the data-gathering statistics is unnecessary and burdensome.</p>
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-d. To reduce the risk of injury to City employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve this line item in the Controller's budget request for an audit of Workers Compensation Division data gathering policies and procedures and include it in the approved budget ordinance for fiscal year 2017-2018.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.b. To provide budget decision makers with pertinent information for making tradeoff decisions, the Controller should determine the additional time and manpower cost to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:II.B.2 -a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller's Office, the budget for periodic analysis of Hazard Logs will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	<p>The Controller's City Services Auditor (CSA) receives a General Fund setaside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget setaside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.</p> <p>Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan recommended levels in both budget years, equalling \$285 million over both years.</p>

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.d. To reduce the risk of injury to City employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve this line item in the Controller's budget request to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs and include it in the approved budget ordinance for fiscal year 2017-2018.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-a. The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	City Administrator  Environmental Health and Safety	The recommendation requires further analysis	Hazard logs have been modified to identify deferred maintenance and repairs to the Controller's Office periodically. The responding departments will work together in determining the involvement of the Controller's Office in implementing this recommendation. Existing analysis and reporting efforts on injury and hazard risks include worker's compensation studies and the California Injury and Illness Prevention Program.	Will Not Be Implemented: Not Warranted or Not Reasonable	The General Services Agency (GSA) has specific procedures for reviewing all injuries and accidents in keeping with local and state standards and requirements. GSA analysis and reporting efforts on injury and hazard risks include worker's compensation studies and the California Injury and Illness Prevention Program. GSA acts on any observations and findings under these procedures and reports to address incidents, improve workplace safety, and otherwise plan for and implement any needed changes to equipment, work practices or other issues. Creating new procedures to review Hazard Logs will not benefit the City's work in this area. Separate from these programs, the City's Capital Planning Program tracks deferred maintenance in City buildings and facilities. Capital Planning updates and uses this information to guide capital improvements and facilities maintenance planning citywide. The Controller's Office and GSA staff discussed these programs and determined that the City's procedures and efforts in these areas are complete, comport with professional standards and requirements and that new procedures are not warranted.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-a. The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The Controller's Office defers to the other responding departments in determining the Controller's involvement in implementing this recommendation. Existing analysis and reporting efforts on injury and hazard risks include worker's compensation studies and the California Injury and Illness Prevention Program. Further, the Controller's Data Academy is open for all departments to attend to ensure data analytics skills are available to all departments.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.2. DPW street trees : Because it will increase overall street tree health and reduce per-street-tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees): a. The Department of Public Works should include line items in its budget requests for the routine maintenance of all street trees. the Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Public Works Department for the routine maintenance of all street trees ;	DPW Director  Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Urban Forest Plan, adopted by the Board of Supervisors in 2015, is a long-term vision and strategy to improve the health and sustainability of the City's urban forest of more than 110,000 trees. Every year, as part of the capital planning process, Public Works includes line items in its budget request for the routine maintenance of all street trees in accordance with the Plan.	Recommendation Implemented	With the passage of Proposition E on the November 2016 ballot, the City is mandated to spend \$19 million/year (escalating) in order to provide routine maintenance on all street trees.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.2. DPW street trees : Because it will increase overall street tree health and reduce per-street-tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees): c. after Budget and Legislative Analyst's Office review, the Board of Supervisor should approve sufficient dedicated funding in the budget for upcoming fiscal years 2017-2018 and thereafter to the Public Works Department for the routine maintenance of all street trees.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.3. Proposition #160381 The Board of Supervisors should approve placing the Street Trees proposition (#160381 Charter Amendment and Business and Tax Regulations Code – City Responsibility and Parcel Tax for Street Trees) on the November 2016 ballot.	BoS	will not be implemented	The parcel tax was removed from this Charter amendment	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per tree maintenance costs: e. The Parks Commission should devise a creative dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space).	Rec & Park Commission	The recommendation has been implemented	Due to the June 2016 passage of Prop B, The San Francisco Park, Recreation, and Open Space Fund Charter Amendment, we now have a dedicated funding plan to implement Urban Forest Plan (Phase 2: Parks and Open Space). This satisfies the recommendation for the Park Commission to devise a creative dedicated funding plan to implement the Urban Forest Plan, Phase 2.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per tree maintenance costs: c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve sufficient funding in the approved budget for fiscal years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest Plan (Phase 2: Parks and Open Space) ; d. After review by the Budget and Legislative Analyst Office, The Board of Supervisors should pass an Ordinance incorporating The Urban Forest (Phase 2: Parks and Open Space) by reference ; and e. The Parks Commission should devise a creative dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space).	BoS	The recommendation has been implemented	As stated by the Planning Director, Mayor, Mayor's Office and Public Policy and Finance, the Planning Department is currently scoping Phase II of the Urban Forest Plan. The Planning Department has included a line item in its budget to allow this work and is currently meeting its tree planning goals through the existing budget.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16					
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per-tree maintenance costs: a. The Planning Department should include a line item in its budget requests for the cost of completing The Urban Forest Plan ( Phase 2: Parks and Open Space) b. The Mayor should include sufficient funding in the proposed Budget for the upcoming fiscal years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest Plan (Phase 2: Parks and Open Space) ;	Planning Director  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Planning Department is currently scoping Phase II of the Urban Forest Plan to address the needs of trees in parks and open spaces. The Planning Department has included a line item in its budget to allow this work and is currently meeting its tree planning goals through existing budget.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.6. Rec & Park 15 year maintenance cycle: Because it will increase overall tree health and reduce overall per tree maintenance costs: a. The Recreation and Parks Department should include a line item in its budget requests for fiscal year 2017-2018 and thereafter for sufficient funding to implement a programmatic tree maintenance program that will sustain a 15 year tree maintenance cycle b. the Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for the sustained 15 year tree maintenance cycle ;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Recreation and Parks Department is commencing initiatives toward achieving a 15-year tree maintenance cycle through the annual General Fund Capital Budget.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.6. Rec & Park 15 year maintenance cycle: Because it will increase overall tree health and reduce overall per tree maintenance costs: c. after Budget and Legislative Analyst's Office review, the Board of Supervisors should approve sufficient dedicated funding in the approved budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for the sustained 15 year tree maintenance cycle.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.7. Rec & Park Tree Risk Assessments. Because it will increase safety for all park users, a. The Recreation & Parks Department should seek a line item in its budget request to pay for completing tree risk assessments and hazardous tree abatement for trees in all remaining parks where that has not yet been accomplished. b. The Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for completion of tree risk assessments and hazardous tree abatement;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Recreation and Parks Department is funding a minimum of two new tree assessments per year through the annual General Fund Capital Budget.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.7. Rec & Park Tree Risk Assessments. Because it will increase safety for all park users, c. After review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve sufficient dedicated funding in the approved budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for completion of tree risk assessments and hazardous tree abatement.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation, but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**		
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: a. the City Administrator and the Director of the Capital Planning Program should identify stable funding sources for maintaining the urban forest ; b. the Mayor should identify stable funding sources for maintaining the urban forest and include them in proposed budgets ; c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	In the November 2016 election, San Franciscans will consider the transfer of maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside. Depending on the outcome of the election, further conversations may be scheduled with the Mayor's Office, City Administrator and Director of Capital Planning to discuss stable funding sources for maintaining the urban forest by December 2016.	Recommendation Implemented	With the passage of Proposition E on the November 2016 ballot, the City is mandated to spend \$19 million/year (escalating) in order to provide routine maintenance on all street trees.	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: a. the City Administrator and the Director of the Capital Planning Program should identify stable funding sources for maintaining the urban forest ; b. the Mayor should identify stable funding sources for maintaining the urban forest and include them in proposed budgets ; c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	Planning Director  City Administrator  Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	In the November 2016 election, San Franciscans will consider the transfer of maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside. Depending on the outcome of the election, further conversations may be scheduled with the Mayor's Office, City Administrator and Director of Capital Planning to discuss stable funding sources for maintaining the urban forest by December 2016.	Recommendation Implemented	In the November 2016 election, San Franciscans voted to transfer the maintenance responsibility for all San Francisco's street trees to Public Works and the funding of tree maintenance through an annual budget set-aside.	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-5. Rec & Park 2 for 1 : Because it will promote the strategic reforestation of the City, thereby improving quality of life for City residents and visitors: c. after Budget and Legislative Analyst's Office review, the Board of Supervisors should approve sufficient funding in the budget for upcoming fiscal year 2017-2018 and thereafter for the Recreation and Parks Department's plan to plant two trees for every tree removed.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**		

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-5. Rec & Park 2 for 1 : Because it will promote the strategic reforestation of the City, thereby improving quality of life for City residents and visitors: a. The Recreation and Parks Department should include a line item in its budget requests for fiscal year 2017-2018 and thereafter for sufficient funding to plant two trees for every tree removed ; b. the Mayor should include sufficient funding in the proposed budget for upcoming fiscal year 2017-2018 and thereafter for the Recreation and Parks Department's plan to plant two trees for every tree removed;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Recreation and Parks Department is commencing initiatives toward achieving a 15-year tree maintenance cycle through the annual General Fund Capital Budget.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-a. To prevent further deterioration and unsafe conditions, the Department of Public Works should seek prioritized line item budget funding in the fiscal year 2017-2018 for the maintenance and repair of the "Structurally Deficient" rated bridges for which it is responsible.	DPW Director	The recommendation requires further analysis	Within the City and County of San Francisco, there are four bridges with a Structurally Deficient rating. All four of these bridges (Williams Avenue, Mariposa Street, 22nd Street, 23rd Street) are owned by the Peninsula Corridor Joint Powers Board (PCJPB). As such, the PCJPB is responsible for the structural maintenance of the bridges. Public Works is responsible for the maintenance of the roadway surface and above. Public Works will develop an estimate for the maintenance of the roadway surface and upgrade of the traffic railing for the bridges at Williams Avenue and Mariposa Street to be submitted in the fiscal year 2017-2018 budget. The PCJPB is presently replacing the bridges at 22nd Street and 23rd Street.	--	Agency elected not to respond.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-b. To prevent further deterioration and unsafe conditions, the Mayor should approve these line items in the Department of Public Works budget request for the maintenance and repair of "Structurally Deficient" bridges and include them in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Department of Public Works and subject to the Capital Planning Committee process, the budget for maintenance and repair of "Structurally Deficient" bridges will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Public Works approved capital budget was prepared and structurally deficient bridges were included in the request. The overall structural repair increased by approximately \$121,000 to \$2.55 million. The budget also includes \$800,000 in funding for Third Street Bridge structural improvements and \$6.99 million in General Funds to match a \$49 million grant for structural improvements for the Islais Creek Bridge Project.  Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan recommended levels in both budget years, equaling \$285 million over both years.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve adequate funding for the Department of Public Works for maintenance and repair of "Structurally Deficient" bridges in the fiscal year 2017-2018 approved budget and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-a. We acknowledge the Department of Public Works plans to repair the existing deterioration and unsafe conditions on the Richland Avenue bridge and encourage the early completion of this important project.	DPW Director	The recommendation has been implemented	The Department of Public Works undergoes an internal review and prioritization of maintenance needs in connection with each budget process that is submitted to the Capital Planning Program. The traffic railing replacement on the Richland Bridge has been included in the department's request.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-b. To prevent further deterioration and unsafe conditions, the Department of Public Works should determine the cost of repairing the Richland Avenue Bridge and other deteriorated but not yet "Structurally Deficient" bridges for which it is responsible and include these costs as line items in its budget request for fiscal year 2017-2018.	DPW Director	The recommendation has been implemented	Public Works will develop budgetary needs for the maintenance of all bridges under its jurisdiction and request funds in fiscal year 2017-2018.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-c. To prevent further deterioration and unsafe conditions, the Mayor should approve the items in the Department of Public Works budget request for the maintenance and repair of the Richland Avenue bridge and other deteriorated but not yet "Structurally deficient" bridges and include them in the Mayor's proposed budget in the fiscal year 2017-2018 and thereafter.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Department of Public Works, the maintenance and repair of the Richland Avenue Bridge and other bridges will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Will Be Implemented in the Future	Public Works budgeted approximately \$1.2 million in General Fund monies for a project to replace the concrete traffic rail along both sides of the Richland Ave Bridge. This project is currently under environmental review and once complete we will begin construction.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-d. To prevent further deterioration and unsafe conditions, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the items in the Department of Public Works budget request for the maintenance and repair of the Richland Avenue bridge and other deteriorated but not yet "Structurally deficient" bridges and include them in the adopted budget in the fiscal year 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.a. To focus attention on the relationship between General Fund departments' annual Maintenance and repair expenditures and these departments' deferred maintenance and repair backlogs, the Controller should utilize the replacement or revision of the current asset management programs used by General Fund departments as an opportunity for development of new or revised performance metrics to collect and report to City officials and the public: (1) the costs departments expend on annual maintenance and repair ; and (2) the annual costs incurred in addressing their deferred maintenance and repair backlogs.	Controller	The recommendation requires further analysis	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher -risk areas of concern citywide. The City's Capital Planning Committee issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including detailed information on maintenance and repair projects, along with specific funding, prioritization, and reporting mechanisms. The Controller's City Services Auditor is conducting a performance audit of facilities maintenance management citywide, which will be issued in FY 2016 -17. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision -makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management. The City is now replacing its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment.	Will Not Be Implemented: Not Warranted or Not Reasonable	The City has recently replaced its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment. As the City gets used to using the new system's various modules, the Office of the Controller will collaborate with departmental stakeholders to determine the best approach for tracking maintenance and repair costs. By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on tracking related funding and expenditures.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.b. The Controller should determine the additional time and manpower cost to develop these new or revised performance metrics in asset management programs and include line item entries in its budget request for fiscal year 2017-2018.	Controller	The recommendation requires further analysis	See Controller's response to related recommendation R:III.A.1 - a. The Controller's Office will work with the Mayor's Office in developing instructions related to these budget requests, as necessary.	Will Not Be Implemented: Not Warranted or Not Reasonable	The City has recently replaced its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment. As the City gets used to using the new system's various modules, the Office of the Controller will collaborate with departmental stakeholders to determine the best approach for tracking maintenance and repair costs. By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on tracking related funding and expenditures.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.c. To focus attention on the relationship between General Fund departments annual maintenance and repair expenditures and their deferred maintenance backlogs, the Mayor should approve these line item entries in the Controller's budget request to collect and report General Fund department costs expended on annual maintenance and repair and costs incurred in addressing their deferred maintenance and repair backlogs, and include them in the Mayor's proposed budget for fiscal year 2017-2018.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The annual maintenance, deferred maintenance, and repair budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.  In the upcoming November 2016 election, San Franciscans will consider a three-quarter cent sales tax increase. The Mayor's Office will work with the San Francisco Municipal Transportation Agency and the San Francisco County Transportation Authority to include improvements to our street network in the San Francisco Transportation Expenditure Plan, specifying that a portion of the additional sales tax revenues is directed towards improving the pavement condition of the street network.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.  Additionally, this reporting is done by the Capital Planning program using the Facilities Renewal Resource Model. Capital Planning has ongoing funding sufficient to undertake this work on an ongoing basis.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.d. To focus attention on the relationship between General Fund departments annual maintenance and repair expenditures and their deferred maintenance backlogs, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve these line item entries in the Controller's budget request to collect and report General Fund department costs expended on annual maintenance and repair and costs incurred in addressing their deferred maintenance and repair backlogs, and include them in the approved budget for fiscal year 2017-2018.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.a. For increased transparency and accountability, the City Administrator and the Director of the Capital Planning Program should report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan.	City Administrator  Director of the Capital Planning Program	The recommendation has been implemented	The City's Facilities Renewal Resource Model (FRRM) allows users (departments) to make a distinction between backlog and renewal costs. FRRM is updated by departments annually, and FRRM data is the basis for determining the City's GF backlog and facility renewal needs in the 10-year Capital Plan. The Capital Planning Program does report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan--this information can be found in the Executive Summary and also in the financial tables at the end of each chapter.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to collect data and report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten-year Capital Plan, and include a line item for this cost in its budget request for fiscal year 2017-2018 and thereafter.	City Administrator  Director of the Capital Planning Program	will not be implemented	The 10-year Capital Plan already makes this distinction.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.c. For increased transparency and accountability, the Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the City Administrator's and the Director of the Capital Planning Project's request for the cost to collect data and report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan.	Mayor  Mayor's Office of Public Policy and Finance	will not be implemented	The 10-year Capital Plan already makes this distinction.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.d. For increased transparency and accountability, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve the request for the cost to collect data and report “Deferred Maintenance and Repair Backlog” separately from “projected capital renewal and replacement costs” in the Ten-year Capital Plan, and include this cost in the adopted Budget for fiscal year 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst’s Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: a. The Director of the Real Estate Division should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; b. The Director of Public Works should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; c. The General Manager of the Recreation and Parks Department should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; d. Other General Fund departments responsible for maintaining capital assets should request a line item in their budget requests to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; e. The Mayor should include amounts in the proposed budget for fiscal year 2017-2018 for : (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for condition assessment surveys with cost estimates of General Fund Department facilities and infrastructure ;	City Administrator  DPW Director  GM of Park & Rec  Mayor  Mayor’s Office of Public Policy and Finance	The recommendation will be implemented in the future	The Capital Planning Committee oversees the Facilities Resource and Renewal Model (FRRM) and develops the Capital Plan. City Departments are generally responsible for maintaining the facilities that they occupy unless the buildings are multi-tenant, in which case the maintenance is the responsibility of the Real Estate Division.  The approved budgets for the Real Estate Division and the Recreation and Parks Department for FY 2016-17 and 2017-18 include funding for a facility condition assessment. When conducted, condition assessments should be a coordinated effort overseen by a policy body like the Capital Planning Committee.	Recommendation Implemented	The following amounts were appropriated to the Department’s capital budget for updated condition assessment surveys of departmental facilities and infrastructure: F17: \$550,000; FY18: \$700,000; FY19: \$300,000.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: a. The Director of the Real Estate Division should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; b. The Director of Public Works should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; c. The General Manager of the Recreation and Parks Department should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; d. Other General Fund departments responsible for maintaining capital assets should request a line item in their budget requests to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; e. The Mayor should include amounts in the proposed budget for fiscal year 2017-2018 for : (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for condition assessment surveys with cost estimates of General Fund Department facilities and infrastructure ;	Mayor  Mayor’s Office of Public Policy and Finance	The recommendation will be implemented in the future	The Capital Planning Committee oversees the Facilities Resource and Renewal Model (FRRM) and develops the Capital Plan. City Departments are generally responsible for maintaining the facilities that they occupy unless the buildings are multi-tenant, in which case the maintenance is the responsibility of the Real Estate Division.  The approved budgets for the Real Estate Division and the Recreation and Parks Department for FY 2016-17 and 2017-18 include funding for a facility condition assessment. When conducted, condition assessments should be a coordinated effort overseen by a policy body like the Capital Planning Committee.	Recommendation Implemented	Park and Rec is undertaking an assessment now, funded through the Capital Budget. The Real Estate Division and Public Works did not request specific funds for an assessment but the assessment of subsystems throughout general fund department facilities is included in the annual FRRM data update.  Furthermore, the Mayor’s 2017-18 and 2018-19 budget fully funded the capital plan at the plan recommended levels in both budget years, equaling \$285 million over both years.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: f. after review by the Budget and Legislative Analyst’s Office, the Board of Supervisors should approve amounts in the fiscal year 2017-2018 Budget for: (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for Condition Assessment surveys with cost estimates of General Fund Department facilities and infrastructure.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst’s Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-a. As an important step toward getting adequate maintenance funding on a regular basis, the General Manager of the Recreation and Parks Department should request the allocation of funds from the “Open Space Fund” for the purpose of conducting a comprehensive condition assessment of departmental facilities and infrastructure.	GM of Park & Rec	The recommendation has been implemented	The Recreation and Parks Department (RPD) allocates 50% of the Open Space Fund contingency reserve annually for deferred maintenance projects. These funds may also be spent on condition assessments as necessary.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-b. The Mayor should include the allocation of funds from the Recreation and Parks Department’s “Open Space Fund” for the purpose of conducting a comprehensive condition assessment in the proposed fiscal year 2017-2018 budget.	Mayor  Mayor’s Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor’s Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by RPD, the comprehensive condition assessment budget will be considered in connection with the City’s budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Will Be Implemented in the Future	In FY 2018, the San Francisco Recreation and Park Department will begin preparing for the November 2019 G.O. Bond ballot proposal. Over the coming months, staff will focus on replacing the outdated COMET condition assessment database with a new system to provide direction on the investments required to preserve and/or extend the life of assets renovated through the Bond program; and to inform the Department’s annual \$15 million commitment towards addressing deferred maintenance backlog, and shifting from emergency focused maintenance practices to a preventative maintenance approach.  In preparation for this infusion of anticipated resources, RPD hopes to further integrate the Department’s preventative maintenance and capital planning workflows. The first step to that goal is to complete a comprehensive assessment. To that end, RPD is currently in contract negotiations with a vendor to conduct a comprehensive condition assessment of Department facilities and organize assessment data in a proprietary capital asset management software.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the allocation of funds from the Recreation and Parks Department's "Open Space Fund" for the purpose of conducting a comprehensive condition assessment.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-a. As he has done for City streets' Pavement Condition Index, the Mayor should announce his goal of having the Facility Condition Index for all General Fund Departments' no street capital assets at the level of "good" or better.	Mayor	The recommendation requires further analysis	<p>In 2010, the City convened the Street Resurfacing Financing Working Group to prepare a specific set of proposals or recommendations for the Mayor, the Board of Supervisors, and the Capital Planning Committee for financing the repaving and/or reconstruction of the City's public streets and rights of way. The average Pavement Condition Index is tracked by the regional Metropolitan Transportation Commission, which assesses the condition of Bay Area roads. San Francisco's Pavement Condition Index score has increased each year for the last four years, following the implementation of recommendations of the Streets Resurfacing Financing Working Group and the voter-approved \$248 million 2011 Road Repaving and Street Safety bond.</p> <p>The Facilities Condition Index (FCI) is calculated based on FRRM data, and assuming that facility data is updated consistently across the City's facilities, it may be used to assess the relative condition of one facility versus another. While FCI may be used as a planning tool in this manner, using it to determine the annual reinvestment needed would need further study.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>Capital Planning program has established funding principles, of which the top three are: legal and regulatory mandate, life and safety, and asset preservation. With all funding decisions, the program keeps these principles in mind and strives to distribute resources so that our buildings are in "good" condition. To achieve this, capital planning looks at the subsystem level to address our most urgent specific needs first. The blanket rule of thumb of having all buildings at an FCI of "good" or better is not a helpful goal for working to improve the City's diverse facility portfolio.</p> <p>Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan recommended levels in both budget years, equaling \$285 million over both years.</p>
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-b. The Controller should conduct a study of the General Fund Departments listed on the December 2015 FRRM (Facilities Renewal Resource Model) report "Backlog and 10Yr Need by Facility (or such updated reports as is appropriate) with a Facilities Condition Index of 0.30 or greater ("fair" or "poor") to determine: (1) Which of those physical assets (if any) are in "fair condition"; (2) Which of those physical assets (if any) are in "poor condition"; (3) Which of those physical assets (if any) are starting to approach or exceed their life expectancies ; (4) Which of those physical assets (if any) should be considered high priority for maintenance and repair funding; (5) Which of those physical assets (if any) require additional maintenance and repair funding to prevent further accumulation of deferred maintenance and repair ; (6) Whether lack of comprehensive maintenance and repair planning resulted in underinvestment in preventive maintenance and repair work that has depreciated the value and useful life of these physical assets; and present the report containing the Controller's findings on the above items to the Mayor and Board of Supervisors for use in the budget process.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The Controller's Office recognizes the importance of transparency in the government's use and stewardship of public assets and resources. The primary responsibility for managing departmental assets is decentralized, resting with each department. Departments maintain different systems for tracking maintenance and repair information for their physical assets (e.g., MAXIMO, Inform, etc.). The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management. The City is now replacing its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment. As the City implements its new financial system, the Controller's Office will work with other departments in using these modules. On an ongoing basis, the City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-c. The Controller should determine the additional time and manpower cost to accomplish the additional reporting recommended in the preceding Recommendation 3(b) and include a line item entry for those costs in his budget requests for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:III.C.3-b.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-d. To provide useful information for the public in assessing the City's stewardship of public assets, the Mayor should include in the Mayor's Proposed Budget for fiscal year 2017-2018 these line item entries for a study of facilities with FCI of fair or poor condition in the Controller's budget requests.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Controller Office or Capital Planning Program through CPC, the budget for a study of facilities with FCI of fair or poor condition will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-e. To provide useful information for the public in assessing the City's stewardship of public assets, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve these line item entries for a study of facilities with an FCI of fair or poor condition in the adopted Budget Ordinance for fiscal year 2017-2018	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.D.1. To make the true cost of program delivery visible, a. The City Administrator and the Director of the Real Estate Division should charge rental rates sufficient to cover the full cost of maintenance, repair and capital replacements in the leased premises it manages( to make the true cost transparent ). b. the Mayor should propose adjustments to tenant General Fund departments' budgets sufficient to cover rent increases	City Administrator  Director of Real Estate  Mayor  Mayor's Office of Public Policy and Finance	will not be implemented	Rental rates for departments are set to recover for expected operating costs. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects Citywide.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.D.1. To make the true cost of program delivery visible, c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve adjustments to tenant General Fund departments' budgets sufficient to cover rent increases.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.1. In recognition of maintenance of facilities and infrastructure as an important component in stewardship of City assets, the Mayor and the Office of Public Policy and Finance should encourage adequate Maintenance and Repair funding as one of the budget priorities for General Fund departments.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation has been implemented	The Mayor's Budget Instructions require that departments submit accurate and complete operating budget proposals, including budgets for facilities and infrastructure maintenance.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.2. In recognition of maintenance of facilities and infrastructure as an important component of stewardship and in fulfillment of their stewardship obligations , the managers and staff of General Fund departments: a. should make their departmental maintenance needs known vigorously throughout the budget process and reallocation process ; b. should advocate vigorously in their submissions on Capital Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the Capital Planning staff based on the prior year's appropriation may be insufficient, and if so, why additional funds to meet maintenance needs are required; c. in their Section 3.14 letters, should make their unfunded high priority maintenance needs known vigorously; and d. should make supplemental appropriation requests when they find that they have inadequate resources to support Maintenance and Repair operations through the end of the fiscal year.	BoS	will not be implemented	Although we agree that Department heads should advocate vigorously for their funding needs, we can only urge them to do so, but it is not within our purview to direct them to do so	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.2. In recognition of maintenance of facilities and infrastructure as an important component of stewardship and in fulfillment of their stewardship obligations , the managers and staff of General Fund departments: a. should make their departmental maintenance needs known vigorously throughout the budget process and reallocation process ; b. should advocate vigorously in their submissions on Capital Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the Capital Planning staff based on the prior year's appropriation may be insufficient, and if so, why additional funds to meet maintenance needs are required; c. in their Section 3.14 letters, should make their unfunded high priority maintenance needs known vigorously; and d. should make supplemental appropriation requests when they find that they have inadequate resources to support Maintenance and Repair operations through the end of the fiscal year.	DPW Director City Administrator Director of Real Estate GM of Park & Rec	The recommendation has been implemented	Departments make their departmental maintenance needs known vigorously throughout the budget process (See F:IV.2-c.). For example, the 2015-2016 fiscal year represents a record year for the Recreation and Parks Department's General Fund capital budget. With the approval of Proposition C (2008) and the creation of a General Fund baseline, the department allocates no less than \$15 million annually to capital and maintenance needs.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.3. To further transparency and accountability in City government, the Mayor's Budget Letter should include a section listing and describing the General Fund departments' high priority maintenance projects which did not get funded.	Mayor	The recommendation requires further analysis	The Mayor's Budget Letter describes local conditions, recent City accomplishments, and revenue and expenditure trends, among other important considerations of the budget proposal. Included with the budget proposal is General Fund departments' maintenance and repair budgets.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Mayor's Budget Letter summarizes the numerous and complicated expenditures in the budget. It's not appropriate for the Mayor's Budget letter to describe the many maintenance project requests that were not funded. Budget requests are public information and may be accessed as needed by the public. Additionally, as part of capital budget approval, all unfunded projects are listed and available to the public at onesanfrancisco.org.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.4. In recognition of maintenance of facilities and infrastructure as an important component in stewardship of City assets, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should include adequate funding for General Fund departments maintenance and repair in the list of budget policy priorities for "unallocated monies".	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.1. In accordance with best practices for governments and in the interest of transparency and accountability, the City Administrator and the Director of the Capital Planning Program should make projection of lifecycle costs of operation and maintenance a criteria for getting its approval to add General Obligation Bond propositions to the queue.	City Administrator  Director of the Capital Planning Program	The recommendation has been implemented	Departments are required to fulfill a series of criteria when seeking Capital Planning Committee approval for a G.O. Bond. These requirements include a memo to CPC members, a copy of the Resolution of Public Interest and Necessity, a copy of the Ordinance placing the Bond on the ballot, and a presentation including program background and need, program components, impact to property tax rate, accountability measures, legislative schedule, and other relevant information.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.2. We recommend in the interest of transparency and accountability that the Mayor carry forward plans to include information on projected lifecycle operating costs and maintenance costs in Five Year Plans.	Mayor	The recommendation requires further analysis	Long-term costs associated with one-time investments are included in Five Year Plans. In addition, a projection of lifecycle costs has been added to the list of requirements for departments when seeking Capital Planning Committee approval for a G.O. Bond.	Recommendation Implemented	The five-year financial plan considers operating costs for large capital projects and assumes full funding of the capital plan, which provides substantial maintenance funding.

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflation adjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and long-term consequences of any budgeted shortfall.	Citizen's General Obligation Bond Advisory Committee	The recommendation will not be implemented because it is not warranted or reasonable	CGOBOC believes that a study of maintenance investments required to preserve the City's assets should be performed and considered by policy makers. CGOBOC recognizes the importance of transparency and accountability in the government's use and stewardship of public assets and resources. Per Section 5.31 of the San Francisco Administrative Code, CGOBOC's purpose is to inform the public concerning the expenditure of general obligation bond proceeds and to actively review and report on the bond expenditures to ensure that bond revenues are expended only in accordance with the ballot measure. CGOBOC already inquires with city departments on the budgets, schedules, and plans related to general obligation bond-funded projects as part of its oversight responsibilities.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflation adjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and long-term consequences of any budgeted shortfall.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The Controller's Office does not have the authority or jurisdiction to require General Fund departments to report annually to the Citizens' General Obligation Bond Oversight Committee (CGOBOC), so cannot implement this recommendation. We will forward the recommendation to CGOBOC, who has the authority to request such reporting from departments.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. In the furtherance of transparency and accountability and best practices in government, a. the Controller's Statement on General Obligation Bond propositions in the Department of Elections Voter Information Pamphlet should include a LifeCycle Cost estimate, containing the projected lifecycle Maintenance and Repair cost for the proposed Capital Project.	Controller	The recommendation requires further analysis	Before determining whether to accept this recommendation, the Controller's Office must determine the costs and benefits of the efforts involved in implementing it, taking into consideration available resources, mandated functions and activities, and other higher -risk areas of concern citywide. Coordination with other relevant city departments and stakeholders will be conducted, as necessary, in making this determination, with completion expected in January 2017.	Will Not Be Implemented: Not Warranted or Not Reasonable	The City has recently replaced its accounting and financial system, which includes an asset management module containing such fields as City Asset Status, Condition Assessment, and Safety Assessment. As the City gets used to using the new system's various modules, the Office of the Controller will collaborate with departmental stakeholders to determine the best approach for tracking maintenance and repair costs, including those for general obligation bond projects. By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on lifecycle management.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. In the furtherance of transparency and accountability and best practices in government, a. the Controller's Statement on General Obligation Bond propositions in the Department of Elections Voter Information Pamphlet should include a LifeCycle Cost estimate, containing the projected lifecycle Maintenance and Repair cost for the proposed Capital Project.	Elections Commission	NO RESPONSE		Will Not Be Implemented: Not Warranted or Not Reasonable	The Elections Commission will not implement this recommendation because the Commission lacks the authority to do what is requested.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.4. In furtherance of transparency, accountability and the public's right to know, GOBAC should prepare an annual report summarizing each General Fund department's lifecycle Maintenance and Repair cost estimates report and a consolidated report for all General Fund departments.	Citizen's General Obligation Bond Advisory Committee	The recommendation will not be implemented because it is not warranted or reasonable	CGOBOC believes that a study of maintenance investments required to preserve the City's assets should be performed and considered by policy makers. CGOBOC recognizes the importance of transparency and accountability in the government's use and stewardship of public assets and resources. Per Section 5.31 of the San Francisco Administrative Code, CGOBOC's purpose is to inform the public concerning the expenditure of general obligation bond proceeds and to actively review and report on the bond expenditures to ensure that bond revenues are expended only in accordance with the ballot measure. CGOBOC's authority pertains to overseeing only those departments involved in general obligation bond programs, not all General Fund departments. Also, CGOBOC already issues an annual report on general obligation bond-funded projects' scope, schedule, and budget, including future maintenance costs related to general obligation bond programs	**	
	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-a. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), the Mayor should include in the proposed budget to the Board of Supervisors restoration of the annual ten percent growth rate to the Pay-as-you-go Program budget.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Capital Planning Program through CPC, the restoration of the annual ten percent growth rate to the Pay-as-you-go Program will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The growth rate of the Pay-As-You-Go Program is determined every 2 years as part of the development of the City's 10-year Capital Plan. While the Capital Planning Program always advocates for a higher growth rate in order to reduce the backlog, the Capital Planning Committee approved a rate of 7% for the 2018-2027 Capital Plan, which was then applied to the 2017-18 and 2018-19 Capital Budget. Of this 7%, 5% growth is meant to address annual cost escalation, while 2% is meant to address backlog.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-a. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), the Mayor should include in the proposed budget to the Board of Supervisors restoration of the annual ten percent growth rate to the Pay-as-you-go Program budget.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. If proposed by the Capital Planning Program through CPC, the restoration of the annual ten percent growth rate to the Pay-as-you-go Program will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Will Not Be Implemented: Not Warranted or Not Reasonable	Seven percent annual growth in the general fund cash capital budget will succeed in growing the budget to historic levels -- \$180 million by FY 2021-22. Annual growth of ten percent would not allow for adequate flexibility to fund competing general fund priorities. 2018-19 will be the fourth year consecutive year that the Mayor has fully funded the capital plan.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-b. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve future budgets containing restoration of the annual ten percent growth rate to the Pay as you go Program.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-a. In furtherance of good stewardship, the Board of Supervisors should require General Fund departments during budget hearings to describe what factors led to the accumulation of deferred maintenance in individual departments.	BoS	will not be implemented	The future Board of Supervisors can encourage the General Fund departments to describe factors leading to the accumulation of deferred maintenance at future hearings, but cannot require them to do so.	**	
	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-b. In furtherance of good stewardship, the Mayor should propose in the Fiscal Year 2017-2018 Budget and thereafter sufficient funds for General Fund department maintenance and repair to prevent the Deferred Maintenance backlog from growing larger.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	The recommendation requires further analysis	<p>The City has steadily increased funding for general fund capital over the last two fiscal years and has funded an historic \$141.1 million for FY 2016-17, approximately \$11.6 million more than the \$128.3 million proposed in the Capital Plan. Similarly, in FY 2015-16, the City invested \$122.8 million towards general fund capital, \$5.9 million more than the \$116.9 million proposed in the Capital Plan. The City fully funded general fund capital in FY 2014-15 in investing \$114.1 million towards general fund capital.</p> <p>Addressing the entire the Deferred Maintenance backlog is not as straightforward as budgeting a certain amount of funds. The backlog consists of a wide variety of needs spread across various departments, and it grows each year as new needs arise. Other factors, such as the resources required to deliver budgeted projects in a timely manner, also affect the City's ability to prevent the backlog from growing larger.</p> <p>The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>The City has steadily increased funding for general fund capital over the last two fiscal years and has funded a historic \$142.3 million for FY 2017-18, approximately \$4.6 million more than the \$137.8 million proposed in the Capital Plan. Similarly, in FY 2016-17, the City invested \$141.1 million towards general fund capital, \$11.6 million more than the \$128.3 million proposed in the Capital Plan.</p> <p>Addressing the entire the Deferred Maintenance backlog is not as straightforward as budgeting a certain amount of funds. The backlog consists of a wide variety of needs spread across various departments, and it grows each year as new needs arise. Other factors, such as the resources required to deliver budgeted projects in a timely manner, also affect the City's ability to prevent the backlog from growing larger.</p> <p>The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2018-19 and FY 2019-20, as provided by the City Charter.</p>
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-b. In furtherance of good stewardship, the Mayor should propose in the Fiscal Year 2017-2018 Budget and thereafter sufficient funds for General Fund department maintenance and repair to prevent the Deferred Maintenance backlog from growing larger.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	The recommendation requires further analysis	<p>The City has steadily increased funding for general fund capital over the last two fiscal years and has funded an historic \$141.1 million for FY 2016-17, approximately \$11.6 million more than the \$128.3 million proposed in the Capital Plan. Similarly, in FY 2015-16, the City invested \$122.8 million towards general fund capital, \$5.9 million more than the \$116.9 million proposed in the Capital Plan. The City fully funded general fund capital in FY 2014-15 in investing \$114.1 million towards general fund capital.</p> <p>Addressing the entire the Deferred Maintenance backlog is not as straightforward as budgeting a certain amount of funds. The backlog consists of a wide variety of needs spread across various departments, and it grows each year as new needs arise. Other factors, such as the resources required to deliver budgeted projects in a timely manner, also affect the City's ability to prevent the backlog from growing larger.</p> <p>The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.</p>	Recommendation Implemented	The Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan-recommended levels in both budget years, equaling \$285 million over both years. In combination with the substantial debt programs, capital spending will be sufficient to prevent the Deferred Maintenance backlog from growing.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-c. In furtherance of good stewardship, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve sufficient maintenance and repair funding for General Fund departments in the Fiscal year 2017-2018 Budget to prevent the Deferred Maintenance backlog from growing larger.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-a. In furtherance of transparency, accountability and stewardship, the Controller should track General Fund departments' maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds is needed.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	General Fund departments already report their maintenance and repair budgets as part of the City's ongoing budgeting and accounting procedures. The City's Capital Planning Committee also issues the Capital Plan report that lays out the City's infrastructure investment plans over the next 10 years, including specific mechanisms and models for funding, prioritizing, and reporting maintenance and renewal projects citywide. The Controller's Office continues to refine and develop approaches to providing quality data and information to decision-makers and practitioners on critical topics involving the City's long-term liabilities, including asset and facilities management.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-b. The Controller should determine the additional time and manpower cost to accomplish the preceding Recommendation to track General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed, and include line item entries for those costs in its Budget Requests for the 2017-2018 Budget and thereafter.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:VI.3 -a.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses				Status of the Recommendations by the Civil Grand Jury 2015-16			
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-c. In the interests of transparency and accountability, the Mayor should include in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter those line item entries in the Controller's Budget Request for tracking General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The maintenance budget will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter	Recommendation Implemented	<p>The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.</p> <p>However, ensuring that levels of maintenance funding are sufficient is a primary function of Capital Planning, which is well-equipped to accomplish it using the FRRM system.</p>
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-d. In the interests of transparency and accountability, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve those line item entries in the Controller's Budget Request for tracking General fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed, and include them in the adopted Budget ordinance for the 2017-2018 Budget and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-a. The Controller should require all city departments to implement existing best practices as provided in FASB 42 and other best practices sources to account for and report deferred maintenance.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	The City previously considered the implementation of GASB Standard 34's modified approach, which has the same elements as FASB 42, to which this recommendation pertains. GASB 34's modified approach requires an asset management system that must have an up -to-date inventory of eligible infrastructure assets, and requires the government to perform condition assessments of the eligible assets, summarize the results using a measurement scale, and estimate each year the annual amount to maintain and preserve the eligible infrastructure assets at the condition level established and disclosed by the government. Given the amount of resources the modified approach would require and the variations and ambiguities in maintenance reporting that could arise, the City decided to implement the standard approach, while still ensuring full compliance with government accounting procedures. In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls, including the safeguarding of assets against loss from unauthorized use or disposition, and reliability of financial records for preparing financial statements and maintaining accountability for assets. The Controller's Office believes that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-b. The Controller should establish systems and procedures to establish clear maintenance and repair investment objectives and set priorities among outcomes to be achieved.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	In addition to the response provided above in R:VII.1 -a., City departments already have the stewardship responsibility of their assets and facilities, which are accounted for in the Controller's citywide accounting system. Using this accounting system data, annually the Controller's Office reports the depreciation costs of all assets, based on the estimated useful lives of those assets using historical costs. For forward-looking and planning purposes, under the City Administrator's direction, City departments annually assess facility conditions, determine cost projects for renewal and proposed enhancement projects, and analyze available funding resources as part of their ten-year capital plan preparations, using the Facilities Renewal Resource Model.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-c. The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are mission critical and mission supportive.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-c. The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are mission critical and mission supportive.	DPW Director	The recommendation requires further analysis	This recommendation is not wholly within the jurisdiction of Public Works and the Controller's Office. For example, the systems and procedures contemplated may be performed by the Controller's City Services Auditor (CSA) Section in collaboration with San Francisco Public Works and other City Departments.	--	Agency elected not to respond.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-d. The Controller should establish systems and procedures to conduct condition assessments as a basis for establishing appropriate levels of funding required to reduce, if not eliminate, any deferred maintenance and repair backlog.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. The Capital Plan also contains the estimated facilities, streets and other right -of-way asset backlogs, showing both funded and deferred levels	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-e. The Controller should establish systems and procedures to establish performance goals, baselines for outcomes, and performance measures.	Controller	The recommendation requires further analysis	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. The development of an inventory of maintenance-related performance goals, baselines for outcomes, and performance measures will be considered as part of future City Services Auditor maintenance audits.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on performance measures.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-f. The Controller should establish systems and procedures to identify the primary Methods to be used for delivering maintenance and repair activities.	Controller	The recommendation requires further analysis	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. Further, the development of an inventory of methods used for delivering maintenance and repair activities will be considered as part of future City Services Auditor maintenance audits.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on service delivery.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-g. The Controller should establish systems and procedures to employ models for predicting the outcome of investments, analyzing tradeoffs, and optimizing among competing investments.	Controller	The recommendation requires further analysis	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. This recommendation is already in part covered by the Capital Planning process and may benefit from further consideration by Capital Planning staff, who coordinate the use of the Facilities Renewal Resource Model, under the direction of the City Administrator's Office.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on a more risk-based approach to facilities maintenance.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-h. The Controller should establish systems and procedures to align real property Portfolios with mission needs and dispose of unneeded assets.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. Further, the Controller's Accounting Policies & Procedures already addresses the accounting treatment and procedures for asset disposal, and the City has procedures in place for identifying and disposing of surplus property	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-i. The Controller should establish systems and procedures to identify the types of risks posed by lack of timely investment.	Controller	The recommendation requires further analysis	See Controller's response to related recommendations R:VII.1 -a and R:VII.1-b. Further, the identification and inventorying of the types of risks posed by the lack of timely investment will be considered as part of future City Services Auditor maintenance audits.	Will Not Be Implemented: Not Warranted or Not Reasonable	By the end of FY17-18, the Office of the Controller's City Services Auditor will issue its audit report on citywide facilities maintenance, which includes recommendations on a more risk-based approach to facilities maintenance.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-j. The Controller should determine the additional time and manpower cost to establish systems and procedures to accomplish the preceding items in Recommendation 1-a through 1-j and include a line item for those costs in its budget requests for fiscal year 2017-2018.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's responses to related recommendations R:VII.1 - a through R:VII.1-i.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-k. The Mayor should approve these line item entries in the Controller's budget requests to establish systems and procedures to accomplish the items in Recommendation 1-a through 1-j and include them in the Mayor's proposed Budget for fiscal year 2017-2018.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget request described in Recommendation 1-a through 1-j will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The Controller's City Services Auditor (CSA) receives a General Fund set-aside of 0.2% of General Fund expenditures as well as 0.2% of each General Obligation Bond issuance. CSA uses these funds to support a work plan that they develop each year in consultation with the Mayor's Budget Office, Capital Planning, the Department of Public Works, and many other City stakeholders. This work plan typically contains studies, audits, and reports on topics related to maintenance budgeting and capital planning. Ultimately, while the Mayor's 2017-18 budget did fund CSA's budget set-aside, CSA decides which maintenance budgeting and capital planning projects to include in its annual work plan.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-l. The Board of Supervisors, after review by the Budget and Legislative Auditor Office, should approve these line items in the Controller's budget requests to establish systems and procedures to accomplish the items in Recommendation 1-a through 1-j and include them in the approved budget for fiscal year 2017-2018.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-a. The Controller should include a discussion in its annual financial statements to describe what constitutes deferred maintenance and repair and how it is being measured.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	As noted in the City's 2015 Comprehensive Annual Financial Report (CAFR), the Controller prepared the CAFR in conformance with the principles and standards for accounting and financial reporting set forth by the Government Accounting Standards Board and provides a detailed accounting of annual and accumulated depreciation of City assets. The objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of material misstatements. The CAFR includes critical information and highlights regarding departmental assets, capital programs, and maintenance and repair projects. The Controller continues to believe in the accuracy and completeness of the City's financial statements, as assured by the City's external financial auditors.	**	

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Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-b. The Controller should include a discussion in its annual financial statements to include amounts of deferred maintenance and repair for each major category of Property, Plant, and Equipment.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-c. The Controller should include a discussion in its annual financial statements to include a general reference to specific component entity reports for additional information.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendation R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.3. The Controller should immediately reassess the reported value of capitalized assets in its financial statements given the impact of the high level of deferred maintenance on reducing the useable life of these assets.	Controller	The recommendation will not be implemented because it is not warranted or reasonable	See Controller's response to related recommendations R:VII.1-a and R:VII.2-a. Further, the Controller's Office routinely refers any inquiries to the Capital Planning process and documents, with their associated renewal investment backlog estimates and plans.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-a. Beginning in FY 2017-18, the City's Capital Planning Committee should include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.	City Administrator  Director of the Capital Planning Program	will not be implemented	The Capital Planning Committee does not issue an annual report. The City's 10-year Capital Plan, which is published every 2 years, contains information on the deferred maintenance backlog at that point in time.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish the preceding Recommendation to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance, and include a line item entry for those costs in its Budget Requests for 2017-2018 and thereafter.	City Administrator  Director of the Capital Planning Program	will not be implemented	The Capital Planning Committee does not issue an annual report. The City's 10-year Capital Plan, which is published every 2 years, contains information on the deferred maintenance backlog at that point in time.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-c. The Mayor should include in the Mayor's Proposed Budget for 2017-2018 and thereafter the line item entries in the Capital Planning Committee's Budget Requests to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.	Mayor  Mayor's Office of Public Policy and Finance	The recommendation requires further analysis	The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The budget request of the Capital Planning Committee will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Recommendation Implemented	The capital plan does address this, and the capital planning office does have sufficient funding to support this reporting. In aggregate, the capital budget strives to address deferred maintenance.  Furthermore, the Mayor's 2017-18 and 2018-19 budget fully funded the capital plan at the plan recommended levels in both budget years, equaling \$285 million over both years.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-d. The Board of Supervisors, after review by the Budget and Legislative Analyst Office, should approve these line item entries for the Capital Planning Committee to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance, and include these line items in the adopted Budget ordinance for 2017-2018 and thereafter.	BoS	will not be implemented	Because the Mayor has not proposed a budget for the 2017-2018 fiscal year and the Budget and Legislative Analyst's Office has not reviewed the request yet, the Board of Supervisors cannot commit to taking action on this recommendation but urges the future Board of Supervisors to consider this request at a future hearing after the budget season resumes.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.1. The Crime Lab should be separated from the SFPD and function as an independent entity in the General Services Agency	Mayor	Recommendation requires further analysis	The City has one Criminalistics Laboratory that primarily services the law enforcement agencies in San Francisco. The Crime Lab is responsible for impartially analyzing evidence items associated with criminal investigations for local law enforcement agencies in San Francisco.  The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues. The Crime Lab is distanced from pressures caused by the differing missions of law enforcement agencies through a civilian Deputy Director V who reports to the Deputy Chief of Administration and implements Crime Lab policies and procedures. Upon selection of the Forensic Services Director and development of staffing and operational plan, staff will evaluate the feasibility of transferring the Crime Lab to another City entity.	Requires Further Analysis	The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues. The Crime Lab is distanced from pressures caused by the differing missions of law enforcement agencies through a civilian Forensic Services Director who reports to the Deputy Chief of Administration and implements Crime Lab policies and procedures.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	BOS	Recommendation will not be implemented	The Board of Supervisors agrees that the SFPD and General Services Agency need further time to meet, thoroughly formulate, and evaluate a proposal of how to transfer the budget, facilities, assets, personnel and management from the SFPD to the General Services Agency. However until the two Departments complete and submit their proposal to the Board of Supervisors for further evaluation, we cannot approve this transfer	**	

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2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	Controller	Recommendation will not be implemented	As written by the Civil Grand Jury, the recommendation depends on the Mayor and the Board to implement a policy decision in order for the Controller to facilitate the transfer of budget relating to facilities, assets, personnel and management of the Crime Lab to GSA. In accordance with the Mayor's response, the Controller is unable to implement this recommendation at this time. However, following action taken by the Mayor and the Board, the Controller's Office will timely ensure the budgetary and accounting transactions necessary to implement this policy decision.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	Mayor	Recommendation requires further analysis	The City has one criminalistics laboratory that primarily services the law enforcement agencies in San Francisco. The Crime Lab is responsible for impartially analyzing evidence items associated with criminal investigations for local law enforcement agencies in San Francisco. The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues.	Requires Further Analysis	<p>The Crime Lab works with the law enforcement community to set its own priorities with respect to cases, expenditures, and other important issues. The Crime Lab is distanced from pressures caused by the differing missions of law enforcement agencies through a civilian Forensic Services Director who reports to the Deputy Chief of Administration and implements Crime Lab policies and procedures.</p> <p>Whether an additional degree of autonomy is added by the transfer of budget and personnel from SFPD to the General Services Agency will be taken under consideration if proposed by SFPD and the City Administrator's Office during the FY18-20 budget process.</p>
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.3. Because establishing an independent Crime Lab will no doubt be a lengthy process, we recommend an interim step for the Crime Lab to achieve greater separation from the SFPD: The sworn police captain should be removed as the head of the Crime Lab and replaced by the current civilian scientist lab manager.	Chief of Police	Recommendation requires further analysis	Consistent leadership at the Crime Lab has never been more critical than at this time of developing and implementing a science led structure. SFPD has been working with the Mayor's Office to identify, recruit, and proceed with the selection of a civilian scientist to lead the Forensic Services Division. A supportive infrastructure will be necessary when the Forensics Services Director assumes that role. The current Crime Lab Manager has a broad scope of duties and relies on the sworn Captain to ensure the operation of the lab and Crime Scene Investigation (CSI) continues to integrate smoothly. Both the Captain and the Crime Lab Manager are necessary to ensure that the Forensic Services Division continues to move forward during this process of evolution.	Recommendation Implemented	This recommendation has been accomplished. On July 15, 2017, the Department hired Mr. John Sanchez as the new civilian Director of the Crime Lab. The Captain's position at FSD has since been eliminated.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.4. As long as the Crime Lab remains part of the SFPD, we recommend that the civilian head of the Crime Lab report directly to the Chief without the intermediate layer of a captain assigned to the Crime Lab.	Chief of Police	Recommendation will not be implemented	The mission and daily operations of the Forensic Services Division are broad and complex. They require the full support of the Technology, Fiscal, Training, and Staff Services Divisions all of which are housed under the Deputy Chief of Administration, a direct report to the Chief of Police. The newly selected Forensic Services Director will report directly to the Deputy Chief of Administration. Until such time as that sound structure is in place, the current Crime Lab Manager and Captain of Forensic Services will utilize a team approach and report directly to the Deputy Chief of Administration. The model going forward will evolve as SFPD identifies and adds the appropriate supportive staff for the newly selected Forensic Services Director. The Chief of Police meets monthly with command staff and civilian directors, including the Forensic Services Director.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.1. The Crime Lab and the Police Department's Office of Technology should devote all necessary resources to install and implement a user friendly laboratory information management system (LIMS) that will track cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time sharing of information.	BOS	Recommendation has been implemented	The LIMS has been purchased and is in the process of being customized with full-implementation expected in spring of 2017. The LIMS system will be fully operational in the spring of 2017. The Mayor's Office is still in the process of hiring the new Forensic Services Director.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.1. The Crime Lab and the Police Department's Office of Technology should devote all necessary resources to install and implement a user friendly laboratory information management system (LIMS) that will track cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time sharing of information.	Mayor's Office of Public Policy and Finance Deputy Chief of Operations, SFPD Deputy Chief of Administration, SFPD	Recommendation has been implemented	The mission and daily operations of the Forensic Services Division are broad and complex. They require the full support of the Technology, Fiscal, Training, and Staff Services Divisions all of which are housed under the Deputy Chief of Administration, a direct report to the Chief of Police. The newly selected Forensic Services Director will report directly to the Deputy Chief of Administration. Until such time as that sound structure is in place, the current Crime Lab Manager and Captain of Forensic Services will utilize a team approach and report directly to the Deputy Chief of Administration. The model going forward will evolve as SFPD identifies and adds the appropriate supportive staff for the newly selected Forensic Services Director. The Chief of Police meets monthly with command staff and civilian directors, including the Forensic Services Director.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.2 When the LIMS is installed and customized for the Lab, the DA's office, the defense community, and Police Inspectors should have input as to the features that will help them obtain the information they need in their own work.	City Administrator	Recommendation will be implemented in the future	It is the intention of the Crime Lab to extend password protected limited access to features such as discovery and published laboratory reports to the District Attorney's Office and the defense community but the extent of access must be securely customized. We expect these features to be available by the end of 2016.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Crime Lab and its LIMS is managed by the San Francisco Police Department. SFPD should provide the response.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.3. The Crime Lab should conform to the mandate of AB 1517, the Sexual Assault Victim's DNA Bill of Rights, by analyzing evidence within 120 days and notifying the victim, if requested, that the evidence has been processed. It should publish the statistics of its compliance quarterly.	Deputy Chief of Administration, SFPD	Recommendation requires further analysis	<p>AB 1517 was passed and incorporated as an update to the California Penal Code Section 680(b)(7)(B)(i), "The Sexual Assault Victims DNA Bill of Rights". The Crime Lab conforms to the mandates regarding timelines for analyzing and uploading results in the Federal Bureau of Investigation's Combined DNA Index System (CODIS). The current turnaround time for sexual assault evidence kits is 92 days.</p> <p>The Crime Lab further adheres to the recent resolution passed by the Police Commission. Victim notification is carried out by assigned case investigators out of sensitivity to the risk of re-traumatizing survivors by delivering information in a non-personal setting. This is carried out under mandated timelines as outlined in the Special Victims Unit Order #16-01. The SFPD reports on these statistics of compliance bi-annually through the Police Commission in a public, televised meeting.</p>	Recommendation Implemented	Laboratory is exceeding the recommendation of 120 days all SAEK's are under 60 days with greater than 95% under 30. The laboratory does not have contact with suspects or victims, the SVU unit of investigations handles all victim notice and contact. Will continue to meet or exceed the goals

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.1. The Crime Lab should continue to use flexible outsourcing when in-house staffing is insufficient to keep up with the work load.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	The Crime Lab is currently outsourcing and the Fiscal budget has additional funds identified for this purpose.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.2. The Crime Lab should continue with its efforts to staff the Lab fully so that the expense incurred by using outsourced expert witnesses can be reduced	Deputy Chief of Administration, SFPD	Recommendation requires further analysis	Under the new Forensic Services Director, a multi-year hiring plan will be developed to address the staffing needs of the Crime Lab. Currently there are 6 new Forensic Analysts in various stages of the hiring process. Job offers have been extended to 3 of the 6 with an anticipated start date in August of 2016. The remaining 3 are in the background process. Additional positions in the Fingerprint Examination Unit are in process with input from the Crime Lab Manager and the Identification Section Manager.	Will Be Implemented in the Future	In Process The lab is currently in the process of filling 11 open positions. The lab will continue to fill open requisitions and is seeking additional positions to resume controlled substances examination and additional forensic services.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.3. The Drug Analysis Lab should be re-established in the Crime Lab.	Chief of Police	Recommendation requires further analysis	The equipment and infrastructure necessary to re-open the Drug Analysis Unit is in place. In order to ensure this takes place in a systematic manner that supports the overall operations of the Forensic Services Division, the Chief of Police has directed that the newly selected Forensic Services Director develop the staffing and operational plan for the unit upon assuming control of the Division. It is expected that the selection of the new Director will be completed by January of 2017.	Will Be Implemented in the Future	This recommendation is in progress. The Department is currently working to reinstitute the Drug Analysis section of the Crime Lab. We are currently assessing personnel needs and will be making budget requests in the upcoming budget cycle to accomplish this. The effort will likely take up to two years for the section to become fully functional. This effort requires the hiring of personnel, training, the purchasing of equipment, calibration of old equipment and recertification.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.D.2. A robust quality assurance program is need to address day- to- day problems and go beyond the basic check list of accreditation.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	A quality assurance program is a requirement for national accreditation, which the SFPD Crime Lab has held for more than a decade. A full-time Quality Assurance Manager (QAM) oversees this program. With the adoption and implementation of the ISO 17025 standards in 2014, the quality assurance program has continued to evolve and expand to support a system of continuous improvement. This program includes a stringent documentation and monitoring system with well-defined action plans for preventative and corrective improvements and time-delineated action responses and follow-up measures.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.D.3. We recommend initial outside consultation to provide the new Quality Assurance Manager access to mentoring, training in the process of root cause analysis and general oversight. The QAM should be required to visit other Bay Area Crime Labs with well-established QA programs to learn from them.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	The current QAM underwent training in accreditation requirements and technical assessment of quality systems under the ISO 17025 standards in 2013. This training included the requirements on how to implement and manage the technical, administrative and quality management system of a forensic laboratory. Topics included a focus on root cause analysis, document control and corrective action. The class roster included other crime lab directors, analysts and QAMs from the Bay Area. Regular contact with other agencies is, and has always been, a practice of the SFPD Crime Lab QAM. The current QAM has access to procedural manuals from other accredited laboratories and has incorporated elements from other laboratories into our quality assurance program. In addition, the current QAM is a member of forensic Quality Assurance groups and attends regional Quality Assurance study meetings to assist in a continuity of information exchange between other Crime labs and provide daily opportunities for collaboration and feedback from Forensic QAMs across the country.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.E.1. After a change in protocol, the technical review of a completed case should be done only by a supervisor Criminalist III.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	After a change in protocol, the Crime Lab uses Supervisor, Criminalist III personnel to conduct the technical review of completed cases. A progress report will be submitted to the Grand Jury in December 2016.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.E.2. Given the potentially disastrous impact of flawed mixture interpretation, intensive training in mixture analysis should be a high priority.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	Improvements in the training of mixture analysis have been a major focus in the Crime Lab, and in the global forensic community, for the past five years following the publication of revised Interpretation Guidelines by the Scientific Working Group on DNA Analysis Methods. The current training includes intensive modules on mixture interpretation of 2-person, 3-person and 4-person mixtures. One software program has already been purchased to increase accuracy and standardization of analysis documentation of simple mixtures, and a second supplemental software program is currently being purchased to assist in the analysis of complex mixture. In addition to in-house validation projects and procedures, SFPD fully supports on-going training to keep analysts abreast of current advancements in the field of forensic DNA analysis.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.1. As cases from 2008-2013 come up for trial, the Crime Lab should review each case again and make an amended report if indicated.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	In Spring 2013 the Crime Lab met with members of the San Francisco District Attorney's Trial Integrity Unit to discuss the topic of reviewing cases and issuing supplemental reports following the publication of revised Interpretation Guidelines by the Scientific Working Group on DNA Analysis Methods. The DA's office in turn informed the Crime Lab they extended this offer to the defense community. The Crime Lab maintained the offer to review and issue any appropriate amended reports after the FBI published an erratum to their statistical frequencies used in casework country-wide. With these previous agreements to review and issue new reports in place, the Crime Lab routinely reviews cases prior to trial and issues new reports as appropriate. In addition, during the 2015 – 2016 fiscal year, as a result of the Crime Lab's internal review, the District Attorney's office and the Crime Lab have had continued open communication on the topic of issuing new reports for old cases and to date all requests have been fulfilled.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.2. An external review by forensic experts trusted by all stakeholders of the Crime Lab should be made to assure that the internal audits as well as the policies and procedures of the Crime Lab are correct.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	In Spring 2015 the Crime Lab met with representatives of the SF District Attorney's office, SF Public Defender's office, a private defense attorney and a representative from a center for the Fair Administration of Justice. During that meeting an external review was discussed and individuals were identified as trustworthy to all stakeholders. Contact was initiated by SFPD to those individuals, and the Police Chief invited all stakeholders to submit suggested areas to incorporate into the scope of this proposed external review, with the goal of forming a meaningful and constructive review that would benefit all stakeholders in the criminal justice system of San Francisco. In early 2016, SFPD issued an RFP bidding process to pursue an external review by forensic experts. To date, there have been no bidders for this project. This type of review is welcomed by the Crime Lab.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.3. The external review should be conducted by experts who have been identified as trustworthy to all stakeholder rather than selected by a competitive bidding process based on cost.	Chief of Police	Recommendation requires further analysis	In Spring 2015 the Crime Lab met with representatives of the District Attorney's office, Public Defender's office, a private defense attorney, and a representative from a center for the Fair Administration of Justice. During that meeting an external review was discussed and individuals were identified trustworthy to all stakeholders. Contact was initiated by SFPD to those individuals, and the Police Chief invited the District Attorney, the Public Defender and a private defense attorney to submit suggested areas of "concern" from their offices to incorporate into the scope of this proposed external review with the goal of forming a meaningful and constructive review that would benefit all stakeholders in the criminal justice system of San Francisco. If a request for proposals is issued again, trustworthiness will be a key criterion for selection.	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation has not been accomplished. The Department attempted, unsuccessfully to have an outside review conducted. The Department initiated a competitive bidding process as required by City process. Although the Department went to great lengths to accomplish this, ultimately no qualified individuals submitted a bid to conduct the review process.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.1. A new LIMS is needed. When it is installed it should allow confidential, restricted real-time access to allow the District Attorney, the Police Inspectors, and the Defense to follow the progress of their own cases	Deputy Chief of Administration, SFPD	Recommendation requires further analysis	The Laboratory Information Management System (LIMS) has been purchased and is in the process of being customized with full-implementation expected in Spring of 2017. It is the intention of the Crime Lab to extend password protected limited access to features such as discovery and published laboratory reports that allow for real-time access customized on a "right to know" basis to the District Attorney's office, defense community, and other stakeholders.	Recommendation Implemented	The LIMs system is in place and is able to provide much need metrics on case work activity. The Lab does not yet have real time access in the LIMs system for stakeholders/users of lab services (i.e. Investigations, DA, Public Defenders Office) The lab is attempting to acquire funding to purchase this ability from the LIMs vendor in FY 18-19.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.2. The Crime Lab should solicit input from its users regarding its goals, including acceptable turnaround time and a "not to exceed number" of backlogged cases.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	In 2015 the Crime Lab issued surveys to identified stakeholders which included their expectations for realistic and ideal turn-around times, basic understanding of reports, and desires for more training from the Crime Lab. In addition, the Crime Lab regularly solicits feedback from attorneys following testimony (prosecution and defense), and following training sessions and meetings with Crime Lab staff. Crime Lab personnel share and discuss this feedback with the local, state and national forensics community to ensure that best practices and models evolve to support the needs of stakeholders.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.3. The Crime Lab needs to educate police inspectors and attorneys on the limitations and hazards of some aspects of DNA forensics, such as Touch DNA.	Deputy Chief of Administration, SFPD	Recommendation has been implemented	DNA forensics education has been implemented through infrequent training for all parties at the Crime Lab and DA's office. The Crime Lab has a fully prepared training session regarding these issues and the goal and desire of the Crime Lab is to have more frequent regularly scheduled training sessions. The Crime Lab Manager will submit a proposed training schedule in November of 2016 outlining presentations to be conducted throughout 2017. A progress report will be submitted to the Grand Jury by December 2016.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.H.1. The Crime Lab should produce a website that will spell out its mission, outline its organizational structure, publicize accomplishments, and educate the public.	Deputy Chief of Administration, SFPD	Recommendation will be implemented in the future	SFPD's website is undergoing a major redesign, which includes an overhaul of the entire site. For its part, the Crime Lab Manager created a working group in July 2017 to develop content and material for the IT Department to use on the redesigned website. The Crime Lab Manager will meet with the Chief Information Officer (CIO) to identify the scope of this project and staff assigned to create and maintain the content of the web site. The crime lab manager will submit a Unit Order outlining the process for members of the Crime Lab to submit content proposals and the vetting of the content. The updated website will be functional by the January 2017.	Will Be Implemented in the Future	In Process The lab initiated a web site redesign in summer of 2017 and is a work in progress. Will continue to update a more robust and improve on a comprehensive web site in 2018.
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.I.1. Local experts should be used to form a scientific advisory board to serve as a technological resource, both supporting the staff and strengthening the Crime Lab's technological foundation.	Deputy Chief of Administration, SFPD	Recommendation requires further analysis	While the region is certainly rich in scientific knowledge, the Crime Lab will seek guidance from ASCLD, International Association of Chiefs of Police, the FBI and the City Attorney's Office regarding the potential risks to affiliating with private sector individuals in an advisory capacity. The crime lab will survey its identified stakeholders for suggestions on credible individuals and companies that might make up the foundation of such a board. A progress report on these discussions will be submitted in January 2017.	Will Be Implemented in the Future	The laboratory is continually evaluating areas and resources that can be of assistance in providing working relationships to better or improve on technology and best practices. The lab is at the forefront of many improved practices in efficiency and providing more reliable analytical results based on collaboration with industry best practices. The lab will be implementing and taking advantage of partnerships in the near future (FY18-19) for advancing many new analytical techniques in the area of DNA as well as in chemical analysis. The laboratory is limited in its ability to reach out to private industry and establish formal relationships as city and county rules limit that ability.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.a. Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	Chief Deputy of Custody Operations	The recommendation has not been, but will be implemented	The recommendation has not been, but will be implemented as part of an effort to improve the booking process, including enhanced documentation. The entire effort is anticipated to take approximately six months. While the Department of Public Health enters this information into their data system, federal law, specifically the Health Information Portability and Accountability Act (HIPAA), prohibits the sharing of the information contained in it with the Sheriff s Department.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.a. Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	Director of Jail Health Services	Recommendation has been implemented	Triage procedures identify those who are too acute or unstable (medically or psychiatrically) to be cared for in the jail. These patients are then referred to the emergency department or psychiatric emergency services at Zuckerberg San Francisco General Hospital (ZSFG) for care. A report is generated each day that identifies these patients in the electronic medical record. These referrals are reviewed daily by the Jail Health Services Director and the triage nurse manager of County Jail #1.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.b. The SF Police Chief and Sheriff should revisit their MOU regarding transport and custody transfer.	Chief of Police	Requires further analysis.	The SFPD and SFSD conducted a 6-month pilot involving station transfers (Mission and Tenderloin). The Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The MOU regarding transport and custody transfer will be revisited in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Will Not Be Implemented; Not Warranted or Not Reasonable	While there were budget requests from the Sheriffs Office, the funding and associated staffing to support this program was not able to be met. The Sheriff's Office lack the capacity to revisit this issue until they reach sufficient staffing which will take several years.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.b. The SF Police Chief and Sheriff should their MOU regarding transport and custody transfer.	Sheriff	The recommendation has not been, but will be implemented	The Sheriff s Department has already begun meeting with the Police Department to revise the field arrest card to include more information about detainees and circumstances of arrest. The effort is estimated to take six months.	Will Be Implemented in the Future	Partially Implemented  The Field Arrest Card has been updated and will be put in service in January 2018.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.2. In the interest of obtaining a more complete medical history, the Sheriff and the Director of Jail Health Services should update Intake policies and practices to seek informed consent to contact and receive records from the arrestee's Case Manager, primary provider, and family or friends who may have information about the arrestee's medical history and therapeutic medications.	Chief Deputy of Custody Operations	did not provide clear/compliant response	The taking of medical history and the maintenance of medical information are responsibilities placed with the Department of Public Health. Thus, this recommendation is more appropriately addressed by the Director of Public Health, but the Sheriff s Department will assist in any way possible.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.2. In the interest of obtaining a more complete medical history, the Sheriff and the Director of Jail Health Services should update Intake policies and practices to seek informed consent to contact and receive records from the arrestee's Case Manager, primary provider, and family or friends who may have information about the arrestee's medical history and therapeutic medications.	Director of Jail Health Services	Recommendation has been implemented	It is the practice for the triage nurse at intake to inform patients of the importance of medical history, to attempt to obtain a complete medical history and to obtain collateral information from outside sources. At the time the patient is seen by a provider, additional records are requested. At any time during the period of incarceration, a patient may request a Release of Information form from medical staff to allow communication between the jail staff and any outside entity that is so designated.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.3. The Sheriff should review current Field Arrest Card content and procedures to assure that best practices are employed, and information necessary for the health and safety of the arrestee and jail personnel is communicated in writing. Information should include circumstances of arrest and any observations or concerns the arresting officer may have about the medical or psychiatric condition of the arrestee.	Sheriff	This recommendation will be implemented	This recommendation will be implemented in collaboration with the Police Department as part of an effort to improve the booking process. Additional information will include circumstances of arrest and documentation of medical or psychological trauma or distress, which will assist jail staff to appropriately assess and classify individuals on intake. The effort is anticipated to take approximately six months.	Will Be Implemented in the Future	Partially Implemented  The Field Arrest Card has been updated and will be put in service in January 2018.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.4.a. By early 2017, the Sheriff should implement a policy and procedure requiring arresting agencies to provide a digital copy of the arrest report, including charges and a description of the arrest, within six hours of the transfer of the arrestee.	Sheriff	Recommendation will not be implemented	Digital copies of arrest reports are generally not available within six hours, and to impose this requirement on the more than 20 agencies who bring their arrestees to the San Francisco County Jail for booking, would be unfairly burdensome to the agencies that are small and lack the resources to comply. The improvements we are making to the field arrest card will capture much of this information.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.4.b. Once the "share the arrest record" process of R.A.4a is in place, the Sheriff should require all arresting agencies to comply with the process.	Sheriff	Recommendation will not be implemented	Digital copies of arrest reports are generally not available within six hours, and to impose this requirement on the more than 20 agencies who bring their arrestees to the San Francisco County Jail for booking, would be unfairly burdensome to the agencies that are small and lack the resources to comply. All agencies that book arrestees into County Jail # 1 will be required to use the improved field arrest card referenced above.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	City Attorney	did not provide clear/compliant response	The City Attorney will consult with the Sheriff and Director of Public Health, if requested, on the development and implementation of a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake. The City Attorney will advise the Sheriff and Director of Public Health on HIPAA requirements or any other relevant legal issues.	Will Not Be Implemented; Not Warranted or Not Reasonable	The City Attorney's Office does not have the authority to implement this recommendation. The City Attorney's Office provides legal advice to City offices upon request. Upon request from the Sheriff and Director of Public Health, the City Attorney's Office will provide advice regarding issues related to HIPAA to assist these departments with developing and implementing a policy for sharing with an arrestee's Case Manager (if any) the results of a preliminary psychiatric evaluation conducted at intake.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	Director of Public Health	Recommendation has been implemented	Jail Behavioral Health Services staff contact community providers to obtain collateral information, and verify medications. These contacts also include a discussion of how the patient is currently presenting in jail. Communication with community providers while their patient is in jail is ongoing and community providers are encouraged to come in to the jail to provide ongoing care.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	Sheriff	Recommendation will not be implemented	The Sheriff s Department already receives generalized information which allows us to properly classify and house individuals with behavioral health issues. The confidentiality of prisoner medical information serves to encourage prisoners to share sensitive information with Jail Health Services staff. It is ill-advised to expand the role of custody staff to include communication with a prisoner's case manager regarding specific diagnoses or personal information not required or approved by law.	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.6. The Sheriff should add to the inmate handbook a paragraph about the importance of contacting a family member or friend and should provide a 24/7 number that the inmate could give to this contact.	Sheriff	The recommendation has not been, but will be implemented	<p>Sheriff: This information will be included in the next revision of the prisoner orientation guide, anticipated to be updated within the next six months. We are in the process of identifying a dedicated telephone line and implementing a procedure for responding to calls that are received, which we anticipate completing in one month. As soon as that is accomplished, we will post the number on our website.</p> <p>DJHS: The recommendation will be implemented within six months of this response. SFSD will provide this information in the inmate handbook and Jail Health Services will provide any assistance needed to achieve this.</p>	Will Be Implemented in the Future	<p>Partially Implemented.</p> <p>The SFSD website has been updated with information for reporting a medical or mental health emergency and dedicated telephone numbers have been identified for improved communication. The prisoner orientation book will be updated in the first quarter of 2018.</p>
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.6. The Sheriff should add to the inmate handbook a paragraph about the importance of contacting a family member or friend and should provide a 24/7 number that the inmate could give to this contact.	Director of Jail Health Services				
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.a. The Sheriff should prepare a supplemental budget request for funds to immediately address problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Sheriff	The recommendation ,as to the repair of the locks, has been implemented	<p>It was not necessary to seek a supplemental budget request as funds for this purpose were already available in the Sheriff s Department's budget. As the Jury noted, the locks are only one of many outstanding maintenance and capital improvements that fill a list of long-term unmet needs. The Sheriff s Department is working closely with the Department of Public Works on a general conditions assessment that will serve as a roadmap of projects prioritized according to operational needs. These will be costed out and funding sources identified, resulting in a plan for moving forward.</p> <p>The future of County Jail #4 is dependent on several factors, including population trends and the outcome of the Re-Envisioning the Jail Replacement Project's report to the Board of Supervisors, anticipated to be completed by the end of 2016. Repairs and upgrades needed to ensure the safety and security of County Jails #4 are analyzed and prioritized in light of the outcome of that effort, the condition of other jail facilities that require attention, and the availability of funds from all possible sources. The Sheriff s Department works closely with the Real Estate Division, which is responsible for repairs at the Hall of Justice, to address acute critical maintenance issues.</p> <p>The simple fact is that County Jail #4 is dangerously obsolete in both function and design, and has been for more than 25 years. It is widely accepted that the jail must be closed and the prisoners moved to another facility. Of concern, however, is that since January 2016, a period of just nine months, the average daily population of the jails has risen by approximately 88.</p> <p>The closure of County Jail #4 will necessitate retrofitting of County Jail #2 to accommodate high security prisoners, and to provide kitchen and laundry services now provided by County Jail #4. In addition, the Department of Public Works has identified critically needed roof repairs to 425 7<sup>th</sup> Street, which houses County Jails # 1 and #2, including replacement of mechanical systems that are beyond their useful life. We must also reconfigure space in County Jail #1, to provide greater privacy for detainees during medical/psychiatric triage, consistent with HIPAA requirements.</p> <p>The challenge is to do what we can to keep County Jail #4 as safe and secure as possible by responding to critical maintenance issues, while avoiding throwing good money after bad by investing in long-term improvements that will not solve the structural issues of that facility.</p>	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.b. The Mayor should include in a supplemental budget request the Sheriff's request for funds to address the problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Mayor	Recommendation has been implemented	<p>Repairs to address acute critical maintenance at the Hall of Justice are coordinated with the Sheriff's Department and Real Estate Division of the City Administrator's Office. The FY 2016-17 and FY 2017-18 budget includes \$132,300 and \$138,915, respectively, for Jail #3 and Jail #4 lights and locks maintenance. In addition, the final report of the Work Group to Re-Envision the Jail, anticipated to be completed by November 2016, will provide recommendations for investments in mental health and/or new facilities to needed to close Jail #4.</p>	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.c. The Board of Supervisors should approve the Mayor's supplemental budget request for funds to address the problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Board of Supervisors	Recommendation has been implemented	<p>As part of the annual budget process, the adopted budget appropriation for FY2016-2017 and FY2017-2018 includes \$132,300 and \$138,915, respectively, for County Jail #3 and County Jail #4 lights and locks maintenance. The Board of Supervisors will seriously consider any additional funding needs for safety problems at County Jail #4</p>	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.2. The Sheriff should make interim plans for replacing kitchen and laundry facilities for Jails #1 and #2 by the end of 2016.	Sheriff	Requires further analysis.	<p>Plans to repair and upgrade County Jails #1 and #2 will be evaluated and prioritized in light of the Re-Envisioning the Jail Replacement Project's report to the Board of Supervisors, anticipated to be completed in November 2016, as well as by the condition of other jail facilities that require attention, and the availability of funds from all possible sources. The Sheriff has advised the Mayor's Office and the Department of Public Works that planning for renovation of the kitchen and laundry area of County Jail #2 should be a priority for funding.</p>	Requires Further Analysis	<p>The department continues to meet with Capital Planning to identify resources for this task. This continues to be a priority for the department.</p>
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.1. The Sheriff and the Director of Health should find a new replacement facility where Jail #4 inmates can be housed and receive appropriate treatment programs.	Director of Public Health	Requires further analysis.	<p>The Director of Health and the Sheriff are co-chairing the Work Group to Re-Envision the Jail Replacement Project to plan for the permanent closure of County Jails #3 and #4 and any corresponding investments in new mental health facilities and current jail retrofits needed to uphold public safety and better serve at-risk individuals. Recommendations from this effort are expected to be finalized in November 2016.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>The Board of Supervisors did not accept grant funding for a replacement facility and subsequently denied the construction of a replacement facility.</p>

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.1. The Sheriff and the Director of Health should find a new replacement facility where Jail #4 inmates can be housed and receive appropriate treatment programs.	Sheriff	Requires further analysis.	This recommendation requires further analysis, which will be informed by the outcome of the Re-Envisioning the Jail Replacement Project. The Sheriff's Department, the Department of Public Health and the Department of Public Works capital planning team developed a plan for a modern, code-compliant rehabilitation and detention facility, with appropriate treatment areas, intended to replace County Jail #4, but it was not approved by the Board of Supervisors.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors did not accept grant funding for a replacement facility and subsequently denied the construction of a replacement facility.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.a. The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	Director of Public Health	Requires further analysis.	Further analysis of the impact of staffing Jail Behavioral Health Services 24/7 is required. Such an analysis would include, but not be limited to, anticipated benefit, projected cost, and benchmarking of other jail health service systems.	Requires Further Analysis	Further analysis of the impact of staffing Jail Behavioral Health Services 24/7 is required. Such an analysis would include, but not be limited to, anticipated benefit, projected cost, and benchmarking of other jail health service systems.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.a. The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	Sheriff	did not provide clear/compliant response	As Jail Behavioral Health Services is a division of the Department of Public Health, the finding and recommendation are best addressed by the Director of Public Health. However, I agree that having Jail Behavioral Health Services available 24/7 is extremely important to the well-being of prisoners and to staff safety. I support this expansion of services and will assist in its implementation in any way possible.	Requires Further Analysis	<b>According to DPH:</b> Further analysis of the impact of staffing Jail Behavioral Health Services 24/7 is required. Such an analysis would include, but not be limited to, anticipated benefit, projected cost, and benchmarking of other jail health service systems.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.b. The Mayor should include the Sheriff's request for funds for this purpose in his proposed budget.	Mayor	Requires further analysis.	The Sheriff and the Director of Health are jointly reviewing staffing of Jail Behavioral Health Services 24/7. Additionally, the Mayor's Budget Instructions are provided to departments in December of each year and the Mayor proposes a balanced two year budget the following June for consideration by the Board of Supervisors. The anticipated benefit, projected cost, and benchmarking of other jail health service systems will be considered in connection with the City's budget process for FY 2017-18 and FY 2018-19, as provided by the City Charter.	Requires Further Analysis	The Sheriff's Department is working to provide improved jail behavioral mental health. The department is aware of recent DPH efforts to enhance offerings, in part by bringing staff in-house from HealthRight360, but we are not aware of any expansion of jail behavior health services.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.c. The Board of Supervisors should approve the amount for 24/7 staffing when the budget reaches them.	Board of Supervisors	Recommendation will not be implemented	The FY2017-2018 and FY2018-2019 budget will not reach the Board of Supervisors for several months, and the Board cannot make funding commitments at this time, especially since its own composition will be different when the next budget is passed. However, in consultation with the Sheriff's Department and Department of Public Health, the Board of Supervisors will carefully consider the prospect of staffing Jail Behavioral Health Services 24 hours 7 days a week.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.3. The Director of Public Health and the Sheriff need to develop better methods of informing custody staff which patients are being prescribed narcotic medications so that custody staff may pay extra attention to diversion risks to and from	Sheriff	Recommendation will not be implemented	Federal law prohibits the disclosure of medical information to custody staff. Policy and procedures are already in place to minimize medication diversion.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.3. The Director of Public Health and the Sheriff need to develop better methods of informing custody staff which patients are being prescribed narcotic medications so that custody staff may pay extra attention to diversion risks to and from those getting "high-value" medications.	Director of Public Health	Recommendation will not be implemented	Medication is protected health information. Under federal law, health care staff are prohibited from disclosing this information to individuals not directly treating a patient. Diverted drugs may or may not be prescribed medications and may or may not be prescribed to the patient in possession of the medication. There are clear policies with regard to the administration of medication (including opioids) and these policies are enforced both by nursing and custody staff.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.a. The San Francisco Sheriff should update the Department's website to provide additional information about mental health issues concerning those detained in jail, using the Cook County, Illinois Sheriff's Department website (Figure 3) as a "best practices" guideline.	Sheriff	Recommendation will not be implemented		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.b. The Sheriff should also, in cooperation with the Department of Emergency Services and SF311, develop a mental health information script for use by 311 operators when the Jail Health's Administrative Office is closed. The script should include communication tips for family members and suggest how to provide jail staff with concerns about the potential of detainees to engage in selfharm.	Director of Jail Health Services City Administrator SF311	Recommendation will not be implemented	311's Customer Service Representatives, who are responsible for answering incoming calls to 311, provide basic non-emergency information and/or handle the intake of non-emergency requests for general City services (e.g. potholes, street cleaning). To address the concern of lack of access stated on the report, SFSD is developing a process to enable family members who have concerns about detainees to contact trained jail staff directly. Jail Health Services will assist in this effort.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.b. The Sheriff should also, in cooperation with the Department of Emergency Services and SF311, develop a mental health information script for use by 311 operators when the Jail Health's Administrative Office is closed. The script should include communication tips for family members and suggest how to provide jail staff with concerns about the potential of detainees to engage in selfharm.	Sheriff	Recommendation will not be implemented	In addition to the providing the information referenced in the response to Recommendation C.4.a., the Sheriff's Department is in the process of providing a dedicated telephone number for family members and others to report their concerns directly to appropriate Jail Behavioral Health staff. The telephone number will be provided to 311, so staff can direct callers to the appropriate on-duty Jail Health Services supervisor who can better assist them.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.5. The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	Chief Data Officer	The recommendation has not been, but will be implemented	The Sheriff's Department provides data and other information to the Board of State and Community Corrections (BSCC). The Mayor's Office supports including data provided to BSCC in SF OpenData. The Sheriff's Department will work with DataSF to publish their data on SF OpenData as well as complete their inventory and publishing plan per open data requirements. The expected timeframe for this effort is six months.	Will Be Implemented in the Future	DataSF continues to be available to support departments in their publication process. Any department can start the publishing process by visiting <a href="https://datasf.org/publishing/">https://datasf.org/publishing/</a> .

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.5. The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	Sheriff	Recommendation will not be implemented	The Sheriff's Department will work with the appropriate city staff to make this data available through Open SF. The time frame for this effort is anticipated to be six months.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.a. To reduce the need for overtime, the Sheriff should, in coordination with the City and County Human Resources Department, put high priority on filling existing vacancies by redoubling recruiting efforts and expediting the hiring process, with the assistance of a dedicated Sheriff's Department recruitment staff.	Director of Human Resources	Recommendation has been implemented	<p>To reduce overtime usage and get the Sheriff Department back up to an appropriate level of staffing, the budget includes a one-time increase of \$2.5 million in FY 2016-17 to fund additional overtime while the Department plans to hold three classes next year. It is anticipated that in FY 2017-18, the Department's overtime levels will return to FY 2015-16 levels, adjusted for inflation, and the Department will be able to hold one class per year to backfill retirements as they occur.</p> <p>Deputy Sheriffs (job classification 8302) are civil service employees hired through a process governed by the City Charter and the Civil Service Commission. The Department of Human Resources (DHR) is responsible for administering the civil service examination for 8302 Deputy Sheriffs. DHR conducted a selection process for 8302 in 2015 and adopted a list of 297 eligible candidates in July of 2015, which has since expired. DHR conducted another selection process for 8302 Deputy Sheriffs in early 2016, and adopted a list of 305 eligible candidates in May of 2016. That list will expire on May 30, 2017.</p> <p>Over the last several years the deputy sheriff exam has been given on an "as needed" basis. Beginning in fiscal year 16/17 DHR plans to dedicate the necessary resources to test and place new candidates on the eligible list approximately every four months. The exam announcement will be open continuously. Continuous testing, a process through which candidates are regularly added to the eligible list, is utilized by both the San Francisco Police and Fire Departments. Continuous testing improves the impact of recruitment and outreach efforts by significantly reducing the time between first contact with someone interested in the job and testing. It is anticipated that continuous testing will help meet departmental needs by ensuring the eligible list is regularly updated with qualified candidates.</p> <p>Additionally, DHR's recruiter will continue to coordinate efforts with the Sheriff's Department to support recruitment.</p>	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.a. To reduce the need for overtime, the Sheriff should, in coordination with the City and County Human Resources Department, put high priority on filling existing vacancies by redoubling recruiting efforts and expediting the hiring process, with the assistance of a dedicated Sheriff's Department recruitment staff.	Sheriff	Recommendation has been implemented	The Sheriff s Department is in the process of selecting a recruitment deputy who will coordinate all recruitment activities. In addition, we have worked with the Department of Human Resources to include emotional intelligence in entry-level testing and we have filled vacancies in promotional ranks of senior deputy, sergeant and lieutenant. As of this writing, full staffing of the Sheriff's Department requires 874 sworn positions filled. We now have 771 sworn staff working, plus 49 in various stages of training. These trainees will assume full duty in groups starting in late September through early December 2016. The Department's 2016-2017 budget provides for the hiring of an additional 60 sworn positions, who will assume full duty in groups starting late April through December 2017. If all trainees succeed in completing the POST academy and CORE jail operations course, it will bring our staffing to 880. Unfortunately, we are expecting 20 to 30 retirements during this time period. Thus, we will need to rely on overtime to fill shift vacancies.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.b. Identify positions that might be reclassified as administrative support, i.e. civilian, rather than requiring sworn deputies to handle those duties.	Sheriff	Requires further analysis.	The Sheriff s Department is currently conducting a management audit of the Sheriff s Department's Information Technology and Support Services unit to, among other things, determine if some sworn positions are suitable for re-classification. The FY 2016- 2017 budget provides for re-classification of selected positions in the Records Unit. We will continue to look for opportunities to re-classify positions that can be performed by civilian staff, thus shifting sworn positions to fill vacancies in the jails.	Requires Further Analysis	The audit of the IT department is pending completion. FY 16/17 budget positions were adjusted in an attempt to better meet the needs of the department.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.2. The Sheriff's Department should have a rotation policy similar to policies in effect at other law enforcement agencies: every five years, one third of the staff gets rotated. The Station Transfer Unit and other additional duties to enrich rotation opportunities should be implemented.	Sheriff	Requires further analysis.	I am exploring model policies and best practices among similar law enforcement agencies with the objective of implementing a fair and practical assignment rotation policy. This will represent a change in policy that will be subject to meet-and-confer with the Deputy Sheriffs' Association and the Managers' and Supervisors' Association. Once the staffing infrastructure is in place, consideration will be given to discussing the re-instituting of the Station Transfer Unit.	Requires Further Analysis	A draft reassignment policy has been created. Next steps entail engaging with labor organizations for the purpose of meet & confer. There is no estimated time of completion.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.3. The Sheriff should negotiate with the San Francisco Deputy Sheriff's Association for recognition of the benefits to be gained by rotation and should negotiate incentives that balance the desire of deputies for preferable assignments with the needs of the service.	Sheriff	Requires further analysis.	This recommendation requires further analysis of incentives permissible by existing MOU's, City policy and available funding.	Requires Further Analysis	A draft reassignment policy has been created. Next steps entail engaging with labor organizations for the purpose of meet & confer. There is no estimated time of completion.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.a The Sheriff should include in the 2017-18 budget request sufficient funds for the purpose of training all Deputies at County Jails on suicide prevention and crisis intervention, including enough for a training float.	Sheriff	Recommendation has been implemented	Funding was requested and approved in the FY 2016-2017 budget.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.b. The Mayor should include the Sheriff's request for funds for this purpose (training all Deputies at County Jails on suicide prevention and crisis intervention) in the Mayor's proposed budget.	Mayor	Recommendation has been implemented	The FY 2017-18 budget includes training all Deputies at County Jails on suicide prevention and crisis intervention, including enough for a training float.	**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16					
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.c The Board of Supervisors should approve the Sheriff's request for the purpose of training all Deputies at County Jails on suicide prevention and crisis intervention.	Board of Supervisors	Recommendation has been implemented	Per the Mayor's Office response: "The FY2017-2018 budget includes training all Deputies at County Jails on suicide prevention and crisis intervention, including enough for a training float;"	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.a. New recruits should complete crisis intervention training either at the Academy or within one year of graduation from POST academy.	Sheriff	Recommendation has been implemented	New recruits currently receive 24 hours of crisis intervention training in the CORE course, which covers basic jail operations, in addition to the introduction to crisis intervention they receive in their POST academy training.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.b. All sworn officers, medical, and psychiatric services staff should complete crisis intervention, debriefing, and stress management training within three years of employment.	Sheriff	Recommendation has been implemented	Sworn Sheriff s Department staff are scheduled to receive crisis intervention training, in addition to their required Advanced Officer Training. It is anticipated that all sworn staff will receive the training within three years. All staff participate in debriefs of critical incidents, and after-action reports, and have access to Peer Support, the Department chaplains, and law-enforcement-specific counseling provided by the city's Employee Assistance Program. The portion of this recommendation regarding medical and behavioral health staff is best addressed by the Department of Public Health.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.c. To accomplish this (R.D.5.b) , the Sheriff should recruit extra help from the roster of retired Deputies and arrange for more "train the trainer" sessions.	Sheriff	Recommendation has been implemented	Retired deputy sheriffs are used, and will continue to be used, to perform important administrative tasks. However, it is cost- and time-prohibitive to employ them in law enforcement duties, which is where the need exists, because to do so requires that they bring their POST certifications up to date, pass firearms requalification, and undergo a complete background investigation. The Department routinely uses a "train the trainer" strategy to enable us to deploy training throughout the Department quickly and efficiently.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.1. The Sheriff and the Director of Public Health should update the San Francisco Jail's Discharge Planning Policies and Practices to add Wellness Recovery Plan Procedures, including: <ul style="list-style-type: none"><li>● Provide a "warm handoff" to a Case Manager in the community who will arrange for a full continuum of care. (Note that this requires identification of receiving hands ready to accept the patient).</li><li>● Have case manager or designee accompany the patient to at least the first continuing care appointment and assess patient needs to assure future appointment compliance.</li><li>● Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection.</li></ul>	Director of Public Health  Director of Jail Behavioral Services & Jail Reentry Services	Recommendation has been implemented	Community mental health providers may come into the jail to see their patients at any time during the period of incarceration. Patients enrolled in behavioral health court released to case management, those on LPS conservatorship are placed in treatment and transportation provided by SFSD, those released to community residential treatment programs are accompanied by a case manager. Patients who are found incompetent to stand trial on misdemeanor charges are provided a "warm handoff" to all designated community programs. Additionally, those released to the community who are not linked to case management (and are awaiting Intensive Case Management Services) receive an expedited appointment with outpatient case management within a week of discharge.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.1. The Sheriff and the Director of Public Health should update the San Francisco Jail's Discharge Planning Policies and Practices to add Wellness Recovery Plan Procedures, including: <ul style="list-style-type: none"><li>● Provide a "warm handoff" to a Case Manager in the community who will arrange for a full continuum of care. (Note that this requires identification of receiving hands ready to accept the patient).</li><li>● Have case manager or designee accompany the patient to at least the first continuing care appointment and assess patient needs to assure future appointment compliance.</li><li>● Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection.</li></ul>	Sheriff	Recommendation has been implemented	Sheriff s Department's Program Coordinators are responsible for coordinating release of eligible custodies to community case managers who deliver them directly to the program designated and ready to receive them. Eligible individuals are clients of the collaborative courts, including Behavioral Health Court, Veterans' Court and Drug Court, as well as the Assertive Case Management program. In addition, Peer Specialists funded by the MIOGR (Mentally Ill Offender Grant) accompany misdemeanor clients of Behavioral Health Court to medical appointments and remind clients of upcoming court dates.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.2. The Sheriff and the Director of Public Health should request the Controller to conduct a benchmark survey of "release assessment" and other performance measures for mental health services in county jails and suggest best practices for adoption at the San Francisco Jails.	Director of Public Health	The recommendation has not been, but will be implemented	This recommendation will be implemented within two months of this response. We do not currently understand the full range of each patient's needs at discharge (beyond those with SMI, HIV and identified complex medical conditions) and thus this type of assessment could help us target current resources and build capacity for those services we do not provide.	Requires Further Analysis	In fiscal year 2015, DPH commissioned a forensic mental health consultant to review the operations, policies and standard work of Jail Behavioral Health Services. DPH is currently evaluating and implementing the consultant's recommendations.	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.2. The Sheriff and the Director of Public Health should request the Controller to conduct a benchmark survey of "release assessment" and other, performance measures for mental health services in county jails and suggest best practices for adoption at the San Francisco Jails.	Sheriff	did not provide clear/compliant response	As mental health services are provided by the Department of Public Health, the Sheriff will defer to the Director on this recommendation, and assist in every way possible.	Will Not Be Implemented; Not Warranted or Not Reasonable	According to DPH: In fiscal year 2015, DPH commissioned a forensic mental health consultant to review the operations, policies and standard work of Jail Behavioral Health Services. DPH is currently evaluating and implementing the consultant's recommendations.	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.3. The Sheriff and the Director of Public Health should contact appropriate departments in Bay Area universities to determine potential interest in having graduate students analyze performance metrics and prepare reports on mental health services provided in San Francisco Jails.	Director of Public Health	Recommendation will not be implemented	DPH relies on the consult of experts in the field for this kind of analysis. This recommendation will be implemented within two months of this response. In fiscal year 2015, DPH commissioned a forensic mental health consultant to review the operations, policies and standard work of Jail Behavioral Health Services. DPH is currently evaluating and implementing the consultant's recommendations. In addition, DPH will explore opportunities to engage academic partners in defining, capturing and analyzing performance metrics for behavioral health services.	**		
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.3. The Sheriff and the Director of Public Health should contact appropriate departments in Bay Area universities to determine potential interest in having graduate students analyze performance metrics and prepare reports on mental health services provided in San Francisco Jails.	Sheriff	did not provide clear/compliant response	As mental health services are provided by the Department of Public Health, the Sheriff will defer to the Director on this recommendation and assist in every way possible.	Will Not Be Implemented; Not Warranted or Not Reasonable	According to DPH: The Department of Public Health has reported that it relies on the consult of experts in the field for this kind of analysis. In fiscal year 2015, DPH commissioned a forensic mental health consultant to review the operations, policies and standard work of Jail Behavioral Health Services. DPH is currently evaluating and implementing the consultant's recommendations.	

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.4. The Sheriff and the Director of Public Health should seek out local mental health organizations, such as NAMI and MHB, for recommendations on mental health services provided in the San Francisco Jails and related reentry services.	Director of Public Health	Recommendation has been implemented	Local mental health advocate organizations are deeply involved in the SF Workgroup to Re-envision the Jail Replacement Project efforts, including MHA the Mental Health Association of SF and the MHB Mental Health Board of SF. Formal recommendations about mental health services in the jail are under draft. In addition, DPH works closely with client advisory councils and interacts regularly with the Mental Health Board.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.4. The Sheriff and the Director of Public Health should seek out local mental health organizations, such as NAMI and MHB, for recommendations on mental health services provided in the San Francisco Jails and related reentry services.	Sheriff	The recommendation has not been, but will be implemented	I will seek information and advice from the suggested organizations and others within the next three months.	Recommendation Implemented	According to DPH: Local mental health advocate organizations are deeply involved in the SF Workgroup to Re-envision the Jail Replacement Project efforts, including the Mental Health Association of SF and the Mental Health Board. Formal recommendations about mental health services in the jail were included in the Workgroup's final report. In addition, the Department of Public Health works closely with client advisory councils and interacts regularly with the Mental Health Board.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1. If safe to do so, SF HOT should be the first responders, and the SFPD should accompany when necessary.	Department of Homeless and Supportive Housing	Recommendation will not be implemented	The City's existing first responders – SFPD, SFFD, and Department Emergency Management (DEM) – are the most prepared, resources and equipped agencies to respond to emergency calls. DSHS's Homeless Outreach Team is not staff or trained to be first responders.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1.1. The number of SF HOT personnel should be increased so that they will be available to respond.	BoS	Recommendation will not be implemented	Per the Mayor's and the Department's response that increasing SF HOT personnel in order for them to act as first responders is not within SF HOT's job expertise and training, level of staffing, capacity or enforcement authority.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1.1. The number of SF HOT personnel should be increased so that they will be available to respond.	Mayor  Department of Homeless and Supportive Housing	Recommendation requires further analysis	The mission of SFHOT is to serve people in need of non-urgent medical care and service connection. DSHS will continue to support the pilot EMS-6 partnership and is developing a strategic plan that considers the size and scope of the role of the SFHOT team.	Will Be Implemented in the Future	DHS has received additional funds through the 1125 Medicaid waiver program and will be adding additional HOT personnel in 2018.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.2. Police should have access to mental health and substance abuse data as well as historical interaction with city services when they are called to respond to a homeless issue.	SFPD Chief	Recommendation will not be implemented because it is not warranted or reasonable	City workers (HOT or DPH) who have access to health or substance abuse providers or a client's mental health information are prohibited by law (HIPAA) from sharing it with law enforcement officers.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.3. Police training should include methods to deal with mentally unstable individuals.	SFPD Chief	Recommendation has been implemented	Over 500 first-responder members have received Crisis Intervention Team (CIT) training in the past 2 years (see SFPD Department Bulletin 16-097, Response by Crisis Intervention Trained Officers). In addition, there has been a specific policy (Department Bulletins 11-113, 13-120, and 15-155, Response to Mental Health Calls with Armed Suspects) since 2011 outlining how officers are to respond to persons in crisis which involves a weapon other than a firearm. This policy establishes the guidelines officers are to follow, including promptly requesting a supervisor to respond, with an emphasis on creating time and distance when a person in crisis is armed with a weapon other than a firearm and poses a danger only to him/herself. Officers are trained in this approach beginning in the basic academy, through CIT training, and as part of continued professional training (CPT).	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.4. Police policies and legal consequences need to be better coordinated so that police are not put in a position where citations have no effect.	BoS	Recommendation has been implemented	Recommendation No. R.A.4 has been implemented through the creation and integration of the Department of Homelessness and Supportive Housing into the overall network of City departments' support services for homeless residents.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.4. Police policies and legal consequences need to be better coordinated so that police are not put in a position where citations have no effect.	Mayor  SFPD Chief	Recommendation requires further analysis	The SFPD is but one part of the larger "Law Enforcement" model. Police Officers enforce laws that are passed by lawmakers. The District Attorney's office, courts, and legislators have a much stronger role to play when it comes to legal consequences.	Recommendation Implemented	SFPD collaborates with several departments on their approach to law enforcement in order to ensure public safety while also directing individuals to the resources they need to minimize repeat offenders. Starting August 2017, the City received a 26-month grant award from the Board of State and Community Corrections to implement the Law Enforcement Assisted Diversion program in San Francisco (LEAD SF). This program focuses on individuals with a history of substance abuse and low-level drug offenses and seeks to reduce their recidivism rate by strengthening collaboration across city and community based partners, and improving their health and housing status. It is a multi-agency collaborative project that is overseen by a Policy Committee composed of partner agency representatives and co-chaired by the Chief of Police, District Attorney, and Director of Health.  Furthermore, the legal consequences for various citations is within the authority of the courts, not SFPD, therefore the ability of SFPD to enforce legal consequences is limited.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.1. Take advantage of the coordination opportunities provided by the formation of the new Department on Homelessness and Supportive Housing to fund and implement a coordinated entry system.	Department of Homeless and Supportive Housing	Recommendation will be implemented in the future	DHSH is in the process of moving its system to a coordinated entry process to better coordinate services and prioritize people for housing, shelter, and services based on system-wide priorities. DHSH has begun this process by piloting coordinated entry for federally funded housing programs for chronically homeless adults and veterans. DHSH is in the planning process for the family system and plans to expand coordinated entry to all subpopulations by October 2018.  On the November 2016 election, San Franciscans will consider Proposition J, a Charter amendment creating a homeless housing and services fund and transportation improvement fund. If approved by voters, the Homeless Housing and Services Fund would be used to provide services to the homeless, including programs to prevent homelessness, create exits from homelessness, and move homeless individuals into more stable situations. Proceeds of the fund can be used to support operations, including implementation of a coordinated entry system.	Will Be Implemented in the Future	Coordinated entry exists for federally funded housing programs for chronically homeless adults and veterans. Coordinated entry for families was implemented in November 2017. Coordinated entry for adults and youth will be implemented by December 2018.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.2. Develop a consistent intake system for information sharing across all departments servicing the homeless.	Department of Homeless and Supportive Housing	Recommendation will be implemented in the future	DHSH is working on developing data and information sharing protocols and processes. This protocols will be consistent with Health Insurance Portability and Accountability Act (HIPAA) regulations.	Will Be Implemented in the Future	DHSH is working on developing data and information sharing protocols and processes. These protocols will be consistent with Health Insurance Portability and Accountability Act (HIPAA) regulations and implemented by December 2018.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.3. Take advantage of the coordination opportunities provided by the formation of the Department on Homelessness and Supportive Housing to require all agencies using city/state/federal funding to use the same database to find housing opportunities.	Department of Homeless and Supportive Housing	Recommendation will be implemented in the future	DHSH plans to require all DHSH contracted service providers to utilize this common database for homeless services. DHSH plans to offer technical assistance to providers to train staff and make the transition. Exceptions may need to be made for programs where anonymity is key to safety.	Will Be Implemented in the Future	The ONE System database was launched in June 2017. It will be fully implemented by December 2018 and all providers will be required to use this system for homeless services and housing.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.4. First Responders need access to a coordinated entry system.	Department of Homeless and Supportive Housing	Recommendation requires further analysis	DHSH is prioritizing setting up a coordinated entry system and ensuring access and full utilization by DHSH funded service providers. Further analysis is required to determine what components of the system are most appropriate and useful for first responders to be able to access.	Requires Further Analysis	DHSH is prioritizing setting up a coordinated entry system and ensuring access and full utilization by DHSH funded service providers. Further analysis is required to determine what components of the system are most appropriate and useful for first responders to be able to access.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.1. Contracts with organizations receiving City funding should require comprehensive Outcome Performance Measures which include client outcomes..	Department of Homeless and Supportive Housing	Recommendation will be implemented in the future	As contracts are renewed, DHSH will look to add in comprehensive client outcome measurements. It is important that outcome expectations are consistent across like programs for like subpopulations and that DHSH takes guidance from HUD on the minimum client level outcomes to track. All current DHSH contracts will come up for renewal between now and 2021.	Will Be Implemented in the Future	As contracts are renewed, DHSH will look to add in comprehensive client outcome measurements. It is important that outcome expectations are consistent across like programs for like subpopulations and that DHSH takes guidance from HUD on the minimum client level outcomes to track. All current DHSH contracts will come up for renewal between now and 2021.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.2. The Department of Homelessness and Supportive Housing should arrange for homeless service agencies to follow the Navigation Center model and have ongoing monitoring of their Outcome Performance objectives overseen by a new program in the Controller's Office, rather than at the department or service agency level when new programs are initiated.	Department of Homeless and Supportive Housing	Recommendation will not be implemented	The Controller's Office will continue to play its role as chief accounting officer and auditor for City services but will not establish a new program to oversee DHSH outcomes. DHSH has established a Data and Performance Unit within the department to evaluate the impact of programs and will continue to partner with the Controller's Office, as appropriate.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.3. The Department of Homelessness and Supportive Housing should generate a public annual report showing the outcome scores of all homeless services agencies and the funding they received.	Department of Homeless and Supportive Housing	Recommendation will be implemented in the future	Once the DHSH coordinated database is fully implemented, DHSH plans to have live dashboards available on the department's website to show system level outcomes and funding information.	Will Be Implemented in the Future	Once the ONE System is fully implemented, HSH will be able to provide public reports on a regular basis.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to move from the restrictive shelter system to the Navigation Center style system which triages clients to the appropriate services.	Mayor	Recommendation will be implemented in the future	There were many lessons learned from the Navigation Centers, including how to operate low-threshold environment and the importance of co-locating services at shelters. There are plans to implement some of the lessons learned at traditional shelters. The timeframe for these reforms are budget dependent.	Recommendation Implemented	HSH is in the process of expanding Navigation Centers. The City now has 5 Navigation Centers with 357 beds now in operation and plans to continue that expansion in 2018. Four of these sites are under the management of HSH and one is under the management of DPH. The City is interested in taking the many lessons learned about operating low-threshold shelters into the management of new and future Navigation Centers.  There are currently over 1,100 people on the shelter waiting list. Demand is high for this service and the City is focused on expanding Navigation Centers to help meet this need.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.1.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to provide emergency shelters when there is an natural disaster. These shelters should not be permanent housing.	Mayor	Recommendation will not be implemented	In previous years the Human Services Agency has operated emergency shelter in the case of extreme rain or weather. DHSH, Human Services Agency and Department of Emergency Management are working together to determine which department or team of departments should be responsible for opening and managing emergency shelters in the event of a natural disaster. DHSH recommends that the responsibility for opening and managing emergency shelters in the event of a natural disaster to the Human Services Agency and Department of Emergency Management. These agencies have the capacity and experience to manage these types of emergency shelters.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2. The Mayor should explore and acquire new sites where additional Navigation Centers can be opened. The Board of Supervisors should urge the Mayor to fund these additional sites.	BoS	Recommendation has been implemented	Recommendation No. R.D.2 has been implemented with the passage of File No. 160278 (Administrative Code – City Navigation Centers for the Homeless) and will continue to be implemented through the Department of Homelessness and Supportive Housing's ongoing efforts to open and maintain Navigation Center sites throughout the City;	**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

Office of the Controller 2019 Department Responses			Status of the Recommendations by the Civil Grand Jury 2015-16				
CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2. The Mayor should explore and acquire new sites where additional Navigation Centers can be opened. The Board of Supervisors should urge the Mayor to fund these additional sites.	Mayor	Recommendation has been implemented	The Board of Supervisors recently passed and the Mayor signed legislation calling for the development of six Navigation Centers in the next two years. On June 28, 2016 the City opened the second Navigation Center at the Civic Center Hotel at 20 12th street. This second site will replicate the successful service model at 1950 Mission Street and will add 93 beds of capacity to the Navigation Center System. DSHS is in process of opening a third Navigation Center on Port property in the Central Waterfront area on 25th street. This site is likely to be opened in January 2017. DSHS continues to evaluate sites for additional Navigation Centers. Staffing is a key component of the success of the Navigation Centers. As DSHS works to open additional sites, funding for staff and operations is essential for success	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2.1. The Mayor should ensure that the new coordinated Department of Homelessness and Supportive Housing provide sufficient staff at each Navigation Center location to deal with the mental, physical and emotional issues the homeless bring to the sites. The Board of Supervisors should approve funding.	Mayor	Recommendation has been implemented	Staffing is a key component of the success of the Navigation Centers. As DSHS works to open additional sites, funding for staff and operations is essential for success.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.5. The city must increase the stock very low income housing to meet the current need.	Mayor	Recommendation requires further analysis	Between January 2004 and December 2015, the City placed 12,708 individuals into permanent housing. The City has 6,278 units in its supportive housing portfolio; 1,301 added between FY 2011-12 and FY 2015-16. Due to new units and turnover, over 3,000 individuals have been placed in a supportive unit in this time period. DSHS is in the planning phases for three additional PSH sites to be opened within the next year.	Will Be Implemented in the Future	The City currently has 1,322 units of permanent supportive housing for people leaving chronic homelessness in the development pipeline. This includes permanent supportive housing for adults, families, youth and veterans.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.1. mySF311.org's Homeless -- Person Seeking Help page should not be alphabetical, but instead be categorized, and include detail about each link as demonstrated on HSA's Housing & Homeless Services page captured in Figure E-4. Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93-person-seeking-help">http://sf311.org/homeless%E2%80%93-person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14	Department of Homeless and Supportive Housing  SF311 Director	Recommendation will be implemented	311 agrees with this recommendation and has made the changes to the website as reflected in the following link: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> .  DSHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DSHS will proactively work with 311 to ensure DSHS's website has all up-to-date information that can be linked from the SF311.org site.	Recommendation Implemented	DSHS has provided 311 with updated information and will continue working with them to ensure all information is kept up to date.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.1. mySF311.org's Homeless -- Person Seeking Help page should not be alphabetical, but instead be categorized, and include detail about each link as demonstrated on HSA's Housing & Homeless Services page captured in Figure E-4. Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14	Department of Homeless and Supportive Housing  SF311 Director	Recommendation will be implemented	311 agrees with this recommendation and has made the changes to the website as reflected in the following link: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> .  DSHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DSHS will proactively work with 311 to ensure DSHS's website has all up-to-date information that can be linked from the SF311.org site.	Recommendation Implemented	The page is grouped by area of need linked to detailed resources. We have established relationships with DSHS, and they will proactively work with 311 to get us the information needed for the sf311.org site.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.2. mySF311.org's Homeless -- Person Seeking Help page should include the detailed shelter information found on 311's Shelters page Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> , in May, 2016.	Department of Homeless and Supportive Housing  SF311 Director	Recommendation requires further analysis	311 redesigned its website and in the process removed pages that repeated information gathered from other agencies. 311 does not have staffing resources to ensure the accuracy of the information provided on those pages and many of the pages contained information no longer accurate due to changes made by the service provider. One of these pages included the Shelter Page referenced in the recommendations ( <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> ) so this page is no longer in existence. However, 311 agrees that in the Homeless -- Person Seeking Help page there should be a section containing shelter information. Our page: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> contains a "Shelter" category, with hyperlinks to each of the included sub-categories. One of these sub-categories, "Reservation Centers for Shelters" (shown in highlight below), links directly to the HSA Homeless and Housing web ( <a href="http://sfhsa.org/76.htm">http://sfhsa.org/76.htm</a> ) page to ensure information is relevant and accurate since it is maintained by HSA staff.  DSHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DSHS will proactively work with 311 to get them the information needed for the sf311.org.	Will Be Implemented in the Future	DSHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DSHS will proactively work with 311 to get them the information needed for the sf311.org.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.2. mySF311.org's Homeless -- Person Seeking Help page should include the detailed shelter information found on 311's Shelters page Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> , in May, 2016.	Department of Homeless and Supportive Housing  SF311 Director	Recommendation requires further analysis	311 redesigned its website and in the process removed pages that repeated information gathered from other agencies. 311 does not have staffing resources to ensure the accuracy of the information provided on those pages and many of the pages contained information no longer accurate due to changes made by the service provider. One of these pages included the Shelter Page referenced in the recommendations ( <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> ) so this page is no longer in existence. However, 311 agrees that in the Homeless -- Person Seeking Help page there should be a section containing shelter information. Our page: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> contains a "Shelter" category, with hyperlinks to each of the included sub-categories. One of these sub-categories, "Reservation Centers for Shelters" (shown in highlight below), links directly to the HSA Homeless and Housing web ( <a href="http://sfhsa.org/76.htm">http://sfhsa.org/76.htm</a> ) page to ensure information is relevant and accurate since it is maintained by HSA staff.  DSHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DSHS will proactively work with 311 to get them the information needed for the sf311.org.	Will Not Be Implemented: Not Warranted or Not Reasonable	311 agrees that in the Homeless -- Person Seeking Help page there should be a section containing shelter information; however, the information related to shelters and homeless resources is continually evolving as the City creates its coordinated response to homelessness. For this reason, 311 does not have staffing resources to ensure the accuracy of the information provided previously and will continue to link to the DSHS web pages for their sheltering services and other resources. DSHS has the singular focus on preventing and ending homelessness for people in San Francisco and is the best reference available for the public.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response <sup>(1)</sup>	2017 Response Text
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.3. mySF311.org's Homeless -- Person Seeking Help page should remove the "Human Services" link and replace it with clearly named links and attendant details similar to HSA's Housing & Homeless Services page, copied here: <ul style="list-style-type: none"><li>Emergency Shelter for Single Adults in San Francisco</li><li>Help for Homeless Families (with dependent child under 18 years of age)</li><li>Project Homeless Connect can connect you with many free services &amp; programs in the same day.</li><li>A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help.</li><li>Help Getting into Housing</li><li>Transitional Housing</li><li>Rental Assistance</li><li>Housing for Low-Income Adults and Families</li><li>Eviction Prevention Services</li><li>The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals.</li><li>County Veterans Service Office</li><li>If You Are Concerned About a Homeless Person</li><li>Local Homeless Coordinating Board</li></ul> Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%9393-person-seeking-help">http://sf311.org/homeless%E2%80%9393-person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14.	Department of Homeless and Supportive Housing  SF311 Director	Recommendation requires further analysis	<p>311 has limited staffing available to create separate web pages and ensure their accuracy when the responsible agency already has this information available on their respective website; therefore, 311 aims at linking to pages from the responsible agencies. This ensures, as information changes (i.e. shelter address, hours, phone number), 311's staff does not need to update a duplicative page, and 311 staff can be assured to always have up-to-date and accurate information to provide to its customers. There are only a few instances when an exception is made, and 311 will create its own page, such as in the case of the category of "Homeless Concerns and Resources" (previously named "Homeless"). Since this category expands through many different agencies, 311 has created its own web page, allowing users to more easily navigate and obtain information rather than having to visit different department's website. Since the redesign of the website, we have removed the "Human Services" link as was recommended but did not replace with similar information to HSA's Housing and Homeless page as recommended. Instead, a newly created page <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> has been created, which provides a more organized set of links along with a brief explanation to each, including a link to HSA's Housing &amp; Homeless Services page when clicking on the "Resource Centers for Homeless Assistance" link found in the "Shelter" subsection.</p> <p>DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to get them the information needed for the sf311.org.</p>	Will Be Implemented in the Future	DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to get them the information needed for the sf311.org.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.3. mySF311.org's Homeless -- Person Seeking Help page should remove the "Human Services" link and replace it with clearly named links and attendant details similar to HSA's Housing & Homeless Services page, copied here: <ul style="list-style-type: none"><li>Emergency Shelter for Single Adults in San Francisco</li><li>Help for Homeless Families (with dependent child under 18 years of age)</li><li>Project Homeless Connect can connect you with many free services &amp; programs in the same day.</li><li>A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help.</li><li>Help Getting into Housing</li><li>Transitional Housing</li><li>Rental Assistance</li><li>Housing for Low-Income Adults and Families</li><li>Eviction Prevention Services</li><li>The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals.</li><li>County Veterans Service Office</li><li>If You Are Concerned About a Homeless Person</li><li>Local Homeless Coordinating Board</li></ul> Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%9393-person-seeking-help">http://sf311.org/homeless%E2%80%9393-person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure14.	Department of Homeless and Supportive Housing  SF311 Director	Recommendation requires further analysis	<p>311 has limited staffing available to create separate web pages and ensure their accuracy when the responsible agency already has this information available on their respective website; therefore, 311 aims at linking to pages from the responsible agencies. This ensures, as information changes (i.e. shelter address, hours, phone number), 311's staff does not need to update a duplicative page, and 311 staff can be assured to always have up-to-date and accurate information to provide to its customers. There are only a few instances when an exception is made, and 311 will create its own page, such as in the case of the category of "Homeless Concerns and Resources" (previously named "Homeless"). Since this category expands through many different agencies, 311 has created its own web page, allowing users to more easily navigate and obtain information rather than having to visit different department's website. Since the redesign of the website, we have removed the "Human Services" link as was recommended but did not replace with similar information to HSA's Housing and Homeless page as recommended. Instead, a newly created page <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> has been created, which provides a more organized set of links along with a brief explanation to each, including a link to HSA's Housing &amp; Homeless Services page when clicking on the "Resource Centers for Homeless Assistance" link found in the "Shelter" subsection.</p> <p>DHSH is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHSH will proactively work with 311 to get them the information needed for the sf311.org.</p>	Recommendation Implemented	<p>The page: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> has been updated with clearly named services and descriptions which link to the appropriate service provider. We cannot maintain the actual service lists as we do not manage those services.</p> <p>The list may not match the exact service list from May 2016 as services are continually evolving. We have established relationships with DHSH, and they will proactively work with 311 to get us the information needed for the sf311.org site.</p>

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Auto Burglary in San Francisco	R.A.1. Ensure the Patrol Bureau Task Force has adequate resources, including investigators, a dedicated crime analyst, and necessary vehicles, equipment, and technology to expand surveillance and apprehension.	BOS	**		**	
2015-16	Auto Burglary in San Francisco	R.A.1. Ensure the Patrol Bureau Task Force has adequate resources, including investigators, a dedicated crime analyst, and necessary vehicles, equipment, and technology to expand surveillance and apprehension.	Mayor's Office of Public Policy and Finance SFPD Deputy Chief of Operations	**		**	
2015-16	Auto Burglary in San Francisco	R.A.2. Expand the mission of the Crime Strategies Unit to meet the pressing need for regional intelligence about serial auto burglary. The intelligence should compare San Francisco arrest rates, sentencing outcomes, and recidivism rates to those of adjacent jurisdictions. The findings and recommendations should be collated into an annual report.	District Attorney	Recommendation Implemented	The San Francisco District Attorney's Office and the Office of Governor Jerry Brown have implemented the Regional Organized Crime Task Force to disrupt and dismantle the criminal organizations involved in fencing operations, which are driving the demand for goods stolen from automobiles. This regional approach emphasizes data and information sharing focused on serial offenders, and seeks to address one of the root causes of the auto burglary epidemic in San Francisco.	**	
2015-16	Auto Burglary in San Francisco	R.A.3. Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.	Chief of Police	**		**	
2015-16	Auto Burglary in San Francisco	R.A.3. Collaborate with the FBI to apprehend the most prolific regional auto burglars to bring federal charges.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.A.4. Develop policies and procedures to determine when it is appropriate to bundle incidences and arrest a suspect who has been witnessed doing multiple break-ins while under surveillance.	SFPD Deputy Chief of Operations	**		**	
2015-16	Auto Burglary in San Francisco	R.A.5. Create a plan to deploy a fully-resourced serial crimes investigative unit. The unit's mission would be to apprehend members of criminal gangs involved in robberies, burglaries, thefts, and larcenies. Staffing should include a captain, a lieutenant, several sergeants, and an appropriate number of officers.	Chief of Police	**		**	
2015-16	Auto Burglary in San Francisco	R.B.1 Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.B.1 Expand the department's capability to meet all requests for video by the reviewing ADA for auto crime, including requests submitted after the case has been charged. (Civilians may be used for this purpose.)	SFPD Deputy Chief of Operations	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Auto Burglary in San Francisco	R.B.2. Require captains of district stations to: (i) keep track of common areas of deficiency for arrest reports and Evidence Packets (deficiencies as identified by the reviewing ADA for auto crime); and (ii) convey the information to the police Training and Education Division to aid in developing curriculum.	SFPD Deputy Chief of Operations	**		**	
2015-16	Auto Burglary in San Francisco	R.B.3 Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.B.3 Require the SFPD Training and Education Division and DA's Criminal Division to co-create a professional development class on best practices for evidence collection in burglary cases.	SFPD Deputy Chief of Operations	**		**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	BOS	**		**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.C.1. Establish a serial crimes unit as a counterpart to the SFPD's Patrol Unit Task Force and its future serial crimes unit (R.A.5.). The unit's mission would be to prosecute cross-district, serial property crimes by organized career criminals.	Mayor's Office of Public Policy and Finance	**		**	
2015-16	Auto Burglary in San Francisco	R.C.2. Adopt data-driven risk assessments for use by the ADA in charging and encourage its criminal justice partners to consider a defendant's risk scores in decision-making throughout the adjudication process. This includes arraignment and sentencing negotiations.	District Attorney	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Auto Burglary in San Francisco	R.C.3. Expand the Crime Strategies Unit's mission to include the monitoring of factors affecting the prosecution of criminal street gangs operating in adjacent counties. The work product of the unit should include a database of indicators such as population densities, crime rates, arrest rates, and normalized sentencing outcomes for auto burglary and other property crimes.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.C.4. The DA should require the Crime Strategies Unit to prepare an annual comparative analysis to be reviewed by the Sentencing Commission at a quarterly meeting.	District Attorney	Recommendation Implemented	The Crime Strategies Unit will commence annual auto burglary reporting at the March 2019 Sentencing Commission. This first quarter hearing is focused on criminal justice data and trends across the city and county.	**	
2015-16	Auto Burglary in San Francisco	R.D.1. Ensure the annual report graphically shows totals of the auto burglary incidents as separate from "larceny/theft.	Chief of Police	**		**	
2015-16	Auto Burglary in San Francisco	R.D.2. Present to the Board of Supervisors statistics on changes in total auto burglary incidents as well as other parameters such as "crime trends," "arrest rates," and "population at risk rates," as described in the United States Department of Justice's "Crime Statistics for Decision Making." The presentation should describe how the crime indicators inform the future direction of policing.	Chief of Police	**		**	
2015-16	Auto Burglary in San Francisco	R.D.3. Modify the online incident report to include a required field for the victim to self-identify as "tourist," "visitor," or "resident." The data can be used to analyze demographics of victims.	Chief of Police	**		**	
2015-16	Auto Burglary in San Francisco	R.D.4. Require the Crime Strategies Unit to prepare a comparative analysis of serial property crimes, arrest rates, and normalized sentencing outcomes for organized criminal gangs in San Francisco and adjacent counties.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.D.5. Require the District Attorney to present to the GAO the comparative analysis (R.D.4) and annual report (R.C.3.) of the crime strategies unit, including significant findings and recommendations.	GAO	**		**	
2015-16	Auto Burglary in San Francisco	R.E.1. Develop web-pages on the SFPD website containing information about crime advisories, crime prevention, safety resources, and services that SFPD offers.	Chief of Police SFPD Deputy Chief of Administration	**		**	
2015-16	Auto Burglary in San Francisco	R.E.2. b. Department of Public Works: Incorporate principles of crime prevention through environmental design into the ongoing maintenance and management of city property and open spaces;	DPW	**		**	
2015-16	Auto Burglary in San Francisco	R.E.2. c. Chief of Police: Collaborate with DPW and Planning to identify areas associated with auto burglary and other crimes for attention;	Chief of Police	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Auto Burglary in San Francisco	R.E.2. d. Planning Department: Include crime prevention through environmental design as part of the permitting process for government, commercial, retail, multi-residential, and mixed-use development.	Planning Department	**		**	
2015-16	Auto Burglary in San Francisco	R.E.2.a. Mayor: Direct and coordinate inter-departmental efforts;	Mayor	**		**	
2015-16	Auto Burglary in San Francisco	R.E.3.a. Mayor and Mayor's Office on Public Policy and Finance: Authorize and Fund the office of Civic Engagement and Immigrant Affairs to expand the Community Ambassadors Program	Mayor Mayor's Office of Public Policy and Finance City Administrator	**		**	
2015-16	Auto Burglary in San Francisco	R.E.3.b. Office of Civic Engagement and Immigrant Affairs: Deploy Ambassador teams into high auto burglary neighborhoods to serve as a safe presence and a community resource. The program should include Golden Gate Park, Geary Blvd, Palace of Fine Arts, Fisherman's Wharf.	Office of Civic Engagement and Immigrant Affairs	Requires Further Analysis	CAP is unable to expand at this time due to budgetary considerations. The current program is at maximum organizational capacity and there is no budget for expansion at this time.	Will Be Implemented in the Future	CAP is currently assessing neighborhood needs and how a small expansion can be scaled up when there is greated budget support. For FY2019-20, a limited-scope pilot expansion will be developed and tested.
2015-16	Auto Burglary in San Francisco	R.E.3.c. Office of Civic Engagement and Immigrant Affairs: deploy Ambassador events team into neighborhoods around special events such as street fairs, festivals, sporting events.	Office of Civic Engagement and Immigrant Affairs	Requires Further Analysis	CAP is unable to expand to new geographic areas/neighborhoods and/or operating hours at this time due to budgetary considerations. The current program is at maximum capacity and there is no budget for expansion. However, ambassadors continue to support large events in current, existing work areas/designated neighborhoods in the city, such as the Civic Center Commons events, 3rd on Third Bayview events, and other large scale service delivery events such as Project Homeless Connect, food panties, and meal services.	Will Be Implemented in the Future	Ambassador teams continue to support community and civic events in various neighborhood within the current operating areas, including: Chinatown, Tenderloin/Civic Center, Bayview, Visitacion Valley, Dogpatch, Portrero, Mission and Mid-Market. Events include Project Homeless Connect, Sunday Streets, food pantries, farmers markets, street fairs, block parties and other public events.
2015-16	Auto Burglary in San Francisco	R.E.3.d. Board of Supervisors: Support funding to expand the Community Ambassador's Program.	BOS	**		**	
2015-16	Auto Burglary in San Francisco	R.E.4. In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under. 18 U.S.C. 875, Interstate Commerce and 18 U.S.C. 521, Criminal Street Gang Enhancement.	Chief of Police	**		**	

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2015-16	Auto Burglary in San Francisco	R.E.4. In the case of crimes against tourists and visitors involving career criminals and criminal street gangs, collaborate and coordinate with the United States Attorney's Office for referral of appropriate cases for federal prosecution under. 18 U.S.C. 875, Interstate Commerce and 18 U.S.C. 521, Criminal Street Gang Enhancement.	District Attorney	**		**	
2015-16	Auto Burglary in San Francisco	R.F.1 Use the customary legislative process to pass resolution for a visitor and tourist protection and assistance program. The Mayor should introduce, support, fund and sign the resolution; The Mayor's Office of Legislative & Government Affairs should prepare resolution to be introduced; The BOS Public Safety Committee should review, vet and refine to recommend the resolution to the full board; BOS should vote to approve the resolution; The Mayor's Office of Public Policy and Finance should include the program in to the Budget; City Attorney should review the resolution for proper format. The visitor/tourist protection and assistance program resolution should contain the following clauses:1. Recognize tourists as valued and welcome guests to our city 2.Acknowledge vulnerabilities unique to visitors/tourists 3. Denounce the targeting and victimizing of visitors/tourists 4. Recognize the need for specialized services for visitors/tourist who have been victimized by crime. 5. Establish the program as a partnership between government and the visitor and tourism industry. 6.Designate and funds as public safety department to act as coordinating agency. 7. Authorize the agency to develop industry partnership. 8. Authorize the agency to issue a temporary replacement identification card, for victors and tourist who have had their identification stolen. 9. Instruct the police, sheriff and district attorney to pursue vigorous criminal prosecution. 10. Advise the district attorney to seek sentencing enhancement when it is appropriate. 11. Charge the chief of police and the district attorney to collaborate with the United States Attorney's Office, Northern Division of California, San Francisco, to refer appropriate cases to federal authorities for prosecution under interstate/international commerce law and/or Federal Criminal Street Gang Enhancements. 12. Include a visitor/tourist identification field on police Incident Reports to facilitate research and data gathering. 13. Require the coordinating agency to report annually to the Public Safety Committee of the BOS. The report should provide performance metrics about services offered and make recommendations to inform future policy related to crimes against visitors/tourists. [the clauses of this recommendation are paired with Findings F.E.1. – F. E. 7.]	City Attorney	**		**	

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2015-16	Auto Burglary in San Francisco	R.F.2 The visitor's tab on the San Francisco Gov.org homepage should contain information to assist visitors/tourists who are in need of victims assistance and other kinds of support services.	Mayor Director of Department of Technology SFPD Deputy Chief of Administration	**		**	
2015-16	Auto Burglary in San Francisco	R.F.3. Include visitor/tourist incident data as a search field on police incident report available though datastgov.org.	Director of Department of Technology	**		**	

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2015-16	Auto Burglary in San Francisco	R.F.3. Include visitor/tourist incident data as a search field on police incident report available though datasfgov.org.	Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	The department had many internal discussions about the potential of defining a new victim classification under "visitor/tourist" which included setting perimeters around zip codes outside of the city or the inclusion of those who commute daily into the city, uber/lyft drivers, or whether or not to limit the tracking of "visitors/tourist" who are from outside of the state of California. Ultimately the department decided against classifying victims into one category (San Francisco residents) and another which captures anyone who enters the city but does not live within the city boundaries. Operationally, the department already builds crime strategies around changing crime trends, highly populated corridors, known tourist attractions and large events that draw visitors/tourists to San Francisco.	**	
2015-16	Drinking Water Safety in SF: A Reservoir of Good Practice	R.A.3. In the interest of transparency, all drinking water contaminants analyzed (analytes) that do not pose a public security issue should be disclosed in the SFPUC Water Quality Annual Report	SFPUC Water Enterprise	**		**	
2015-16	Drinking Water Safety in SF: A Reservoir of Good Practice	R.A.4. SFPUC should create a water quality certification program for buildings, offering at least a dated, leadsafe seal/sticker on/near the fixture and visible to the consumer.	SFPUC Water Enterprise	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.1. DBI MIS should determine why CTS cannot generate a report with correct last routine inspection dates for each R-2 and correct the problem.	DBI MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.10. If "Complaint Generated Routine" is not added as a Source option in CTS, then the Chief Housing Inspector should make opening a separate complaint number for the CG routine inspection and documenting "Routines" as the Source, a mandatory policy communicated to all HIS inspectors in writing.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.11. (a) The Chief Housing Inspector should adopt a policy requiring district inspectors to conduct complaint generated routine inspections whenever the R-2 has not had a routine inspection within the last five years. (b) The Chief Housing Inspector should adopt a policy that when district inspectors are "too busy" or for other reasons cannot conduct a CG routine inspection when the R-2 is due for one, the district inspector must notify their senior inspector in writing.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.12. The Chief Housing Inspector should direct HIS personnel to update the SOP to include the requirement that inspectors conduct a CG routine inspection while they are investigating a complaint at an R-2 every time the R-2 has not had a routine inspection within the last five years. And, if the inspector for some legitimate reason cannot do this, the inspector must so notify their senior inspector in writing.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.13. The Chief Housing Inspector should adopt a policy that district inspectors research the date a last routine inspection was performed: either before going to that same R-2 to investigate a complaint or via CTS records that are available by smartphone on the DBI website.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.14. The Building Inspection Commission ("BIC") should penalize property owners who miss their inspection appointment without good cause--as determined by the BIC. The notice of penalty should be mailed to the property owner and posted on the building.	Building Inspection Commission	**		**	

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.15. The Chief Housing Inspector should direct HIS personnel to complete the “no shows” information on the Excel spreadsheet that tracks results of their Focused Code enforcement for all the routine inspections conducted under Focused Code Enforcement and direct that all “no shows” are followed up on within two weeks.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.16. The Chief Housing Inspector should adopt a policy that all “no shows” must be followed up on within two weeks by researching the property owner’s correct address or phone number and then, contacting the property owner for a scheduled routine inspection. This policy should be communicated to all inspectors in writing.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.17. The Chief Housing Inspector should require that support staff verify contact information for the property owners and resend the inspection packet to the new address within two weeks from when the inspection packet was returned to HIS.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.18. The Chief Housing Inspector should direct that the inspection cover letter indicate how nonEnglish speaking property owners can request inspection packets in languages other than English and that the inspection packet is made available in Chinese and Spanish.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.19. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that all vital information is available at the top of the letter and the language changed so that it is easier to understand.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.2. The Chief Housing Inspector should insist that the spreadsheet that tracks key statistics for routine inspections conducted as part of Focused Code Enforcement be updated to include all rounds of Focused Code Enforcement that have been completed to date.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.20. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten so that it explains that inspectors will be inspecting items on the Property Owner Maintenance List.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.21. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include instructions on what the property owner needs to do with the appendage and carbon monoxide/smoke alarm affidavits.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.22. The Chief Housing Inspector should direct that the inspection packet cover letter be rewritten to include the information contained in the notices and ordinances. Notices and ordinances should be removed from the inspection packet.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.23. The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to document inspection remotely.	DBI Director	Will Be Implemented in the Future	With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions,this action item will be implemented with the new SF Permit tracking system.	Will Be Implemented in the Future	With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions,this action item will be implemented with the new SF Permit tracking system.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.24. The DBI Director should ensure the replacement system for CTS includes functionality to upload photos remotely.	DBI Director	Will Be Implemented in the Future	With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions,this action item will be implemented with the new SF Permit tracking system.	Will Be Implemented in the Future	With contracted vendor, Accela, still unable to complete implementation of a functioning new system capable of providing reliable and accurate DBI customer transactions,this action item will be implemented with the new SF Permit tracking system.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.25. DBI MIS should make affidavits available online.	DBI MIS	**		**	

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.26. The DBI Director should ensure the replacement system for CTS includes functionality for inspectors to print NOVs in the field and that inspectors are supplied with portable printers for this purpose.	DBI Director	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.27. The DBI Director should ensure the replacement system for CTS can be integrated with other computer systems within DBI and other City departments.	DBI Director	Will Be Implemented in the Future	While the new PPTS is designed to be able to add additional City departments, that integration requires other departments to take steps to be added to the DBI-Planning Permit and Project Tracking System. Will be part of a Phase Two upgrade, following additional analysis.	Will Be Implemented in the Future	While the new PPTS is designed to be able to add additional City departments, that integration requires other departments to take steps to be added to the DBI-Planning Permit and Project Tracking System. Will be part of a Phase Two upgrade, following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.28. The DBI Director should ensure the replacement system for CTS includes functionality for tracking and reporting on types of violations and high fire risk building characteristics.	DBI Director	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.29. (a) The Chief Housing Inspector should ask DBI MIS to create a standard report to track how long NOVs take to be corrected (similar to Open NOVs report we used) and modify this report to calculate the difference in days between when an NOV is issued and the date the NOV is corrected and then use this report to measure the time it takes for property owners to correct NOVs. (b) The Chief Housing Inspector should report how long NOVs take to be abated, in a format similar to Table I3, to the BIC on a monthly basis.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.3. The BIC should require that Housing Inspection Services ("HIS") report, as part of the HIS performance measures, the number of "Initial Routine Inspections" that are conducted to the BIC	Building Inspection Commission	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.30. The Chief Housing Inspector should actively monitor cases using the Open NOVs report to ensure that less than five percent of NOVs take no more than one year to abate.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.31. The Chief Housing Inspector should develop guidelines for inspectors to use when granting additional time for repairs or abatement. The guidelines should be based on the average additional time it takes for the top 20 types of violation under each of the following common scenarios, including: (1) filing for and obtaining an over-the-counter permit ; (2) vetting and hiring a contractor; and, (3) performing the work necessary to correct the violation.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.32. The Chief Housing Inspector should ensure a new form letter is drafted to provide property owners the date of the next reinspection and warn them that violations must be abated by that date. Inspectors can then fill in the time and date of the reinspection and hand it to the property owner at the inspection.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.33. The Chief Housing Inspector should create a culture where staff and management meetings are held as scheduled and not canceled unless there is an emergency.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.34. The Chief Housing Inspector should adopt a definition of success that includes inspecting all R-2s at least every five years and ensuring all violations are corrected within a "reasonable period of time." The Chief Housing Inspector should measure a "reasonable period of time" for correcting violations by first using the Open NOVs report to measure how many days have elapsed since each NOV was issued. Next, the Chief Housing Inspector should compare the number of days that an NOV has stayed open against specific timeframes. We recommend two months; six months; 12 months; and, 18 months. (Two months (60 days) is an important timeframe because it is the earliest that an NOV can be referred to a DH.) Once an NOV goes uncorrected for one day after each of these timeframes, the NOV can easily be flagged for a closer review of the facts and circumstances and steps taken to encourage the NOV be corrected.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.35. The Chief Housing Inspector should measure the time it takes for an open NOV to reach a Director's Hearing. We recommend using the Open NOV spreadsheet that DBI MIS created for us. Incorporating a column that calculates the days between the NOV date and the DH date, HIS can determine how many day it takes an open NOV to be heard at a Director's Hearing.	DBI Chief Housing Inspector	**		**	

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.36. The Chief Housing Inspector should adopt an objective standard for inspectors to use in determining when a case should be referred to a Director's Hearing.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.37. The Chief Housing Inspector should require that senior inspectors follow up with inspectors when there have been three re-inspections on an open NOV.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.38. The DBI Director should ensure when CTS is replaced by another system that it includes functionality to help automate the Director's Hearing case preparation and digital transfer of case files.	DBI Director	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.39. (a) The Chief Housing Inspector should determine what is required for HIS to reinstate the FTB program and then ensure that all necessary steps for making the FTB program part of the HIS code enforcement process are taken. (b) The BIC should approve that HIS use the FTB program as part of its code enforcement process. (c) The Chief Housing Inspector should determine what is required for administrative penalties to be available at the HIS administrative hearing and then ensure that all necessary steps for making this possible as part of the HIS code enforcement process are taken. (d) The BIC should approve adding the legal requirements to the HIS administrative hearing so that administrative penalties can be awarded.	DBI Chief Housing Inspector  Building Inspection Commission	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.4. (a)The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	DBI MIS	Will Be Implemented in the Future	Due to technical complications, Accela, the contracted vendor responsible for completing the installation and implementation of DBI's new SF Permit tracking system, is still unable to achieve Go Live and the launch of the new tracking system. This action item is still scheduled for Phase Two, which will follow the new system's launch.	Will Be Implemented in the Future	Due to technical complications, Accela, the contracted vendor responsible for completing the installation and implementation of DBI's new SF Permit tracking system, is still unable to achieve Go Live and the launch of the new tracking system. This action item is still scheduled for Phase Two, which will follow the new system's launch.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.4. (a)The Information and Technology Department for the City and County of San Francisco should grant HIS senior management access to and permission to run reports from the Oracle database that contains the addresses, contact information and building attributes for R-2s in San Francisco. (b) DBI MIS should train HIS personnel who will have access to the Oracle database containing the R-2 information how to use it before they have permission to run reports.	DTIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.40. The Director of DBI should request that the Controller's Office conduct a study to determine adequate staffing levels for HIS.	DBI Director	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.41. DBI MIS should redesign the DBI website so that information on routine inspections is easier to find from the DBI homepage.	DBI MIS	Will Be Implemented in the Future	Redesign of the Department's web site is identified in DBI's Strategic Plan for implementation in 2019.	Recommendation Implemented	Inspections/Complaint/Permit information is now available on DBI's via a link on DBI's home page and on a drop down menu.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.42. DBI MIS should revise the information on routine inspections on the DBI website so that: the property owners and the general public understand the process, including how often routine inspections take place, what is inspected, what happens when violations are found, the time frame for correcting violations and the costs associated with code enforcement.	DBI MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.43. DBI MIS should change the names on the links for R-2 violations so inspection records can be found more easily on the DBI website.	DBI MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.44. The DBI Director should ensure the replacement system for CTS can upload NOVs to the DBI website.	DBI Director	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.5. If HIS is not granted access and permission to run the list of R-2s from the Oracle database that contains the necessary R-2 information, then DBI MIS should furnish this report to HIS within one week of the request.	DBI MIS  DBI Chief Housing Inspector	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.	Will Be Implemented in the Future	Will be part of a Phase Two upgrade, which will follow the new system's launch, and following additional analysis.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.6. (a) If DBI MIS cannot fix CTS (See R.I.1) then the Chief Housing Inspector should require support staff, rather than the inspectors, to look up last routine inspection dates. (b) If support staff is not available to look up last routine inspection dates, then the DBI Director should allocate part of the DBI budget for hiring temporary personnel to compile this information.	DBI Chief Housing Inspector DBI MIS DBI Director	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.7. The Chief Housing Inspector should make eliminating the backlog a priority in the Mission, Chinatown and Tenderloin Districts when deciding where to conduct the next round(s) of Focused Code Enforcement.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.8. The Chief Housing Inspector should determine exactly what "Sources" and "Abatement Types" should be used for initial routine inspections and communicate this in writing as a procedure that every HIS inspector must follow.	DBI Chief Housing Inspector	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.I.9. DBI MIS should include "Complaint Generated Routine" as a Source option in CTS so that CG routine inspections can be separately tracked and reported in CTS.	DBI MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.1. The Deputy Chief of Operations should require Battalion Chiefs to closely monitor Company R-2 inspection lists to ensure that every R-2 in San Francisco is inspected by its deadline.	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.10. The Fire Marshall should require that complaint response time and code enforcement timeframes be more closely monitored so that resolution time is shortened.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.11. The Fire Marshall should require that code enforcement for NOV's be more closely monitored so that NOV's are corrected more quickly.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.12. The Fire Marshall should ensure that BFP inspectors (that work on R-2 complaints) have reasonable workloads so they can ensure timely correction of all complaints and violations.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.13. The Fire Marshall should ensure that BFP inspectors (that work on R-2 complaints) not prioritize other work over R-2 complaints if that means that they cannot investigate all their R-2 complaints in a timely manner.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.14. The Fire Marshall should standardize inspection and code enforcement documentation done by BFP R-2 inspectors.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.15. The Deputy Chief of Operations should standardize inspection documentation done by Company Captains so that BFP inspectors can easily identify and follow up on complaints.	SFFD Deputy Chief of Operations	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.16. The Deputy Chief of Operations should ensure that Company Captains are trained to identify violations and document only items that are violations.	SFFD Deputy Chief of Operations	Recommendation Implemented	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. This training has been rolled out, and is available in the Department's on-line training platform. The Department has also improved its reporting capabilities, in an effort to spread out inspections more evenly throughout the year. If additional resources are needed to ensure completion of inspections, Fire Prevention personnel can be deployed to complete inspections. The Department is working on procurement plan for tablets for field crews, and one of the uses would be for inspections.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.17. Battalion Chiefs should encourage their Company Captains to bring the Inspection Worksheet to the inspection site and use it to document R-2 inspections.	SFFD Deputy Chief of Operations	Recommendation Implemented	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. This training has been rolled out, and is available in the Department's on-line training platform. The Department has also improved its reporting capabilities, in an effort to spread out inspections more evenly throughout the year. If additional resources are needed to ensure completion of inspections, Fire Prevention personnel can be deployed to complete inspections. The Department is working on procurement plan for tablets for field crews, and one of the uses would be for inspections.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.18. The Fire Marshall should finalize the details of the new code enforcement process that is required by recently passed legislation so that it can be implemented within the next 60 days.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.19. The new BFP Captain that oversees R-2 Company complaints should refer appropriate cases to the CA every year.	Fire Marshall	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.2. The Deputy Chief of Operations should require that Company Captains make inspection appointments in advance, whenever they have the property owner's phone number, to ensure that Companies get into all R-2s. The appointments should have a three hour window.	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.20. SFFD MIS should revise the SFFD website to include: (1) details of the R-2 inspection process, such as: (a) the kinds of buildings inspected ; (b) who inspects the buildings; (c) how often R-2s are inspected; (d) the list of items inspected; and, (e) how the inspection will be conducted; and, (2) details of the code enforcement process, including: (a) what happens when a violation is discovered; (b) what happens if a violation goes uncorrected beyond the NOV deadline; and (c) any and all fees, fines, or penalties that may be imposed for uncorrected violations. This information should be either on the inspections page or Division of Fire Prevention and Investigation homepage.	SFFD MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.21. The Chief of the Fire Department should instruct SFFD MIS to make the inspection records available online for greater transparency.	SFFD Chief	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.22. SFFD MIS should put the BFP phone number for record inspection requests on the same SFFD webpage as the instructions for making an appointment.	SFFD MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.23. SFFD MIS should put the BFP phone number for reporting a safety concern on the same SFFD webpage as the instructions for reporting a safety concern.	SFFD MIS	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.3. SFFD MIS should ensure property owner contact information is included on the Inspection Worksheets.	SFFD MIS	**		**	

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2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.4. The Deputy Chief of Operations should require Companies to inspect R-2s on the weekend if that Company is going to have a backlog during a particular month.	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.5. The Deputy Chief of Operations should redistribute R-2 inspection from Companies that have a backlog to nearby Companies that have fewer R-2 inspections so that the number of R-2 inspections is more evenly distributed among neighboring station houses and are conducted more timely.	SFFD Deputy Chief of Operations	Requires Further Analysis	The Department disagrees on this recommendation. Companies should stay in their first –in district as much as possible, otherwise it is a risk to residents in their first alarm area. The Department has also improved its reporting capabilities for inspections, in an effort to spread out inspections more evenly throughout the year. If additional resources are needed to ensure completion of inspections, Fire Prevention personnel can be deployed to complete inspections. The Department is working on procurement plan for tablets for field crews, and one of the uses would be for improving time efficiencies for inspections.	Recommendation Implemented	To alleviate the highly impacted companies, the Bureau of Fire Prevention has initiated a targeted program. This program is essentially designed to support specific suppression crews through conducting R1/R2 inspections. To accomplish this, the Bureau has allocated two additional inspectors to the Fire Complaints (FC) Section and expanded the responsibility of Section FC inspectors to include R1/R2 support. It is anticipated that this program will enable inspectors to absorb approx.1000 or 20% of company inspections per year.
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.6. The Deputy Chief of Operations should instruct Company Captains to give priority to R-2 inspections which have exceeded or are approaching their deadlines.	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.7. Battalion Chiefs should review progress on their Companies' R-2 lists at least once a month, and if they find a Company has not inspected all the R-2s on their list, hold that Company accountable by requiring that they inspect all the late R-2s by the end of the next month.	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.8. The Deputy Chief of Operations should ensure that inspection training for firefighters includes stressing the two reasons for conducting R-2 inspections--to ensure code compliance and gain building awareness--are equally important.	SFFD Deputy Chief of Operations	Recommendation Implemented	The Bureau of Fire Prevention has revised the R2 inspection check list and has completed an R2 inspection training video. This training has been rolled out, and is available in the Department's on-line training platform. The Department has also improved its reporting capabilities, in an effort to spread out inspections more evenly throughout the year. If additional resources are needed to ensure completion of inspections, Fire Prevention personnel can be deployed to complete inspections. The Department is working on procurement plan for tablets for field crews, and one of the uses would be for inspections.	**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.II.9. The Deputy Chief of Operations should ensure that all firefighters receive training on the R-2 inspections process that includes a detailed module on the Bureau of Fire Prevention code enforcement process which starts with when a BFP inspector receives a complaint from a Company Captain to an NOV being issued and any additional steps. The training should occur after BFP implements the new code enforcement process. Knowing more about BFP will help firefighters better understand their role in ensuring code compliance	SFFD Deputy Chief of Operations	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.III.1. The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Building Inspection Commission	**		**	
2015-16	Fire Safety Inspections in SF- A Tale of Two Departments: DBI & SFFD	R.III.1. The Building Inspection Commission and Fire Commission should require a task force be formed to study DBI and SFFD inspection and code enforcement processes and make recommendations on how they can coordinate their efforts.	Fire Commission	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	Office of Citizen Complaints	Will be Implemented in the Future	<p>The DPA remains committed to implementing this recommendation. As reported last year, the DPA needed to make many technology improvements in order to lay the foundation for our increased IT needs under Proposition G and with Officer Involved Shooting (OIS) investigations. Since our last reporting, we have hired a Senior Business Analyst and promoted someone internally to the position of Operations Manager. We applied for a pro bono consultation through the Mayor's Office of Civic Innovation Civic Bridge program and were accepted into the Fall 2018 cohort. We partnered with Slalom, a consulting firm that specializes in customer experience and sustainable process improvement. Based on the Slalom's recommendations and a continued partnership with the Department of Technology, we are working to build a user-friendly website consistent with City security standards and design ideals. New features will include an online case tracking tool for complainants and officers, new educational content and resources, and real-time aggregate complaint data dashboards. The new features will increase complainant access to police accountability services, including mobile access, and provide greater transparency regarding police misconduct investigation data. This improved technology will also allow us to continue working collaboratively with the Police Department on developing solutions for sharing more data between our agencies to facilitate the in-depth data analysis called for by: the "Blue Ribbon Panel," the Department of Justice Collaborative Reform process, and Proposition G. The new website will contain a section devoted to OIS investigations including the information recommended by the Civil Grand Jury.</p>	Will be Implemented in the Future	<p>The DPA remains committed to implementing this recommendation. As reported over the last two years, the DPA needed to make many technology improvements in order to lay the foundation for our increased IT needs under Proposition G and with Officer Involved Shooting (OIS) investigations. Since our last reporting, we completed our pro bono consultation through the Mayor's Office of Civic Innovation Civic Bridge program. We partnered with Slalom, a consulting firm that specializes in customer experience and sustainable process improvement. Based on the Slalom's recommendations and a continued partnership with the Department of Technology, we learned that in order to build a user-friendly website consistent with City security standards and design ideals, we first needed a new content management system. We contracted with Slalom, purchased a Salesforce product, and designed a content management system which was implemented in July 2019. Once we finalize the transition to our new CMS, we can focus on our web site. New features will include an online case tracking tool for complainants and officers, new educational content and resources, and real-time aggregate complaint data dashboards. The new features will increase complainant access to police accountability services, including mobile access, and provide greater transparency regarding police misconduct investigation data. This improved technology will also allow us to continue working collaboratively with the Police Department on developing solutions for sharing more data between our agencies to facilitate the in-depth data analysis called for by: the "Blue Ribbon Panel," the Department of Justice Collaborative Reform process, and Proposition G. The new website will contain a section devoted to OIS investigations including the information recommended by the Civil Grand Jury.</p>
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	<p>R.1. Each of the three City agencies fundamental to OIS investigations — SFPD, DA's Office and OCC — should create a "OIS Investigations" web page specifically devoted to educating the public about that agency's role in the investigation of OIS incidents. Each agency's web page should be comprehensive and answer the following questions:</p> <ul style="list-style-type: none"><li>● Who is involved in the investigation and what are their roles and responsibilities;</li><li>● Why is the agency involved in OIS investigations;</li><li>● What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why;</li><li>● When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame;</li><li>● How does the OIS investigation process work; and</li><li>● Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations.</li></ul> <p>Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog).</p> <p>Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily.</p> <p>Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.</p>	SFPD	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.A. SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after each OIS incident.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.A. SFPD and the Police Commission should make it official policy for the SFPD to hold press conferences as soon as possible after each OIS incident.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.10.B. SFPD should limit comments made during these press conferences to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.A. SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after each OIS incident.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.A. SFPD and the Police Commission should make it official policy for the SFPD to post "updates" on its website as soon as possible after each OIS incident.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.11.B. SFPD should limit comments made in these updates to the facts as they are known at that time and refrain from making statements and using language to prematurely attempt to justify the actions taken by SFPD officers involved in the OIS incident.	SFPD	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.A. SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after each OIS incident.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.A. SFPD and the Police Commission should make it official policy for the SFPD to hold town hall meetings within a week after each OIS incident.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	BoS	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Mayor SFPD	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Office of Citizen Complaints	Will be Implemented in the Future	As indicated in our 2016 and 2017 response, should such a Task Force be created, the DPA Director will attend Town Hall meetings. The DPA already attends public meetings called by the Chief of Police following Officer Involved	Will be Implemented in the Future	As indicated in our 2016, 2017, and 2018 responses, should such a Task Force be created, the DPA Director will attend Town Hall meetings. The DPA already attends public meetings called by the Chief of Police following officer involved shootings. Notably, there has not been an officer involved shooting involving SFPD in 2019.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.12.B. The Chief of Police, the Supervisor for the district in which the OIS incident occurs, the DA, the Director of the OCC, all members of the Police Commission, and all members of the newly formed OIS Task Force (see Recommendations R.8.A. and R.8.B.) should attend the town hall meetings to show that they acknowledge the seriousness of the situation, understand how critical it is to have a thorough, accountable and transparent investigation and analysis of what occurred, and are united toward the goal of making that happen. Faith leaders and other community advocacy groups should also be invited to participate.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.A. SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officer's safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.A. SFPD and the Police Commission should make it official policy for the SFPD to release the names of all officers involved in each OIS incident within 10 days, unless it has knowledge of credible threats to the officer's safety. In those instances in which the SFPD has knowledge that such credible threats exist, the SFPD should issue a statement stating it is withholding release of the names of the officers because of a credible threat to their safety.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.B. Simultaneous with its release of the names of the officers involved in an OIS incident or the statement that it is withholding release of that information, the SFPD should make the information available on its website	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.C. SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.	Police Commission	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.13.C. SFPD and the Police Commission should make it official policy that in those instances when the names of officers involved in an OIS incident are not released due to a credible threat to the officers' safety, the SFPD shall release the names of all officers involved as soon as the SFPD determines that the credible threat has passed.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.14.A. The DA's Office should make a public announcement each time it issues a charging decision letter so that the public is made aware that it has completed its OIS criminal investigation.	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.14.B. The DA's Office should make its charging decision letters on its website more easily accessible to the public by including on the index page the name of the individual shot and the date of the OIS incident.	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.15. The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B.), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendations R.8.A. and R.8.B.), should examine each fatal OIS incident with a view to developing "lessons learned" and answering the following questions: <ul style="list-style-type: none"><li>• What circumstances contributed to the OIS incident?</li><li>• What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of a life would not have occurred?</li><li>• What alternatives to deadly force may have been tried? What lessons can be learned?</li><li>• Should any SFPD policies and procedures be reviewed or revised because of the incident?</li></ul> The entity making this review of the fatal OIS incident should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold town hall meetings to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.15. The Police Commission or the newly created OIS Investigation Oversight Task Force (see Recommendations R.8.A. and R.8.B.), in addition to summarizing the findings and conclusions of the various OIS investigations (again see Recommendations R.8.A. and R.8.B.), should examine each fatal OIS incident with a view to developing "lessons learned" and answering the following questions: <ul style="list-style-type: none"><li>• What circumstances contributed to the OIS incident?</li><li>• What aspects of the interaction between the SFPD officers and the suspect, if any, could have been handled differently so that the loss of a life would not have occurred?</li><li>• What alternatives to deadly force may have been tried? What lessons can be learned?</li><li>• Should any SFPD policies and procedures be reviewed or revised because of the incident?</li></ul> The entity making this review of the fatal OIS incident should publish its findings, as well as those from each of the other City agencies involved, in one comprehensive report that is made available to the public. The entity should then hold town hall meetings to share highlights from the report and the conclusions drawn from the OIS incident and should seek and allow for public comment and feedback.	Mayor	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	District Attorney	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	Office of Citizen Complaints	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	Police Commission	Will Be Implemented in the Future	The Police Commission is working with the Department, the DA and the DPA with the goal of identifying areas of an OIS investigation that can be streamlined to ensure a thorough investigation and provide the community with information in a timely manner. This collaboration with several agencies is on on-going process, but the Commission and the Department strive to accomplish this goal as soon as soon as feasible. The DA and SFPD are finalizing the MOU to streamline the OIS process. In addition, the SFPD, the Commission, and the DPA are working to develop a Serious Incident Review Board. The SIRB will include the review of Officer Involved Shooting where both the SFPD and the DPA will present their findings and recommendations.	Recommendation Implemented	The SFPD and the SF DA's Office signed an MOU in May 2019 that steamlines the OIS investigation process.
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.A. The Police Commission, in coordination with the relevant SFPD divisions, the DA and the OCC should immediately commission a comprehensive study of ways to streamline the OIS investigation process with the goal of reducing the overall time to conduct a full investigation.	SFPD	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation, as it is written, is requesting the Police Commission to commission a comprehensive study. SFPD cannot direct the activities of the Police Commission. Please defer to the Police Commission's response.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.B. After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.	Police Commission	Will Be Implemented in the Future	Anticipated Timeframe for Implementation - 2019	Will Be Implemented in the Future	This DGO requires a stakeholder working group which is scheduled to convene in early 2020. The Police Commission expects to receive the updated DGO for a vote on whether to adopt before the end of 2020. Anticipated Timeframe for Implementation - 2020
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.2.B. After receiving the results of the study of ways to streamline the OIS investigation process, the Police Commission should revise the General Orders to more accurately reflect the timeframes by which investigations of OIS incidents are to be completed.	SFPD	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation, as it is written, is requesting the Police Commission to revise Department General Orders. SFPD cannot direct the activities of the Police Commission. Please defer to the Police Commission's response.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.3.A. The SFPD Field Operations Bureau should implement standardized, modern methods to notify all essential responders of an OIS incident.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.3.B. The SFPD Field Operations Bureau should require that all essential responders called to the scene of an OIS incident confirm with the Field Operations Bureau that they received the initial notification. If the Bureau does not receive confirmation from an essential responder within a designated period of time, it should contact an alternate responder for that agency.	SFPD	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.4. The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to: <ul style="list-style-type: none"><li>● Prioritize and expedite their investigations of OIS incidents within an established timeframe;</li><li>● Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.</li></ul>	District Attorney	Will Be Implemented in the Future	Since our last response in 2017, the City and County of San Francisco has been engaged in Meet and Confer with the San Francisco Police Officer's Association on this MOU. SFDA has been actively involved in that Meet and Confer process, which we hope is complete by the end of 2018.	Recommendation Implemented	The SFPD and SFDA executed the MOU governing OIS incidents and it took effect on May 4 <sup>th</sup> , 2019. The MOU remains in force for two years unless either the District Attorney or the Chief of Police terminates the agreement after providing fifteen days written notice to the other party.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.4. The SFPD and the DA's Office should jointly draft a new MOU in which each commits to an agreed-upon process to: <ul style="list-style-type: none"><li>● Prioritize and expedite their investigations of OIS incidents within an established timeframe;</li><li>● Make a public announcement when each completes its OIS investigation, so that the public may be better informed of the investigative results and the time taken by each agency to complete its OIS investigation.</li></ul>	SFPD	Recommendation Implemented	SFPD is currently pursuing an MOU with the DA's Office Independent Investigations Bureau to investigate SFPD OIS incidents. The MOU is currently in the meet and confer process.	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.A. The DA should immediately give the investigation of OIS cases priority and dedicate the departmental resources required to reduce the time the DA's Office takes to complete its criminal investigation and issue its charging decision letters in OIS cases.	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.B. The DA should determine the resources necessary to reduce the length of time the DA's Office spends to complete its criminal investigations in OIS incidents and then make sufficient requests for those resources in the proposed budget for fiscal year 2017-2018, and thereafter.	District Attorney	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.C. The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the DA's Office to expedite OIS investigations. Allocation and/or release of these funds should be contingent upon marked, measurable improvement by the DA's Office in the time it takes to complete its criminal investigations and issue its charging decision letters in OIS cases.	Mayor Mayor's Office of Public Policy and Finance	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.5.D. The Board of Supervisors should approve these additional resources requested by the DA's Office and included by the Mayor and the Mayor's Office of Public Policy and Finance in the proposed budget for fiscal year 2017-2018, and thereafter, to expedite OIS Investigations. Approval of these additional resources again should be contingent upon marked, measurable improvement by the DA's Office in the time it takes to complete its criminal investigations and issue its charging decision letters in OIS cases.	BoS	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.6.A. After the OCME releases each autopsy report in OIS cases, the CME should proactively call a meeting of the SFPD's Homicide Detail, DA's Office and OCC to help those agencies interpret the highly technical findings of the autopsy report. This meeting should be coordinated, if possible, to include reports from the Crime Lab on the results of its firearms comparisons, ballistics examinations and DNA analysis.	Office of the Chief Medical Examiner	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.6.B. When the new OCME building with autopsy observation facilities is completed, the CME should invite SFPD inspectors and DA and OCC investigators to observe autopsies in all fatal OIS incidents, so that questions can be answered quickly, observations shared early, and the spirit of teamwork and cooperation on the investigation can begin as early as possible.	Office of the Chief Medical Examiner	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.A. The OCC should allocate current year funds and include funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services, so that OCC staff can spend more of its time on investigations and legal analysis and less time on the transcription of interview notes.	Office of Citizen Complaints	**		**	

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.B. The Police Commission should support the OCC's funding requests in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services.	Police Commission	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.C. The Mayor and the Mayor's Office of Public Policy and Finance should include in the proposed budget for fiscal year 2017-2018, and thereafter, resource requests from the OCC for transcription services.	Mayor Mayor's Office of Public Policy and Finance	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.7.D. The Board of Supervisors should approve the resources requested by the OCC and included by the Mayor and the Mayor's Office of Public Policy and Finance in the proposed budget for fiscal year 2017-2018, and thereafter, for transcription services.	BoS	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.8.A. The Mayor's Office should form a new standing task force to oversee the investigation of OIS cases. The task force should include high ranking persons from the Sheriff's Office, the DA's Office, the OCME, the SFPD (including the Chief Homicide Inspector), and the OCC. The task force may also include a state or federal department of justice consultant or observer, and a knowledgeable, respected citizen.	Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	<p>Many of the entities recommended to form this OIS task force already play a significant role in investigating OIS cases. By SFPD General Order, OIS incidents currently mandate two separate, but concurrent, immediate investigations: criminal and administrative.</p> <p>A criminal investigation is managed by SFPD Homicide Detail and the DA's Independent Investigations Bureau (IIB). If the OIS criminal investigation uncovers or raises significant issues, state and federal agencies may also participate in or conduct their own investigation, typically at the request of the City. These agencies may include the DOJ or Office of the Attorney General at the state level, and the United States DOJ or the Federal Bureau of Investigation at the federal level. Separately, the department is pursuing an MOU with the DA's IIB to clearly delineate their investigation authority in OIS incidents. The MOU is currently in the meet and confer process.</p> <p>The Department of Police Accountability (DPA) conducts a secondindependent administrative investigation of OIS cases by (i) sending their own investigators to the scene to observe; (ii) conducting an independent review and analysis of evidence that is forwarded to it after being collected by the SFPD Homicide Detail; and (iii) performing any additional investigative tasks and interviews that it deems necessary to conduct a thorough investigation of the incident.</p>	**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.8.B. The Mayor should charge the new task force to: <ul style="list-style-type: none"><li>● Monitor the progress of each OIS investigation and hold each involved agency accountable for timely completion of its portion of the OIS investigation;</li><li>● Provide periodic press releases and/or press conferences to update the public on the status of each OIS case;</li><li>● Compile a summary of the findings from each involved agency and then evaluate those findings in group meetings to address any inconsistencies or unanswered questions;</li><li>● Facilitate a joint discussion among its members to formulate conclusions and "lessons learned";</li><li>● Identify necessary policy or procedural changes; and</li><li>● Share its summary of the overall OIS investigation in public sessions so that the public has a voice in the process and may respond and ask questions.</li></ul>	Mayor	**		**	
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	R.9. SFPD should make publicly available and prominently display on its website a more robust set of statistics, data and information on OIS incidents where its officers are involved, using the data release practices of law enforcement agencies like the Dallas Police Department and the Los Angeles County Sheriff's Department.	SFPD	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.1-a. d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the City Administrator and the Director of the Capital Planning Program to accomplish this additional calculating and reporting in the approved budgets for fiscal year 2017-2018 and thereafter.	BoS	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.1-a. To provide useful information for the public in assessing the City's stewardship of public assets, the City Administrator and the Director of the Capital Planning Program should use the FRRM (Facilities Renewal Resource Model) to calculate the target need for General Fund departments' facilities maintenance as a percentage of Current Replacement Value (CRV) and in dollar amounts, and disclose that information to the public ; b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish this additional calculating and reporting and include a line item for those costs in their budget requests ; c. The Mayor should include in the proposed budget for Fiscal year 2017-18 and thereafter the amount requested by the City Administrator and the Director of the Capital Planning Program to accomplish this additional calculating and reporting;	City Administrator  Director of the Capital Planning Program  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-a. This recommendation satisfies Findings F:I.A.2a, and c: a. In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total maintenance budget for General Fund departments; and (2) periodically conduct an audit of investment levels in General Fund departments' asset maintenance and repair.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-b. The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total maintenance budget for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter ;	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total maintenance budget for General Fund departments and periodic audits.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.2-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller for the compilation and disclosure of the total maintenance budget for General Fund departments and periodic audits in the approved budget for fiscal year 2017-2018 and thereafter.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-b. The Controller should determine the additional annual time and manpower cost to accomplish the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments, and periodic audits and include line item entries for those costs in its budget requests for fiscal year 2017-2018 and thereafter ;	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the amounts requested by the Controller for the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments and periodic audits; and	Mayor  Mayor's Office of Public Policy and Finance	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.3-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller for the compilation and disclosure of the total deferred maintenance and repair backlog for General Fund departments and periodic audits in the approved budget for fiscal year 2017-2018 and thereafter.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-a. To provide useful information for the public in assessing the City's stewardship of General Fund Departments' assets, the Controller should conduct a benchmark study of investment levels in General Fund departments' "Facilities Maintenance" measured as a percentage of Current Replacement Value, total maintenance and repair budgets and deferred maintenance and repair backlogs;	Controller/CSA	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-b. The Controller should determine the additional time and manpower cost to conduct this benchmark study and include a line item for those costs in its budget request for fiscal year 2017-2018;	Controller/CSA	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-c. The Mayor should include in the proposed budget for fiscal year 2017-2018 and the amount requested by the Controller for the benchmark study; and	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A.4-d. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the amount requested by the Controller to accomplish this benchmark study in the approved budget for fiscal year 2017-2018.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:I.A3-a. In order for the public to assess the City's stewardship of General Fund Departments' assets, the Controller should: (1) disclose the total deferred maintenance and repair backlog for General Fund departments; and (2) periodically conduct an audit of General Fund departments' deferred maintenance and repair backlog.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.A.1-1. In order to achieve beneficial consequences and avoid the potential adverse consequences from underfunding maintenance and repair of General Fund departments' facilities and infrastructure, and to save money over the long term: a. The City Administrator and the Director of the Capital Planning Program should identify a range of stable funding sources for pay-as-you-go maintenance and repair of the City's facilities and infrastructure ; b. The Mayor should propose sufficient funding in the Fiscal Year 2017-2018 budget and thereafter from stable funding sources for all General Fund departments' high priority pay-as-you-go maintenance and repair projects;	City Administrator  Director of the Capital Planning Program  Mayor  Mayor's Office of Public Policy and Finance	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.A.1-1. In order to achieve beneficial consequences and avoid the potential adverse consequences from underfunding maintenance and repair of General Fund departments' facilities and infrastructure, and to save money over the long term: c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve sufficient funding in the Fiscal Year 2017-2018 budget and thereafter from stable funding sources for all General Fund departments' high priority maintenance and repair projects.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-a. The Controller should: ● conduct an audit of the Workers' Compensation Division of the Department of Human Resources data gathering policies and procedures, ● report to budget decision makers its findings of identified and quantified risks of injury created by deferred maintenance and repairs, and recommend appropriate modifications. So as budget funding tradeoff decisions are made, the Mayor and Board of Supervisors will know what portion of the City's Workers Compensation liabilities (if any) arise from poorly maintained General Fund department capital assets.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-b. The Controller should determine the additional time and manpower cost to the City Services Auditor staff to accomplish this audit and report and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request for an audit of Workers Compensation Division data gathering policies and procedures.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.1-d. To reduce the risk of injury to City employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve this line item in the Controller's budget request for an audit of Workers Compensation Division data gathering policies and procedures and include it in the approved budget ordinance for fiscal year 2017-2018.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.b. To provide budget decision makers with pertinent information for making tradeoff decisions, the Controller should determine the additional time and manpower cost to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs and include a line item for this cost in its budget request for fiscal year 2017-2018.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.c. To reduce the risk of injury to City employees, the Mayor should include in the proposed budget for fiscal year 2017-2018 this line item in the Controller's budget request to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	Mayor  Mayor's Office of Public Policy and Finance	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2.d. To reduce the risk of injury to City employees, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve this line item in the Controller's budget request to develop procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs and include it in the approved budget ordinance for fiscal year 2017-2018.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-a. The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	City Administrator  Environmental Health and Safety	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.B.2-a. The Controller should assist the General Services Agency Environmental Health and Safety in developing procedures for periodic analysis of Hazard Logs to identify and quantify risks of injury created by deferred maintenance and repairs.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.2. DPW street trees : Because it will increase overall street tree health and reduce per-street-tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees): a. The Department of Public Works should include line items in its budget requests for the routine maintenance of all street trees. the Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Public Works Department for the routine maintenance of all street trees ;	DPW Director  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.2. DPW street trees : Because it will increase overall street tree health and reduce per-street-tree maintenance costs as described in the Urban Forest Plan (Phase 1: Street Trees): c. after Budget and Legislative Analyst's Office review, the Board of Supervisor should approve sufficient dedicated funding in the budget for upcoming fiscal years 2017-2018 and thereafter to the Public Works Department for the routine maintenance of all street trees.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.3. Proposition #160381 The Board of Supervisors should approve placing the Street Trees proposition (#160381 Charter Amendment and Business and Tax Regulations Code – City Responsibility and Parcel Tax for Street Trees) on the November 2016 ballot.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per tree maintenance costs: e. The Parks Commission should devise a creative dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space).	Rec & Park Commission	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per tree maintenance costs: c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve sufficient funding in the approved budget for fiscal years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest Plan (Phase 2: Parks and Open Space) ; d. After review by the Budget and Legislative Analyst Office, The Board of Supervisors should pass an Ordinance incorporating The Urban Forest (Phase 2: Parks and Open Space) by reference; and e. The Parks Commission should devise a creative dedicated funding plan to implement the Urban Forest Plan (Phase 2: Parks and Open Space).	BoS	**		**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.4. The Urban Forest Plan Phase 2 Because it will increase overall tree health in the City's parks and open spaces and reduce per-tree maintenance costs: a. The Planning Department should include a line item in its budget requests for the cost of completing The Urban Forest Plan ( Phase 2: Parks and Open Space) b. The Mayor should include sufficient funding in the proposed Budget for the upcoming fiscal years 2017-2018 and thereafter for the Planning Department to complete The Urban Forest Plan (Phase 2: Parks and Open Space) ;	Planning Director  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.6. Rec & Park 15 year maintenance cycle: Because it will increase overall tree health and reduce overall per tree maintenance costs: a. The Recreation and Parks Department should include a line item in its budget requests for fiscal year 2017-2018 and thereafter for sufficient funding to implement a programmatic tree maintenance program that will sustain a 15 year tree maintenance cycle b. the Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for the sustained 15 year tree maintenance cycle ;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.6. Rec & Park 15 year maintenance cycle: Because it will increase overall tree health and reduce overall per tree maintenance costs: c. after Budget and Legislative Analyst's Office review, the Board of Supervisors should approve sufficient dedicated funding in the approved budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for the sustained 15 year tree maintenance cycle.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.7. Rec & Park Tree Risk Assessments. Because it will increase safety for all park users, a. The Recreation & Parks Department should seek a line item in its budget request to pay for completing tree risk assessments and hazardous tree abatement for trees in all remaining parks where that has not yet been accomplished. b. The Mayor should include sufficient dedicated funding in the proposed budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for completion of tree risk assessments and hazardous tree abatement;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1.7. Rec & Park Tree Risk Assessments. Because it will increase safety for all park users, c. After review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve sufficient dedicated funding in the approved budget for upcoming fiscal years 2017-2018 and thereafter to the Recreation and Parks Department for completion of tree risk assessments and hazardous tree abatement.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: a. the City Administrator and the Director of the Capital Planning Program should identify stable funding sources for maintaining the urban forest ; b. the Mayor should identify stable funding sources for maintaining the urban forest and include them in proposed budgets ; c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-1. Maintain urban forest . Because trees perform valuable environmental, economic and social functions and make San Francisco a better place to live and work: a. the City Administrator and the Director of the Capital Planning Program should identify stable funding sources for maintaining the urban forest ; b. the Mayor should identify stable funding sources for maintaining the urban forest and include them in proposed budgets ; c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve stable funding sources for maintaining the urban forest.	Planning Director  City Administrator  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-5. Rec & Park 2 for 1 : Because it will promote the strategic reforestation of the City, thereby improving quality of life for City residents and visitors: c. after Budget and Legislative Analyst's Office review, the Board of Supervisors should approve sufficient funding in the budget for upcoming fiscal year 2017-2018 and thereafter for the Recreation and Parks Department's plan to plant two trees for every tree removed.	BoS	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.1-5. Rec & Park 2 for 1 : Because it will promote the strategic reforestation of the City, thereby improving quality of life for City residents and visitors: a. The Recreation and Parks Department should include a line item in its budget requests for fiscal year 2017-2018 and thereafter for sufficient funding to plant two trees for every tree removed ; b. the Mayor should include sufficient funding in the proposed budget for upcoming fiscal year 2017-2018 and thereafter for the Recreation and Parks Department's plan to plant two trees for every tree removed;	GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-a. To prevent further deterioration and unsafe conditions, the Department of Public Works should seek prioritized line item budget funding in the fiscal year 2017-2018 for the maintenance and repair of the "Structurally Deficient" rated bridges for which it is responsible.	DPW Director	Will Be Implemented in the Future	Our current plan is to start construction for the Richland Avenue Bridge Traffic Rail Replacement project in the spring of 2019. We had a significant delay to the project due to the installation of new traffic signals at the intersection of Highland Avenue and Mission Street to mitigate SFMTA traffic safety issues during closure of the Bridge. Installation of the new traffic signals are part of a contract that was started in October 2018.	Will Be Implemented in the Future	We are currently planning to advertise the contract in mid-October 2019. The SFMTA signal project on Highland Avenue directly affected our traffic control plan. At this time, we are waiting for the new traffic control plans. We are now estimating issuing a notice to proceed to the contractor in mid-January 2020.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-b. To prevent further deterioration and unsafe conditions, the Mayor should approve these line items in the Department of Public Works budget request for the maintenance and repair of "Structurally Deficient" bridges and include them in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-1-c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve adequate funding for the Department of Public Works for maintenance and repair of "Structurally Deficient" bridges in the fiscal year 2017-2018 approved budget and thereafter.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-a. We acknowledge the Department of Public Works plans to repair the existing deterioration and unsafe conditions on the Richland Avenue bridge and encourage the early completion of this important project.	DPW Director	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-b. To prevent further deterioration and unsafe conditions, the Department of Public Works should determine the cost of repairing the Richland Avenue Bridge and other deteriorated but not yet "Structurally Deficient" bridges for which it is responsible and include these costs as line items in its budget request for fiscal year 2017-2018.	DPW Director	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-c. To prevent further deterioration and unsafe conditions, the Mayor should approve the items in the Department of Public Works budget request for the maintenance and repair of the Richland Avenue bridge and other deteriorated but not yet "Structurally deficient" bridges and include them in the Mayor's proposed budget in the fiscal year 2017-2018 and thereafter.	Mayor  Mayor's Office of Public Policy and Finance	Recommendation Implemented	The department's current plan is to start construction for the Richland Avenue Bridge Traffic Rail Replacement project in the spring of 2019.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:II.C.2-2-d. To prevent further deterioration and unsafe conditions, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the items in the Department of Public Works budget request for the maintenance and repair of the Richland Avenue bridge and other deteriorated but not yet "Structurally deficient" bridges and include them in the adopted budget in the fiscal year 2017-2018 and thereafter.	BoS	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.a. To focus attention on the relationship between General Fund departments' annual Maintenance and repair expenditures and these departments' deferred maintenance and repair backlogs, the Controller should utilize the replacement or revision of the current asset management programs used by General Fund departments as an opportunity for development of new or revised performance metrics to collect and report to City officials and the public: (1) the costs departments expend on annual maintenance and repair ; and (2) the annual costs incurred in addressing their deferred maintenance and repair backlogs.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.b. The Controller should determine the additional time and manpower cost to develop these new or revised performance metrics in asset management programs and include line item entries in its budget request for fiscal year 2017-2018.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.c. To focus attention on the relationship between General Fund departments annual maintenance and repair expenditures and their deferred maintenance backlogs, the Mayor should approve these line item entries in the Controller's budget request to collect and report General Fund department costs expended on annual maintenance and repair and costs incurred in addressing their deferred maintenance and repair backlogs, and include them in the Mayor's proposed budget for fiscal year 2017-2018.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.A.1.d. To focus attention on the relationship between General Fund departments annual maintenance and repair expenditures and their deferred maintenance backlogs, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve these line item entries in the Controller's budget request to collect and report General Fund department costs expended on annual maintenance and repair and costs incurred in addressing their deferred maintenance and repair backlogs, and include them in the approved budget for fiscal year 2017-2018.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.a. For increased transparency and accountability, the City Administrator and the Director of the Capital Planning Program should report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan.	City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to collect data and report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten-year Capital Plan, and include a line item for this cost in its budget request for fiscal year 2017-2018 and thereafter.	City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.c. For increased transparency and accountability, the Mayor should include in the proposed budget for fiscal year 2017-2018 and thereafter the City Administrator's and the Director of the Capital Planning Project's request for the cost to collect data and report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten Year Capital Plan.	Mayor  Mayor's Office of Public Policy and Finance	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.B.1.d. For increased transparency and accountability, and after review by the Budget and Legislative Analyst, the Board of Supervisors should approve the request for the cost to collect data and report "Deferred Maintenance and Repair Backlog" separately from "projected capital renewal and replacement costs" in the Ten-year Capital Plan, and include this cost in the adopted Budget for fiscal year 2017-2018 and thereafter.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: a. The Director of the Real Estate Division should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; b. The Director of Public Works should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; c. The General Manager of the Recreation and Parks Department should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; d. Other General Fund departments responsible for maintaining capital assets should request a line item in their budget requests to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; e. The Mayor should include amounts in the proposed budget for fiscal year 2017-2018 for : (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for condition assessment surveys with cost estimates of General Fund Department facilities and infrastructure ;	City Administrator  DPW Director  GM of Park & Rec  Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: a. The Director of the Real Estate Division should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; b. The Director of Public Works should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; c. The General Manager of the Recreation and Parks Department should request a line item in the budget request to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; d. Other General Fund departments responsible for maintaining capital assets should request a line item in their budget requests to the Mayor for fiscal year 2017-2018 for updated condition assessment surveys of departmental facilities and infrastructure ; e. The Mayor should include amounts in the proposed budget for fiscal year 2017-2018 for : (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for condition assessment surveys with cost estimates of General Fund Department facilities and infrastructure ;	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.1-1. To obtain updated relevant information as a basis for rational and informed budget decision making: f. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve amounts in the fiscal year 2017-2018 Budget for: (1) the Real Estate Division, (2) the Department of Public Works, (3) the Recreation and Parks Department and (4) other General Fund departments responsible for maintaining capital assets specifically for Condition Assessment surveys with cost estimates of General Fund Department facilities and infrastructure.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-a. As an important step toward getting adequate maintenance funding on a regular basis, the General Manager of the Recreation and Parks Department should request the allocation of funds from the "Open Space Fund" for the purpose of conducting a comprehensive condition assessment of departmental facilities and infrastructure.	GM of Park & Rec	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-b. The Mayor should include the allocation of funds from the Recreation and Parks Department's "Open Space Fund" for the purpose of conducting a comprehensive condition assessment in the proposed fiscal year 2017-2018 budget.	Mayor  Mayor's Office of Public Policy and Finance	Recommendation Implemented	In January 2018 the San Francisco Recreation and Parks department entered into a contract with a vendor to conduct a comprehensive condition assessment of all department facilities and to create a database using proprietary capital asset management software. This database will assist the department to update its condition assessments, provide direction on budget investments required to preserve or extend the life of the Department's capital assets, inform the Department's annual \$15 million commitment towards addressing deferred maintenance backlog, and allow for a more preventative maintenance approach to budgeting.	**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.2-c. After review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve the allocation of funds from the Recreation and Parks Department's "Open Space Fund" for the purpose of conducting a comprehensive condition assessment.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-a. As he has done for City streets' Pavement Condition Index, the Mayor should announce his goal of having the Facility Condition Index for all General Fund Departments' no street capital assets at the level of "good" or better.	Mayor	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-b. The Controller should conduct a study of the General Fund Departments listed on the December 2015 FRRM (Facilities Renewal Resource Model) report "Backlog and 10Yr Need by Facility (or such updated reports as is appropriate) with a Facilities Condition Index of 0.30 or greater ("fair" or "poor") to determine: (1) Which of those physical assets (if any) are in "fair condition"; (2) Which of those physical assets (if any) are in "poor condition"; (3) Which of those physical assets (if any) are starting to approach or exceed their life expectancies ; (4) Which of those physical assets (if any) should be considered high priority for maintenance and repair funding; (5) Which of those physical assets (if any) require additional maintenance and repair funding to prevent further accumulation of deferred maintenance and repair ; (6) Whether lack of comprehensive maintenance and repair planning resulted in underinvestment in preventive maintenance and repair work that has depreciated the value and useful life of these physical assets; and present the report containing the Controller's findings on the above items to the Mayor and Board of Supervisors for use in the budget process.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-c. The Controller should determine the additional time and manpower cost to accomplish the additional reporting recommended in the preceding Recommendation 3(b) and include a line item entry for those costs in his budget requests for fiscal year 2017-2018.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-d. To provide useful information for the public in assessing the City's stewardship of public assets, the Mayor should include in the Mayor's Proposed Budget for fiscal year 2017-2018 these line item entries for a study of facilities with FCI of fair or poor condition in the Controller's budget requests.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.C.3-e. To provide useful information for the public in assessing the City's stewardship of public assets, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve these line item entries for a study of facilities with an FCI of fair or poor condition in the adopted Budget Ordinance for fiscal year 2017-2018	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.D.1. To make the true cost of program delivery visible, a. The City Administrator and the Director of the Real Estate Division should charge rental rates sufficient to cover the full cost of maintenance, repair and capital replacements in the leased premises it manages( to make the true cost transparent ). b. the Mayor should propose adjustments to tenant General Fund departments' budgets sufficient to cover rent increases	City Administrator  Director of Real Estate  Mayor  Mayor's Office of Public Policy and Finance	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:III.D.1. To make the true cost of program delivery visible, c. after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve adjustments to tenant General Fund departments' budgets sufficient to cover rent increases.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.1. In recognition of maintenance of facilities and infrastructure as an important component in stewardship of City assets, the Mayor and the Office of Public Policy and Finance should encourage adequate Maintenance and Repair funding as one of the budget priorities for General Fund departments.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.2. In recognition of maintenance of facilities and infrastructure as an important component of stewardship and in fulfillment of their stewardship obligations , the managers and staff of General Fund departments: a. should make their departmental maintenance needs known vigorously throughout the budget process and reallocation process ; b. should advocate vigorously in their submissions on Capital Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the Capital Planning staff based on the prior year's appropriation may be insufficient, and if so, why additional funds to meet maintenance needs are required; c. in their Section 3.14 letters, should make their unfunded high priority maintenance needs known vigorously; and d. should make supplemental appropriation requests when they find that they have inadequate resources to support Maintenance and Repair operations through the end of the fiscal year.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.2. In recognition of maintenance of facilities and infrastructure as an important component of stewardship and in fulfillment of their stewardship obligations , the managers and staff of General Fund departments: a. should make their departmental maintenance needs known vigorously throughout the budget process and reallocation process ; b. should advocate vigorously in their submissions on Capital Budget Request Form 6 to demonstrate why the amount allocated for maintenance by the Capital Planning staff based on the prior year's appropriation may be insufficient, and if so, why additional funds to meet maintenance needs are required; c. in their Section 3.14 letters, should make their unfunded high priority maintenance needs known vigorously; and d. should make supplemental appropriation requests when they find that they have inadequate resources to support Maintenance and Repair operations through the end of the fiscal year.	DPW Director City Administrator Director of Real Estate GM of Park & Rec	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.3. To further transparency and accountability in City government, the Mayor's Budget Letter should include a section listing and describing the General Fund departments' high priority maintenance projects which did not get funded.	Mayor	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:IV.4. In recognition of maintenance of facilities and infrastructure as an important component in stewardship of City assets, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should include adequate funding for General Fund departments maintenance and repair in the list of budget policy priorities for "unallocated monies".	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.1. In accordance with best practices for governments and in the interest of transparency and accountability, the City Administrator and the Director of the Capital Planning Program should make projection of lifecycle costs of operation and maintenance a criteria for getting its approval to add General Obligation Bond propositions to the queue.	City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.2. We recommend in the interest of transparency and accountability that the Mayor carry forward plans to include information on projected lifecycle operating costs and maintenance costs in Five Year Plans.	Mayor	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflation adjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and long-term consequences of any budgeted shortfall.	Citizen's General Obligation Bond Advisory Committee	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. b. the Controller should instruct General Fund departments to report annually to GOBAC: 1) the inflation adjusted LifeCycle Maintenance and Repair Cost estimate for each General Obligation Bond funded project; 2) the amount budgeted for Operating Cost and Maintenance Cost of that asset; 3) the reasons for any budgeted shortfall; and 4) the immediate and long-term consequences of any budgeted shortfall.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. In the furtherance of transparency and accountability and best practices in government, a. the Controller's Statement on General Obligation Bond propositions in the Department of Elections Voter Information Pamphlet should include a LifeCycle Cost estimate, containing the projected lifecycle Maintenance and Repair cost for the proposed Capital Project.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.3. In the furtherance of transparency and accountability and best practices in government, a. the Controller's Statement on General Obligation Bond propositions in the Department of Elections Voter Information Pamphlet should include a LifeCycle Cost estimate, containing the projected lifecycle Maintenance and Repair cost for the proposed Capital Project.	Elections Commission	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:V.4. In furtherance of transparency, accountability and the public's right to know, GOBAC should prepare an annual report summarizing each General Fund department's lifecycle Maintenance and Repair cost estimates report and a consolidated report for all General Fund departments.	Citizen's General Obligation Bond Advisory Committee	**		**	
	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-a. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), the Mayor should include in the proposed budget to the Board of Supervisors restoration of the annual ten percent growth rate to the Pay-as-you-go Program budget.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-a. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), the Mayor should include in the proposed budget to the Board of Supervisors restoration of the annual ten percent growth rate to the Pay-as-you-go Program budget.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.1-b. To avoid future growth and cost escalation that will result from pushing back the starting date for reducing the backlog from 2019 to 2025 (or 2031 under historical funding levels), and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve future budgets containing restoration of the annual ten percent growth rate to the Pay as you go Program.	BoS	**		**	

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-a. In furtherance of good stewardship, the Board of Supervisors should require General Fund departments during budget hearings to describe what factors led to the accumulation of deferred maintenance in individual departments.	BoS	**		**	
	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-b. In furtherance of good stewardship, the Mayor should propose in the Fiscal Year 2017-2018 Budget and thereafter sufficient funds for General Fund department maintenance and repair to prevent the Deferred Maintenance backlog from growing larger.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-b. In furtherance of good stewardship, the Mayor should propose in the Fiscal Year 2017-2018 Budget and thereafter sufficient funds for General Fund department maintenance and repair to prevent the Deferred Maintenance backlog from growing larger.	Mayor  Mayor's Office of Public Policy and Finance  City Administrator  Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.2-c. In furtherance of good stewardship, and after review by the Budget and Legislative Analyst's Office, the Board of Supervisors should approve sufficient maintenance and repair funding for General Fund departments in the Fiscal year 2017-2018 Budget to prevent the Deferred Maintenance backlog from growing larger.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-a. In furtherance of transparency, accountability and stewardship, the Controller should track General Fund departments' maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds is needed.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-b. The Controller should determine the additional time and manpower cost to accomplish the preceding Recommendation to track General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed, and include line item entries for those costs in its Budget Requests for the 2017-2018 Budget and thereafter.	Controller	**		**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-c. In the interests of transparency and accountability, the Mayor should include in the Mayor's proposed budget for fiscal year 2017-2018 and thereafter those line item entries in the Controller's Budget Request for tracking General Fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VI.3-d. In the interests of transparency and accountability, and after review by the Budget and Legislative Analyst Office, the Board of Supervisors should approve those line item entries in the Controller's Budget Request for tracking General fund departments maintenance budgeting and spending to assure that assets are not deteriorating through lack of maintenance and repair to the point where premature replacement funded by General Obligation bonds will be needed, and include them in the adopted Budget ordinance for the 2017-2018 Budget and thereafter.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-a. The Controller should require all city departments to implement existing best practices as provided in FASB 42 and other best practices sources to account for and report deferred maintenance.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-b. The Controller should establish systems and procedures to establish clear maintenance and repair investment objectives and set priorities among outcomes to be achieved.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-c. The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are mission critical and mission supportive.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-c. The Controller and the Director of Public Works should establish systems and procedures to identify types of facilities or specific buildings (i.e., capital assets) that are mission critical and mission supportive.	DPW Director	Will Not Be Implemented: Not Warranted or Not Reasonable	Implementing this recommendation is not wholly within the jurisdiction of Public Works. City departments have stewardship responsibility of their assets and facilities, which are accounted for in the Controller's citywide accounting system. For forward-looking and planning purposes, under the City Administrator's direction, City departments annually assess facility conditions, determine cost projects for renewal and proposed enhancement projects, and analyze available funding resources as part of their ten-year capital plan preparations, using the Facilities Renewal Resource Model.	**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-d. The Controller should establish systems and procedures to conduct condition assessments as a basis for establishing appropriate levels of funding required to reduce, if not eliminate, any deferred maintenance and repair backlog.	Controller	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-e. The Controller should establish systems and procedures to establish performance goals, baselines for outcomes, and performance measures.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-f. The Controller should establish systems and procedures to identify the primary Methods to be used for delivering maintenance and repair activities.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-g. The Controller should establish systems and procedures to employ models for predicting the outcome of investments, analyzing tradeoffs, and optimizing among competing investments.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-h. The Controller should establish systems and procedures to align real property Portfolios with mission needs and dispose of unneeded assets.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-i. The Controller should establish systems and procedures to identify the types of risks posed by lack of timely investment.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-j. The Controller should determine the additional time and manpower cost to establish systems and procedures to accomplish the preceding items in Recommendation 1-a through 1-j and include a line item for those costs in its budget requests for fiscal year 2017-2018.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-k. The Mayor should approve these line item entries in the Controller's budget requests to establish systems and procedures to accomplish the items in Recommendation 1-a through 1-j and include them in the Mayor's proposed Budget for fiscal year 2017-2018.	Mayor  Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.1-l. The Board of Supervisors, after review by the Budget and Legislative Auditor Office, should approve these line items in the Controller's budget requests to establish systems and procedures to accomplish the items in Recommendation 1-a through 1-j and include them in the approved budget for fiscal year 2017-2018.	BoS	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-a. The Controller should include a discussion in its annual financial statements to describe what constitutes deferred maintenance and repair and how it is being measured.	Controller	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-b. The Controller should include a discussion in its annual financial statements to include amounts of deferred maintenance and repair for each major category of Property, Plant, and Equipment.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.2-c. The Controller should include a discussion in its annual financial statements to include a general reference to specific component entity reports for additional information.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.3. The Controller should immediately reassess the reported value of capitalized assets in its financial statements given the impact of the high level of deferred maintenance on reducing the useable life of these assets.	Controller	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-a. Beginning in FY 2017-18, the City's Capital Planning Committee should include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.	City Administrator Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-b. The City Administrator and the Director of the Capital Planning Program should determine the additional time and manpower cost to accomplish the preceding Recommendation to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance, and include a line item entry for those costs in its Budget Requests for 2017-2018 and thereafter.	City Administrator Director of the Capital Planning Program	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-c. The Mayor should include in the Mayor's Proposed Budget for 2017-2018 and thereafter the line item entries in the Capital Planning Committee's Budget Requests to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance.	Mayor Mayor's Office of Public Policy and Finance	**		**	
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:VII.4-d. The Board of Supervisors, after review by the Budget and Legislative Analyst Office, should approve these line item entries for the Capital Planning Committee to include in its annual report a complete and accurate update of the progress made in addressing deferred maintenance, and include these line items in the adopted Budget ordinance for 2017-2018 and thereafter.	BoS	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.1. The Crime Lab should be separated from the SFPD and function as an independent entity in the General Services Agency	Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	SFPD (the department) and the Crime Lab (forensic laboratory) have an independent relationship that allows the laboratory to respond quickly to changes in crime patterns as well as working to reduce crime through collaborative initiatives. Currently the crime lab has streamlined access to investigators, Property Unit, District Stations and SVU, allowing for information requests to be met efficiently and supporting the timely examination of evidence, including sexual assault kits. If the laboratory were separate from the department, this would result in operational inefficiencies.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	BOS	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



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2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	Controller	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.2 The Mayor should direct, the Board of Supervisors (BOS) should approve, and the Controller should facilitate a transfer of budget, facilities, assets, personnel, and management of the Crime Lab from the SFPD to the General Services Agency, Department of Administrative Services.	Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	SFPD and the City Administrator's Office did not propose to move the budget or function of the Crime Lab to the General Services Agency during the FY 18-20 budget process.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.3. Because establishing an independent Crime Lab will no doubt be a lengthy process, we recommend an interim step for the Crime Lab to achieve greater separation from the SFPD: The sworn police captain should be removed as the head of the Crime Lab and replaced by the current civilian scientist lab manager.	Chief of Police	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.A.4. As long as the Crime Lab remains part of the SFPD, we recommend that the civilian head of the Crime Lab report directly to the Chief without the intermediate layer of a captain assigned to the Crime Lab.	Chief of Police	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.1. The Crime Lab and the Police Department's Office of Technology should devote all necessary resources to install and implement a user friendly laboratory information management system (LIMS) that will track cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time sharing of information.	BOS	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.1. The Crime Lab and the Police Department's Office of Technology should devote all necessary resources to install and implement a user friendly laboratory information management system (LIMS) that will track cases, increase laboratory efficiency, facilitate outcomes evaluation, and allow real time sharing of information.	Mayor's Office of Public Policy and Finance Deputy Chief of Operations, SFPD Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.2 When the LIMS is installed and customized for the Lab, the DA's office, the defense community, and Police Inspectors should have input as to the features that will help them obtain the information they need in their own work.	City Administrator	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.B.3. The Crime Lab should conform to the mandate of AB 1517, the Sexual Assault Victim's DNA Bill of Rights, by analyzing evidence within 120 days and notifying the victim, if requested, that the evidence has been processed. It should publish the statistics of its compliance quarterly.	Deputy Chief of Administration, SFPD	**		**	

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2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.1. The Crime Lab should continue to use flexible outsourcing when in-house staffing is insufficient to keep up with the work load.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.2. The Crime Lab should continue with its efforts to staff the Lab fully so that the expense incurred by using outsourced expert witnesses can be reduced	Deputy Chief of Administration, SFPD	Recommendation Implemented	The Crime Lab has continued its effort to fully staff the laboratory by filling 11 open positions. Due to attrition and employee turnover, the lab is backfilling a few additional vacancies. While the majority of the new positions have been filled, the Crime Lab has not seen a major reduction in the expense incurred by using outsourced expert witnesses. The lab will realize a reduction in expenses relating to outsourcing, once the Drug Analysis section of the Crime Lab has completed the procurement of new equipment, calibration of old equipment and recertification.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.C.3. The Drug Analysis Lab should be re-established in the Crime Lab.	Chief of Police	Recommendation Implemented	The department agreed with the Civil Grand Jury and decided to re-establish the Drug Analysis Unit within the Crime Lab. As noted in the 2017 update, this effort requires the hiring of personnel, training, the purchasing of equipment, calibration of old equipment and recertification. The department will assess these needs through the FY 2019-20 & FY 2020-21 budget process.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.D.2. A robust quality assurance program is need to address day- to- day problems and go beyond the basic check list of accreditation.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.D.3. We recommend initial outside consultation to provide the new Quality Assurance Manager access to mentoring, training in the process of root cause analysis and general oversight. The QAM should be required to visit other Bay Area Crime Labs with well-established QA programs to learn from them.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.E.1. After a change in protocol, the technical review of a completed case should be done only by a supervisor Criminalist III.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.E.2. Given the potentially disastrous impact of flawed mixture interpretation, intensive training in mixture analysis should be a high priority.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.1. As cases from 2008-2013 come up for trial, the Crime Lab should review each case again and make an amended report if indicated.	Deputy Chief of Administration, SFPD	**		**	

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2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.2. An external review by forensic experts trusted by all stakeholders of the Crime Lab should be made to assure that the internal audits as well as the policies and procedures of the Crime Lab are correct.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.F.3. The external review should be conducted by experts who have been identified as trustworthy to all stakeholder rather than selected by a competitive bidding process based on cost.	Chief of Police	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.1. A new LIMS is needed. When it is installed it should allow confidential, restricted real-time access to allow the District Attorney, the Police Inspectors, and the Defense to follow the progress of their own cases	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.2. The Crime Lab should solicit input from its users regarding its goals, including acceptable turnaround time and a "not to exceed number" of backlogged cases.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.G.3. The Crime Lab needs to educate police inspectors and attorneys on the limitations and hazards of some aspects of DNA forensics, such as Touch DNA.	Deputy Chief of Administration, SFPD	**		**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.H.1. The Crime Lab should produce a website that will spell out its mission, outline its organizational structure, publicize accomplishments, and educate the public.	Deputy Chief of Administration, SFPD	Will Not Be Implemented: Not Warranted or Not Reasonable	In response to the recommendation as it is written by the Civil Grand Jury, the Crime Lab will not produce its own website (a collection of webpages that fall under a common domain name). To stay consistent with other division's in the SFPD, the Crime Lab's information, along with other divisions/ units of SFPD, will be accessible by webpages on the departments website. The Crime Lab is working with the SFPD's larger website redesign project fto develop their own webpage. The intended content of the Crime Lab webpage on the SFPD website will include the mission, outlined organizational structure, accomplishments and public reports. The Department's redesign is still in progress.	**	
2015-16	SAN FRANCISCO'S CRIME LAB- Promoting Confidence and Building Credibility	R.I.1. Local experts should be used to form a scientific advisory board to serve as a technological resource, both supporting the staff and strengthening the Crime Lab's technological foundation.	Deputy Chief of Administration, SFPD	Will Not Be Implemented: Not Warranted or Not Reasonable	The industry standard for Scientific Advisory Boards, relating to Crime Labs, defines these as independent external bodies that evaluate and review cases analyzed by the Crime Lab as well as reviewing scientific programs, protocols and methods of testing. Forensic Crime Lab Scientific Advisory Committees are governed by state or local legislation. Crime Lab Scientific Advisory Boards are typically formed at the state level, with members being appointed and funded by the DOJ. The DOJ grants the authority to members of these bodies to initiate investigations into forensic labs in order to develop and implement recommendations for improvement. SFPD does not have the authority to form this body nor does it agree that this would align with the intent of the Civil Grand Jury recommendation to stay ahead of the technological curve. The department will continue to review new technologies as they relate to forensic science, specifically reviewing the guidance from the Technical Advisory Board with the National Institute of Standards and Technology's Center of Statistic and Applications in Forensic Evidence (CSAFE).	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.a. Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	Chief Deputy of Custody Operations	**		**	

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.a. Jail intake should develop a system to communicate and track cases where the triage nurse determines that the arrestee must be taken to a hospital for emergency medical or psychiatric care before admission to Jail.	Director of Jail Health Services	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.b. The SF Police Chief and Sheriff should revisit their MOU regarding transport and custody transfer.	Chief of Police	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.1.b. The SF Police Chief and Sheriff should their MOU regarding transport and custody transfer.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	I agree with this recommendation and added this to my budget submission for FY 17/18 and it was removed by the mayor's office due to lack of funding in our budget.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.2. In the interest of obtaining a more complete medical history, the Sheriff and the Director of Jail Health Services should update Intake policies and practices to seek informed consent to contact and receive records from the arrestee's Case Manager, primary provider, and family or friends who may have information about the arrestee's medical history and therapeutic medications.	Chief Deputy of Custody Operations	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.2. In the interest of obtaining a more complete medical history, the Sheriff and the Director of Jail Health Services should update Intake policies and practices to seek informed consent to contact and receive records from the arrestee's Case Manager, primary provider, and family or friends who may have information about the arrestee's medical history and therapeutic medications.	Director of Jail Health Services	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.3. The Sheriff should review current Field Arrest Card content and procedures to assure that best practices are employed, and information necessary for the health and safety of the arrestee and jail personnel is communicated in writing. Information should include circumstances of arrest and any observations or concerns the arresting officer may have about the medical or psychiatric condition of the arrestee.	Sheriff	Recommendation Implemented	A new Field Arrest Card was implemented in February of this year that includes many of the items suggested by the CGJ. We are continuing to work on this issue and devising a more extensive booking instrument to capture all items in more detail.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.4.a. By early 2017, the Sheriff should implement a policy and procedure requiring arresting agencies to provide a digital copy of the arrest report, including charges and a description of the arrest, within six hours of the transfer of the arrestee.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.4.b. Once the "share the arrest record" process of R.A.4a is in place, the Sheriff should require all arresting agencies to comply with the process.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	City Attorney	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	Director of Public Health	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.5. The Sheriff and Director of Public Health, in consultation with the City Attorney for issues related to HIPAA, should develop and implement a policy for sharing with an arrestee's Case Manager (if any), the results of a preliminary psychiatric evaluation conducted at Intake.	Sheriff	**		**	

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.6. The Sheriff should add to the inmate handbook a paragraph about the importance of contacting a family member or friend and should provide a 24/7 number that the inmate could give to this contact.	Sheriff	Will Be Implemented in the Future	<p>The information was not added to our orientation materials as requested, but will be added in early 2019.</p> <p>Partially implemented. SFSD develops and maintains the prisoner orientation book and has added this information which will be available in the next printing. PSAs have been posted in all units to provide this information to inmates.</p>	Recommendation Implemented	This is currently on our website and available to the public.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.A.6. The Sheriff should add to the inmate handbook a paragraph about the importance of contacting a family member or friend and should provide a 24/7 number that the inmate could give to this contact.	Director of Jail Health Services	Will Be Implemented in the Future	<p>The information was not added to our orientation materials as requested, but will be added in early 2019.</p> <p>Partially implemented. SFSD develops and maintains the prisoner orientation book and has added this information which will be available in the next printing. PSAs have been posted in all units to provide this information to inmates.</p>	Will Not Be Implemented: Not Warranted or Not Reasonable	Systems are already in place and expanding under SFSD. This isn't specifically under DPH purview, the inmate handbook is under SFSD
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.a. The Sheriff should prepare a supplemental budget request for funds to immediately address problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.b. The Mayor should include in a supplemental budget request the Sheriff's request for funds to address the problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Mayor	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.1.c. The Board of Supervisors should approve the Mayor's supplemental budget request for funds to address the problems with old locks at Jail #4 and any other remaining serious maintenance issues.	Board of Supervisors	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.B.2. The Sheriff should make interim plans for replacing kitchen and laundry facilities for Jails #1 and #2 by the end of 2016.	Sheriff	Recommendation Implemented	The renovation of the kitchen is scheduled to begin in the spring of 2019.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.1. The Sheriff and the Director of Health should find a new replacement facility where Jail #4 inmates can be housed and receive appropriate treatment programs.	Director of Public Health	**		**	

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.1. The Sheriff and the Director of Health should find a new replacement facility where Jail #4 inmates can be housed and receive appropriate treatment programs.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.a. The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	Director of Public Health	Will Be Implemented in the Future	Further analysis of mental health services delivery overnight is currently underway.	Will Not Be Implemented: Not Warranted or Not Reasonable	The cost of BHS service expansion (approx \$1million) is outweighed by the limited benefit that would be gained. Nursing staff is available in all facilities 24/7 to manage any emergent mental health issues, with on-call support from psychiatry.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.a. The City should staff Jail Behavioral Health Services 24/7. The Sheriff and the Director of Health should determine the amount to be included in the 2017-2018 budget request.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	According to DPH: same answer as before. DPH continues to expand the Behavioral Health team under difficult circumstances including lack of interested qualified applicants and due to lack of funding in the DPH budget.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.b. The Mayor should include the Sheriff's request for funds for this purpose in his proposed budget.	Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	The department did not make requests for additional jail behavioral health program funding in their FY 2017-18 & FY 2018-19 or the FY 2018-19 & FY 2019-20 budget submissions to the Mayor's Office. However, the Mayor's Office did backfill \$0.6 M of an expiring grant for behavioral health services in the department's budget in the FY 2018-19 & 2019-20 budget. The Mayor's Office has also funded efforts in the Department of Public Health to enhance behavioral health programming, adding \$20 M in the FY 2017-18 & FY 2018-19 budget and \$25 M in the FY 2018-19 & FY 2019-20 budget.	**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.2.c. The Board of Supervisors should approve the amount for 24/7 staffing when the budget reaches them.	Board of Supervisors	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.3. The Director of Public Health and the Sheriff need to develop better methods of informing custody staff which patients are being prescribed narcotic medications so that custody staff may pay extra attention to diversion risks to and from	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.3. The Director of Public Health and the Sheriff need to develop better methods of informing custody staff which patients are being prescribed narcotic medications so that custody staff may pay extra attention to diversion risks to and from those getting "high-value" medications.	Director of Public Health	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.a. The San Francisco Sheriff should update the Department's website to provide additional information about mental health issues concerning those detained in jail, using the Cook County, Illinois Sheriff's Department website (Figure 3) as a "best practices" guideline.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.b. The Sheriff should also, in cooperation with the Department of Emergency Services and SF311, develop a mental health information script for use by 311 operators when the Jail Health's Administrative Office is closed. The script should include communication tips for family members and suggest how to provide jail staff with concerns about the potential of detainees to engage in selfharm.	Director of Jail Health Services City Administrator SF311	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.4.b. The Sheriff should also, in cooperation with the Department of Emergency Services and SF311, develop a mental health information script for use by 311 operators when the Jail Health's Administrative Office is closed. The script should include communication tips for family members and suggest how to provide jail staff with concerns about the potential of detainees to engage in selfharm.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.5. The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	Chief Data Officer	Will Be Implemented in the Future	DataSF continues to be available to support departments in their publication process. Any department can start the publishing process by visiting <a href="https://datasf.org/publishing/">https://datasf.org/publishing/</a> .  The Sheriff's Department must initiate the process. The Coordinator for the department is expected to identify the stewards and custodians to help make data available on the open data portal per policy. Furthermore, a 5 year roadmap for JUSTIS (the interdepartmental data sharing program for criminal justice agencies) is currently in planning. Data integrations with open data are on that roadmap and it will likely be more efficient and consistent to use that infrastructure for publishing data, pending approval from the Sheriff's Department.	Will Be Implemented in the Future	DataSF continues to be available to support departments in their publication process. Any department can start the publishing process by visiting <a href="https://datasf.org/publishing/">https://datasf.org/publishing/</a> .  The Sheriff's Department must initiate the process. The Coordinator for the department is expected to identify the stewards and custodians to help make data available on the open data portal per policy.

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.



CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.C.5. The Sheriff's Department should provide jail data for inclusion on the SF OpenData website.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.a. To reduce the need for overtime, the Sheriff should, in coordination with the City and County Human Resources Department, put high priority on filling existing vacancies by redoubling recruiting efforts and expediting the hiring process, with the assistance of a dedicated Sheriff's Department recruitment staff.	Director of Human Resources	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.a. To reduce the need for overtime, the Sheriff should, in coordination with the City and County Human Resources Department, put high priority on filling existing vacancies by redoubling recruiting efforts and expediting the hiring process, with the assistance of a dedicated Sheriff's Department recruitment staff.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.1.b. Identify positions that might be reclassified as administrative support, i.e. civilian, rather than requiring sworn deputies to handle those duties.	Sheriff	Will Be Implemented in the Future	The request for civilian staff - 3 positions including a Chief Information Officer was not approved by the Mayor's Office. In the meantime, we are working on converting some positions in Records to civilian ones.	Recommendation Implemented	We released a job announcement this week, 9.8.19 for a CIO. We plan to hire the remaining two positions, in the second and third quarter of the fiscal year.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.2. The Sheriff's Department should have a rotation policy similar to policies in effect at other law enforcement agencies: every five years, one third of the staff gets rotated. The Station Transfer Unit and other additional duties to enrich rotation opportunities should be implemented.	Sheriff	Will Be Implemented in the Future	The department has developed an assignment policy that includes mandatory rotation however this is one that will have to be vetted by the unions. Anticipated to be presented to the unions by early 2019.	Requires Further Analysis	Due to our lack of sufficient personnel as outlined in the 6/3/19 CSA report, and the litigious nature of the DSA, this will not be implemented anytime soon. We believe this is a valuable recommendation and we will continue to design a plan for review given recent schedule changes. Unable to predict a timeframe for this.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.3. The Sheriff should negotiate with the San Francisco Deputy Sheriff's Association for recognition of the benefits to be gained by rotation and should negotiate incentives that balance the desire of deputies for preferable assignments with the needs of the service.	Sheriff	Will Be Implemented in the Future	Please see above.	Requires Further Analysis	Continued from above: The City led recent contract negotiation provided for increased units with a 12 hour per shift work schedule. The rotation issue is not one the unions will entertain or that we have the capacity to pursue until our staffing improves.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.a The Sheriff should include in the 2017-18 budget request sufficient funds for the purpose of training all Deputies at County Jails on suicide prevention and crisis intervention, including enough for a training float.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.b. The Mayor should include the Sheriff's request for funds for this purpose (training all Deputies at County Jails on suicide prevention and crisis intervention) in the Mayor's proposed budget.	Mayor	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.4.c The Board of Supervisors should approve the Sheriff's request for the purpose of training all Deputies at County Jails on suicide prevention and crisis intervention.	Board of Supervisors	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.a. New recruits should complete crisis intervention training either at the Academy or within one year of graduation from POST academy.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.b. All sworn officers, medical, and psychiatric services staff should complete crisis intervention, debriefing, and stress management training within three years of employment.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.D.5.c. To accomplish this (R.D.5.b) , the Sheriff should recruit extra help from the roster of retired Deputies and arrange for more "train the trainer" sessions.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.1. The Sheriff and the Director of Public Health should update the San Francisco Jail's Discharge Planning Policies and Practices to add Wellness Recovery Plan Procedures, including: <ul style="list-style-type: none"><li>● Provide a "warm handoff" to a Case Manager in the community who will arrange for a full continuum of care. (Note that this requires identification of receiving hands ready to accept the patient).</li><li>● Have case manager or designee accompany the patient to at least the first continuing care appointment and assess patient needs to assure future appointment compliance.</li><li>● Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection.</li></ul>	Director of Public Health  Director of Jail Behavioral Services & Jail Reentry Services	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.1. The Sheriff and the Director of Public Health should update the San Francisco Jail's Discharge Planning Policies and Practices to add Wellness Recovery Plan Procedures, including: <ul style="list-style-type: none"><li>● Provide a "warm handoff" to a Case Manager in the community who will arrange for a full continuum of care. (Note that this requires identification of receiving hands ready to accept the patient).</li><li>● Have case manager or designee accompany the patient to at least the first continuing care appointment and assess patient needs to assure future appointment compliance.</li><li>● Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection.</li></ul>	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.2. The Sheriff and the Director of Public Health should request the Controller to conduct a benchmark survey of "release assessment" and other performance measures for mental health services in county jails and suggest best practices for adoption at the San Francisco Jails.	Director of Public Health	Will Be Implemented in the Future	Consultant recommendations implemented and have resulted in the hiring of a medical director for behavioral health (psychiatrist) and a staff psychiatrist.	Recommendation Implemented	See 2018 response.
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.2. The Sheriff and the Director of Public Health should request the Controller to conduct a benchmark survey of "release assessment" and other, performance measures for mental health services in county jails and suggest best practices for adoption at the San Francisco Jails.	Sheriff	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.3. The Sheriff and the Director of Public Health should contact appropriate departments in Bay Area universities to determine potential interest in having graduate students analyze performance metrics and prepare reports on mental health services provided in San Francisco Jails.	Director of Public Health	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.3. The Sheriff and the Director of Public Health should contact appropriate departments in Bay Area universities to determine potential interest in having graduate students analyze performance metrics and prepare reports on mental health services provided in San Francisco Jails.	Sheriff	**		**	

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2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.4. The Sheriff and the Director of Public Health should seek out local mental health organizations, such as NAMI and MHB, for recommendations on mental health services provided in the San Francisco Jails and related reentry services.	Director of Public Health	**		**	
2015-16	SF County Jails- Our Largest Mental Health Facility Needs Attention	R.E.4. The Sheriff and the Director of Public Health should seek out local mental health organizations, such as NAMI and MHB, for recommendations on mental health services provided in the San Francisco Jails and related reentry services.	Sheriff	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1. If safe to do so, SF HOT should be the first responders, and the SFPD should accompany when necessary.	Department of Homeless and Supportive Housing	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1.1. The number of SF HOT personnel should be increased so that they will be available to respond.	BoS	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.1.1. The number of SF HOT personnel should be increased so that they will be available to respond.	Mayor Department of Homeless and Supportive Housing	Recommendation Implemented	HSH received funding through the 1125 Medicaid Waiver program in 2018. A portion of these funds was used to expand the Homeless Outreach Team and to staff the Healthy Streets Operations Center. In 2019, HSH will have additional funding to expand HOT to include dedicated teams working in partnership with the San Francisco Recreation & Parks Department and in the Bart Stations at 16th and 24th Streets.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.2. Police should have access to mental health and substance abuse data as well as historical interaction with city services when they are called to respond to a homeless issue.	SFPD Chief	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.3. Police training should include methods to deal with mentally unstable individuals.	SFPD Chief	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.4. Police policies and legal consequences need to be better coordinated so that police are not put in a position where citations have no effect.	BoS	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.A.4. Police policies and legal consequences need to be better coordinated so that police are not put in a position where citations have no effect.	Mayor SFPD Chief	**		**	

(1) \*\*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2018 Response <sup>(1)</sup>	2018 Response Text	2019 Response <sup>(1)</sup>	2019 Response Text
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.1. Take advantage of the coordination opportunities provided by the formation of the new Department on Homelessness and Supportive Housing to fund and implement a coordinated entry system.	Department of Homeless and Supportive Housing	Recommendation Implemented	HSH has implemented Coordinated Entry for families and adults. Transitional Age Youth can access assistance through either the adult or family systems, but we look forward to improving services for TAY through the implementation of TAY Coordinated Entry in early 2019.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.2. Develop a consistent intake system for information sharing across all departments servicing the homeless.	Department of Homeless and Supportive Housing	Recommendation Implemented	HSH has developed data sharing protocols with the Human Services Agency and the Department of Public Health to share data needed to improve care for our shared clients.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.3. Take advantage of the coordination opportunities provided by the formation of the Department on Homelessness and Supportive Housing to require all agencies using city/state/federal funding to use the same database to find housing opportunities.	Department of Homeless and Supportive Housing	Will Be Implemented in the Future	HSH launched the ONE System in June 2017. All HSH funded housing programs will be fully integrated into the ONE System by mid-2019.	Recommendation Implemented	In 2017, 2018, and 2019 HSH launch 10 site based Access Points serving families, youth, and adults experiencing homelessness and 4 mobile Access Point teams. These Access Points use the Coordinated Entry process to place people experiencing homelessness into all available HSH funded housing opportunities.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.B.4. First Responders need access to a coordinated entry system.	Department of Homeless and Supportive Housing	Will Be Implemented in the Future	EMS6 currently has access to the ONE System. HSH is working on data sharing protocols with SFFD and SFPD to support emergency personnel to have the info that they need to serve our most acute shared clients best. This will be fully implemented in 2019.	Recommendation Implemented	The scope of this implementation is limited by privacy rules. HSH is not permitted to allow any law enforcement personnel to access client records. However, HSH is able to provide access to Coordinated Entry for social work partners and healthcare providers. Since 2017, HSH has provided a Coordinated Entry staff member who conducts problem solving, and assessments in the EMS 6 first response vehicle, HSH has also provided a Coordinated Entry staff member who conducts problem solving, and HSH is engaged with the Controller and a consultant to develop a plan for rolling out standardized outcome measures informed by industry standards and HUD requirements. While this is in development, HSH is working to ensure that new and renewed contracts require providers to report client level data and outcomes via the ONE system or other secure transfer. This client level data is critical for evaluating system wide performance measures. HSH estimates at least 2/3 of current agreements have ONE system reporting requirements and the remainder should come up for
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.1. Contracts with organizations receiving City funding should require comprehensive Outcome Performance Measures which include client outcomes..	Department of Homeless and Supportive Housing	Will Be Implemented in the Future	As contracts are renewed, HSH will look to add in comprehensive client outcome measurements. It is essential that outcome expectations are consistent across like programs for like subpopulations and that HSH takes guidance from HUD on the minimum clientlevel outcomes to track. All current HSH contracts will come up for renewal between now and 2021.	Will Be Implemented in the Future	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.2. The Department of Homelessness and Supportive Housing should arrange for homeless service agencies to follow the Navigation Center model and have ongoing monitoring of their Outcome Performance objectives overseen by a new program in the Controller's Office, rather than at the department or service agency level when new programs are initiated.	Department of Homeless and Supportive Housing	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.C.3. The Department of Homelessness and Supportive Housing should generate a public annual report showing the outcome scores of all homeless services agencies and the funding they received.	Department of Homeless and Supportive Housing	Recommendation Implemented	HSH is now able to generate public reports on our outcomes related to our published goals. These reports are presented monthly to the public at the Local Homeless Coordinating Board meetings and posted on the HSH website. ONE is also now used for all federal reporting requirements including annual performance reports.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to move from the restrictive shelter system to the Navigation Center style system which triages clients to the appropriate services.	Mayor	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.1.1. The Mayor should direct the newly organized Department of Homelessness and Supportive Housing to provide emergency shelters when there is an natural disaster. These shelters should not be permanent housing.	Mayor	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2. The Mayor should explore and acquire new sites where additional Navigation Centers can be opened. The Board of Supervisors should urge the Mayor to fund these additional sites.	BoS	**		**	

(1) \*\*\*\* Response not required: Recommendation has been fully implemented or abandoned.

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2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2. The Mayor should explore and acquire new sites where additional Navigation Centers can be opened. The Board of Supervisors should urge the Mayor to fund these additional sites.	Mayor	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.2.1. The Mayor should ensure that the new coordinated Department of Homelessness and Supportive Housing provide sufficient staff at each Navigation Center location to deal with the mental, physical and emotional issues the homeless bring to the sites. The Board of Supervisors should approve funding.	Mayor	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.D.5. The city must increase the stock very low income housing to meet the current need.	Mayor	Will Be Implemented in the Future	The Mayor's Office is committed to increasing the supply of low and very low income housing. Since 2011-12 the City has expanded the supply of permanent supportive housing by 1,686 units (a 31% increase), added over 1,000 rental subsidies for formerly homeless adults, families and youth through public and private sources, and helped 13,096 people permanently exit homelessness. In addition, the City currently has 1,425 units of permanent supportive housing for people leaving chronic homelessness in the development pipeline.	Will Be Implemented in the Future	The City has increased the stock of very low-income housing and is committed to creating more housing, specifically at low- and middle-income levels, to increase housing affordability to address the housing crisis. As of September 2019, there are more than 24,000 units of affordable housing in the City's portfolio, according to the Mayor's Office of Housing and Community Development. This includes 3,333 units of permanent supportive housing for formerly homeless adults. Further, the November 2019 Affordable Housing Bond includes \$220 million for low-income housing, serving extremely low- and low-income households.
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.1. mySF311.org's Homeless -- Person Seeking Help page should not be alphabetical, but instead be categorized, and include detail about each link as demonstrated on HSA's Housing & Homeless Services page captured in Figure E-4. Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> as of May, 2016. Also available in Figure13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14	Department of Homeless and Supportive Housing  SF311 Director	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.1. mySF311.org's Homeless -- Person Seeking Help page should not be alphabetical, but instead be categorized, and include detail about each link as demonstrated on HSA's Housing & Homeless Services page captured in Figure E-4. Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> as of May, 2016. Also available in Figure13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14	Department of Homeless and Supportive Housing  SF311 Director	**		**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.2. mySF311.org's Homeless -- Person Seeking Help page should include the detailed shelter information found on 311's Shelters page Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> , in May, 2016.	Department of Homeless and Supportive Housing  SF311 Director	Will Not Be Implemented; Not Warranted or Not Reasonable	The recommendation will not be implemented because it is unreasonable. Explanation: 311 agrees that the "Homeless -- Person Seeking Help" page should contain shelter information; however, the information related to shelters and homeless resources is continually evolving as the City creates its coordinated response to homelessness. For this reason, 311 will continue to link to the Department of Homelessness and Supportive Housing (DHS) web pages, which contain the most up-to-date and accurate information. 311 lacks the staffing resources to generate pages with the exact information found on the owner's site and there is a higher chance of inaccurate information if we are not informed of any updates to the original link. DHS is the department responsible for managing this information and is the best reference available for the public.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.2. mySF311.org's Homeless -- Person Seeking Help page should include the detailed shelter information found on 311's Shelters page Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at <a href="http://sf311.org/homeless-reservation-centers">http://sf311.org/homeless-reservation-centers</a> , in May, 2016.	Department of Homeless and Supportive Housing  SF311 Director	**		**	

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2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.3. mySF311.org's Homeless -- Person Seeking Help page should remove the "Human Services" link and replace it with clearly named links and attendant details similar to HSA's Housing & Homeless Services page, copied here: <ul style="list-style-type: none"><li>Emergency Shelter for Single Adults in San Francisco</li><li>Help for Homeless Families (with dependent child under 18 years of age)</li><li>Project Homeless Connect can connect you with many free services &amp; programs in the same day.</li><li>A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help.</li><li>Help Getting into Housing</li><li>Transitional Housing</li><li>Rental Assistance</li><li>Housing for Low-Income Adults and Families</li><li>Eviction Prevention Services</li><li>The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals.</li><li>County Veterans Service Office</li><li>If You Are Concerned About a Homeless Person</li><li>Local Homeless Coordinating Board</li></ul> Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure 14.	Department of Homeless and Supportive Housing  SF311 Director	Recommendation Implemented	The recommendation has been implemented. Date Implemented: 11/27/17  Summary of Implemented Action: The page: <a href="https://sf311.org/homeless-person-seeking-help">https://sf311.org/homeless-person-seeking-help</a> has been updated with clearly named services and descriptions which link to the appropriate service provider. We cannot maintain the actual service lists as we do not manage those services.  The list may not match the exact service list from May 2016 as services are continually evolving. We have established relationships with DHSH, and they will proactively work with 311 to get us the information needed for the sf311.org site.	**	
2015-16	SF Homeless Health & Housing: A Crisis Unfolding on our Streets	R.E.1.3. mySF311.org's Homeless -- Person Seeking Help page should remove the "Human Services" link and replace it with clearly named links and attendant details similar to HSA's Housing & Homeless Services page, copied here: <ul style="list-style-type: none"><li>Emergency Shelter for Single Adults in San Francisco</li><li>Help for Homeless Families (with dependent child under 18 years of age)</li><li>Project Homeless Connect can connect you with many free services &amp; programs in the same day.</li><li>A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help.</li><li>Help Getting into Housing</li><li>Transitional Housing</li><li>Rental Assistance</li><li>Housing for Low-Income Adults and Families</li><li>Eviction Prevention Services</li><li>The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals.</li><li>County Veterans Service Office</li><li>If You Are Concerned About a Homeless Person</li><li>Local Homeless Coordinating Board</li></ul> Homeless -- Person Seeking Help page found at <a href="http://sf311.org/homeless%E2%80%93person-seeking-help">http://sf311.org/homeless%E2%80%93person-seeking-help</a> as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at <a href="http://www.sfhsa.org/76.htm">http://www.sfhsa.org/76.htm</a> in May, 2016. Also in Figure14.	Department of Homeless and Supportive Housing  SF311 Director	**		**	

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**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Notice of Ballot Simplification Committee Meetings for the March 3, 2020, Consolidated Presidential Primary Election  
**Date:** Monday, November 18, 2019 7:53:00 PM  
**Attachments:** [Notice of Ballot Simplification Committee meetings.pdf](#)

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**From:** Carr, Barbara (REG) <barbara.carr@sfgov.org>  
**Sent:** Monday, November 18, 2019 4:24 PM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** BOS-Legislative Aides <bos-legislative\_aides@sfgov.org>; MYR-ALL Department Heads <MYR-All.DepartmentHeads@sfgov.org>; MYR-All Department Head Assistant <MYR-All.DepartmentHeadAssistant@sfgov.org>; Elsbernd, Sean (MYR) <sean.elsbernd@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Commission, Elections (REG) <elections.commission@sfgov.org>; GIVNER, JON (CAT) <Jon.Givner@sfcityatty.org>; SHEN, ANDREW (CAT) <Andrew.Shen@sfcityatty.org>; MALDONADO, JENICA (CAT) <Jenica.Maldonado@sfcityatty.org>; Stevenson, Peg (CON) <peg.stevenson@sfgov.org>; Arntz, John (REG) <john.arntz@sfgov.org>; Kuzina, Nataliya <nataliya.kuzina@sfgov.org>; REG-Campaign Services <elections.cs@sfgov.org>; Mihal, Natasha (CON) <natasha.mihal@sfgov.org>; Chan, Amy (MYR) <amy.chan@sfgov.org>; Docs, SF (LIB) <sfdocs@sfpl.org>; Karunaratne, Kanishka (MYR) <kanishka.cheng@sfgov.org>  
**Subject:** Notice of Ballot Simplification Committee Meetings for the March 3, 2020, Consolidated Presidential Primary Election

## Memorandum

**To:** Honorable London Breed, Mayor  
Honorable Members, Board of Supervisors  
**From:** John Arntz, Director of Elections  
**Date:** November 18, 2019  
**RE:** Notice of Ballot Simplification Committee Meetings for the March 3, 2020, Consolidated Presidential Primary Election

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Beginning Monday, November 25, the Ballot Simplification Committee will conduct public meetings to prepare an impartial summary of each local ballot measure for publication in San Francisco's Voter Information Pamphlet for the upcoming March 3, 2020, Consolidated Presidential Primary Election. The Committee must complete its digests no later than 85 days before the election, which is Monday, December 9.

Meeting agendas and related materials will be posted at [sfelections.org/bsc](https://sfelections.org/bsc) and in the Department of Elections office in City Hall, Room 48. Agendas will be posted at least 72 hours prior to the meeting, as mandated by the Sunshine Ordinance. Other agenda materials will be made available as early as possible. Please check often for any updates.

## About the Ballot Simplification Committee

The Ballot Simplification Committee works in public meetings to prepare a fair and impartial summary of each local ballot measure in simple language. These summaries, or “digests,” are printed in San Francisco’s Voter Information Pamphlet, which is mailed to every registered voter before the election.

Each digest must explain the primary purposes and points of the measure, but is not required to include auxiliary or subsidiary information. Each digest must include the following four sections:

- *The Way It Is Now*
- *The Proposal*
- *A “Yes” Vote Means*
- *A “No” Vote Means*

In general, each digest is limited to 300 words. Digests may exceed the 300-word limit if the Committee determines that the complexity or scope of the proposed measure requires a longer digest. In addition, digests must be written as close as possible to the eighth-grade reading level.

The Ballot Simplification Committee also assists the Department of Elections in preparing other informational material for the Voter Information Pamphlet, such as a glossary of terms that appear in the pamphlet.

For more information about the Ballot Simplification Committee, please visit [sfelections.org/bsc](https://sfelections.org/bsc) or the Department of Elections office in City Hall, Room 48.

Barbara Carr  
Voter Information Division, Publications  
(415) 554-6105

San Francisco Department of Elections  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 48  
San Francisco, CA 94102  
(415) 554-4375  
[sfelections.org](https://sfelections.org)



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CITY AND COUNTY OF SAN FRANCISCO  
**DEPARTMENT OF ELECTIONS**

John Arntz, Director

## Memorandum

**To:** Honorable London Breed, Mayor  
Honorable Members, Board of Supervisors

**From:** John Arntz, Director of Elections

**Date:** November 18, 2019

**RE:** Notice of Ballot Simplification Committee Meetings for the March 3, 2020, Consolidated Presidential Primary Election

Beginning Monday, November 25, the Ballot Simplification Committee will conduct public meetings to prepare an impartial summary of each local ballot measure for publication in San Francisco's Voter Information Pamphlet for the upcoming March 3, 2020, Consolidated Presidential Primary Election. The Committee must complete its digests no later than 85 days before the election, which is Monday, December 9.

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The Ballot Simplification Committee also assists the Department of Elections in preparing other informational material for the Voter Information Pamphlet, such as a glossary of terms that appear in the pamphlet.

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**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CCSF Monthly Pooled Investment Report for October 2019  
**Date:** Wednesday, December 4, 2019 11:26:00 AM  
**Attachments:** [CCSF Monthly Pooled Investment Report for October 2019.pdf](#)

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**From:** Dion, Ichieh (TTX) <ichieh.dion@sfgov.org>  
**Sent:** Friday, November 15, 2019 8:36 AM  
**Subject:** CCSF Monthly Pooled Investment Report for October 2019

All-

Please find the CCSF Pooled Investment Report for the month of October attached for your use.

Regards,

Ichieh Dion  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 140  
San Francisco, CA 94102  
415-554-5433

Office of the Treasurer & Tax Collector  
City and County of San Francisco

Tajel Shah, Chief Assistant Treasurer  
Robert L. Shaw, CFA, Chief Investment Officer



José Cisneros, Treasurer

Investment Report for the month of October 2019

November 15, 2019

**The Honorable London N. Breed**  
Mayor of San Francisco  
City Hall, Room 200  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4638

**The Honorable Board of Supervisors**  
City and County of San Francisco  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4638

Colleagues,

In accordance with the provisions of California State Government Code, Section 53646, we forward this report detailing the City's pooled fund portfolio as of October 31, 2019. These investments provide sufficient liquidity to meet expenditure requirements for the next six months and are in compliance with our statement of investment policy and California Code.

This correspondence and its attachments show the investment activity for the month of October 2019 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

**CCSF Pooled Fund Investment Earnings Statistics \***

(in \$ million)	Current Month		Prior Month	
	Fiscal YTD	October 2019	Fiscal YTD	September 2019
Average Daily Balance	\$ 10,899	\$ 11,213	\$ 10,793	\$ 11,047
Net Earnings	84.34	20.90	63.44	20.87
Earned Income Yield	2.30%	2.19%	2.33%	2.30%

**CCSF Pooled Fund Statistics \***

(in \$ million)	% of	Book	Market	Wtd. Avg.	Wtd. Avg.	
Investment Type	Portfolio	Value	Value	Coupon	YTM	WAM
U.S. Treasuries	8.09%	\$ 905.2	\$ 911.7	1.46%	2.05%	349
Federal Agencies	44.30%	4,969.4	4,991.0	2.09%	2.12%	580
State & Local Government						
Agency Obligations	0.71%	80.3	80.3	2.10%	2.29%	454
Public Time Deposits	0.31%	35.0	35.0	2.20%	2.20%	72
Negotiable CDs	23.86%	2,685.0	2,688.8	2.45%	2.45%	128
Commercial Paper	6.39%	717.7	719.7	0.00%	2.04%	141
Medium Term Notes	0.31%	34.5	34.7	2.24%	2.47%	105
Money Market Funds	9.12%	1,027.0	1,027.0	1.84%	1.84%	1
Supranationals	6.91%	772.9	778.7	0.92%	2.16%	261
<b>Totals</b>	<b>100.0%</b>	<b>\$ 11,227.1</b>	<b>\$ 11,267.0</b>	<b>1.91%</b>	<b>2.17%</b>	<b>347</b>

In the remainder of this report, we provide additional information and analytics at the security-level and portfolio-level, as recommended by the California Debt and Investment Advisory Commission.

Respectfully,

A handwritten signature in dark ink, appearing to read "José Cisneros", with a horizontal line drawn underneath it.

**José Cisneros**  
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Kevin Kone, Eric Sandler, Meghan Wallace  
Ben Rosenfield - Controller, Office of the Controller  
Tonia Lediju, Ph.D. - Chief Audit Executive, Office of the Controller  
Mayor's Office of Public Policy and Finance  
San Francisco County Transportation Authority  
San Francisco Public Library  
San Francisco Health Service System

# Portfolio Summary

## Pooled Fund

As of October 31, 2019

<i>(in \$ million)</i>							
<b>Security Type</b>	<b>Par Value</b>	<b>Book Value</b>	<b>Market Value</b>	<b>Market/Book Price</b>	<b>Current % Allocation</b>	<b>Max. Policy Allocation</b>	<b>Compliant?</b>
U.S. Treasuries	\$ 910.0	\$ 905.2	\$ 911.7	100.72	8.09%	100%	Yes
Federal Agencies	4,971.5	4,969.4	4,991.0	100.43	44.30%	100%	Yes
State & Local Government							
Agency Obligations	80.7	80.3	80.3	100.00	0.71%	20%	Yes
Public Time Deposits	35.0	35.0	35.0	100.00	0.31%	100%	Yes
Negotiable CDs	2,685.0	2,685.0	2,688.8	100.14	23.86%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	725.0	717.7	719.7	100.27	6.39%	25%	Yes
Medium Term Notes	34.7	34.5	34.7	100.59	0.31%	25%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes
Money Market Funds - Government	1,027.0	1,027.0	1,027.0	100.00	9.12%	20%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	777.1	772.9	778.7	100.76	6.91%	30%	Yes
<b>TOTAL</b>	<b>\$ 11,246.0</b>	<b>\$ 11,227.1</b>	<b>\$ 11,267.0</b>	<b>100.36</b>	<b>100.00%</b>	<b>-</b>	<b>Yes</b>

The City and County of San Francisco uses the following methodology to determine compliance: Compliance is pre-trade and calculated on both a par and market value basis, using the result with the lowest percentage of the overall portfolio value. Cash balances are included in the City's compliance calculations.

Please note the information in this report does not include cash balances. Due to fluctuations in the market value of the securities held in the Pooled Fund and changes in the City's cash position, the allocation limits may be exceeded on a post-trade compliance basis. In these instances, no compliance violation has occurred, as the policy limits were not exceeded prior to trade execution.

The full Investment Policy can be found at <https://sftreasurer.org/investments>

Totals may not add due to rounding.



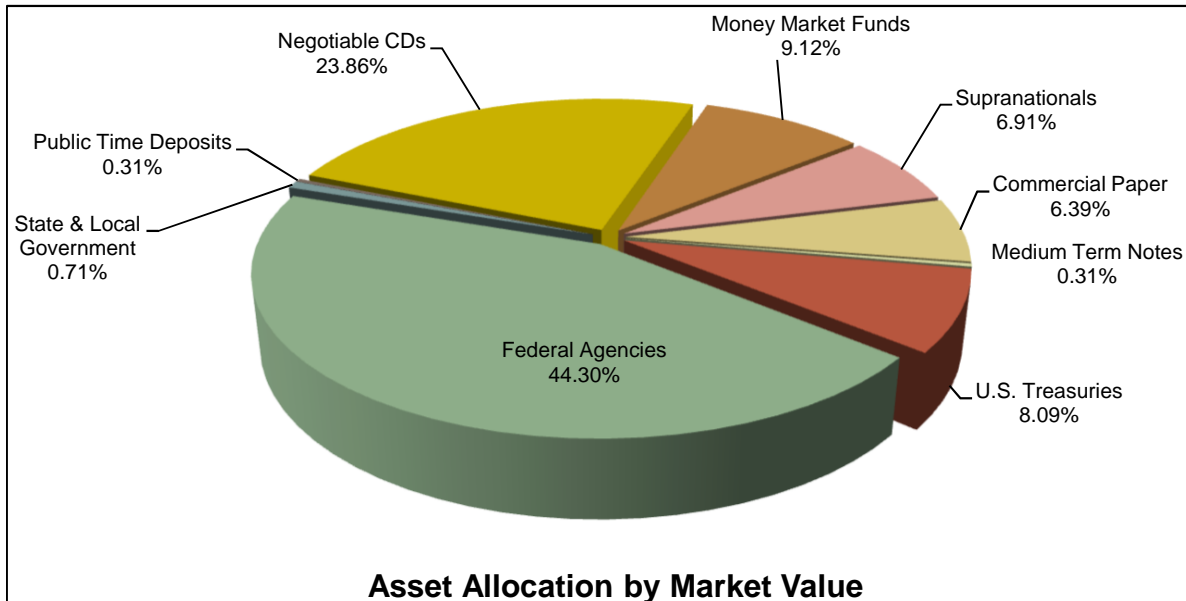
# City and County of San Francisco

## Pooled Fund Portfolio Statistics

For the month ended October 31, 2019

Average Daily Balance	\$11,213,044,810
Net Earnings	\$20,899,701
Earned Income Yield	2.19%
Weighted Average Maturity	347 days

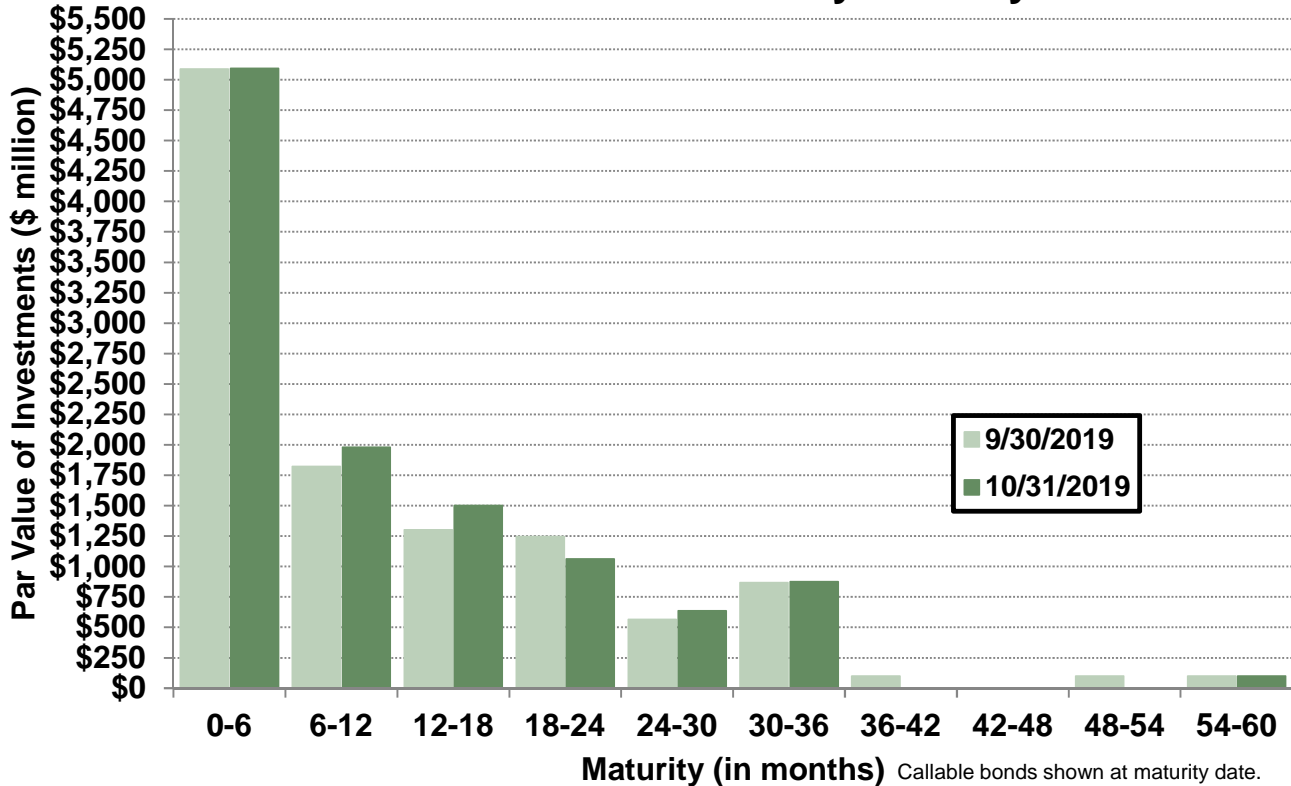
Investment Type	(\$ million)	Par Value	Book Value	Market Value
U.S. Treasuries	\$	910.0	\$ 905.2	\$ 911.7
Federal Agencies		4,971.5	4,969.4	4,991.0
State & Local Government				
Agency Obligations		80.7	80.3	80.3
Public Time Deposits		35.0	35.0	35.0
Negotiable CDs		2,685.0	2,685.0	2,688.8
Commercial Paper		725.0	717.7	719.7
Medium Term Notes		34.7	34.5	34.7
Money Market Funds		1,027.0	1,027.0	1,027.0
Supranationals		777.1	772.9	778.7
<b>Total</b>		<b>\$ 11,246.0</b>	<b>\$ 11,227.1</b>	<b>\$ 11,267.0</b>



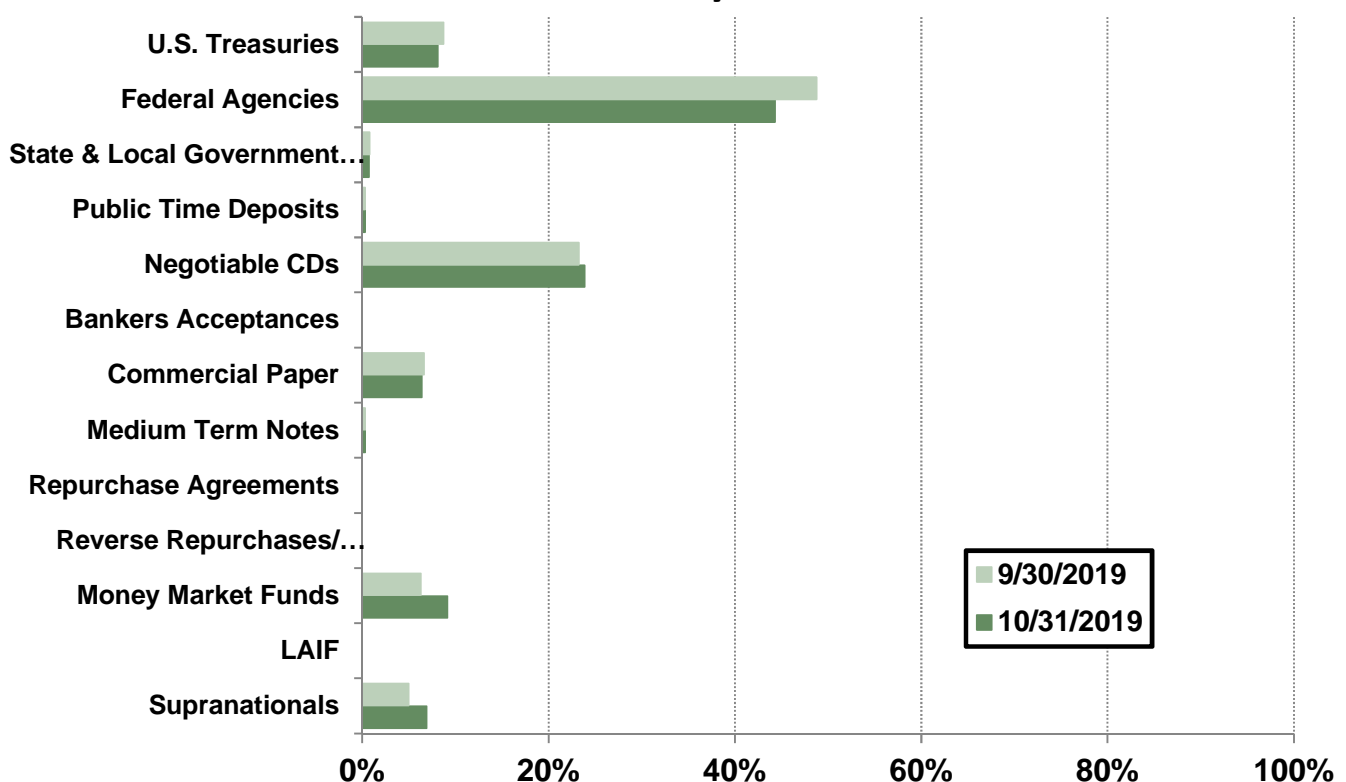
# Portfolio Analysis

## Pooled Fund

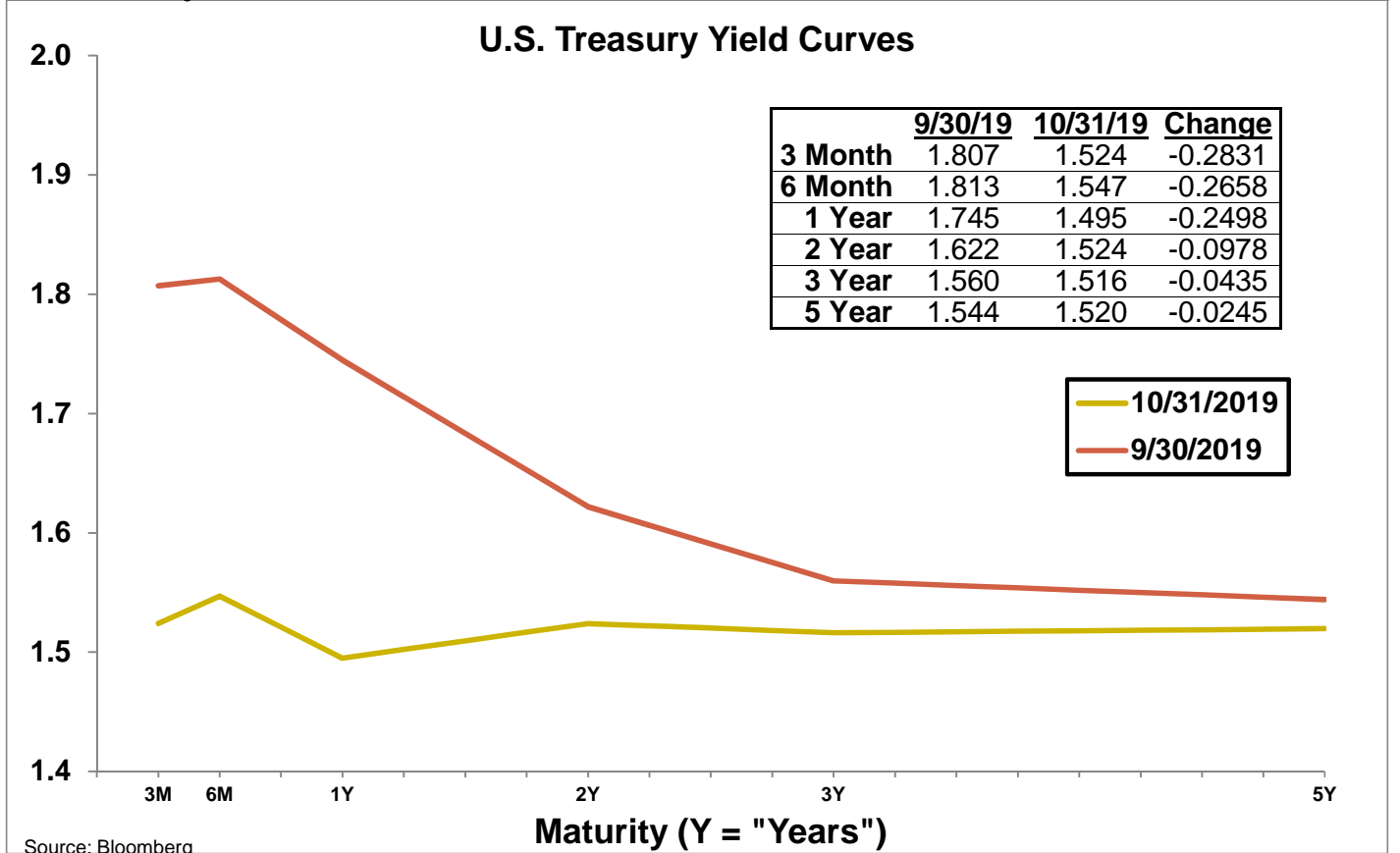
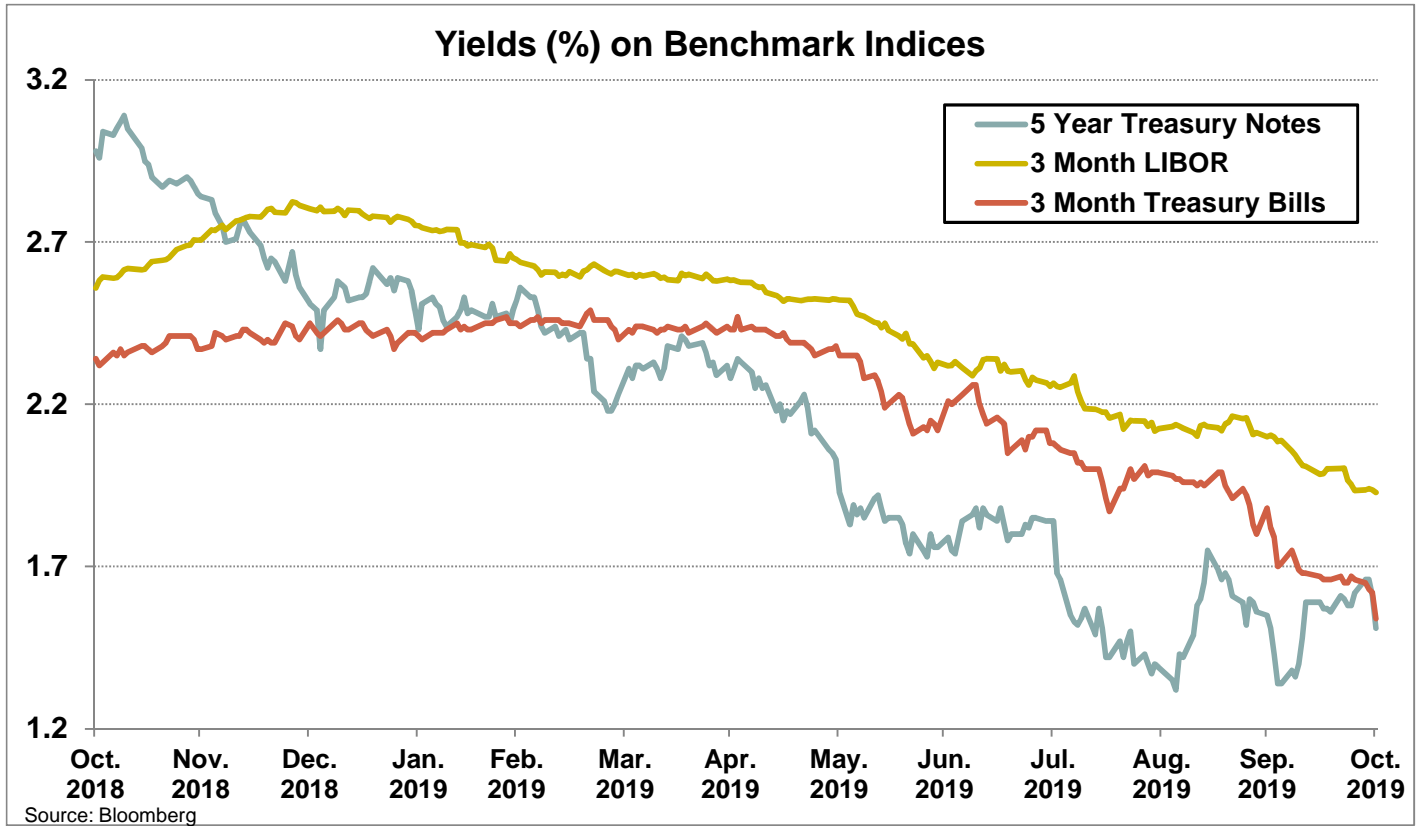
### Par Value of Investments by Maturity



### Asset Allocation by Market Value



## Yield Curves



# Investment Inventory

## Pooled Fund

As of October 31, 2019

Type of Investment	CUSIP	Issuer Name	Maturity		Coupon	Par Value	Book Value	Amortized		Market Value
			Settle Date	Date				Book Value	Market Value	
U.S. Treasuries	912796WD7	TREASURY BILL	10/15/2019	11/12/2019	0.00	\$ 100,000,000	\$ 99,864,667	\$ 99,946,833	\$ 99,954,000	
U.S. Treasuries	912796ST7	TREASURY BILL	8/22/2019	11/21/2019	0.00	50,000,000	49,759,861	49,947,222	49,957,500	
U.S. Treasuries	9128283N8	US TREASURY	1/16/2018	12/31/2019	1.88	50,000,000	49,871,094	49,989,168	50,004,500	
U.S. Treasuries	912796TM1	TREASURY BILL	10/3/2019	4/2/2020	0.00	50,000,000	49,548,792	49,620,688	49,677,500	
U.S. Treasuries	912828XU9	US TREASURY	6/20/2017	6/15/2020	1.50	50,000,000	49,982,422	49,996,343	49,974,500	
U.S. Treasuries	912828XU9	US TREASURY	12/20/2018	6/15/2020	1.50	100,000,000	98,312,500	99,294,544	99,949,000	
U.S. Treasuries	912828XU9	US TREASURY	4/3/2019	6/15/2020	1.50	50,000,000	49,478,516	49,730,349	49,974,500	
U.S. Treasuries	912828XY1	US TREASURY	4/3/2019	6/30/2020	2.50	50,000,000	50,070,313	50,037,479	50,281,500	
U.S. Treasuries	9128285B2	US TREASURY	10/1/2019	9/30/2020	2.75	60,000,000	60,557,633	60,506,147	60,609,600	
U.S. Treasuries	9128283Q1	US TREASURY	3/4/2019	1/15/2021	2.00	50,000,000	49,486,328	49,668,332	50,238,500	
U.S. Treasuries	912828C57	US TREASURY	4/15/2019	3/31/2021	2.25	50,000,000	49,863,281	49,901,471	50,455,000	
U.S. Treasuries	9128284G2	US TREASURY	4/9/2019	4/15/2021	2.38	50,000,000	50,013,672	50,009,850	50,554,500	
U.S. Treasuries	912828S27	US TREASURY	8/15/2017	6/30/2021	1.13	25,000,000	24,519,531	24,793,891	24,811,500	
U.S. Treasuries	912828T67	US TREASURY	11/10/2016	10/31/2021	1.25	50,000,000	49,574,219	49,828,843	49,991,500	
U.S. Treasuries	912828U65	US TREASURY	12/13/2016	11/30/2021	1.75	100,000,000	99,312,500	99,711,804	100,406,000	
U.S. Treasuries	912828XW5	US TREASURY	8/15/2017	6/30/2022	1.75	25,000,000	24,977,539	24,987,735	25,155,250	
<b>Subtotals</b>					<b>1.46</b>	<b>\$ 910,000,000</b>	<b>\$ 905,192,867</b>	<b>\$ 907,970,699</b>	<b>\$ 911,694,850</b>	
Federal Agencies	3134GAVL5	FREDDIE MAC	11/4/2016	11/4/2019	1.17	\$ 100,000,000	\$ 100,000,000	\$ 100,000,000	\$ 99,996,000	
Federal Agencies	3133EJRU5	FEDERAL FARM CREDIT BANK	6/14/2018	11/14/2019	2.45	50,000,000	49,987,500	49,999,686	50,018,000	
Federal Agencies	3136G3LV5	FANNIE MAE	5/26/2016	11/26/2019	1.35	8,950,000	8,950,000	8,950,000	8,948,300	
Federal Agencies	3133EGN43	FEDERAL FARM CREDIT BANK	12/2/2016	12/2/2019	2.18	50,000,000	50,000,000	50,000,000	50,011,000	
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/12/2017	12/13/2019	2.38	20,000,000	20,186,124	20,010,694	20,014,000	
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/15/2017	12/13/2019	2.38	11,360,000	11,464,888	11,366,051	11,367,952	
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	12/15/2017	12/13/2019	2.38	40,000,000	40,369,200	40,021,300	40,028,000	
Federal Agencies	3136G4KQ5	FANNIE MAE	11/17/2017	1/17/2020	1.65	1,000,000	999,617	999,617	999,990	
Federal Agencies	3136G4KQ5	FANNIE MAE	11/17/2017	1/17/2020	1.65	31,295,000	31,172,011	31,283,028	31,294,687	
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	4/24/2018	1/24/2020	2.42	25,000,000	24,996,500	24,999,541	25,051,000	
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	4/24/2018	1/24/2020	2.42	25,000,000	24,995,700	24,999,436	25,051,000	
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	9/30/2019	1/29/2020	0.00	50,000,000	49,690,778	49,772,556	49,800,000	
Federal Agencies	3130ADN32	FEDERAL HOME LOAN BANK	2/9/2018	2/11/2020	2.13	50,000,000	49,908,500	49,987,250	50,063,500	
Federal Agencies	313378J77	FEDERAL HOME LOAN BANK	5/17/2017	3/13/2020	1.88	15,710,000	15,843,849	15,727,267	15,725,553	
Federal Agencies	3133EHZN6	FEDERAL FARM CREDIT BANK	9/20/2017	3/20/2020	1.45	20,000,000	19,979,400	19,996,838	19,991,400	
Federal Agencies	3133EJHL6	FEDERAL FARM CREDIT BANK	3/27/2018	3/27/2020	2.38	50,000,000	49,964,000	49,992,761	50,154,500	
Federal Agencies	3134GBET5	FREDDIE MAC	5/22/2018	4/13/2020	1.80	10,000,000	9,839,400	9,961,939	10,003,900	
Federal Agencies	3133EJG37	FEDERAL FARM CREDIT BANK	10/15/2018	4/15/2020	2.85	25,000,000	24,992,500	24,997,728	25,139,750	
Federal Agencies	3136G4BL6	FANNIE MAE	10/17/2016	4/17/2020	1.25	15,000,000	15,000,000	15,000,000	14,972,850	
Federal Agencies	3137EAEM7	FREDDIE MAC	4/19/2018	4/23/2020	2.50	35,000,000	34,992,300	34,998,177	35,149,450	
Federal Agencies	3134GBPB2	FREDDIE MAC	5/30/2017	5/22/2020	1.70	15,750,000	15,750,000	15,759,000	15,759,450	
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	6/15/2017	6/15/2020	1.54	25,000,000	24,997,500	24,999,482	24,990,500	
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	6/15/2017	6/15/2020	1.54	26,900,000	26,894,620	26,898,886	26,889,778	
Federal Agencies	3134GBST0	FREDDIE MAC	6/22/2017	6/22/2020	1.65	14,675,000	14,675,000	14,675,000	14,680,577	
Federal Agencies	3134GBTX0	FREDDIE MAC	6/29/2017	6/29/2020	1.75	50,000,000	49,990,000	49,997,801	49,994,000	
Federal Agencies	3136G3TG0	FANNIE MAE	6/30/2016	6/30/2020	1.75	15,000,000	15,000,000	15,000,000	15,001,350	
Federal Agencies	3134GB5M0	FREDDIE MAC	12/1/2017	7/1/2020	1.96	50,000,000	50,000,000	50,000,000	50,009,000	
Federal Agencies	3133EHQB2	FEDERAL FARM CREDIT BANK	7/6/2017	7/6/2020	1.55	25,000,000	24,989,961	24,997,728	24,992,000	
Federal Agencies	3130ABNV4	FEDERAL HOME LOAN BANK	7/13/2017	7/13/2020	1.75	50,000,000	50,000,000	50,000,000	50,000,000	
Federal Agencies	3134GBXV9	FREDDIE MAC	7/13/2017	7/13/2020	1.85	50,000,000	50,000,000	50,000,000	50,014,500	
Federal Agencies	3135G0T60	FANNIE MAE	8/1/2017	7/30/2020	1.50	50,000,000	49,848,500	49,962,333	49,954,000	

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	Market Value
				Date					Book Value	
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020		1.80	50,000,000	50,000,000	50,000,000	50,002,000
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020		1.80	25,000,000	25,000,000	25,000,000	25,001,000
Federal Agencies	3130ABZE9	FEDERAL HOME LOAN BANK	8/28/2017	8/28/2020		1.65	6,700,000	6,699,330	6,699,816	6,702,881
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	9/10/2019	9/10/2020		2.05	50,000,000	50,000,000	50,000,000	50,013,000
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	9/10/2019	9/10/2020		2.05	50,000,000	50,000,000	50,000,000	50,013,000
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	8/15/2019	9/11/2020		2.10	50,000,000	50,000,000	50,000,000	50,005,500
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	8/15/2019	9/11/2020		2.10	25,000,000	25,000,000	25,000,000	25,002,750
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	8/15/2019	9/11/2020		2.10	25,000,000	25,000,000	25,000,000	25,002,750
Federal Agencies	3130ADT93	FEDERAL HOME LOAN BANK	3/14/2018	9/14/2020		2.40	25,000,000	24,984,458	24,994,598	25,164,500
Federal Agencies	3133EJ3N7	FEDERAL FARM CREDIT BANK	12/21/2018	9/21/2020		2.77	25,000,000	24,990,750	24,995,303	25,260,250
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	9/8/2017	9/28/2020		1.38	30,000,000	29,903,700	29,971,352	29,929,800
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	9/8/2017	9/28/2020		1.38	18,000,000	17,942,220	17,982,811	17,957,880
Federal Agencies	3130ACK52	FEDERAL HOME LOAN BANK	3/12/2018	10/5/2020		1.70	25,530,000	25,035,101	25,351,140	25,544,297
Federal Agencies	3133EKR57	FEDERAL FARM CREDIT BANK	9/25/2019	10/20/2020		1.89	112,500,000	112,450,838	112,455,490	112,433,625
Federal Agencies	3132XOKR1	FARMER MAC	11/2/2016	11/2/2020		2.22	25,000,000	25,000,000	25,000,000	25,039,250
Federal Agencies	3132X0ZF1	FARMER MAC	11/13/2017	11/9/2020		1.93	12,000,000	11,970,000	11,989,725	12,000,600
Federal Agencies	3133EJT90	FEDERAL FARM CREDIT BANK	11/16/2018	11/16/2020		2.95	50,000,000	49,947,835	49,972,811	50,623,000
Federal Agencies	3137EAEK1	FREDDIE MAC	11/15/2017	11/17/2020		1.88	50,000,000	49,952,000	49,983,301	50,133,500
Federal Agencies	3134GBX56	FREDDIE MAC	11/24/2017	11/24/2020		2.25	60,000,000	60,223,200	60,079,220	60,427,200
Federal Agencies	3134GBLR1	FREDDIE MAC	5/25/2017	11/25/2020		1.75	24,715,000	24,712,529	24,714,247	24,761,217
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	11/27/2017	11/27/2020		1.90	25,000,000	24,992,629	24,997,364	25,080,250
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	11/27/2017	11/27/2020		1.90	25,000,000	24,992,629	24,997,364	25,080,250
Federal Agencies	3130A3UQ5	FEDERAL HOME LOAN BANK	12/13/2017	12/11/2020		1.88	10,000,000	9,957,600	9,984,265	10,023,900
Federal Agencies	3132X0ZY0	FARMER MAC	12/15/2017	12/15/2020		2.05	12,750,000	12,741,458	12,746,804	12,789,908
Federal Agencies	3133EGX75	FEDERAL FARM CREDIT BANK	12/21/2016	12/21/2020		2.04	50,000,000	50,000,000	50,000,000	50,062,000
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	12/24/2015	12/24/2020		2.15	100,000,000	100,000,000	100,000,000	100,283,000
Federal Agencies	3133EJ4Q9	FEDERAL FARM CREDIT BANK	1/11/2019	1/11/2021		2.55	100,000,000	99,934,000	99,960,544	100,937,000
Federal Agencies	3130AC2K9	FEDERAL HOME LOAN BANK	9/20/2017	2/10/2021		1.87	50,200,000	50,189,960	50,196,216	50,165,864
Federal Agencies	3133EJCE7	FEDERAL FARM CREDIT BANK	4/16/2018	2/12/2021		2.35	50,000,000	49,673,710	49,851,858	50,398,000
Federal Agencies	3137EAE19	FREDDIE MAC	2/16/2018	2/16/2021		2.38	22,000,000	21,941,920	21,974,934	22,226,380
Federal Agencies	3134GBD58	FREDDIE MAC	8/30/2017	2/26/2021		1.80	5,570,000	5,569,443	5,569,789	5,570,167
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	8/30/2019	2/26/2021		2.05	25,000,000	25,000,000	25,000,000	25,000,250
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	8/30/2019	2/26/2021		2.05	25,000,000	25,000,000	25,000,000	25,000,250
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	8/30/2019	2/26/2021		2.05	25,000,000	25,000,000	25,000,000	25,000,250
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	8/30/2019	2/26/2021		2.05	25,000,000	25,000,000	25,000,000	25,000,250
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	3/11/2019	3/11/2021		2.55	50,000,000	49,975,000	49,983,037	50,595,500
Federal Agencies	3133EKR99	FEDERAL FARM CREDIT BANK	10/3/2019	3/25/2021		1.93	90,000,000	89,982,000	89,982,968	90,009,900
Federal Agencies	3132X0Q53	FARMER MAC	3/29/2018	3/29/2021		2.60	20,450,000	20,427,710	20,439,546	20,690,288
Federal Agencies	3132X0Q53	FARMER MAC	3/29/2018	3/29/2021		2.60	6,350,000	6,343,079	6,343,754	6,424,613
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	4/5/2019	4/5/2021		2.23	25,000,000	24,916,500	24,940,488	25,203,750
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	4/5/2019	4/5/2021		2.23	25,000,000	24,917,500	24,941,200	25,203,750
Federal Agencies	3134GBJP8	FREDDIE MAC	11/16/2017	5/3/2021		1.89	22,000,000	21,874,600	21,945,534	22,009,460
Federal Agencies	3133EJNS4	FEDERAL FARM CREDIT BANK	5/22/2018	5/10/2021		2.70	17,700,000	17,653,095	17,675,942	17,983,554
Federal Agencies	3135G0U35	FANNIE MAE	6/25/2018	6/22/2021		2.75	25,000,000	24,994,250	24,996,849	25,464,750
Federal Agencies	3134GBJ60	FREDDIE MAC	9/29/2017	6/29/2021		1.90	50,000,000	50,000,000	50,000,000	50,012,500
Federal Agencies	3134GBM25	FREDDIE MAC	10/2/2017	7/1/2021		1.92	50,000,000	50,000,000	50,000,000	50,018,000
Federal Agencies	3130ACQ98	FEDERAL HOME LOAN BANK	11/1/2017	7/1/2021		2.08	100,000,000	100,000,000	100,000,000	100,062,000
Federal Agencies	3130AGYB5	FEDERAL HOME LOAN BANK	8/29/2019	8/27/2021		2.05	109,870,000	109,860,539	109,849,955	109,735,959
Federal Agencies	3130ACF33	FEDERAL HOME LOAN BANK	9/18/2017	9/13/2021		1.88	25,000,000	24,927,500	24,966,041	24,999,750

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	Market Value
				Date					Book Value	
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,004,750
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,004,750
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,004,750
Federal Agencies	3134GUAEO	FREDDIE MAC	9/11/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,004,750
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,005,750
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,005,750
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,005,750
Federal Agencies	3134GUAX8	FREDDIE MAC	9/13/2019	9/13/2021		2.03	25,000,000	25,000,000	25,000,000	25,005,750
Federal Agencies	3130AH5D1	FEDERAL HOME LOAN BANK	9/23/2019	9/23/2021		2.05	100,000,000	100,000,000	100,000,000	99,954,000
Federal Agencies	3135G0Q89	FANNIE MAE	10/21/2016	10/7/2021		1.38	25,000,000	25,000,000	25,000,000	24,908,750
Federal Agencies	3134GUGC8	FREDDIE MAC	10/9/2019	10/7/2021		2.00	33,680,742	33,680,742	33,680,000	33,606,914
Federal Agencies	3133EJK24	FEDERAL FARM CREDIT BANK	10/19/2018	10/19/2021		3.00	25,000,000	24,980,900	24,987,487	25,676,250
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	10/25/2016	10/25/2021		1.38	14,500,000	14,500,000	14,500,000	14,437,070
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	10/25/2016	10/25/2021		1.38	15,000,000	15,000,000	15,000,000	14,934,900
Federal Agencies	3134GULE8	FREDDIE MAC	10/28/2019	10/28/2021		2.00	25,000,000	25,000,000	25,000,000	25,001,750
Federal Agencies	3134GULE8	FREDDIE MAC	10/28/2019	10/28/2021		2.00	85,675,000	85,675,000	85,675,000	85,680,997
Federal Agencies	3133EJT74	FEDERAL FARM CREDIT BANK	11/15/2018	11/15/2021		3.05	50,000,000	49,950,000	49,966,013	51,488,500
Federal Agencies	3130ACB60	FEDERAL HOME LOAN BANK	9/8/2017	12/15/2021		2.00	50,000,000	50,000,000	50,000,000	50,019,000
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021		2.80	25,000,000	24,974,250	24,981,745	25,627,750
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021		2.80	25,000,000	24,974,250	24,981,745	25,627,750
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	12/17/2018	12/17/2021		2.80	25,000,000	24,964,250	24,974,655	25,627,750
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	2/19/2019	2/14/2022		2.53	20,700,000	20,682,612	20,686,676	21,139,047
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	3/1/2019	3/1/2022		2.55	10,000,000	9,997,186	9,997,815	10,221,700
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022		2.50	40,000,000	40,158,360	40,127,309	40,852,400
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022		2.50	17,780,000	17,848,986	17,835,460	18,158,892
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022		2.47	26,145,000	26,226,050	26,210,384	26,686,724
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022		2.47	45,500,000	45,634,680	45,608,649	46,442,760
Federal Agencies	3135G0T45	FANNIE MAE	6/6/2017	4/5/2022		1.88	25,000,000	25,072,250	25,036,289	25,183,000
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022		2.25	50,000,000	49,836,000	49,866,376	50,818,000
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022		2.25	25,000,000	24,918,000	24,933,188	25,409,000
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022		2.25	50,000,000	49,836,000	49,866,376	50,818,000
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	4/18/2019	4/18/2022		2.35	50,000,000	49,969,500	49,974,982	50,941,500
Federal Agencies	3133EKL R5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022		2.25	35,000,000	34,928,950	34,939,906	35,675,500
Federal Agencies	3133EKL R5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022		2.25	25,000,000	24,949,250	24,957,076	25,482,500
Federal Agencies	3134GBQG0	FREDDIE MAC	5/25/2017	5/25/2022		2.18	50,000,000	50,000,000	50,000,000	50,016,000
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/6/2017	6/2/2022		1.88	50,000,000	50,059,250	50,030,698	50,505,000
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/9/2017	6/2/2022		1.88	50,000,000	49,997,500	49,998,703	50,505,000
Federal Agencies	3134GBF72	FREDDIE MAC	9/15/2017	6/15/2022		2.01	50,000,000	50,000,000	50,000,000	50,024,000
Federal Agencies	3134GBN73	FREDDIE MAC	10/2/2017	7/1/2022		2.07	50,000,000	50,000,000	50,000,000	50,036,000
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022		2.09	25,000,000	25,000,000	25,000,000	25,008,250
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022		2.09	25,000,000	25,000,000	25,000,000	25,008,250
Federal Agencies	3134GUAJ9	FREDDIE MAC	9/12/2019	9/12/2022		2.09	25,000,000	25,000,000	25,000,000	25,008,250
Federal Agencies	3130AH4A8	FEDERAL HOME LOAN BANK	9/19/2019	9/19/2022		2.25	100,000,000	100,000,000	100,000,000	100,015,000
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022		2.10	25,000,000	25,000,000	25,000,000	25,010,500
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022		2.10	25,000,000	25,000,000	25,000,000	25,010,500
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022		2.10	50,000,000	50,000,000	50,000,000	50,021,000
Federal Agencies	3134GUJN1	FREDDIE MAC	10/17/2019	10/17/2022		2.10	25,000,000	25,000,000	25,000,000	25,010,500
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022		2.05	25,000,000	25,000,000	25,000,000	25,003,250
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022		2.05	25,000,000	25,000,000	25,000,000	25,003,250



# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022		2.05	25,000,000	25,000,000	25,000,000	25,003,250
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	10/17/2019	10/17/2022		2.05	25,000,000	25,000,000	25,000,000	25,003,250
Federal Agencies	3134GULD0	FREDDIE MAC	10/23/2019	10/21/2022		2.13	15,495,000	15,496,829	15,495,000	15,497,324
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022		2.00	50,000,000	50,000,000	50,000,000	50,029,000
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022		2.00	25,000,000	25,000,000	25,000,000	25,014,500
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	10/30/2019	10/28/2022		2.00	25,000,000	25,000,000	25,000,000	25,014,500
Federal Agencies	3134GTMN0	FREDDIE MAC	5/20/2019	5/20/2024		2.85	25,000,000	25,000,000	25,000,000	25,009,750
Federal Agencies	3134GTMN0	FREDDIE MAC	5/20/2019	5/20/2024		2.85	25,000,000	25,000,000	25,000,000	25,009,750
Federal Agencies	3134GTMN0	FREDDIE MAC	5/20/2019	5/20/2024		2.85	25,000,000	25,000,000	25,000,000	25,009,750
Federal Agencies	3134GTMN0	FREDDIE MAC	5/20/2019	5/20/2024		2.85	25,000,000	25,000,000	25,000,000	25,009,750
<b>Subtotals</b>						<b>2.09</b>	<b>\$ 4,971,450,000</b>	<b>\$ 4,969,440,175</b>	<b>\$ 4,970,176,931</b>	<b>\$ 4,990,967,206</b>
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUAL	8/16/2016	5/1/2020		1.45	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
State/Local Agencies	13063DGA0	CALIFORNIA ST	4/25/2018	4/1/2021		2.80	33,000,000	33,001,320	33,000,637	33,001,320
State/Local Agencies	13066YTY5	CALIFORNIA ST DEPT OF WTR RES	2/6/2017	5/1/2021		1.71	27,962,641	27,962,513	27,795,132	27,489,513
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUE	8/9/2016	5/15/2021		1.91	1,769,000	1,810,695	1,782,443	1,810,695
<b>Subtotals</b>						<b>2.10</b>	<b>\$ 80,731,641</b>	<b>\$ 80,301,528</b>	<b>\$ 80,578,212</b>	<b>\$ 80,301,528</b>
Public Time Deposits	PP9J6D723	SAN FRANCISCO CREDIT UNION	6/4/2019	12/4/2019		2.40	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Public Time Deposits	PPEQ338W9	BANK OF SAN FRANCISCO	6/11/2019	12/11/2019		2.24	5,000,000	5,000,000	5,000,000	5,000,000
Public Time Deposits	PPQD3GI13	BRIDGE BANK	6/24/2019	12/23/2019		2.23	10,000,000	10,000,000	10,000,000	10,000,000
Public Time Deposits	PP9J79QD6	BRIDGE BANK	9/26/2019	3/24/2020		1.95	10,000,000	10,000,000	10,000,000	10,000,000
<b>Subtotals</b>						<b>2.20</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>	<b>\$ 35,000,000</b>
Negotiable CDs	06370RW47	BANK OF MONTREAL CHICAGO	8/1/2019	11/1/2019		2.23	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,541
Negotiable CDs	06370RNN5	BANK OF MONTREAL CHICAGO	11/6/2018	11/6/2019		3.10	50,000,000	50,000,000	50,000,000	50,010,109
Negotiable CDs	06370RX61	BANK OF MONTREAL CHICAGO	8/6/2019	11/6/2019		2.20	50,000,000	50,000,000	50,000,000	50,003,002
Negotiable CDs	96130AAN8	WESTPAC BANKING CORP NY	11/8/2018	11/8/2019		3.10	50,000,000	50,000,000	50,000,000	50,013,481
Negotiable CDs	65602VQS8	NORINCHUKIN BANK NY	8/9/2019	11/8/2019		2.15	100,000,000	100,000,000	100,000,000	100,006,907
Negotiable CDs	96130AAT5	WESTPAC BANKING CORP NY	11/14/2018	11/14/2019		3.08	50,000,000	50,000,000	50,000,000	50,023,220
Negotiable CDs	89114MME4	TORONTO DOMINION BANK NY	11/19/2018	11/19/2019		3.10	25,000,000	25,000,000	25,000,000	25,016,022
Negotiable CDs	78012UKB0	ROYAL BANK OF CANADA NY	11/26/2018	11/25/2019		3.07	50,000,000	50,000,000	50,000,000	50,041,166
Negotiable CDs	96130AAZ1	WESTPAC BANKING CORP NY	11/29/2018	11/27/2019		3.06	50,000,000	50,000,000	50,000,000	50,044,105
Negotiable CDs	65602VQL3	NORINCHUKIN BANK NY	8/1/2019	12/2/2019		2.25	50,000,000	50,000,000	50,000,000	50,018,175
Negotiable CDs	06370RPG8	BANK OF MONTREAL CHICAGO	12/3/2018	12/3/2019		3.12	50,000,000	50,000,000	50,000,000	50,056,617
Negotiable CDs	89114MPF8	TORONTO DOMINION BANK NY	12/6/2018	12/6/2019		3.10	50,000,000	50,000,000	50,000,000	50,060,797
Negotiable CDs	96130ABE7	WESTPAC BANKING CORP NY	12/7/2018	12/6/2019		3.05	50,000,000	50,000,000	50,000,000	50,058,351
Negotiable CDs	06370RQD4	BANK OF MONTREAL CHICAGO	12/6/2018	12/9/2019		3.06	50,000,000	50,000,000	50,000,000	50,063,727
Negotiable CDs	06370RQZ5	BANK OF MONTREAL CHICAGO	12/10/2018	12/11/2019		3.06	50,000,000	50,000,000	50,000,000	50,067,023
Negotiable CDs	06370R3G2	BANK OF MONTREAL CHICAGO	9/18/2019	12/17/2019		2.05	45,000,000	45,000,000	45,000,000	45,012,632
Negotiable CDs	63873NE49	NATIXIS NY BRANCH	1/11/2019	1/6/2020		3.00	50,000,000	50,000,000	50,000,000	50,104,362
Negotiable CDs	78012UNB7	ROYAL BANK OF CANADA NY	4/8/2019	1/6/2020		2.57	25,000,000	25,000,000	25,000,000	25,033,066
Negotiable CDs	78012UNC5	ROYAL BANK OF CANADA NY	4/8/2019	1/8/2020		2.57	25,000,000	25,000,000	25,000,000	25,034,049
Negotiable CDs	89114MB30	TORONTO DOMINION BANK NY	4/8/2019	1/17/2020		2.60	50,000,000	50,000,000	50,000,000	50,080,149
Negotiable CDs	65602VRW8	NORINCHUKIN BANK NY	9/24/2019	1/24/2020		2.11	50,000,000	50,000,000	50,000,000	50,032,447
Negotiable CDs	89114MF36	TORONTO DOMINION BANK NY	4/24/2019	2/3/2020		2.56	50,000,000	50,000,000	50,000,000	50,088,610
Negotiable CDs	06417G6G8	BANK OF NOVA SCOTIA HOUS	4/25/2019	2/3/2020		2.57	50,000,000	50,000,000	50,000,000	50,089,928
Negotiable CDs	06417G6H6	BANK OF NOVA SCOTIA HOUS	4/25/2019	2/5/2020		2.57	50,000,000	50,000,000	50,000,000	50,091,812
Negotiable CDs	06417G6K9	BANK OF NOVA SCOTIA HOUS	4/29/2019	2/6/2020		2.56	50,000,000	50,000,000	50,000,000	50,091,484
Negotiable CDs	96130ABW7	WESTPAC BANKING CORP NY	2/15/2019	2/14/2020		2.71	50,000,000	50,000,000	50,000,000	50,119,168

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	Market Value
				Date					Book Value	
Negotiable CDs	06417G6L7	BANK OF NOVA SCOTIA HOUS	4/29/2019	2/19/2020		2.57	50,000,000	50,000,000	50,000,000	50,105,069
Negotiable CDs	06417G6V5	BANK OF NOVA SCOTIA HOUS	5/6/2019	2/21/2020		2.57	50,000,000	50,000,000	50,000,000	50,107,096
Negotiable CDs	65602VTH9	NORINCHUKIN BANK NY	10/25/2019	2/25/2020		1.93	75,000,000	75,000,000	75,000,000	75,016,815
Negotiable CDs	96130ACE6	WESTPAC BANKING CORP NY	3/6/2019	2/26/2020		2.70	50,000,000	50,000,000	50,000,000	50,131,401
Negotiable CDs	06370RUV9	BANK OF MONTREAL CHICAGO	3/1/2019	3/2/2020		2.68	50,000,000	50,000,000	50,000,000	50,133,463
Negotiable CDs	06370RVN6	BANK OF MONTREAL CHICAGO	3/5/2019	3/2/2020		2.70	50,000,000	50,000,000	50,000,000	50,136,910
Negotiable CDs	06417MBS3	BANK OF NOVA SCOTIA HOUS	9/12/2019	3/12/2020		2.02	100,000,000	100,000,000	100,000,000	100,056,831
Negotiable CDs	89114N4B8	TORONTO DOMINION BANK NY	9/17/2019	3/16/2020		2.06	75,000,000	75,000,000	75,000,000	75,055,355
Negotiable CDs	78012UMY8	ROYAL BANK OF CANADA NY	4/4/2019	3/25/2020		2.58	50,000,000	50,000,000	50,000,000	50,139,273
Negotiable CDs	78012UMZ5	ROYAL BANK OF CANADA NY	4/4/2019	3/30/2020		2.58	50,000,000	50,000,000	50,000,000	50,144,006
Negotiable CDs	06370RYS2	BANK OF MONTREAL CHICAGO	4/11/2019	4/13/2020		2.60	65,000,000	65,000,000	65,000,000	65,210,539
Negotiable CDs	89114N4G7	TORONTO DOMINION BANK NY	9/18/2019	4/24/2020		2.05	40,000,000	40,000,000	40,000,000	40,035,938
Negotiable CDs	06417MCD5	BANK OF NOVA SCOTIA HOUS	9/18/2019	4/27/2020		2.03	100,000,000	100,000,000	100,000,000	100,081,581
Negotiable CDs	65602VTE6	NORINCHUKIN BANK NY	10/29/2019	4/28/2020		1.94	50,000,000	50,000,000	50,000,000	50,019,766
Negotiable CDs	65602VTL0	NORINCHUKIN BANK NY	10/30/2019	4/30/2020		1.93	75,000,000	75,000,000	75,000,000	75,026,257
Negotiable CDs	78012UQY4	ROYAL BANK OF CANADA NY	9/17/2019	5/11/2020		2.02	100,000,000	100,000,000	100,000,000	100,082,493
Negotiable CDs	89114N5H4	TORONTO DOMINION BANK NY	9/25/2019	9/24/2020		2.12	100,000,000	100,000,000	100,000,000	100,236,953
Negotiable CDs	89114N5M3	TORONTO DOMINION BANK NY	9/27/2019	9/28/2020		2.13	50,000,000	50,000,000	50,000,000	50,125,646
Negotiable CDs	06417MCW3	BANK OF NOVA SCOTIA HOUS	9/27/2019	9/28/2020		2.13	50,000,000	50,000,000	50,000,000	50,125,646
Negotiable CDs	06370R4S5	BANK OF MONTREAL CHICAGO	10/2/2019	10/2/2020		2.05	35,000,000	35,000,000	35,000,000	35,060,197
Negotiable CDs	89114N6E0	TORONTO DOMINION BANK NY	10/1/2019	10/9/2020		2.36	50,000,000	50,000,000	50,000,000	50,237,248
Negotiable CDs	06417MDE2	BANK OF NOVA SCOTIA HOUS	10/3/2019	10/9/2020		2.27	50,000,000	50,000,000	50,000,000	50,194,096
Negotiable CDs	96130ADY1	WESTPAC BANKING CORP NY	10/30/2019	10/28/2020		2.08	50,000,000	50,000,000	50,000,000	50,109,609
<b>Subtotals</b>						<b>2.45</b>	<b>\$ 2,685,000,000</b>	<b>\$ 2,685,000,000</b>	<b>\$ 2,685,000,000</b>	<b>\$ 2,688,833,138</b>
Commercial Paper	89233HY40	TOYOTA MOTOR CREDIT CORP	9/4/2019	11/4/2019		0.00	\$ 50,000,000	\$ 49,828,014	\$ 49,991,542	\$ 49,992,375
Commercial Paper	62479MZF1	MUFG BANK LTD NY	7/26/2019	12/23/2019		0.00	60,000,000	59,447,500	59,808,467	59,841,400
Commercial Paper	62479LAT2	MUFG BANK LTD NY	9/27/2019	1/27/2020		0.00	50,000,000	49,647,556	49,748,667	49,774,042
Commercial Paper	62479LAX3	MUFG BANK LTD NY	8/28/2019	1/31/2020		0.00	40,000,000	39,644,667	39,792,722	39,808,900
Commercial Paper	62479LBT1	MUFG BANK LTD NY	9/30/2019	2/27/2020		0.00	50,000,000	49,572,917	49,664,028	49,690,250
Commercial Paper	62479LC45	MUFG BANK LTD NY	10/7/2019	3/4/2020		0.00	25,000,000	24,797,194	24,831,222	24,835,528
Commercial Paper	62479LC45	MUFG BANK LTD NY	10/24/2019	3/4/2020		0.00	15,000,000	14,894,400	14,900,800	14,901,317
Commercial Paper	62479LC60	MUFG BANK LTD NY	9/11/2019	3/6/2020		0.00	50,000,000	49,500,958	49,644,750	49,665,750
Commercial Paper	62479LCG8	MUFG BANK LTD NY	10/7/2019	3/16/2020		0.00	75,000,000	74,342,583	74,444,667	74,458,833
Commercial Paper	89233GCH7	TOYOTA MOTOR CREDIT CORP	9/18/2019	3/17/2020		0.00	50,000,000	49,484,653	49,609,931	49,636,569
Commercial Paper	89233GCJ3	TOYOTA MOTOR CREDIT CORP	9/24/2019	3/18/2020		0.00	50,000,000	49,511,111	49,616,667	49,633,917
Commercial Paper	62479LF59	MUFG BANK LTD NY	9/24/2019	6/5/2020		0.00	25,000,000	24,638,750	24,692,583	24,712,174
Commercial Paper	62479LFF7	MUFG BANK LTD NY	9/24/2019	6/15/2020		0.00	50,000,000	49,249,167	49,356,833	49,397,819
Commercial Paper	62479LG17	MUFG BANK LTD NY	10/21/2019	7/1/2020		0.00	75,000,000	73,984,000	74,028,000	74,058,375
Commercial Paper	62479LG17	MUFG BANK LTD NY	10/25/2019	7/1/2020		0.00	60,000,000	59,195,833	59,218,350	59,246,700
<b>Subtotals</b>						<b>0.00</b>	<b>\$ 725,000,000</b>	<b>\$ 717,739,303</b>	<b>\$ 719,349,228</b>	<b>\$ 719,653,949</b>
Medium Term Notes	742718EG0	PROCTER & GAMBLE CO	6/20/2018	11/1/2019		1.90	\$ 9,650,000	\$ 9,557,071	\$ 9,650,000	\$ 9,650,000
Medium Term Notes	89236TEJ0	TOYOTA MOTOR CREDIT CORP	1/11/2018	1/10/2020		2.20	20,000,000	19,982,200	19,998,291	20,011,600
Medium Term Notes	89236TFQ3	TOYOTA MOTOR CREDIT CORP	1/8/2019	1/8/2021		3.05	5,000,000	4,997,000	4,998,219	5,076,800
<b>Subtotals</b>						<b>2.24</b>	<b>\$ 34,650,000</b>	<b>\$ 34,536,271</b>	<b>\$ 34,646,510</b>	<b>\$ 34,738,400</b>

# Investment Inventory

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	10/31/2019	11/1/2019		1.78	\$ 11,315,620	\$ 11,315,620	\$ 11,315,620	\$ 11,315,620
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	10/31/2019	11/1/2019		1.76	10,480,191	10,480,191	10,480,191	10,480,191
Money Market Funds	31607A703	FIDELITY INST GOV FUND	10/31/2019	11/1/2019		1.85	836,217,188	836,217,188	836,217,188	836,217,188
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PF	10/31/2019	11/1/2019		1.80	158,513,212	158,513,212	158,513,212	158,513,212
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	10/31/2019	11/1/2019		1.78	10,509,885	10,509,885	10,509,885	10,509,885
<b>Subtotals</b>						<b>1.84</b>	<b>\$ 1,027,036,096</b>	<b>\$ 1,027,036,096</b>	<b>\$ 1,027,036,096</b>	<b>\$ 1,027,036,096</b>
Supranationals	459052NW2	INTL BK RECON & DEVELOP DISC	10/1/2019	11/5/2019		0.00	\$ 50,000,000	\$ 49,908,611	\$ 49,989,556	\$ 49,990,500
Supranationals	459052NZ5	INTL BK RECON & DEVELOP DISC	10/1/2019	11/8/2019		0.00	50,000,000	49,900,778	49,981,722	49,983,500
Supranationals	459052RX6	IBRD DISCOUNT NOTE	4/24/2019	1/17/2020		0.00	20,000,000	19,645,644	19,898,189	19,930,800
Supranationals	459052SC1	IBRD DISCOUNT NOTE	4/24/2019	1/22/2020		0.00	40,000,000	39,278,067	39,783,156	39,852,400
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	10/3/2019	1/27/2020		0.00	50,000,000	49,701,944	49,776,458	49,804,500
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	10/3/2019	1/27/2020		0.00	25,000,000	24,850,972	24,888,229	24,902,250
Supranationals	459052SJ6	INTL BK RECON & DEVELOP DISC	10/2/2019	1/28/2020		0.00	100,000,000	99,393,611	99,547,778	99,604,000
Supranationals	459058FZ1	INTL BK RECON & DEVELOP	3/21/2017	4/21/2020		1.88	50,000,000	49,956,500	49,993,361	49,988,500
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	4/12/2017	5/12/2020		1.63	25,000,000	24,940,750	24,989,844	24,981,000
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	5/17/2018	5/12/2020		1.63	10,000,000	9,789,360	9,944,003	9,992,400
Supranationals	459058GA5	INTL BK RECON & DEVELOP	8/29/2017	9/4/2020		1.63	50,000,000	49,989,500	49,997,065	49,970,000
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	11/9/2017	11/9/2020		1.95	50,000,000	49,965,000	49,988,057	50,072,500
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	12/20/2017	11/9/2020		1.95	50,000,000	49,718,500	49,900,208	50,072,500
Supranationals	45950KCM0	INTERNATIONAL FINANCE CORP	1/25/2018	1/25/2021		2.25	50,000,000	49,853,000	49,939,510	50,345,500
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	4/19/2018	4/19/2021		2.63	45,000,000	44,901,000	44,951,674	45,600,300
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	5/16/2018	4/19/2021		2.63	50,000,000	49,693,972	49,846,843	50,667,000
Supranationals	45950KCJ7	INTERNATIONAL FINANCE CORP	5/23/2018	7/20/2021		1.13	12,135,000	11,496,942	11,788,325	12,034,401
Supranationals	459058GH0	INTL BK RECON & DEVELOP	7/25/2018	7/23/2021		2.75	50,000,000	49,883,000	49,932,623	50,957,500
<b>Subtotals</b>						<b>1.22</b>	<b>\$ 777,135,000</b>	<b>\$ 772,867,151</b>	<b>\$ 775,136,602</b>	<b>\$ 778,749,551</b>
<b>Grand Totals</b>						<b>1.91</b>	<b>\$ 11,246,002,736</b>	<b>\$ 11,227,113,390</b>	<b>\$ 11,234,894,276</b>	<b>\$ 11,266,974,717</b>

# Monthly Investment Earnings

## Pooled Fund

For month ended October 31, 2019

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity		Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Earned Interest			
U.S. Treasuries	912796VY2	TREASURY BILL	\$ -	0.00	2.06	8/13/19	10/8/19	\$ -	\$ 19,755	\$ -	\$ 19,755
U.S. Treasuries	912796VY2	TREASURY BILL	-	0.00	2.06	8/13/19	10/8/19	-	175	-	175
U.S. Treasuries	912796VY2	TREASURY BILL	-	0.00	2.03	9/10/19	10/8/19	-	39,375	-	39,375
U.S. Treasuries	912796VZ9	TREASURY BILL	-	0.00	2.00	8/28/19	10/15/19	-	38,792	-	38,792
U.S. Treasuries	912828T59	US TREASURY	-	1.00	2.47	5/18/18	10/15/19	9,563	13,805	-	23,367
U.S. Treasuries	912828T59	US TREASURY	-	1.00	2.51	8/15/18	10/15/19	19,126	28,435	-	47,561
U.S. Treasuries	912796WD7	TREASURY BILL	100,000,000	0.00	1.74	10/15/19	11/12/19	-	82,167	-	82,167
U.S. Treasuries	912796ST7	TREASURY BILL	50,000,000	0.00	1.91	8/22/19	11/21/19	-	81,806	-	81,806
U.S. Treasuries	9128283N8	US TREASURY	50,000,000	1.88	2.01	1/16/18	12/31/19	78,974	5,597	-	84,571
U.S. Treasuries	912796TM1	TREASURY BILL	50,000,000	0.00	1.80	10/3/19	4/2/20	-	71,896	-	71,896
U.S. Treasuries	912828XU9	US TREASURY	50,000,000	1.50	1.51	6/20/17	6/15/20	63,525	499	-	64,024
U.S. Treasuries	912828XU9	US TREASURY	50,000,000	1.50	2.39	4/3/19	6/15/20	63,525	36,825	-	100,349
U.S. Treasuries	912828XU9	US TREASURY	100,000,000	1.50	2.67	12/20/18	6/15/20	127,049	96,340	-	223,389
U.S. Treasuries	912828XY1	US TREASURY	50,000,000	2.50	2.38	4/3/19	6/30/20	105,299	(4,801)	-	100,498
U.S. Treasuries	9128285B2	US TREASURY	60,000,000	2.75	1.81	10/1/19	9/30/20	139,754	(46,978)	-	92,776
U.S. Treasuries	9128283Q1	US TREASURY	50,000,000	2.00	2.57	3/4/19	1/15/21	84,239	23,315	-	107,554
U.S. Treasuries	912828C57	US TREASURY	50,000,000	2.25	2.39	4/15/19	3/31/21	95,287	5,919	-	101,206
U.S. Treasuries	9128284G2	US TREASURY	50,000,000	2.38	2.36	4/9/19	4/15/21	100,581	(575)	-	100,006
U.S. Treasuries	912828S27	US TREASURY	25,000,000	1.13	1.64	8/15/17	6/30/21	23,692	10,526	-	34,218
U.S. Treasuries	912828T67	US TREASURY	50,000,000	1.25	1.43	11/10/16	10/31/21	52,668	7,268	-	59,936
U.S. Treasuries	912828U65	US TREASURY	100,000,000	1.75	1.90	12/13/16	11/30/21	148,224	11,755	-	159,979
U.S. Treasuries	912828XW5	US TREASURY	25,000,000	1.75	1.77	8/15/17	6/30/22	36,855	391	-	37,246
<b>Subtotals</b>			<b>\$ 910,000,000</b>					<b>\$ 1,148,360</b>	<b>\$ 522,287</b>	<b>\$ -</b>	<b>\$ 1,670,646</b>

Federal Agencies	3132X0KH3	FARMER MAC	\$ -	2.33	2.33	10/6/16	10/1/19	\$ -	\$ -	\$ -	\$ -
Federal Agencies	313384ML0	FED HOME LN DISCOUNT NT	-	0.00	2.04	9/17/19	10/2/19	-	2,833	-	2,833
Federal Agencies	313384ML0	FED HOME LN DISCOUNT NT	-	0.00	2.04	9/17/19	10/2/19	-	2,833	-	2,833
Federal Agencies	313384MS5	FED HOME LN DISCOUNT NT	-	0.00	2.01	9/9/19	10/8/19	-	39,083	-	39,083
Federal Agencies	3133EJF79	FEDERAL FARM CREDIT BANK	-	2.65	2.68	10/10/18	10/10/19	23,850	302	-	24,152
Federal Agencies	3133EGXK6	FEDERAL FARM CREDIT BANK	-	1.12	1.86	12/1/17	10/11/19	6,222	3,947	-	10,169
Federal Agencies	3134G8TG4	FREDDIE MAC	-	1.50	1.50	4/11/16	10/11/19	6,250	-	-	6,250
Federal Agencies	313384NA3	FED HOME LN DISCOUNT NT	-	0.00	1.78	10/15/19	10/16/19	-	1,236	-	1,236
Federal Agencies	313384NA3	FED HOME LN DISCOUNT NT	-	0.00	1.78	10/15/19	10/16/19	-	1,236	-	1,236
Federal Agencies	313384NA3	FED HOME LN DISCOUNT NT	-	0.00	1.78	10/15/19	10/16/19	-	1,236	-	1,236
Federal Agencies	3130ACM92	FEDERAL HOME LOAN BANK	-	1.50	1.59	10/13/17	10/21/19	17,917	1,031	-	18,948
Federal Agencies	3136G0T68	FANNIE MAE	-	1.33	1.44	8/28/17	10/24/19	11,896	929	-	12,825
Federal Agencies	313384NK1	FED HOME LN DISCOUNT NT	-	0.00	1.76	10/23/19	10/25/19	-	3,062	-	3,062
Federal Agencies	313384NK1	FED HOME LN DISCOUNT NT	-	0.00	1.80	10/24/19	10/25/19	-	5,000	-	5,000
Federal Agencies	3134GBHT2	FREDDIE MAC	-	1.63	1.60	9/12/17	10/25/19	54,167	(761)	-	53,406
Federal Agencies	3136G4FJ7	FANNIE MAE	-	1.20	1.20	10/25/16	10/25/19	20,000	-	-	20,000
Federal Agencies	313384NN5	FED HOME LN DISCOUNT NT	-	0.00	1.80	10/25/19	10/28/19	-	30,000	-	30,000
Federal Agencies	313588NP6	FNMA DISCOUNT NOTE	-	0.00	1.82	10/28/19	10/29/19	-	2,528	-	2,528
Federal Agencies	313588NP6	FNMA DISCOUNT NOTE	-	0.00	1.82	10/28/19	10/29/19	-	2,528	-	2,528
Federal Agencies	313588NP6	FNMA DISCOUNT NOTE	-	0.00	1.82	10/28/19	10/29/19	-	2,528	-	2,528
Federal Agencies	313588NP6	FNMA DISCOUNT NOTE	-	0.00	1.82	10/28/19	10/29/19	-	2,528	-	2,528
Federal Agencies	3136G4EZ2	FANNIE MAE	-	1.13	1.16	10/28/16	10/30/19	45,313	1,322	-	46,634
Federal Agencies	3134GAVL5	FREDDIE MAC	100,000,000	1.17	1.17	11/4/16	11/4/19	97,500	-	-	97,500
Federal Agencies	3133EJRU5	FEDERAL FARM CREDIT BANK	50,000,000	2.45	2.47	6/14/18	11/14/19	102,083	748	-	102,831
Federal Agencies	3136G3LV5	FANNIE MAE	8,950,000	1.35	1.35	5/26/16	11/26/19	10,069	-	-	10,069
Federal Agencies	3133EGN43	FEDERAL FARM CREDIT BANK	50,000,000	2.18	2.18	12/2/16	12/2/19	93,790	-	-	93,790
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	11,360,000	2.38	1.90	12/15/17	12/13/19	22,483	(4,466)	-	18,017
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	20,000,000	2.38	1.90	12/12/17	12/13/19	39,583	(7,893)	-	31,690
Federal Agencies	3130A0JR2	FEDERAL HOME LOAN BANK	40,000,000	2.38	1.90	12/15/17	12/13/19	79,167	(15,721)	-	63,445

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3134G9VR5	FREDDIE MAC	-	2.25	2.25	7/6/16	1/6/20	7,813	-	-	7,813
Federal Agencies	3136G4KQ5	FANNIE MAE	1,000,000	1.65	1.84	11/17/17	1/17/20	1,375	154	-	1,529
Federal Agencies	3136G4KQ5	FANNIE MAE	31,295,000	1.65	1.84	11/17/17	1/17/20	43,031	4,820	-	47,851
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	25,000,000	2.42	2.43	4/24/18	1/24/20	50,417	170	-	50,586
Federal Agencies	3133EJLU1	FEDERAL FARM CREDIT BANK	25,000,000	2.42	2.43	4/24/18	1/24/20	50,417	208	-	50,625
Federal Agencies	313384SK6	FED HOME LN DISCOUNT NT	50,000,000	0.00	1.85	9/30/19	1/29/20	-	79,222	-	79,222
Federal Agencies	3130ADN32	FEDERAL HOME LOAN BANK	50,000,000	2.13	2.22	2/9/18	2/11/20	88,542	3,875	-	92,417
Federal Agencies	313378J77	FEDERAL HOME LOAN BANK	15,710,000	1.88	1.56	5/17/17	3/13/20	24,547	(4,025)	-	20,522
Federal Agencies	3133EHZN6	FEDERAL FARM CREDIT BANK	20,000,000	1.45	1.49	9/20/17	3/20/20	24,167	700	-	24,867
Federal Agencies	3133EJHL6	FEDERAL FARM CREDIT BANK	50,000,000	2.38	2.41	3/27/18	3/27/20	98,958	1,527	-	100,485
Federal Agencies	3134GBET5	FREDDIE MAC	10,000,000	1.80	2.68	5/22/18	4/13/20	15,000	7,195	-	22,195
Federal Agencies	3133EJG37	FEDERAL FARM CREDIT BANK	25,000,000	2.85	2.87	10/15/18	4/15/20	59,375	424	-	59,799
Federal Agencies	3136G4BL6	FANNIE MAE	15,000,000	1.25	1.25	10/17/16	4/17/20	15,625	-	-	15,625
Federal Agencies	3137EAEM7	FREDDIE MAC	35,000,000	2.50	2.51	4/19/18	4/23/20	72,917	325	-	73,241
Federal Agencies	3134GBPB2	FREDDIE MAC	15,750,000	1.70	1.70	5/30/17	5/22/20	22,313	-	-	22,313
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	25,000,000	1.54	1.54	6/15/17	6/15/20	32,083	71	-	32,154
Federal Agencies	3133EHNK5	FEDERAL FARM CREDIT BANK	26,900,000	1.54	1.55	6/15/17	6/15/20	34,522	152	-	34,674
Federal Agencies	3134GBST0	FREDDIE MAC	14,675,000	1.65	1.65	6/22/17	6/22/20	20,178	-	-	20,178
Federal Agencies	3134GBTX0	FREDDIE MAC	50,000,000	1.75	1.76	6/29/17	6/29/20	72,917	283	-	73,200
Federal Agencies	3136G3TG0	FANNIE MAE	15,000,000	1.75	1.75	6/30/16	6/30/20	21,875	-	-	21,875
Federal Agencies	3134GB5M0	FREDDIE MAC	50,000,000	1.96	1.96	12/1/17	7/1/20	81,667	-	-	81,667
Federal Agencies	3133EHQB2	FEDERAL FARM CREDIT BANK	25,000,000	1.55	1.56	7/6/17	7/6/20	32,292	284	-	32,576
Federal Agencies	3130ABNV4	FEDERAL HOME LOAN BANK	50,000,000	1.75	1.75	7/13/17	7/13/20	72,917	-	-	72,917
Federal Agencies	3134GBXV9	FREDDIE MAC	50,000,000	1.85	1.85	7/13/17	7/13/20	77,083	-	-	77,083
Federal Agencies	3135G0T60	FANNIE MAE	50,000,000	1.50	1.60	8/1/17	7/30/20	62,500	4,293	-	66,793
Federal Agencies	3130ABZE9	FEDERAL HOME LOAN BANK	6,700,000	1.65	1.65	8/28/17	8/28/20	9,213	19	-	9,231
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	25,000,000	1.80	1.80	8/28/17	8/28/20	37,500	-	-	37,500
Federal Agencies	3130ABZN9	FEDERAL HOME LOAN BANK	50,000,000	1.80	1.80	8/28/17	8/28/20	75,000	-	-	75,000
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	50,000,000	2.05	2.05	9/10/19	9/10/20	85,417	-	-	85,417
Federal Agencies	3130AH2K8	FEDERAL HOME LOAN BANK	50,000,000	2.05	2.05	9/10/19	9/10/20	85,417	-	-	85,417
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	8/15/19	9/11/20	43,750	-	-	43,750
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	25,000,000	2.10	2.10	8/15/19	9/11/20	43,750	-	-	43,750
Federal Agencies	3130AGWJ0	FEDERAL HOME LOAN BANK	50,000,000	2.10	2.10	8/15/19	9/11/20	87,500	-	-	87,500
Federal Agencies	3130ADT93	FEDERAL HOME LOAN BANK	25,000,000	2.40	2.43	3/14/18	9/14/20	50,000	527	-	50,527
Federal Agencies	3133EJ3N7	FEDERAL FARM CREDIT BANK	25,000,000	2.77	2.79	12/21/18	9/21/20	57,708	448	-	58,156
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	18,000,000	1.38	1.48	9/8/17	9/28/20	20,625	1,605	-	22,230
Federal Agencies	3130ACE26	FEDERAL HOME LOAN BANK	30,000,000	1.38	1.48	9/8/17	9/28/20	34,375	2,675	-	37,050
Federal Agencies	3130ACK52	FEDERAL HOME LOAN BANK	25,530,000	1.70	2.48	3/12/18	10/5/20	36,168	16,356	-	52,523
Federal Agencies	3133EKR57	FEDERAL FARM CREDIT BANK	112,500,000	1.89	1.93	9/25/19	10/20/20	194,492	3,898	-	198,389
Federal Agencies	3132X0KR1	FARMER MAC	25,000,000	2.22	2.22	11/2/16	11/2/20	47,756	-	-	47,756
Federal Agencies	3132X0ZF1	FARMER MAC	12,000,000	1.93	2.02	11/13/17	11/9/20	19,300	852	-	20,152
Federal Agencies	3133EJT90	FEDERAL FARM CREDIT BANK	50,000,000	2.95	3.00	11/16/18	11/16/20	122,917	2,212	-	125,129
Federal Agencies	3137EAEK1	FREDDIE MAC	50,000,000	1.88	1.91	11/15/17	11/17/20	78,125	1,355	-	79,480
Federal Agencies	3134GBX56	FREDDIE MAC	60,000,000	2.25	2.12	11/24/17	11/24/20	112,500	(6,313)	-	106,187
Federal Agencies	3134GBLR1	FREDDIE MAC	24,715,000	1.75	1.75	5/25/17	11/25/20	36,043	60	-	36,103
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	25,000,000	1.90	1.91	11/27/17	11/27/20	39,583	208	-	39,792
Federal Agencies	3133EHW58	FEDERAL FARM CREDIT BANK	25,000,000	1.90	1.91	11/27/17	11/27/20	39,583	208	-	39,792
Federal Agencies	3130A3UQ5	FEDERAL HOME LOAN BANK	10,000,000	1.88	2.02	12/13/17	12/11/20	15,625	1,201	-	16,826
Federal Agencies	3132X0ZY0	FARMER MAC	12,750,000	2.05	2.07	12/15/17	12/15/20	21,781	242	-	22,023
Federal Agencies	3133EGX75	FEDERAL FARM CREDIT BANK	50,000,000	2.04	2.04	12/21/16	12/21/20	93,219	-	-	93,219
Federal Agencies	3133EFTX5	FEDERAL FARM CREDIT BANK	100,000,000	2.15	2.15	12/24/15	12/24/20	199,010	-	-	199,010
Federal Agencies	3133EJ4Q9	FEDERAL FARM CREDIT BANK	100,000,000	2.55	2.58	1/11/19	1/11/21	212,500	2,799	-	215,299
Federal Agencies	3130AC2K9	FEDERAL HOME LOAN BANK	50,200,000	1.87	1.88	9/20/17	2/10/21	78,228	251	-	78,480
Federal Agencies	3133EJCE7	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.59	4/16/18	2/12/21	97,917	9,792	-	107,709



# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3137EAE9	FREDDIE MAC	22,000,000	2.38	2.47	2/16/18	2/16/21	43,542	1,643	-	45,184
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	8/30/19	2/26/21	42,708	-	-	42,708
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	8/30/19	2/26/21	42,708	-	-	42,708
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	8/30/19	2/26/21	42,708	-	-	42,708
Federal Agencies	3130AGZE8	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	8/30/19	2/26/21	42,708	-	-	42,708
Federal Agencies	3134GBD58	FREDDIE MAC	5,570,000	1.80	1.80	8/30/17	2/26/21	8,355	14	-	8,369
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	50,000,000	2.55	2.58	3/11/19	3/11/21	106,250	1,060	-	107,310
Federal Agencies	3133EKCS3	FEDERAL FARM CREDIT BANK	50,000,000	2.55	2.58	3/11/19	3/11/21	106,250	1,060	-	107,310
Federal Agencies	3130AAYP7	FEDERAL HOME LOAN BANK	-	2.20	2.17	8/11/17	3/22/21	-	(6)	(3,390)	(3,397)
Federal Agencies	3133EKR99	FEDERAL FARM CREDIT BANK	90,000,000	1.93	1.95	10/3/19	3/25/21	150,884	968	-	151,852
Federal Agencies	3132X0Q53	FARMER MAC	6,350,000	2.60	2.64	3/29/18	3/29/21	13,758	196	-	13,954
Federal Agencies	3132X0Q53	FARMER MAC	20,450,000	2.60	2.64	3/29/18	3/29/21	44,308	630	-	44,939
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	25,000,000	2.23	2.40	4/5/19	4/5/21	46,458	3,541	-	49,999
Federal Agencies	3133EKFP6	FEDERAL FARM CREDIT BANK	25,000,000	2.23	2.40	4/5/19	4/5/21	46,458	3,499	-	49,957
Federal Agencies	3130AGC60	FEDERAL HOME LOAN BANK	-	2.60	2.60	4/23/19	4/23/21	39,722	-	-	39,722
Federal Agencies	3130AGC60	FEDERAL HOME LOAN BANK	-	2.60	2.60	4/23/19	4/23/21	39,722	-	-	39,722
Federal Agencies	3130AGC60	FEDERAL HOME LOAN BANK	-	2.60	2.60	4/23/19	4/23/21	39,722	-	-	39,722
Federal Agencies	3130AGC60	FEDERAL HOME LOAN BANK	-	2.60	2.60	4/23/19	4/23/21	39,722	-	-	39,722
Federal Agencies	3134GBJP8	FREDDIE MAC	22,000,000	1.89	2.06	11/16/17	5/3/21	34,650	3,075	-	37,725
Federal Agencies	3133EJNS4	FEDERAL FARM CREDIT BANK	17,700,000	2.70	2.79	5/22/18	5/10/21	39,825	1,341	-	41,166
Federal Agencies	3135G0U35	FANNIE MAE	25,000,000	2.75	2.76	6/25/18	6/22/21	57,292	163	-	57,455
Federal Agencies	3134GBJ60	FREDDIE MAC	50,000,000	1.90	1.90	9/29/17	6/29/21	79,167	-	-	79,167
Federal Agencies	3130ACQ98	FEDERAL HOME LOAN BANK	100,000,000	2.08	2.08	11/1/17	7/1/21	173,333	-	-	173,333
Federal Agencies	3134GBM25	FREDDIE MAC	50,000,000	1.92	1.92	10/2/17	7/1/21	80,000	-	-	80,000
Federal Agencies	3134GTZL0	FREDDIE MAC	-	2.31	2.31	7/8/19	7/2/21	1,604	-	-	1,604
Federal Agencies	3134GTZL0	FREDDIE MAC	-	2.31	2.31	7/8/19	7/2/21	1,604	-	-	1,604
Federal Agencies	3134GTZL0	FREDDIE MAC	-	2.31	2.31	7/8/19	7/2/21	1,604	-	-	1,604
Federal Agencies	3134GTZL0	FREDDIE MAC	-	2.31	2.31	7/8/19	7/2/21	1,604	-	-	1,604
Federal Agencies	3130AGYB5	FEDERAL HOME LOAN BANK	109,870,000	2.05	2.06	8/29/19	8/27/21	187,695	934	-	188,629
Federal Agencies	3130ACF33	FEDERAL HOME LOAN BANK	25,000,000	1.88	1.95	9/18/17	9/13/21	39,063	1,544	-	40,606
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/11/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3134GUA00	FREDDIE MAC	25,000,000	2.03	2.03	9/13/19	9/13/21	42,292	-	-	42,292
Federal Agencies	3130AH5D1	FEDERAL HOME LOAN BANK	100,000,000	2.05	2.05	9/23/19	9/23/21	170,833	-	-	170,833
Federal Agencies	3134GUGC8	FREDDIE MAC	33,680,000	2.00	2.00	10/9/19	10/7/21	41,164	-	-	41,164
Federal Agencies	3135G0Q89	FANNIE MAE	25,000,000	1.38	1.38	10/21/16	10/7/21	28,646	-	-	28,646
Federal Agencies	3133EJK24	FEDERAL FARM CREDIT BANK	25,000,000	3.00	3.03	10/19/18	10/19/21	62,500	540	-	63,040
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	14,500,000	1.38	1.38	10/25/16	10/25/21	16,615	-	-	16,615
Federal Agencies	3133EGZJ7	FEDERAL FARM CREDIT BANK	15,000,000	1.38	1.38	10/25/16	10/25/21	17,188	-	-	17,188
Federal Agencies	3134GULE8	FREDDIE MAC	25,000,000	2.00	2.00	10/28/19	10/28/21	4,167	-	-	4,167
Federal Agencies	3134GULE8	FREDDIE MAC	85,675,000	2.00	2.00	10/28/19	10/28/21	14,279	-	-	14,279
Federal Agencies	3133EJT74	FEDERAL FARM CREDIT BANK	50,000,000	3.05	3.09	11/15/18	11/15/21	127,083	1,414	-	128,498
Federal Agencies	3130ACB60	FEDERAL HOME LOAN BANK	50,000,000	2.00	2.00	9/8/17	12/15/21	83,333	-	-	83,333
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.84	12/17/18	12/17/21	58,333	728	-	59,062
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.84	12/17/18	12/17/21	58,333	728	-	59,062
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	25,000,000	2.80	2.85	12/17/18	12/17/21	58,333	1,011	-	59,345
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	20,700,000	2.53	2.56	2/19/19	2/14/22	43,643	494	-	44,137
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	10,000,000	2.55	2.56	3/1/19	3/1/22	21,250	80	-	21,330
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	17,780,000	2.50	2.36	4/5/19	3/11/22	37,042	(1,997)	-	35,045



# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	40,000,000	2.50	2.36	4/5/19	3/11/22	83,333	(4,584)	-	78,750
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	26,145,000	2.47	2.36	4/8/19	3/14/22	53,815	(2,346)	-	51,469
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	45,500,000	2.47	2.36	4/8/19	3/14/22	93,654	(3,898)	-	89,756
Federal Agencies	3135G0T45	FANNIE MAE	25,000,000	1.88	1.81	6/6/17	4/5/22	39,063	(1,270)	-	37,793
Federal Agencies	3135G0V59	FANNIE MAE	25,000,000	2.25	2.36	4/12/19	4/12/22	46,875	2,319	-	49,194
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.37	4/18/19	4/18/22	97,917	863	-	98,779
Federal Agencies	3133EKLRS	FEDERAL FARM CREDIT BANK	25,000,000	2.25	2.32	5/16/19	5/16/22	46,875	1,435	-	48,310
Federal Agencies	3133EKLRS	FEDERAL FARM CREDIT BANK	35,000,000	2.25	2.32	5/16/19	5/16/22	65,625	2,010	-	67,635
Federal Agencies	3134GBQG0	FREDDIE MAC	50,000,000	2.18	2.18	5/25/17	5/25/22	90,833	-	-	90,833
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.85	6/6/17	6/2/22	78,125	(1,008)	-	77,117
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.88	6/9/17	6/2/22	78,125	43	-	78,168
Federal Agencies	3134GBF72	FREDDIE MAC	50,000,000	2.01	2.01	9/15/17	6/15/22	83,750	-	-	83,750
Federal Agencies	3134GBN73	FREDDIE MAC	50,000,000	2.07	2.07	10/2/17	7/1/22	86,250	-	-	86,250
Federal Agencies	3134GBW99	FREDDIE MAC	-	2.24	2.24	11/1/17	7/1/22	6,222	-	-	6,222
Federal Agencies	3134GBXU1	FREDDIE MAC	-	2.25	2.25	7/27/17	7/27/22	51,309	-	-	51,309
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542
Federal Agencies	3134GUAJ9	FREDDIE MAC	25,000,000	2.09	2.09	9/12/19	9/12/22	43,542	-	-	43,542
Federal Agencies	3130AH4A8	FEDERAL HOME LOAN BANK	100,000,000	2.25	2.25	9/19/19	9/19/22	187,500	-	-	187,500
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	19,931	-	-	19,931
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	19,931	-	-	19,931
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	19,931	-	-	19,931
Federal Agencies	3130AHD75	FEDERAL HOME LOAN BANK	25,000,000	2.05	2.05	10/17/19	10/17/22	19,931	-	-	19,931
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	20,417	-	-	20,417
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	20,417	-	-	20,417
Federal Agencies	3134GUJN1	FREDDIE MAC	25,000,000	2.10	2.10	10/17/19	10/17/22	20,417	-	-	20,417
Federal Agencies	3134GUJN1	FREDDIE MAC	50,000,000	2.10	2.10	10/17/19	10/17/22	40,833	-	-	40,833
Federal Agencies	3134GULD0	FREDDIE MAC	15,495,000	2.13	2.13	10/23/19	10/21/22	7,317	-	-	7,317
Federal Agencies	3134GTEE9	FREDDIE MAC	-	2.76	2.76	4/24/19	10/24/22	44,083	-	-	44,083
Federal Agencies	3134GTEE9	FREDDIE MAC	-	2.76	2.76	4/24/19	10/24/22	44,083	-	-	44,083
Federal Agencies	3134GTEE9	FREDDIE MAC	-	2.76	2.76	4/24/19	10/24/22	44,083	-	-	44,083
Federal Agencies	3134GTEE9	FREDDIE MAC	-	2.76	2.76	4/24/19	10/24/22	44,083	-	-	44,083
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	25,000,000	2.00	2.00	10/30/19	10/28/22	1,389	-	-	1,389
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	25,000,000	2.00	2.00	10/30/19	10/28/22	1,389	-	-	1,389
Federal Agencies	3130AHGS6	FEDERAL HOME LOAN BANK	50,000,000	2.00	2.00	10/30/19	10/28/22	2,778	-	-	2,778
Federal Agencies	3134GTHR7	FREDDIE MAC	-	2.81	2.81	4/23/19	10/23/23	42,931	-	-	42,931
Federal Agencies	3134GTHR7	FREDDIE MAC	-	2.81	2.81	4/23/19	10/23/23	42,931	-	-	42,931
Federal Agencies	3134GTHR7	FREDDIE MAC	-	2.81	2.81	4/23/19	10/23/23	42,931	-	-	42,931
Federal Agencies	3134GTHR7	FREDDIE MAC	-	2.81	2.81	4/23/19	10/23/23	42,931	-	-	42,931
Federal Agencies	3134GTMN0	FREDDIE MAC	25,000,000	2.85	2.85	5/20/19	5/20/24	59,375	-	-	59,375
Federal Agencies	3134GTMN0	FREDDIE MAC	25,000,000	2.85	2.85	5/20/19	5/20/24	59,375	-	-	59,375
Federal Agencies	3134GTMN0	FREDDIE MAC	25,000,000	2.85	2.85	5/20/19	5/20/24	59,375	-	-	59,375
Federal Agencies	3134GTMN0	FREDDIE MAC	25,000,000	2.85	2.85	5/20/19	5/20/24	59,375	-	-	59,375
<b>Subtotals</b>			<b>\$ 4,971,450,000</b>					<b>\$ 8,893,493</b>	<b>\$ 239,645</b>	<b>\$ (3,390)</b>	<b>\$ 9,129,747</b>
State/Local Agencies	6055804W6	MISSISSIPPI ST	\$ -	6.09	1.38	4/23/15	10/1/19	\$ -	\$ -	\$ -	\$ -
State/Local Agencies	977100CW4	WISCONSIN ST GEN FUND ANNUAL A	18,000,000	1.45	1.45	8/16/16	5/1/20	21,690	-	-	21,690
State/Local Agencies	13063DGA0	CALIFORNIA ST	33,000,000	2.80	2.80	4/25/18	4/1/21	77,000	(38)	-	76,962
State/Local Agencies	13066YTY5	CALIFORNIA ST DEPT OF WTR RESO	27,962,641	1.71	2.30	2/6/17	5/1/21	39,917	9,493	-	49,410
State/Local Agencies	91412GF59	UNIV OF CALIFORNIA CA REVENUES	1,769,000	1.91	1.40	8/9/16	5/15/21	2,816	(743)	-	2,073
<b>Subtotals</b>			<b>\$ 80,731,641</b>					<b>\$ 141,422</b>	<b>\$ 8,712</b>	<b>\$ -</b>	<b>\$ 150,134</b>

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Public Time Deposits	PP9J6D723	SAN FRANCISCO CREDIT UNION	\$ 10,000,000	2.40	2.40	6/4/19	12/4/19	\$ 20,400	\$ -	\$ -	\$ 20,400
Public Time Deposits	PPEQ338W9	BANK OF SAN FRANCISCO	5,000,000	2.24	2.24	6/11/19	12/11/19	9,512	-	-	9,512
Public Time Deposits	PPQD3G1I3	BRIDGE BANK	10,000,000	2.23	2.23	6/24/19	12/23/19	18,940	-	-	18,940
Public Time Deposits	PP9J79QD6	BRIDGE BANK	10,000,000	1.95	1.95	9/26/19	3/24/20	16,562	-	-	16,562
<b>Subtotals</b>			<b>\$ 35,000,000</b>					<b>\$ 65,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,413</b>
Negotiable CDs	06370RV55	BANK OF MONTREAL CHICAGO	\$ -	2.23	2.23	8/1/19	10/1/19	\$ -	\$ -	\$ -	-
Negotiable CDs	65602VPZ3	NORINCHUKIN BANK NY	-	2.25	2.25	7/25/19	10/25/19	75,000	-	-	75,000
Negotiable CDs	78012UKW4	ROYAL BANK OF CANADA NY	-	3.01	3.01	12/7/18	10/25/19	100,333	-	-	100,333
Negotiable CDs	89114MPG6	TORONTO DOMINION BANK NY	-	3.06	3.06	12/6/18	10/25/19	51,000	-	-	51,000
Negotiable CDs	89114MLP0	TORONTO DOMINION BANK NY	-	3.08	3.08	11/9/18	10/28/19	115,500	-	-	115,500
Negotiable CDs	65602VQE9	NORINCHUKIN BANK NY	-	2.25	2.25	7/30/19	10/30/19	135,938	-	-	135,938
Negotiable CDs	06370RW47	BANK OF MONTREAL CHICAGO	50,000,000	2.23	2.23	8/1/19	11/1/19	96,014	-	-	96,014
Negotiable CDs	06370RNN5	BANK OF MONTREAL CHICAGO	50,000,000	3.10	3.10	11/6/18	11/6/19	133,472	-	-	133,472
Negotiable CDs	06370RX61	BANK OF MONTREAL CHICAGO	50,000,000	2.20	2.20	8/6/19	11/6/19	94,722	-	-	94,722
Negotiable CDs	65602VQS8	NORINCHUKIN BANK NY	100,000,000	2.15	2.15	8/9/19	11/8/19	185,139	-	-	185,139
Negotiable CDs	96130AAN8	WESTPAC BANKING CORP NY	50,000,000	3.10	3.10	11/8/18	11/8/19	133,472	-	-	133,472
Negotiable CDs	96130AAT5	WESTPAC BANKING CORP NY	50,000,000	3.08	3.08	11/14/18	11/14/19	132,611	-	-	132,611
Negotiable CDs	89114MME4	TORONTO DOMINION BANK NY	25,000,000	3.10	3.10	11/19/18	11/19/19	66,736	-	-	66,736
Negotiable CDs	78012UKB0	ROYAL BANK OF CANADA NY	50,000,000	3.07	3.07	11/26/18	11/25/19	132,181	-	-	132,181
Negotiable CDs	96130AAZ1	WESTPAC BANKING CORP NY	50,000,000	3.06	3.06	11/29/18	11/27/19	131,750	-	-	131,750
Negotiable CDs	65602VQL3	NORINCHUKIN BANK NY	50,000,000	2.25	2.25	8/1/19	12/2/19	96,875	-	-	96,875
Negotiable CDs	06370RPG8	BANK OF MONTREAL CHICAGO	50,000,000	3.12	3.12	12/3/18	12/3/19	134,333	-	-	134,333
Negotiable CDs	89114MPF8	TORONTO DOMINION BANK NY	50,000,000	3.10	3.10	12/6/18	12/6/19	133,472	-	-	133,472
Negotiable CDs	96130ABE7	WESTPAC BANKING CORP NY	50,000,000	3.05	3.05	12/7/18	12/6/19	131,319	-	-	131,319
Negotiable CDs	06370RQD4	BANK OF MONTREAL CHICAGO	50,000,000	3.06	3.06	12/6/18	12/9/19	131,750	-	-	131,750
Negotiable CDs	06370RQZ5	BANK OF MONTREAL CHICAGO	50,000,000	3.06	3.06	12/10/18	12/11/19	131,750	-	-	131,750
Negotiable CDs	06370R3G2	BANK OF MONTREAL CHICAGO	45,000,000	2.05	2.05	9/18/19	12/17/19	79,438	-	-	79,438
Negotiable CDs	63873NE49	NATIXIS NY BRANCH	50,000,000	3.00	3.00	1/11/19	1/6/20	129,167	-	-	129,167
Negotiable CDs	78012UNB7	ROYAL BANK OF CANADA NY	25,000,000	2.57	2.57	4/8/19	1/6/20	55,326	-	-	55,326
Negotiable CDs	78012UNC5	ROYAL BANK OF CANADA NY	25,000,000	2.57	2.57	4/8/19	1/8/20	55,326	-	-	55,326
Negotiable CDs	89114MB30	TORONTO DOMINION BANK NY	50,000,000	2.60	2.60	4/8/19	1/17/20	111,944	-	-	111,944
Negotiable CDs	65602VRW8	NORINCHUKIN BANK NY	50,000,000	2.11	2.11	9/24/19	1/24/20	90,847	-	-	90,847
Negotiable CDs	06417G6G8	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/25/19	2/3/20	110,653	-	-	110,653
Negotiable CDs	89114MF36	TORONTO DOMINION BANK NY	50,000,000	2.56	2.56	4/24/19	2/3/20	110,222	-	-	110,222
Negotiable CDs	06417G6H6	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/25/19	2/5/20	110,653	-	-	110,653
Negotiable CDs	06417G6K9	BANK OF NOVA SCOTIA HOUS	50,000,000	2.56	2.56	4/29/19	2/6/20	110,222	-	-	110,222
Negotiable CDs	96130ABW7	WESTPAC BANKING CORP NY	50,000,000	2.71	2.71	2/15/19	2/14/20	116,681	-	-	116,681
Negotiable CDs	06417G6L7	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	4/29/19	2/19/20	110,653	-	-	110,653
Negotiable CDs	06417G6V5	BANK OF NOVA SCOTIA HOUS	50,000,000	2.57	2.57	5/6/19	2/21/20	110,653	-	-	110,653
Negotiable CDs	65602VTH9	NORINCHUKIN BANK NY	75,000,000	1.93	1.93	10/25/19	2/25/20	28,146	-	-	28,146
Negotiable CDs	96130ACE6	WESTPAC BANKING CORP NY	50,000,000	2.70	2.70	3/6/19	2/26/20	116,250	-	-	116,250
Negotiable CDs	06370RUV9	BANK OF MONTREAL CHICAGO	50,000,000	2.68	2.68	3/1/19	3/2/20	115,389	-	-	115,389
Negotiable CDs	06370RVN6	BANK OF MONTREAL CHICAGO	50,000,000	2.70	2.70	3/5/19	3/2/20	116,250	-	-	116,250
Negotiable CDs	06417MBS3	BANK OF NOVA SCOTIA HOUS	100,000,000	2.02	2.02	9/12/19	3/12/20	173,944	-	-	173,944
Negotiable CDs	89114N4B8	TORONTO DOMINION BANK NY	75,000,000	2.06	2.06	9/17/19	3/16/20	133,042	-	-	133,042
Negotiable CDs	78012UMY8	ROYAL BANK OF CANADA NY	50,000,000	2.58	2.58	4/4/19	3/25/20	111,083	-	-	111,083
Negotiable CDs	78012UMZ5	ROYAL BANK OF CANADA NY	50,000,000	2.58	2.58	4/4/19	3/30/20	111,083	-	-	111,083
Negotiable CDs	06370RYS2	BANK OF MONTREAL CHICAGO	65,000,000	2.60	2.60	4/11/19	4/13/20	145,528	-	-	145,528
Negotiable CDs	89114N4G7	TORONTO DOMINION BANK NY	40,000,000	2.05	2.05	9/18/19	4/24/20	70,611	-	-	70,611
Negotiable CDs	06417MCD5	BANK OF NOVA SCOTIA HOUS	100,000,000	2.03	2.03	9/18/19	4/27/20	174,806	-	-	174,806
Negotiable CDs	65602VTE6	NORINCHUKIN BANK NY	50,000,000	1.94	1.94	10/29/19	4/28/20	8,083	-	-	8,083
Negotiable CDs	65602VTL0	NORINCHUKIN BANK NY	75,000,000	1.93	1.93	10/30/19	4/30/20	8,042	-	-	8,042

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Negotiable CDs	78012UQY4	ROYAL BANK OF CANADA NY	100,000,000	2.02	2.02	9/17/19	5/11/20	173,944	-	-	173,944
Negotiable CDs	89114N5H4	TORONTO DOMINION BANK NY	100,000,000	2.12	2.12	9/25/19	9/24/20	195,269	-	-	195,269
Negotiable CDs	06417MCW3	BANK OF NOVA SCOTIA HOUS	50,000,000	2.13	2.13	9/27/19	9/28/20	101,243	-	-	101,243
Negotiable CDs	89114N5M3	TORONTO DOMINION BANK NY	50,000,000	2.13	2.13	9/27/19	9/28/20	101,243	-	-	101,243
Negotiable CDs	06370R4S5	BANK OF MONTREAL CHICAGO	35,000,000	2.05	2.05	10/2/19	10/2/20	59,792	-	-	59,792
Negotiable CDs	06417MDE2	BANK OF NOVA SCOTIA HOUS	50,000,000	2.27	2.27	10/3/19	10/9/20	92,029	-	-	92,029
Negotiable CDs	89114N6E0	TORONTO DOMINION BANK NY	50,000,000	2.36	2.36	10/1/19	10/9/20	101,676	-	-	101,676
Negotiable CDs	96130ADY1	WESTPAC BANKING CORP NY	50,000,000	2.08	2.08	10/30/19	10/28/20	5,777	-	-	5,777
<b>Subtotals</b>			<b>\$ 2,685,000,000</b>					<b>\$ 5,788,382</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,788,382</b>
Commercial Paper	62479MX32	MUFG BANK LTD NY	\$ -	0.00	2.32	7/3/19	10/3/19	\$ -	\$ 9,625	\$ -	\$ 9,625
Commercial Paper	62479MX40	MUFG BANK LTD NY	-	0.00	2.63	4/4/19	10/4/19	-	4,333	-	4,333
Commercial Paper	62479MX73	MUFG BANK LTD NY	-	0.00	2.22	8/6/19	10/7/19	-	11,050	-	11,050
Commercial Paper	62479MX73	MUFG BANK LTD NY	-	0.00	2.22	8/7/19	10/7/19	-	16,575	-	16,575
Commercial Paper	62479MXG3	MUFG BANK LTD NY	-	0.00	2.33	7/3/19	10/16/19	-	48,125	-	48,125
Commercial Paper	25214PNV1	DEXIA CREDIT LOCAL SA NY	-	0.00	2.67	2/5/19	10/28/19	-	98,250	-	98,250
Commercial Paper	89233HY40	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	2.04	9/4/19	11/4/19	-	87,403	-	87,403
Commercial Paper	62479MZP1	MUFG BANK LTD NY	60,000,000	0.00	2.23	7/26/19	12/23/19	-	114,183	-	114,183
Commercial Paper	62479LAT2	MUFG BANK LTD NY	50,000,000	0.00	2.09	9/27/19	1/27/20	-	89,556	-	89,556
Commercial Paper	62479LAX3	MUFG BANK LTD NY	40,000,000	0.00	2.07	8/28/19	1/31/20	-	70,611	-	70,611
Commercial Paper	62479LBT1	MUFG BANK LTD NY	50,000,000	0.00	2.07	9/30/19	2/27/20	-	88,264	-	88,264
Commercial Paper	62479LC45	MUFG BANK LTD NY	15,000,000	0.00	1.93	10/24/19	3/4/20	-	6,400	-	6,400
Commercial Paper	62479LC45	MUFG BANK LTD NY	25,000,000	0.00	1.98	10/7/19	3/4/20	-	34,028	-	34,028
Commercial Paper	62479LC60	MUFG BANK LTD NY	50,000,000	0.00	2.05	9/11/19	3/6/20	-	87,403	-	87,403
Commercial Paper	62479LCG8	MUFG BANK LTD NY	75,000,000	0.00	1.98	10/7/19	3/16/20	-	102,083	-	102,083
Commercial Paper	89233GCH7	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	2.07	9/18/19	3/17/20	-	88,264	-	88,264
Commercial Paper	89233GCJ3	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	2.02	9/24/19	3/18/20	-	86,111	-	86,111
Commercial Paper	62479LF59	MUFG BANK LTD NY	25,000,000	0.00	2.07	9/24/19	6/5/20	-	43,917	-	43,917
Commercial Paper	62479LFF7	MUFG BANK LTD NY	50,000,000	0.00	2.07	9/24/19	6/15/20	-	87,833	-	87,833
Commercial Paper	62479LG17	MUFG BANK LTD NY	60,000,000	0.00	1.96	10/25/19	7/1/20	-	22,517	-	22,517
Commercial Paper	62479LG17	MUFG BANK LTD NY	75,000,000	0.00	1.95	10/21/19	7/1/20	-	44,000	-	44,000
<b>Subtotals</b>			<b>\$ 725,000,000</b>					<b>\$ -</b>	<b>\$ 1,240,531</b>	<b>\$ -</b>	<b>\$ 1,240,531</b>
Medium Term Notes	742718EG0	PROCTER & GAMBLE CO	\$ 9,650,000	1.90	2.62	6/20/18	11/1/19	\$ 15,279	\$ 5,773	\$ -	\$ 21,052
Medium Term Notes	89236TEJ0	TOYOTA MOTOR CREDIT CORP	20,000,000	2.20	2.25	1/11/18	1/10/20	36,667	757	-	37,424
Medium Term Notes	89236TFQ3	TOYOTA MOTOR CREDIT CORP	5,000,000	3.05	3.08	1/8/19	1/8/21	12,708	127	-	12,836
<b>Subtotals</b>			<b>\$ 34,650,000</b>					<b>\$ 64,654</b>	<b>\$ 6,657</b>	<b>\$ -</b>	<b>\$ 71,312</b>
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	\$ 10,509,885	1.78	1.78	8/3/18	11/1/19	\$ 32,986	\$ -	\$ -	\$ 32,986
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PRM	158,513,212	1.80	1.80	8/3/18	11/1/19	293,880	-	-	293,880
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	10,480,191	1.76	1.76	1/15/13	11/1/19	15,601	-	-	15,601
Money Market Funds	31607A703	FIDELITY INST GOV FUND	836,217,188	1.85	1.85	11/4/15	11/1/19	971,060	-	-	971,060
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	11,315,620	1.78	1.78	12/31/12	11/1/19	21,909	-	-	21,909
<b>Subtotals</b>			<b>\$ 1,027,036,096</b>					<b>\$ 1,335,436</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,335,436</b>

# Monthly Investment Earnings

## Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM <sup>1</sup>	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Supranationals	45905UZJ6	INTL BK RECON & DEVELOP	\$ -	1.30	1.56	6/2/17	10/25/19	\$ 21,667	\$ 4,251	\$ -	\$ 25,918
Supranationals	45905UZJ6	INTL BK RECON & DEVELOP	-	1.30	1.56	6/2/17	10/25/19	25,393	4,983	-	30,376
Supranationals	459052NW2	INTL BK RECON & DEVELOP DISC	50,000,000	0.00	1.88	10/1/19	11/5/19	-	80,944	-	80,944
Supranationals	459052NZ5	INTL BK RECON & DEVELOP DISC	50,000,000	0.00	1.88	10/1/19	11/8/19	-	80,944	-	80,944
Supranationals	459052RX6	IBRD DISCOUNT NOTE	20,000,000	0.00	2.42	4/24/19	1/17/20	-	40,989	-	40,989
Supranationals	459052SC1	IBRD DISCOUNT NOTE	40,000,000	0.00	2.42	4/24/19	1/22/20	-	81,978	-	81,978
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	25,000,000	0.00	1.86	10/3/19	1/27/20	-	37,257	-	37,257
Supranationals	459052SH0	INTL BK RECON & DEVELOP DISC	50,000,000	0.00	1.86	10/3/19	1/27/20	-	74,514	-	74,514
Supranationals	459052SJ6	INTL BK RECON & DEVELOP DISC	100,000,000	0.00	1.86	10/2/19	1/28/20	-	154,167	-	154,167
Supranationals	459058FZ1	INTL BK RECON & DEVELOP	50,000,000	1.88	1.94	3/21/17	4/21/20	78,167	1,197	-	79,363
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	10,000,000	1.63	2.72	5/17/18	5/12/20	13,542	8,994	-	22,536
Supranationals	4581X0CX4	INTER-AMERICAN DEVEL BK	25,000,000	1.63	1.72	4/12/17	5/12/20	33,854	1,631	-	35,485
Supranationals	459058GA5	INTL BK RECON & DEVELOP	50,000,000	1.63	1.64	8/29/17	9/4/20	67,750	295	-	68,045
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	50,000,000	1.95	1.97	11/9/17	11/9/20	81,250	990	-	82,240
Supranationals	45905UQ80	INTL BK RECON & DEVELOP	50,000,000	1.95	2.15	12/20/17	11/9/20	81,250	8,272	-	89,522
Supranationals	45950KCM0	INTERNATIONAL FINANCE CORP	50,000,000	2.25	2.35	1/25/18	1/25/21	93,750	4,158	-	97,908
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	45,000,000	2.63	2.70	4/19/18	4/19/21	98,438	2,800	-	101,238
Supranationals	4581X0DB1	INTER-AMERICAN DEVEL BK	50,000,000	2.63	2.84	5/16/18	4/19/21	109,375	8,875	-	118,250
Supranationals	45950KCJ7	INTERNATIONAL FINANCE CORP	12,135,000	1.13	2.97	5/23/18	7/20/21	11,387	17,140	-	28,527
Supranationals	459058GH0	INTL BK RECON & DEVELOP	50,000,000	2.75	2.85	7/25/18	7/23/21	114,583	3,315	-	117,899
<b>Subtotals</b>			<b>\$ 777,135,000</b>					<b>\$ 830,405</b>	<b>\$ 617,694</b>	<b>\$ -</b>	<b>\$ 1,448,099</b>
<b>Grand Totals</b>			<b>\$ 11,246,002,736</b>					<b>\$ 18,267,565</b>	<b>\$ 2,635,526</b>	<b>\$ (3,390)</b>	<b>\$ 20,899,701</b>

<sup>1</sup> Yield to maturity is calculated at purchase

# Investment Transactions

## Pooled Fund

For month ended October 31, 2019

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	10/1/19	11/5/19	Supranationals	INTL BK RECON & DEVELOP	459052NW2	\$ 50,000,000	0.00	1.88	\$ 99.82	\$ -	\$ 49,908,611
Purchase	10/1/19	11/8/19	Supranationals	INTL BK RECON & DEVELOP	459052NZ5	50,000,000	0.00	1.88	99.80	-	49,900,778
Purchase	10/1/19	9/30/20	U.S. Treasuries	US TREASURY	9128285B2	60,000,000	2.75	1.81	100.92	4,508	60,557,633
Purchase	10/1/19	10/9/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N6E0	50,000,000	2.36	2.36	100.00	-	50,000,000
Purchase	10/2/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	25,000,000	1.78	1.78	100.00	-	25,000,000
Purchase	10/2/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	1.80	1.80	100.00	-	100,000,000
Purchase	10/2/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	1.85	1.85	100.00	-	100,000,000
Purchase	10/2/19	1/28/20	Supranationals	INTL BK RECON & DEVELOP	459052SJ6	100,000,000	0.00	1.86	99.39	-	99,393,611
Purchase	10/2/19	10/2/20	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370R4S5	35,000,000	2.05	2.05	100.00	-	35,000,000
Purchase	10/3/19	1/27/20	Supranationals	INTL BK RECON & DEVELOP	459052SH0	25,000,000	0.00	1.86	99.40	-	24,850,972
Purchase	10/3/19	1/27/20	Supranationals	INTL BK RECON & DEVELOP	459052SH0	50,000,000	0.00	1.86	99.40	-	49,701,944
Purchase	10/3/19	4/2/20	U.S. Treasuries	TREASURY BILL	912796TM1	50,000,000	0.00	1.80	99.10	-	49,548,792
Purchase	10/3/19	10/9/20	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MDE2	50,000,000	2.34	2.34	100.00	-	50,000,000
Purchase	10/3/19	3/25/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKR99	90,000,000	2.13	2.14	99.98	42,568	90,024,568
Purchase	10/7/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	15,000,000	1.85	1.85	100.00	-	15,000,000
Purchase	10/7/19	3/4/20	Commercial Paper	MUFG BANK LTD NY	62479LC45	25,000,000	0.00	1.98	99.19	-	24,797,194
Purchase	10/7/19	3/16/20	Commercial Paper	MUFG BANK LTD NY	62479LCG8	75,000,000	0.00	1.98	99.12	-	74,342,583
Purchase	10/8/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	1.80	1.80	100.00	-	100,000,000
Purchase	10/8/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	1.85	1.85	100.00	-	100,000,000
Purchase	10/8/19	11/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	50,000,000	1.78	1.78	100.00	-	50,000,000
Purchase	10/9/19	10/7/21	Federal Agencies	FREDDIE MAC	3134GUGC8	33,680,000	2.00	2.00	100.00	3,742	33,683,742
Purchase	10/15/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	24,998,764
Purchase	10/15/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	24,998,764
Purchase	10/15/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	24,998,764
Purchase	10/15/19	11/12/19	U.S. Treasuries	TREASURY BILL	912796WD7	100,000,000	0.00	1.74	99.86	-	99,864,667
Purchase	10/16/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	130,000,000	1.85	1.85	100.00	-	130,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHD75	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHD75	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHD75	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHD75	25,000,000	2.05	2.05	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FREDDIE MAC	3134GUJN1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FREDDIE MAC	3134GUJN1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FREDDIE MAC	3134GUJN1	25,000,000	2.10	2.10	100.00	-	25,000,000
Purchase	10/17/19	10/17/22	Federal Agencies	FREDDIE MAC	3134GUJN1	50,000,000	2.10	2.10	100.00	-	50,000,000
Purchase	10/23/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	35,000,000	1.80	1.80	100.00	-	35,000,000
Purchase	10/23/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	1.85	1.85	100.00	-	100,000,000
Purchase	10/24/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	60,000,000	1.85	1.85	100.00	-	60,000,000
Purchase	10/29/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	1.80	1.80	100.00	-	100,000,000
Purchase	10/29/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	1.85	1.85	100.00	-	100,000,000
Purchase	10/29/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	130,000,000	1.85	1.85	100.00	-	130,000,000
Purchase	10/31/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	32,986	1.78	1.78	100.00	-	32,986
Purchase	10/31/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	293,880	1.80	1.80	100.00	-	293,880
Purchase	10/31/19	11/1/19	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	15,602	1.76	1.76	100.00	-	15,602
Purchase	10/31/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	971,060	1.85	1.85	100.00	-	971,060
Purchase	10/31/19	11/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	21,909	1.78	1.78	100.00	-	21,909
<b>Subtotals</b>						<b>\$2,290,015,436</b>	<b>1.44</b>	<b>1.90</b>	<b>\$ 99.91</b>	<b>\$ 50,818</b>	<b>\$2,287,906,824</b>
Sale	10/1/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	\$ 65,000,000	2.02	2.02	\$ 100.00	\$ -	\$ 65,000,000
Sale	10/3/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	50,000,000	1.78	1.78	100.00	-	50,000,000
Sale	10/3/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	1.80	1.80	100.00	-	100,000,000
Sale	10/3/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	70,000,000	1.85	1.85	100.00	-	70,000,000
Sale	10/4/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	25,000,000	1.78	1.78	100.00	-	25,000,000



# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Sale	10/9/19	11/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	25,000,000	1.78	1.78	100.00	-	25,000,000
Sale	10/11/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	20,000,000	1.78	1.78	100.00	-	20,000,000
Sale	10/11/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	25,000,000	1.80	1.80	100.00	-	25,000,000
Sale	10/11/19	11/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	25,000,000	1.78	1.78	100.00	-	25,000,000
Sale	10/17/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	84,000,000	1.80	1.80	100.00	-	84,000,000
Sale	10/18/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	10,000,000	1.85	1.85	100.00	-	10,000,000
Sale	10/30/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	125,000,000	1.80	1.80	100.00	-	125,000,000
Sale	10/30/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	200,000,000	1.85	1.85	100.00	-	200,000,000
<b>Subtotals</b>						<b>\$ 824,000,000</b>	<b>1.83</b>	<b>1.83</b>	<b>\$ 100.00</b>	<b>\$ -</b>	<b>\$ 824,000,000</b>
Call	10/1/19	3/22/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AAYP7	\$ 8,585,000	2.20	2.17	100.00	\$ 4,722	\$ 8,589,722
Call	10/2/19	7/2/21	Federal Agencies	FREDDIE MAC	3134GTZL0	25,000,000	2.31	2.31	100.00	134,750	25,134,750
Call	10/2/19	7/2/21	Federal Agencies	FREDDIE MAC	3134GTZL0	25,000,000	2.31	2.31	100.00	134,750	25,134,750
Call	10/2/19	7/2/21	Federal Agencies	FREDDIE MAC	3134GTZL0	25,000,000	2.31	2.31	100.00	134,750	25,134,750
Call	10/2/19	7/2/21	Federal Agencies	FREDDIE MAC	3134GTZL0	25,000,000	2.31	2.31	100.00	134,750	25,134,750
Call	10/2/19	7/1/22	Federal Agencies	FREDDIE MAC	3134GBW99	100,000,000	2.24	2.24	100.00	560,000	100,560,000
Call	10/6/19	1/6/20	Federal Agencies	FREDDIE MAC	3134G9VR5	25,000,000	2.25	2.25	100.00	140,625	25,140,625
Call	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	100.00	-	25,000,000
Call	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	100.00	-	25,000,000
Call	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	100.00	-	25,000,000
Call	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	100.00	-	25,000,000
Call	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	100.00	-	25,000,000
Call	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	100.00	-	25,000,000
Call	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	100.00	-	25,000,000
Call	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	100.00	-	25,000,000
Call	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	100.00	-	25,000,000
Call	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	100.00	-	25,000,000
Call	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	100.00	-	25,000,000
Call	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	100.00	-	25,000,000
Call	10/27/19	7/27/22	Federal Agencies	FREDDIE MAC	3134GBXU1	31,575,000	2.25	2.25	100.00	177,609	31,752,609
<b>Subtotals</b>						<b>\$ 565,160,000</b>	<b>2.51</b>	<b>2.51</b>	<b>\$ -</b>	<b>\$ 1,421,956</b>	<b>\$ 566,581,956</b>
Maturity	10/1/19	10/1/19	Negotiable CDs	BANK OF MONTREAL CHICAGO	06370RV55	\$ 50,000,000	2.23	2.23	100.00	\$ 188,931	\$ 50,188,931
Maturity	10/1/19	10/1/19	Federal Agencies	FARMER MAC	3132X0KH3	50,000,000	2.33	2.33	100.00	297,579	50,297,579
Maturity	10/1/19	10/1/19	State/Local Agencies	MISSISSIPPI ST	6055804W6	8,500,000	6.09	1.38	100.00	258,783	8,758,783
Maturity	10/2/19	10/2/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384ML0	50,000,000	0.00	2.04	100.00	-	50,000,000
Maturity	10/2/19	10/2/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384ML0	50,000,000	0.00	2.04	100.00	-	50,000,000
Maturity	10/3/19	10/3/19	Commercial Paper	MUFG BANK LTD NY	62479MX32	75,000,000	0.00	2.32	100.00	-	75,000,000
Maturity	10/4/19	10/4/19	Commercial Paper	MUFG BANK LTD NY	62479MX40	20,000,000	0.00	2.63	100.00	-	20,000,000
Maturity	10/7/19	10/7/19	Commercial Paper	MUFG BANK LTD NY	62479MX73	30,000,000	0.00	2.22	100.00	-	30,000,000
Maturity	10/7/19	10/7/19	Commercial Paper	MUFG BANK LTD NY	62479MX73	45,000,000	0.00	2.22	100.00	-	45,000,000
Maturity	10/8/19	10/8/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384MS5	100,000,000	0.00	2.01	100.00	-	100,000,000
Maturity	10/8/19	10/8/19	U.S. Treasuries	TREASURY BILL	912796VY2	440,000	0.00	2.06	100.00	-	440,000
Maturity	10/8/19	10/8/19	U.S. Treasuries	TREASURY BILL	912796VY2	49,560,000	0.00	2.06	100.00	-	49,560,000
Maturity	10/8/19	10/8/19	U.S. Treasuries	TREASURY BILL	912796VY2	100,000,000	0.00	2.03	100.00	-	100,000,000
Maturity	10/10/19	10/10/19	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJF79	36,000,000	2.65	2.68	100.00	477,000	36,477,000
Maturity	10/11/19	10/11/19	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGXK6	20,000,000	1.12	1.86	100.00	112,000	20,112,000
Maturity	10/11/19	10/11/19	Federal Agencies	FREDDIE MAC	3134G8TG4	15,000,000	1.50	1.50	100.00	112,500	15,112,500
Maturity	10/15/19	10/15/19	U.S. Treasuries	TREASURY BILL	912796VZ9	50,000,000	0.00	2.00	100.00	-	50,000,000
Maturity	10/15/19	10/15/19	U.S. Treasuries	US TREASURY	912828T59	25,000,000	1.00	2.47	100.00	125,000	25,125,000
Maturity	10/15/19	10/15/19	U.S. Treasuries	US TREASURY	912828T59	50,000,000	1.00	2.51	100.00	250,000	50,250,000
Maturity	10/16/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	25,000,000
Maturity	10/16/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	25,000,000
Maturity	10/16/19	10/16/19	Federal Agencies	FED HOME LN DISCOUNT NT	313384NA3	25,000,000	0.00	1.78	100.00	-	25,000,000



# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Maturity	10/16/19	10/16/19	Commercial Paper	MUFG BANK LTD NY	62479MXG3	50,000,000	0.00	2.33	100.00	-	50,000,000
Maturity	10/21/19	10/21/19	Federal Agencies	FEDERAL HOME LOAN BANK	3130ACM92	21,500,000	1.50	1.59	100.00	161,250	21,661,250
Maturity	10/24/19	10/24/19	Federal Agencies	FANNIE MAE	3136G0T68	14,000,000	1.33	1.44	100.00	93,100	14,093,100
Maturity	10/25/19	10/25/19	Federal Agencies	FREDDIE MAC	3134GBHT2	50,000,000	1.63	1.60	100.00	406,250	50,406,250
Maturity	10/25/19	10/25/19	Federal Agencies	FANNIE MAE	3136G4FJ7	25,000,000	1.20	1.20	100.00	150,000	25,150,000
Maturity	10/25/19	10/25/19	Supranationals	INTL BK RECON & DEVELOP	45905UZJ6	25,000,000	1.30	1.56	100.00	162,500	25,162,500
Maturity	10/25/19	10/25/19	Supranationals	INTL BK RECON & DEVELOP	45905UZJ6	29,300,000	1.30	1.56	100.00	190,450	29,490,450
Maturity	10/25/19	10/25/19	Negotiable CDs	NORINCHUKIN BANK NY	65602VPZ3	50,000,000	2.25	2.25	100.00	287,500	50,287,500
Maturity	10/25/19	10/25/19	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UKW4	50,000,000	3.01	3.01	100.00	1,346,139	51,346,139
Maturity	10/25/19	10/25/19	Negotiable CDs	TORONTO DOMINION BANK NY	89114MPG6	25,000,000	3.06	3.06	100.00	686,375	25,686,375
Maturity	10/28/19	10/28/19	Commercial Paper	DEXIA CREDIT LOCAL SA NY	25214PNV1	50,000,000	0.00	2.67	100.00	-	50,000,000
Maturity	10/28/19	10/28/19	Negotiable CDs	TORONTO DOMINION BANK NY	89114MLP0	50,000,000	3.08	3.08	100.00	1,510,056	51,510,056
Maturity	10/30/19	10/30/19	Federal Agencies	FANNIE MAE	3136G4EZ2	50,000,000	1.13	1.16	100.00	281,250	50,281,250
Maturity	10/30/19	10/30/19	Negotiable CDs	NORINCHUKIN BANK NY	65602VQE9	75,000,000	2.25	2.25	100.00	431,250	75,431,250
<b>Subtotals</b>						<b>\$1,464,300,000</b>	<b>0.99</b>	<b>2.14</b>	<b>\$ -</b>	<b>\$ 7,527,912</b>	<b>\$1,471,827,912</b>

Interest	10/1/19	4/1/21	State/Local Agencies	CALIFORNIA ST	13063DGA0	\$ 33,000,000	2.80	2.80	0.00	0.00	\$ 462,000
Interest	10/1/19	7/1/22	Federal Agencies	FREDDIE MAC	3134GBN73	50,000,000	2.07	2.07	0.00	0.00	517,500
Interest	10/2/19	12/2/19	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGN43	50,000,000	2.26	2.26	0.00	0.00	94,177
Interest	10/2/19	11/2/20	Federal Agencies	FARMER MAC	3132X0KR1	25,000,000	2.30	2.30	0.00	0.00	47,922
Interest	10/2/19	7/1/21	Federal Agencies	FREDDIE MAC	3134GBM25	50,000,000	1.92	1.92	0.00	0.00	480,000
Interest	10/5/19	10/5/20	Federal Agencies	FEDERAL HOME LOAN BANK	3130ACK52	25,530,000	1.70	2.48	0.00	0.00	217,005
Interest	10/5/19	4/5/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKF6	25,000,000	2.23	2.40	0.00	0.00	278,750
Interest	10/5/19	4/5/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKF6	25,000,000	2.23	2.40	0.00	0.00	278,750
Interest	10/5/19	4/5/22	Federal Agencies	FANNIE MAE	3135G0T45	25,000,000	1.88	1.81	0.00	0.00	234,375
Interest	10/7/19	10/7/21	Federal Agencies	FANNIE MAE	3135G0Q89	25,000,000	1.38	1.38	0.00	0.00	171,875
Interest	10/9/19	10/9/20	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MDE2	50,000,000	2.34	2.34	0.00	0.00	19,507
Interest	10/12/19	4/12/22	Federal Agencies	FANNIE MAE	3135G0V59	25,000,000	2.25	2.36	0.00	0.00	281,250
Interest	10/12/19	4/12/22	Federal Agencies	FANNIE MAE	3135G0V59	50,000,000	2.25	2.36	0.00	0.00	562,500
Interest	10/12/19	4/12/22	Federal Agencies	FANNIE MAE	3135G0V59	50,000,000	2.25	2.36	0.00	0.00	562,500
Interest	10/13/19	4/13/20	Federal Agencies	FREDDIE MAC	3134GBET5	10,000,000	1.80	2.68	0.00	0.00	90,000
Interest	10/15/19	4/15/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJG37	25,000,000	2.85	2.87	0.00	0.00	356,250
Interest	10/15/19	4/15/21	U.S. Treasuries	US TREASURY	9128284G2	50,000,000	2.38	2.36	0.00	0.00	593,750
Interest	10/17/19	4/17/20	Federal Agencies	FANNIE MAE	3136G4BL6	15,000,000	1.25	1.25	0.00	0.00	93,750
Interest	10/18/19	4/18/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKBH5	50,000,000	2.35	2.37	0.00	0.00	587,500
Interest	10/19/19	4/19/21	Supranationals	INTER-AMERICAN DEVEL BK	4581X0DB1	45,000,000	2.63	2.70	0.00	0.00	590,625
Interest	10/19/19	4/19/21	Supranationals	INTER-AMERICAN DEVEL BK	4581X0DB1	50,000,000	2.63	2.84	0.00	0.00	656,250
Interest	10/19/19	10/19/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJK24	25,000,000	3.00	3.03	0.00	0.00	375,000
Interest	10/20/19	10/20/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKR57	112,500,000	2.08	2.13	0.00	0.00	195,398
Interest	10/21/19	4/21/20	Supranationals	INTL BK RECON & DEVELOP	459058FZ1	50,000,000	1.88	1.94	0.00	0.00	469,000
Interest	10/21/19	12/21/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGX75	50,000,000	2.24	2.24	0.00	0.00	93,162
Interest	10/23/19	4/23/20	Federal Agencies	FREDDIE MAC	3137EAEM7	35,000,000	2.50	2.51	0.00	0.00	437,500
Interest	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	0.00	0.00	325,000
Interest	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	0.00	0.00	325,000
Interest	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	0.00	0.00	325,000
Interest	10/23/19	4/23/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AGC60	25,000,000	2.60	2.60	0.00	0.00	325,000
Interest	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	0.00	0.00	351,250
Interest	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	0.00	0.00	351,250
Interest	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	0.00	0.00	351,250
Interest	10/23/19	10/23/23	Federal Agencies	FREDDIE MAC	3134GTHR7	25,000,000	2.81	2.81	0.00	0.00	351,250
Interest	10/24/19	9/24/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N5H4	100,000,000	2.32	2.32	0.00	0.00	186,758
Interest	10/24/19	12/24/20	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EFTX5	100,000,000	2.37	2.37	0.00	0.00	197,208
Interest	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	0.00	0.00	345,000

# Investment Transactions

## Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	0.00	0.00	345,000
Interest	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	0.00	0.00	345,000
Interest	10/24/19	10/24/22	Federal Agencies	FREDDIE MAC	3134GTEE9	25,000,000	2.76	2.76	0.00	0.00	345,000
Interest	10/25/19	3/25/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKR99	90,000,000	2.13	2.14	0.00	0.00	159,629
Interest	10/25/19	10/25/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGZJ7	14,500,000	1.38	1.38	0.00	0.00	99,688
Interest	10/25/19	10/25/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EGZJ7	15,000,000	1.38	1.38	0.00	0.00	103,125
Interest	10/28/19	9/28/20	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MCW3	50,000,000	2.38	2.38	0.00	0.00	102,629
Interest	10/28/19	9/28/20	Negotiable CDs	TORONTO DOMINION BANK NY	89114N5M3	50,000,000	2.38	2.38	0.00	0.00	102,629
Interest	10/31/19	11/1/19	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	10,509,885	1.78	1.78	0.00	0.00	32,986
Interest	10/31/19	11/1/19	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	298,513,212	1.80	1.80	0.00	0.00	293,880
Interest	10/31/19	11/1/19	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	10,480,191	1.76	1.76	0.00	0.00	15,602
Interest	10/31/19	11/1/19	Money Market Funds	FIDELITY INST GOV FUND	31607A703	836,217,188	1.85	1.85	0.00	0.00	971,060
Interest	10/31/19	11/1/19	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	11,315,620	1.78	1.78	0.00	0.00	21,909
Interest	10/31/19	10/31/21	U.S. Treasuries	US TREASURY	912828T67	50,000,000	1.25	1.43	0.00	0.00	312,500
<b>Subtotals</b>						<b>\$2,962,566,096</b>	<b>2.11</b>	<b>2.14</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,430,897</b>
<b>Grand Totals</b>											
		45	Purchases								
		(13)	Sales								
		(56)	Maturities / Calls								
		(24)	Change in number of positions								

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: FEMA Flood Insurance Rate Map Memorandum  
**Date:** Wednesday, November 27, 2019 5:36:00 PM  
**Attachments:** [FEMA Final Flood Insurance Rate Map for San Francisco.pdf](#)

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**From:** Administrator, City (ADM) <city.administrator@sfgov.org>  
**Sent:** Tuesday, November 26, 2019 11:01 AM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Chu, Carmen (ASR) <carmen.chu@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Johnston, Jennifer (ADM) <jennifer.johnston@sfgov.org>  
**Subject:** FEMA Flood Insurance Rate Map Memorandum

Please find attached a memorandum regarding FEMA's publication of the Final Flood Insurance Rate Map for San Francisco. For questions, please contact Deputy City Administrator Jennifer Johnston.

Sincerely,

Naomi M. Kelly  
City Administrator  
City & County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102



# OFFICE OF THE CITY ADMINISTRATOR



London N. Breed, Mayor  
Naomi M. Kelly, City Administrator

## MEMORANDUM

TO: Mayor London N. Breed  
Assessor-Recorder Carmen Chu  
Honorable Members, San Francisco Board of Supervisors

THROUGH: City Administrator Naomi Kelly, *N. Kelly*  
Floodplain Administrator for the City and County of San Francisco

FROM: Deputy City Administrator Jennifer Johnston *Jennifer Johnston*

SUBJECT: FEMA's Publication of the Final Flood Insurance Rate Map for San Francisco

DATE: November 26, 2019

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The Federal Emergency Management Agency ("FEMA") is in the process of finalizing the Flood Insurance Rate Map ("FIRM") for San Francisco pursuant to the City and County of San Francisco's participation in the National Floodplain Insurance Program ("NFIP"). This memorandum outlines FEMA's process for map finalization and the steps that the City Administrator will take to ensure compliance with floodplain management requirements and flood mitigation policies.

### **San Francisco's Floodplain Management Ordinance**

Under the NFIP, the Federal government makes flood insurance available at affordable rates to residents and businesses in the City. As a condition of participating in the NFIP, the City has adopted and enforces a Floodplain Management Ordinance,<sup>1</sup> which is intended to reduce the risk of damage from flooding in the City.

The Floodplain Management Ordinance governs construction in flood-prone areas and designates the City Administrator as the City's Floodplain Administrator. The Ordinance requires that new construction of, and substantial improvements to, buildings in designated flood hazard areas be built so that they are protected against flood damage; and it further also prohibits uses that would increase flood risks. The Board of Supervisors adopted the ordinance in 2008 and amended it in 2010.

### **The Flood Insurance Rate Map for San Francisco**

To support the NFIP, FEMA publishes FIRMs for participating communities, which are used for

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<sup>1</sup> Ordinance number 188-08 establishes the floodplain management program by adding Article XX, Sections 2A.280 through 2A.285 to the San Francisco Administrative Code. The Board of Supervisors approved ordinance number 56-10 to amend the floodplain management program.

flood insurance and floodplain management purposes. The FIRM designates Special Flood Hazard Areas (“SFHA”), which are defined as areas subject to inundation during a flood having a 1-percent chance of occurrence in any given year (also referred to as “the 100-year flood”). SFHA designations may have implications for development plans and insurance requirements in those areas.

FEMA initially released a preliminary FIRM for San Francisco on November 12, 2015. The preliminary FIRM designated portions of the Port’s jurisdiction, Mission Bay, areas along Islais Creek, Bayview-Hunters Point, the former Hunters Point Shipyard, Candlestick Point, Treasure Island, San Francisco International Airport (“SFIA”) and Ocean Beach in coastal SFHAs. City departments and agencies reviewed the preliminary FIRM and submitted comments and additional data to FEMA for incorporation into the FIRM during the FEMA appeal period in 2016. In addition, the Port of San Francisco, supported by the City Administrator, submitted an appeal of the data shown on the preliminary FIRM in order to change the way the FIRM represented flood hazard data for the Port’s waterfront piers.

Based on the additional data submissions and its further discussions with the Port and other agencies, FEMA released a revised preliminary version of the FIRM on May 31, 2019. Revisions of note include: 1) areas of Mission Bay were removed from designated SFHAs based on additional topographic data that was submitted during the appeal process; and, 2) the Port was able to collaborate with FEMA to ensure that the revised floodplain designations for the Port will enable continued management and development of the Port’s piers in accordance with the Port’s flood mitigation and sea-level rise standards. Although FEMA denied the SFIA’s request for a special designation on the FIRM, the SFIA continues to implement its Shoreline Protection Program and work with FEMA on a path forward to remove the SFIA from the SFHAs shown on the preliminary FIRM.

### **Appeal Period and Finalization of the Flood Insurance Rate Map**

In accordance with Federal regulations, FEMA must allow a community the opportunity to appeal the flood hazard data presented in a preliminary FIRM. FEMA is currently preparing to open a 90-day appeal period for this purpose. FEMA will announce the appeal period by publishing a notice in the Federal Register and two notices in local newspapers (the San Francisco Chronicle and the San Francisco Examiner) in late November/early December. The appeal period officially begins upon publication of the second notice. During the appeal period, the City and others (such as property owners) may submit appeals of the flood hazard data based on technical analyses.

Because FEMA accepted appeals after the preliminary FIRM was issued in 2015 and revised the preliminary FIRM accordingly, the City Administrator does not anticipate any additional appeals on behalf of the City. However, should one or more appeals be submitted by other parties, FEMA will adjudicate the appeal(s) and revise the FIRM as appropriate.

Once the appeal period ends (projected for April 2020) and FEMA has resolved any appeals, FEMA will initiate the process of finalizing the FIRM. This process will begin with FEMA’s issuance of a Letter of Final Determination (“LFD”), projected for June or July 2020. The LFD will state that the flood hazard data shown on the FIRM are final, and that FEMA will not make further changes to the information. The LFD will also state that the FIRM will become “effective” six months from the

date of the LFD. During this six-month period, the City must amend the Floodplain Management Ordinance to incorporate the FIRM. The City may also begin using the FIRM as the basis for implementing the Ordinance.

On the date the FIRM becomes effective (projected for December 2020 or January 2021), insurance companies and lenders will begin using the FIRM for flood insurance purposes.

### **City Actions as Part of the Finalization of the Flood Insurance Rate Map**

The City Administrator has been working with FEMA's Region IX Office in Oakland to revise the language of the City's Floodplain Management Ordinance to ensure that the ordinance meets the NFIP's requirements. This process is largely complete. The City Administrator plans to introduce the amended ordinance to the Board of Supervisors in April 2020, once the 90-day appeal period for the FIRM has concluded. As stated above, the Board of Supervisors must adopt the amended ordinance prior to the FIRM's effective date (projected for December 2020 or January 2021).

The City Administrator has been working with impacted City departments and agencies to prepare for the finalization of the FIRM. These departments/agencies include the Port, San Francisco International Airport, the Department of Building Inspection, the Planning Department, the Office of Community Investment and Infrastructure, and the San Francisco Public Utilities Commission ("SFPUC"). Next steps include collection of any comments on the revised preliminary FIRM, coordination of any comments with FEMA, assisting these departments/agencies with outreach to their respective constituencies and stakeholders, and development and adoption of procedures for implementing the Floodplain Management Ordinance citywide. The City Administrator will finalize the implementation procedures before the FIRM becomes effective.

### **Flood Insurance Implications**

Federally-backed flood insurance is currently available to homeowners, tenants and business owners within San Francisco; but it is not currently required for any buildings in the City. Under Federal laws that govern the lending industry, flood insurance is required only for buildings in SFHAs that have mortgages from federally-backed or federally-regulated lenders, though insurance companies may also choose to require flood insurance as a condition of a private loan.

Once the FIRM becomes effective in late 2020 or early 2021, lenders may begin requiring flood insurance when issuing mortgages for buildings located in SFHAs. However, flood insurance purchase is otherwise voluntary. FEMA nonetheless encourages the purchase of flood insurance for buildings and contents in or near flood-prone areas, because general hazard insurance typically does not cover flood damage.

### **San Francisco Public Utilities Commission's Flood Resilience Program**

The finalization of the FIRM and amendment of the City's Floodplain Management Ordinance are distinct from SFPUC's ongoing Flood Resilience Program. Under this program, the SFPUC developed and adopted the 100-Year Storm Flood Risk Map in 2018 that shows properties likely to experience deep and contiguous flooding from rainfall in a 100-year storm. This map is used for hazard notification purposes when a building is sold or leased. It is also being proposed as the basis for building code requirements, similar to FEMA's, for construction and renovation of buildings



located in the areas identified on the 100-year Flood Risk Map as prone to stormwater flooding.

As noted above, FEMA's FIRM only shows flood hazards associated with flooding from coastal tides and storm surge; it does not show any flooding from inland stormwater runoff. (There are a few locations, however, where the two sets of maps overlap.) The NFIP requirements, as expressed through the City's Floodplain Management Ordinance, do not apply in the areas mapped by SFPUC.

The City Administrator's Office is working closely with SFPUC to ensure that the Floodplain Management Ordinance and its implementation are aligned closely with SFPUC's Flood Resilience Program as that program develops.

### **Questions and Additional Information**

If you would like additional information, or have any questions, please contact Deputy City Administrator Jennifer Johnston at 415-554-4572 or [Jennifer.Johnston@sfgov.org](mailto:Jennifer.Johnston@sfgov.org).



United States Senate

COMMITTEE ON THE JUDICIARY - RANKING MEMBER  
SELECT COMMITTEE ON INTELLIGENCE  
COMMITTEE ON APPROPRIATIONS  
COMMITTEE ON RULES AND ADMINISTRATION

BOC-11  
COB, Leg Dep,  
C-pages

November 12, 2019

City and County of San Francisco  
Board of Supervisors  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, California 94102

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 NOV 22 PM 4:33  
BY [Signature]

Dear Supervisors:

I was pleased to receive your letter on behalf of the City and County of San Francisco expressing support for a legislative solution for beneficiaries of the Deferred Action for Childhood Arrivals (DACA) program. I appreciate hearing the views of the Board of Supervisors on this important issue, and I welcome the opportunity to respond.

I understand you support “The American Dream and Promise Act of 2019” (H.R. 6), which passed the House of Representatives on June 4, 2019. This legislation would provide a path to legal status for Dreamers, temporary protected status (TPS) holders, and Deferred Enforced Departure (DED) holders. This legislation would also allow states to provide higher education benefits to DACA recipients and undocumented immigrants. H.R. 6 is awaiting consideration by the full Senate.

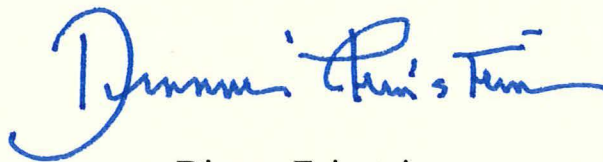
Like you, I believe we must do everything we can to ensure DACA recipients can stay legally and thrive in America. These individuals are American in every way that counts, and they have known no other home but this one. I believe that protecting them is not a matter of politics or economics; it is about doing what is right. For this reason, I have long supported giving Dreamers the opportunity to apply for legal permanent residence if they attend college or serve in our military, pass security checks, and meet other requirements.

Protecting Dreamers is particularly important for me, as a United States Senator from the State of California. California is home to more than 223,000 DACA recipients—more than any other state—where they live, work, study, and are an essential part of the fabric of our communities. Please know that I will

continue to fight for DACA recipients and for sensible solutions to reform our nation's broken immigration system. I will not stop defending the immigrant communities that make up the backbone of California and the nation.

Once again, thank you for informing me of the City and County of San Francisco's support for a legislative solution for DACA recipients. If I may be of further assistance to you in the future, please do not hesitate to contact my immigration counsel, Sunil Varghese, in my Washington, D.C. office at (202) 224-7703.

Sincerely,

A handwritten signature in blue ink, reading "Dianne Feinstein". The signature is fluid and cursive, with the first name "Dianne" being larger and more prominent than the last name "Feinstein".

Dianne Feinstein  
United States Senator

DF:kl:sa

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Young, Victor \(BOS\)](#)  
**Subject:** FW: Please do NOT appoint Sue Diamond to the Planning Commission  
**Date:** Tuesday, November 19, 2019 8:54:00 AM

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**From:** Kathy Howard <kathyhoward@earthlink.net>  
**Sent:** Tuesday, November 19, 2019 3:20 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>  
**Subject:** Please do NOT appoint Sue Diamond to the Planning Commission

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

Please do NOT recommend appointing Sue Diamond to the Planning Commission.

We do not need any more support for large corporations and development in San Francisco. We need support *for the people* of San Francisco.

Thank you.

Katherine Howard  
 42nd Avenue  
 SF CA

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Carroll, John \(BOS\)](#)  
**Subject:** FW: November 14 Public Safety & Neighborhood Services Committee Hearing, item 4 - Urban Canopy Management - public comment  
**Date:** Thursday, November 14, 2019 12:22:00 PM

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**From:** Anastasia Glikshtern <apglikshtern@gmail.com>

**Sent:** Wednesday, November 13, 2019 4:33 PM

**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>

**Cc:** Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>

**Subject:** November 14 Public Safety & Neighborhood Services Committee Hearing, item 4 - Urban Canopy Management - public comment

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Mar,  
 Dear committee members,

Trees are very important for carbon sequestration, pollution and noise reduction, as wind barriers & habitat for wildlife.

They provide shade and improve health and well-being of all of us.

As you know, in 2016 an insane plan to cut down 18,500 mature trees (and uncounted small ones) has been adapted.

It must be reviewed and the tree killing part must be eliminated.

The plan had no tree replacement in it.

The plan's EIR was promising one-to-one tree replacement.

Now the various City departments talk about 2:1 tree replanting.

It should be clear to anybody that number of trees planted vs. number of trees removed is meaningless.

Biomass of the trees is critical for carbon sequestration, wind calming, noise reduction, shade and pollution abatement.

Two saplings might offset the removal of one large mature tree - after many years of growth - if they



survive.

Come to look at five little oak trees on Mount Davidson, planted in 2008 to offset the loss of 100 plus big eucalyptus and cypresses needlessly destroyed by water pipe project - to avoid the "native" plant area where the pipes should've been located.

Eleven years later (alive thanks to protection by eucalyptus forest) they are still tiny.

Most of San Francisco residents do not know about the Natural Resource Management Plan to use taxpayers money to kill our trees.

Many are terrified when told about it.

RPD has no system to track the number of trees removed each year - their size, species and location. There is also no system to track the size, species, location and survival rate of the planted trees.

Given City's professed commitment to policies which reduce greenhouse gas emissions locally (as expressed in recent declaration of a climate change emergency) it is imperative that the tree killing is removed from NRMP, that the tree removals are only done for safety (or within necessary projects where such removals cannot be avoided), and that the data bases of removed and planted trees are created and made accessible to the public.

Sincerely,  
Anastasia Glikshtern



**From:** [outlook\\_D8B55324BC214696@outlook.com](mailto:outlook_D8B55324BC214696@outlook.com)  
**To:** [Board of Supervisors, \(BOS\)](#)  
**Subject:** TERRORIST?  
**Date:** Wednesday, November 13, 2019 12:15:15 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

PLEASE FORWARD TO BOARD OR BOARD PRESIDENT,  
HONORABLE MEMBERS,

As a former United States Navy Aviation Crew Member (71'-75) which saw service in over 12 countries. Dedicated My life afterwards to becoming a Registered Nurse, Firefighter, and Paramedic with Los Angeles County Fire Dept and Dept. of Health Services in Public Health. And finally after retiring from these positions I taught at both High School and Community Colleges. NEVER ONCE DID I WORK FOR THE PRIVATE COMMUNITY.

I take your current position towards the National Rifle Association as a "PERSONAL" attack against me as a Lifetime Member in the label "Terrorist Organization" and or there about. I feel your time should be best suited to the current conditions of the Downtown San Francisco areas! I routinely visit San Francisco 4-6 times a year. However, this fall I was appalled at the condition(s) of the roads, massive traffic, and poor city planning I observed. Yes I am not a Civil Engineer. But I noticed the 12-20 new high-rise buildings being erected south of the Baseball Park. So...You have no excuses for not correcting the for mentioned infrastructure of what I USE TO CONSIDER. The most beautiful city in the World!

By the way. The NRA provided me with responsible and accountable gun ownership! I would surely devote and sacrifice my life to preserve the freedom(s) written into our Constitution. Remember, the Constitution was written to protect Me against the Government. Not the other way around as you have done so! Worry about your beautiful city and then wonder why no one (sane) would walk down Market St between 3<sup>rd</sup> and 8<sup>th</sup> when 100 or so homeless people are blowing marijuana smoke in your face while walking! That petrified my wife and we shall never go there again! Where is the Public Health enforcement there?

Steven Neunhoffer

Sent from [Mail](#) for Windows 10

**From:** [Christopher Monz](#)  
**To:** [Board of Supervisors, \(BOS\)](#)  
**Cc:** [Peskin, Aaron \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Ronen, Hillary](#); [Haney, Matt \(BOS\)](#); [Yee, Norman \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [Walton, Shamann \(BOS\)](#)  
**Subject:** The policy of including VA benefits for housing help  
**Date:** Monday, November 11, 2019 3:55:37 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Today is Veterans Day and this year we as a family have joined the ranks of those who after 27 years are losing their home We have contacted the Mayor's office of housing who have been very helpful as has been Supervisor Stafani's office. Yet the 100 percent disabled Veteran benefits which are not taxed for either State or Federal taxes will count as income in trying to find housing. Thus making it impossible with a working partner to qualify for any help. Could this Board of Supervisors revisit this policy and in good conscience decide that a change of policy be enacted Thank you for your service and help with this matter  
Christopher Monz

Chris sent this from his iPhone

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Please Support Palm City Wines  
**Date:** Friday, December 6, 2019 12:55:00 PM

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**From:** KRH <kori.renee13@gmail.com>  
**Sent:** Wednesday, November 13, 2019 11:05 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Please Support Palm City Wines

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

First, I'd like to thank you for the hard work you put into the City. It's wonderful to know that citizens' voices are being heard through our representatives. I would also like to welcome Dean Preston to the Board.

Second, I'm writing to support Palm City Wines in its dispute with the Planning Department. Though I don't have any strong personal connection to the proprietors, I am a native Bay Area local and a long time San Francisco resident. I went to school here. I vote here. I pay taxes here and I feel frustrated by watching SO many places get shut down or fail to launch because of excessive restrictions.

In this specific instance, Palm City Wines did everything right. The proprietors applied for the permit. They took over an ABANDONED building. They were approved. This is the epitome of the establishment that the Small Business Attraction Ordinance Program wanted to attract.

Yet, here we are.

San Francisco is a city in flux and I can only imagine the difficulties that the Board must face in representing all of its divergent constituents. But if we really want to fight gentrification, please impose higher tariffs on landlords who leave commercial buildings empty out of greed for higher rent. Don't take it out on the people who, quite literally, obey all the rules.

That's why I urge the Board to [re]approve the business permit for Palm City Wines. Give them a shot to contribute to our community. After all, it's just a permit. The rest is up to them.

Very Yours Truly,  
Kori-Renee Hart

**From:** [Anonymous](#)  
**To:** [SOTF, \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [Haney, Matt \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Yee, Norman \(BOS\)](#); [Henderson, Paul \(DPA\)](#); [SFPD, Commission \(POL\)](#)  
**Subject:** Legality of Delaying or Preventing Disclosure of DPA Police Misconduct Records - Letter to the Police Commission, BoS, and SOTF  
**Date:** Thursday, November 21, 2019 3:56:40 PM  
**Attachments:** [Legality of Delaying or Preventing Disclosure of DPA Police Misconduct Records - Letter to the Police Commission BoS and SOTF.msg](#)

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

**From:** [Anonymous](#)  
**To:** [SOTF, \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [Haney, Matt \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Yee, Norman \(BOS\)](#); [Henderson, Paul \(DPA\)](#); [SFPD, Commission \(POL\)](#)  
**Subject:** Legality of Delaying or Preventing Disclosure of DPA Police Misconduct Records - Letter to the Police Commission, BoS, and SOTF  
**Date:** Thursday, November 21, 2019 3:56:36 PM  
**Attachments:** [PoliceCommissionLtr\\_SB1421.docx](#)  
[SB 1421 Symposium Workshop - As Presented to A.pdf](#)  
[signature.asc](#)

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Honorable Members of the Police Commission, Sunshine Ordinance Task Force, and Board of Supervisors,

*[This letter is sent for distribution to each of your board's members, and for entry with attachments into each of your public communication files.]*

Earlier this month, I requested that City Attorney Herrera issue a public legal opinion (under SF Admin Code 67.21(i)) regarding the purported authority of the Department of Police Accountability to withhold, redact or delay from disclosure SB 1421 police misconduct records on either of two bases (which appear to be prohibited by the Sunshine Ordinance):

- "that the interest in delaying clearly outweighs the public interest in disclosure" or
- "the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information."

On Nov. 21, Mr. Herrera declined to issue a legal opinion. Therefore, I ask that each of your governing bodies take up this matter, including consultation with your legal counsel and legislative aides.

**Question:**

Can police misconduct records (made public by SB 1421) be withheld, redacted, or delayed from disclosure by DPA on the basis "that the interest in delaying clearly outweighs the public interest in disclosure" or that "the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information"?

**Background:**

DPA Executive Director Henderson claimed in a Jan 16, 2018 memo to Police Commissioners (attached, released to us as a public record by the Commission in request P008994-091119) regarding SB 1421:

"If DPA does decide to delay disclosure, we must explain in writing the specific basis for our independent determination that the interest in delaying clearly outweighs the public interest in disclosure, and the delay provisions only apply to ongoing and prospective investigations."

DPA further claims that there is a permissive exemption to SB 1421 records for the following, in a presentation (attached, also released in request P008994-091119):



"Personal identifying information, where, on the facts of the particular case, the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information"

However the Sunshine Ordinance SF Admin Code 67.24 prohibits public interest balancing exemptions (emphasis mine):

(g) Neither the City nor any office, employee, or agent thereof may assert California Public Records Act Section 6255 **or any similar provision** as the basis for withholding any documents or information requested under this ordinance.

...

(i) Neither the City, nor any office, employee, or agent thereof, may assert an exemption for withholding for any document or information based on a finding or showing that **the public interest in withholding the information outweighs the public interest in disclosure**. All withholdings of documents or information must be based on an express provision of this ordinance providing for withholding of the specific type of information in question or on an express and specific exemption provided by California Public Records Act that is not forbidden by this ordinance.

***NOTE: Nothing herein is legal, IT, or professional advice of any kind. The author disclaims all warranties, express or implied, including but not limited to all warranties of merchantability or fitness. In no event shall the author be liable for any special, direct, indirect, consequential, or any other damages whatsoever. The digital signature, if any, in this email is not an indication of a binding agreement or offer; it merely authenticates the sender. Please do not include any confidential information, as I intend that these communications with the City all be public records.***

Sincerely,

Anonymous

----- Original Message -----

On Thursday, November 21, 2019 10:52 AM, CityAttorney  
<cityattorney@SFCITYATTY.ORG> wrote:

Dear requester,

I am responding on behalf of the City Attorney's Office to your below request.  
Please note we respectfully decline to issue the requested public opinion.

Please send replies to [cityattorney@sfcityatty.org](mailto:cityattorney@sfcityatty.org)

Sincerely,



**Elizabeth A. Coolbrith**

Paralegal

Office of City Attorney Dennis Herrera

(415) 554-4685 Direct

[www.sfcityattorney.org](http://www.sfcityattorney.org)

Find us on: [Facebook](#) [Twitter](#) [Instagram](#)

**From:** Anonymous <arecordsrequestor@pm.me>

**Sent:** Friday, November 8, 2019 11:03 PM

**To:** CityAttorney <cityattorney@SFCITYATTY.ORG>; Henderson, Paul (DPA) <paul.henderson@sfgov.org>; SOTF, (BOS) <sotf@sfgov.org>; SFPD, Commission (POL) <SFPD.Commission@sfgov.org>

**Subject:** DPA SB 1421 Public Interest Balancing - Request for Legal Opinion under SFAC 67.21(i)

City Attorney Herrera,

*[cc: DPA, SOTF - for entry into communication file for next agenda, Police Commission - for entry into communication file]*

This is a request for a published legal opinion under SFAC 67.21(i) from the City Attorney.

**Question:**

Can police misconduct records (made public by SB 1421) be withheld, redacted, or delayed from disclosure by DPA on the basis "that the interest in delaying clearly outweighs the public interest in disclosure" or that "the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information"?

**Background:**

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"If DPA does decide to delay disclosure, we must explain in writing the specific basis for our independent determination that the interest in delaying clearly outweighs the public interest in disclosure, and the delay provisions only apply to ongoing and prospective investigations."

DPA further claims that there is a permissive exemption to SB 1421 records for the following, in a presentation (attached, also released in request P008994-091119):

"Personal identifying information, where, on the facts of the particular case, the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information"

However SF Admin Code 67.24 prohibits public interest balancing exemptions (emphasis mine):

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...

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the specific type of information in question or on an express and specific exemption provided by California Public Records Act that is not forbidden by this ordinance.

***NOTE: Nothing herein is legal, IT, or professional advice of any kind. The author disclaims all warranties, express or implied, including but not limited to all warranties of merchantability or fitness. In no event shall the author be liable for any special, direct, indirect, consequential, or any other damages whatsoever. The digital signature, if any, in this email is not an indication of a binding agreement or offer; it merely authenticates the sender. Please do not include any confidential information, as I intend that these communications with the City to all be public records.***

Sincerely,

Anonymous

January 16, 2018

Hon. Thomas Mazzucco, Vice President  
Members, San Francisco Police Commission  
San Francisco Police Headquarters  
1245 3<sup>rd</sup> Street  
San Francisco, CA 94158

**Re: Overview of SB 1421 and its Impact on the *Department of Police Accountability* and San Francisco Law Enforcement Agencies**

Dear Vice President Mazzucco and Commissioners:

This letter explains how SB 1421 changed the law by granting widespread public access to reports and findings of police officer misconduct which were previously confidential. It also addresses the monumental administrative burden this change in the law will impose on City agencies like the *Department of Police Accountability* (DPA) and all San Francisco law enforcement agencies as they begin to comply with the legal mandate that thousands of records be disclosed in response to requests made by the public.

**I. Under the Old Law, DPA Records Involving Investigations of Police Officer Misconduct were not Disclosable to the Public Because They Were Considered Confidential Personnel Records**

On September 30, 2018, former Governor Jerry Brown, signed SB 1421, which went into effect on January 1, 2019. This law made sweeping changes to the California Penal Code which resulted in greater transparency and public access to records regarding complaints and investigations of police officers' misconduct which were previously deemed confidential.

Before SB 1421 became the law, records maintained by DPA regarding DPA's investigations of citizen complaints of police misconduct and officer involved shootings were considered confidential personnel records. Legally, these records could not be disclosed at all without a court order after a confidential evidentiary hearing. In the rare circumstances where judges granted litigants access to these records, only a fraction of available records were released, such as the name and address of the complainant, while the lion share of the records were withheld. Also, the litigants who received the records were under a court order not to disseminate the records to the press or public. In fact, before the enactment of SB 1421, it was a misdemeanor to disclose records regarding police misconduct unless authorized by a judge.

## **II. Under SB 1421, Four Categories of DPA Records Involving the Most Serious Reports and Findings of Police Officer Misconduct are Now Available to the Public.**

In a historically unprecedented step, SB 1421 changed the law by amending the California Penal Code. In doing so, it created four new categories of records which DPA and law enforcement agencies are now required to disclose upon request by a citizen via the *California Public Records Act* and/or San Francisco's *Sunshine Ordinance*. The four categories of previously confidential records which now must be disclosed are the following:

- 1.) The report, investigation, or findings regarding an officer's discharge of a firearm at a person;
- 2.) The report, investigations, or findings regarding an officer's use of force that results in death or great bodily injury;
- 3.) A sustained finding that an officer engaged in sexual assault involving a member of the public; and,
- 4.) A sustained finding that an officer was dishonest directly relating to the reporting, investigation, or prosecution of a crime, or directly relating to the reporting of, or investigation of misconduct by, another officer.

Notably, DPA must disclose investigation records in categories 1 and 2 regarding officers' discharge of a firearm or use of force resulting in death or great bodily injury, even if misconduct charges are not sustained. In other words, City agencies will be required to disclose relevant records even if the allegations were without merit. As for categories 3 and 4, sexual assault involving a member of the public and dishonest conduct, the records can only be disclosed if the charges are sustained.

Additionally, the new law only allows delays in turning over relevant records where the delay can be justified under very specific circumstances. Importantly, the DPA is not obligated to delay disclosure of records under proscribed circumstances in the law. This is true even if there is a parallel criminal investigation by the District Attorney's Office or a parallel administrative investigation by the Internal Affairs Division of the San Francisco Police Department (SFPD), which often occurs. That said, the DPA *may* delay disclosure in use of force cases for up to 60 days from the date the force occurred or until the District Attorney determines to file criminal charges, whichever is sooner. If DPA does decide to delay disclosure, we must explain in writing the specific basis for our independent determination that the interest in delaying clearly outweighs the public interest in disclosure, and the delay provisions only apply to ongoing and prospective investigations.

Additional information regarding SB 1421 can be found in the DPA FAQ sheet appended to this letter.

## **III. DPA Strongly Supports SB1421. Nevertheless, the Administrative Challenges Compliance Places on DPA will be Colossal and Ongoing**

DPA strongly supports SB 1421 because it provides greater transparency and public access to police misconduct records and it is consistent with our mission to promptly and fairly



investigate citizen complaints as well as all officer involved shootings. Unquestionably, greater transparency will ensure that justice will be done in every case. Nevertheless, the administrative burden that SB 1421 compliance places on DPA is colossal and cannot be overemphasized.

#### **A. DPA Records are Voluminous and Date Back to 1983**

One challenge to timely compliance with current and prospective public records requests is that DPA investigation records are voluminous and date back to 1983 when our agency was founded as the *Office of Citizen Complaints*. While some aspects of DPA records have been digitized, the vast majority of all records are paper files, and not electronically stored. Therefore, DPA staff will have to manually review both paper and electronic files, spanning 36 years, to determine which cases fall under the four categories of disclosable records. Importantly, if records that are now disclosable under SB 1421 were in the possession of DPA or other affected law enforcement agencies on January 1, 2019, we cannot hide behind a retention policy to avoid our responsibility to provide public access to records, even if these records were marked for destruction at the time SB 1421 went into effect. Since DPA possesses both paper and electronic records that date back to 1983, compliance with SB 1421 will be a massive and time-consuming undertaking.

#### **B. SB 1421 is Retroactive and Public Records Requests Need not be Limited in Time**

In addition to the problems created by the sheer volume of records to review, the DPA compliance problem is further compounded by the fact that SB 1421 is retroactive and does not set age parameters on records that must be disclosed. Therefore, a private citizen, a public defender's office, or media outlet can lawfully request *all records* in DPA's possession that fall under all four categories, even for incidents that occurred decades ago and involved deceased officers or officers that no longer work for SFPD. In fact, DPA has already received requests for records that date back to 1983 when our agency was founded. Therefore, in order to legally comply with SB 1421, DPA staff has no choice but to manually review all paper and electronic files to determine which cases fall within the ambit of the four disclosable categories. This will also require digitizing evidence previously stored on outdated medium such as cassette tapes.

#### **C. DPA Case Files are not Coded or Categorized in a Manner that makes it Immediately Clear Whether or Not Each Case Falls Under the Four Disclosable Categories. Thus, a Manual Review of Each and Every Case File is Required to Comply with SB 1421.**

DPA case files are not organized in a manner that falls neatly within the four categories of disclosable records under SB 1421. Our files are categorized by the DPA case number, name of the citizen complainant, and the name of the involved officer, not by type of allegations made against the officer. Therefore, DPA staff must open each case file we possess, both paper and electronic, and review each case to determine if the underlying conduct falls within the four disclosable categories.

To further complicate matters, many of the allegations DPA investigates, do not fall squarely under the four categories enumerated in the new law based on the language of the allegation alone. For example, if an officer has a sustained allegation of “conduct reflecting discredit on the police department” or “neglect of duty” for writing an inaccurate police report, DPA staff will have to manually review the file and evaluate the underlying conduct to determine if the officer engaged in dishonest conduct within the meaning of the fourth category of disclosable records. Thus, determining whether a particular case falls within the four categories of disclosable records will be time-consuming and labor-intensive process because DPA staff cannot simply look at the name of the allegation that was investigated or sustained against a particular officer to determine if it falls within the four categories. A thorough review of each case file is required.

**D. Once DPA Identifies the Cases that Fall within One of the Four Disclosable Categories, DPA Must Thereafter Prioritize the Cases for Disclosure and then Undertake the Laborious Task of Manually Redacting the File as Required by SB 1421.**

After DPA identifies the cases that fall within the four disclosable categories, we must then prioritize which type of cases we will review, redact, and release first. For example, should DPA disclose all discharge of a firearm cases first regardless of when the incident occurred, or should we prioritize recent misconduct investigations that fall within any of the four categories but limit our initial review to the past five years? Once we prioritize the cases, DPA staff must manually review the files and redact certain portions that cannot be disclosed by law. SB 1421 requires that a myriad of information be redacted which includes, but is not limited to, medical records protected by HIPAA, juvenile records, confidential criminal history information, address and telephone numbers of officers, information which would create a safety risk for witnesses and officers, and information which identify witnesses and complainants who are to remain anonymous. DPA staff must also redact other information from the files that is privileged such as attorney work-product.

Finally, and most importantly, DPA staff must comb through each file and redact portions of the files that deal with allegations and investigations that are not disclosable. At DPA, each file reflects the investigation of an entire incident. DPA investigations often involve multiple officers who are investigated for multiple types of misconduct in a single case. DPA staff must evaluate each officer individually and determine if his or her conduct falls within one of the four categories and whether the charges against that officer were sustained or not sustained. Records pertaining to officers whose conduct does not fall within the four categories of the disclosable records must be redacted from a case file in which other officers’ conduct does fall within the ambit of the four categories of records that must be disclosed. Thus, each case file involving multiple officers must be carefully analyzed and redacted to comply with SB 1421 and also protect the privacy rights of officers whose records should not be disclosed.

**IV. Inter-Agency Collaboration in Applying SB 1421 is Required as We Move Forward**

Moving forward, SB 1421 will require coordination and cooperation between DPA and affected law enforcement agencies such as SFPD, the District Attorney's Office (SFDA), and the Sheriff's Department all of which hold records potentially subject to disclosure. Particularly problematic is interpreting the meaning of imprecise terms under the new law such as "great bodily injury", "findings," and "dishonest conduct." Each agency is in the process of consulting with our respective Deputy City Attorney to interpret and apply SB 1421 in a fair manner that is consistent with our differing missions, goals, and priorities.

Finally, the affected agencies must cooperate when there are multiple parallel investigations occurring involving a single incident. For example, DPA, SFDA and Internal Affairs Division of SFPD often investigate the same incident involving alleged police officer misconduct simultaneously. Importantly, DPA is under no obligation to delay disclosing records to the public once our investigation is completed. However, our disclosure of our investigation results may negatively affect the ongoing investigation of the same conduct by other City agencies. Complicating the issue further, delays in disclosure under the new law may only be invoked under very specific circumstances. To be clear, DPA intends to stay true to our mission to grant public access to these records as soon as possible, but we envision situations where delaying disclosure of our records based on compelling reasons promulgated by other investigating agencies, may require us to come up with collaborative solutions where disclosure is fair and prompt and all competing interests are all considered. Thus, it is incumbent on SFPD and SFDA to cooperate with DPA when a delay in disclosure is sought as parallel investigations occur. In short, clear channels of communication must be maintained between the affected agencies to facilitate that process and to ensure investigations are not compromised. To that end, DPA is in the process of developing criteria and disclosure policies that are consistent with our mission and responsibility to the citizenry, but we are willing to consider ideas from SFPD and SFDA on how best to balance our need for disclosure with their potential need to delay our disclosure based on principles of public interest and safety. Therefore, collaboration and coordination between the agencies is essential as we apply SB 1421 going forward.

Sincerely,

Paul Henderson  
Executive Director

# SB 1421

## (aka Penal Code § 832.7)

### History of SB1421:

- Historically, California had the most restrictive set of laws governing disclosure of police misconduct records.
- Authored by State Sen. Nancy Skinner (D-Berkeley)
- Signed into law by Gov. Brown on September 30, 2018.
- Became effective on January 1, 2019.
- Significantly amended Penal Code § 832.7.
- Created categories of police misconduct records that could be subject to disclosure under the California Public Records Act (“CPRA”).

# Types of records subject to disclosure pursuant to a CPRA request:

- Cases that involve the **discharge of a firearm** by an officer at a person
- Cases that involve use of force by an officer resulting in death
- Cases that involve **use of force** by an officer **resulting in great bodily injury**
- Cases that involve **sexual assault** of a member of the public by an officer.
- Cases that involve **dishonesty** by a peace officer directly relating to the reporting, investigation, or prosecution of a crime.
- Cases that involve dishonesty by a peace officer directly relating to the reporting of, or investigation of, misconduct committed by another officer.

# Are all cases that fall into the enumerated categories disclosable?

No!

Penal Code § 832.7 puts the cases into two categories:

1. Cases that involve allegations of specifically enumerated uses of force require disclosure of records regardless of the outcome of the investigation.
2. Cases that involve allegations of dishonesty and sexual assault only allow disclosure of records in which a sustained finding was made.

\* Sustained findings for purposes of disclosure under this new bill, are defined as, “a final determination by an investigating agency, commission, board, hearing officer, or arbitrator, as applicable, following an investigation and opportunity for an administrative appeal pursuant to (Gov’t. Code ) sections 3304 and 3304.5...that the actions of the officer...violate law or department policy.”



# The case fits into one of the new disclosure categories, so what should be disclosed?

1. investigative report
2. photographic, audio, and video evidence
3. transcripts or recordings of interviews
4. autopsy reports
5. all materials compiled and presented for review to the district attorney or to any person or body charged with determining whether to file criminal charges against an officer in connection with an incident, or whether the officer's action was consistent with law and agency policy for purposes of discipline or administrative action, or what discipline to impose or corrective action to take
6. documents setting forth findings or recommended findings; and copies of disciplinary records relating to the incident, including any letters of intent to impose discipline, any documents reflecting modifications of discipline due to the Skelly or grievance process, and letters indicating final imposition of discipline or other documentation reflecting implementation of corrective action.

# Should any information be redacted from the records before disclosure?

Yes!

Mandatory redactions:

- ▶ personal data or information, such as a home address, telephone number, or identities of family members, other than the names and work-related information of peace and custodial officers.
- ▶ Information necessary to preserve the anonymity of complainants and witnesses.
- ▶ confidential medical, financial, or other information of which disclosure is specifically prohibited by federal law or would cause an unwarranted invasion of personal privacy that clearly outweighs the strong public interest
- ▶ Information where there is a specific, articulable, and particularized reason to believe that disclosure of the record would pose a significant danger to the physical safety of the peace officer, custodial officer, or another person

Permissive redactions:

Personal identifying information, where, on the facts of the particular case, the public interest served by not disclosing the information clearly outweighs the public interest served by disclosure of the information

# Delays in disclosure of records

- Disclosure timelines generally governed by CPRA
  - (10 days with a 14 day extension under specified circumstances)
- No mandatory situations where disclosure must be delayed.
- Permissive disclosure delays:
  - Incident is the subject of an active criminal or administrative investigation.
  - Continued delays require specific, articulated justifications.
  - Maximum amount of delay is 18 months after the date of the incident, unless extraordinary circumstances warrant continued delay due to the ongoing criminal investigation or proceeding

# Does this apply to records created before January 1, 2019?

Yes.

Although the records may have been created prior to 2019, the event necessary to “trigger application” of the new law—a request for records maintained by an agency—necessarily occurs after the law’s effective date. Thus the law can be applied retroactively.

*Walnut Creek Police Officers' Assn v. City of Walnut Creek*, 33 Cal. App. 5th 940, 941–42, 245 Cal. Rptr. 3d 398, 399 (Ct. App. 2019)

# Problems and challenges created by SB 1421's amendment of Penal Code § 832.7

## Manual Labor:

- Identifying and reviewing old files that are not digital

- Scanning and digitizing old files and outdated media for efficient production

- Redacting information that may and/or should be redacted

## Costs:

- Additional man(woman/person)power!

- Equipment costs to digitize, organize and convert old media for production (i.e., scanners, conversion of cassette tapes to digital records, etc.)

- Electronic storage and storage recall fees

Legal challenges to the meaning of certain terms within the newly amended sections

# Specific examples of challenges faced by the DPA

- Cases were never categorized, identified or stored based on the categories of misconduct enumerated in the new law.
- Thousands of cases have to be pulled out of storage and manually reviewed by someone with specialized legal knowledge to cases that fall into the new categories can be identified and flagged.
- What is great bodily injury? (Self-identified injuries? Medical records? Bruising? Scrapes? )
- What is dishonesty? (Inaccurate report writing? Two versions of the facts relating to the same event?)
- Redactions (handwritten reports with illegible writing.)
- Interviews recorded on cassette tapes
- Are we an “oversight agency” who’s “sustained findings” about sexual misconduct and/or dishonesty require disclosure of our records?
- How do we identify situations, “Where there is a specific, articulable, and particularized reason to believe that disclosure of the record would pose a significant danger to the physical safety of the peace officer, custodial officer, or another person?”



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Conversation with Brendan: Case103682, 2415 Buchanan Street  
**Date:** Friday, December 6, 2019 12:48:00 PM  
**Attachments:** [image001.png](#)  
[image005.png](#)

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**From:** Gurinder Kalra <gurinderkalra2000@gmail.com>  
**Sent:** Thursday, November 21, 2019 12:20 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Tumlin, Jeffrey (MTA) <Jeffrey.Tumlin@sfmta.com>  
**Cc:** Graff, Ted (MTA) <Ted.Graff@sfmta.com>  
**Subject:** Fwd: Conversation with Brendan: Case103682, 2415 Buchanan Street

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

(re-sent because of incorrect email of Board of Supervisors in original email)

Dear Board of Supervisors and Mr. Jeffrey Tumlin (Director SFMTA) ,

I have an issue with SFMTA's Parking and Curb Management handling of this situation.

They allowed a red curb zone to be painted on the curb between 2415 and 2421 Buchanan Street. The red zone reduced the number of parking spots on that curb from 2 to 1. That red zone only serves the selfish interests of the owner of the garage on the south end of the curb who had anyways plenty of space on the south end of his/her garage to pull his/her vehicle in and out of his/her garage. This red zone is totally unnecessary and allowed without any thought. And this is completely inconsistent with the SFMTA's "Agency policy to preserve on-street parking whenever possible whenever driveway red zones are implemented",

This area is full of construction zones and red zones and personal driveways. The hospital a block away really exacerbates things. A person has to circle around an average of 15 minutes to find parking. I have 2 garages a block away from this specific red zone and I have no red zones and do not intend to apply for one. In fact, I have the same situation as this where if I applied for a red zone, the street parking on the curb next to my driveway would be reduced from 2 to 1 spot. The hospital a block away and its patients parking needs should have been considered. I have seen car with patients who need to be in the hospital in a hurry get frustrated with the lack of parking around here.

This is an example of SFMTA letting a resident of San Francisco who already has a parking garage get away with something which is to the detriment to the average person who needs to visit the

hospital.

Please let me know what are the channels to address this. The people in the emails below have been unable to address it.

Thanks,

Gurinder Kalra

----- Forwarded message -----

From: **Gurinder Kalra** <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>

Date: Thu, Nov 14, 2019 at 7:42 PM

Subject: Re: Conversation with Brendan: Case103682, 2415 Buchanan Street

To: Graff, Ted <[Ted.Graff@sfmta.com](mailto:Ted.Graff@sfmta.com)>

Cc: Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>, Willson, Hank <[Hank.Willson@sfmta.com](mailto:Hank.Willson@sfmta.com)>

Mr. Graff,

Thanks for your response. I suppose the next step for me is to seek out someone from the Board of Supervisors and/or the Mayor.

SFMTA is reducing parking spots while at the same time unreasonably issuing parking citations left, right and center. The people who get affected by this are the ones who do not own a garage or the people desperate to find a spot in a hurry because of some emergency.

I think it is about time someone look a deeper look, perhaps at the whole thing.

Regards,

Gurinder Kalra

On Thu, Nov 14, 2019 at 4:37 PM Graff, Ted <[Ted.Graff@sfmta.com](mailto:Ted.Graff@sfmta.com)> wrote:

Mr. Kalra,

Thanks for your email, and apologies for the delay in getting back to you. My name is Ted Graff, and I'm the Director of Parking & Curb Management at the SFMTA. I've reviewed the correspondence below, and while I understand your concerns, in this situation I agree with my team's explanation - - so my response is the same as Hank's below. That's our final determination. I understand that it likely is not what you wanted to hear, and thanks again for taking the time to provide us with your input.

Respectfully,

**Ted Graff**

Director of Parking  
Parking & Curb Management



Office 415.579.9707

San Francisco Municipal Transportation Agency  
1 South Van Ness Avenue, 7th floor  
San Francisco, CA 94103



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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>

**Sent:** Friday, November 8, 2019 1:12 PM

**To:** Willson, Hank <[Hank.Willson@sfmta.com](mailto:Hank.Willson@sfmta.com)>

**Cc:** Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>

**Subject:** Re: FW: Conversation with Brendan: Case103682, 2415 Buchanan Street

EXT

Dear Mr. Wilson and Mr. Kniha,

I refer to my earlier email below of 9/26/19. As I said in that email, I would like to appeal this matter. Please let me know how I can go to about this. Is there a city administrative person I can reach out to or the Mayor's office or the Board of Supervisors.

I and other residents of this area have real issues with the removal of street parking spots.

Regards,

Gurinder Kalra

On Thu, Sep 26, 2019 at 11:05 AM Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)> wrote:

Hi Mr. Wilson,

Thanks for your detailed response.

I understand your points but I differ in this case. It was very clear that you are indeed reducing one car spot in this case. You say you take other factors into consideration such as whether there are cars parked across the street and I believe that the length of the curb of 31 feet should have been one of the factors. The hospital a block away and its patients parking needs should have also been considered. I have seen car with patients who need to be in the hospital in a hurry get frustrated with the lack of parking around here.

This area is full of construction zones and red zones and personal driveways. The hospital a block away really exacerbates things. A person has to circle around an average of 15 minutes to find parking. I have 2 garages a block away from this specific red zone and I have no red zones and do not intend to apply for one. In fact, I have the same situation as this where if I applied for a red zone, the street parking there would be reduced from 2 to 1 spot. At times, I will let people who really need to get to the hospital park and block my garages as a sense of civic duty. I also have first hand experience on how difficult it is to find street parking because when I had to do a seismic retrofit I had to find street parking for about 3 months.

I would like to appeal this matter further. Please let me know how I can go about this.

Thanks,

Gurinder Kalra

On Thu, Sep 26, 2019 at 10:24 AM Willson, Hank <[Hank.Willson@sfmta.com](mailto:Hank.Willson@sfmta.com)> wrote:

Hi Mr. Kalra,

My name is Hank Willson—I'm the Policy Manager for the Parking & Curb Management Group at the SFMTA, and I'm Paul's supervisor. Thanks for your emails, and I sincerely apologize for the delay in getting back to you.

I've discussed this question in detail with Paul, and in this instance, I don't have a different answer for you than the one that Paul has provided. As you know, the SFMTA has a driveway red zone program in which, under appropriate circumstances, we will paint red tips on the edges of curb cuts for private driveways in order to provide vehicle access for occupants into the driveway. We retain the right to determine whether or not such red tips are appropriate given other features of the street, such as width, the presence or absence of cars parked across the street, and the preservation of on-street parking. That

guideline to protect on-street parking extends only to curb lengths that can accommodate one vehicle (15-19 feet).

In this case, you say that the available curb between your neighbor's proposed driveway red zone and the next curb cut is 31 feet. You make a good point that 31 feet divided by 2 is 15.5 feet, and thus adding a 2-foot driveway red zone in this case could reduce the number of parking spaces on the remaining curb space from two to one. Here are the reasons the guideline for protecting on-street parking is limited to one space (15-19 feet) only:

- For a curb to be guaranteed to accommodate anything beyond a single car requires the cars to be parked at certain locations along the curb, which we cannot guarantee. An example probably helps: in front of my apartment, there is a 40-foot length of curb that easily accommodates two cars. But about half the time, someone parks in the middle of that 40-foot length, thus making that 40-foot length of curb a one-car parking space with two empty 12-foot stretches of curb on either side.
- Your argument about prohibiting driveway red zones to preserve two car parking spaces could apply equally to a length of curb that could accommodate three, or four, or five, or more cars. And at that point, the exception would swallow the rule, and driveway red zones would almost never be allowed because they might remove an on-street space somewhere along the block.

Essentially: for anything beyond one car length, determining the number of cars that can fit on a given length of curb is speculation. So we confine our guidelines about discouraging driveway red zones to preserve on-street parking to situations in which there is only space for one car along the affected curb.

While I'm sure this is not what you wanted to hear, I hope it provides some context for the rule. Please let me know if you have any questions.

Thanks,  
Hank

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**From:** Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>

**Sent:** Wednesday, September 25, 2019 10:18 AM

**To:** Willson, Hank <[Hank.Willson@sfmta.com](mailto:Hank.Willson@sfmta.com)>

**Subject:** FW: Conversation with Brendan: Case103682, 2415 Buchanan Street

Hank,  
Please see below.

Respectfully,

Paul Kniha  
415.646.2465  
Color Curb Program Manager, SFMTA  
[www.sfmta.com/services/new-color-curb](http://www.sfmta.com/services/new-color-curb)

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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>

**Sent:** Monday, September 23, 2019 6:39 PM

**To:** Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>; CCP <[CCP@sfmta.com](mailto:CCP@sfmta.com)>

**Cc:** Lagasca, Agatha <[Agatha.Lagasca@sfmta.com](mailto:Agatha.Lagasca@sfmta.com)>

**Subject:** Re: Conversation with Brendan: Case103682, 2415 Buchanan Street

EXT

Dear Mr. Kniha, Ms, Lagasca and SFMTA Management / SFMTA Supervisor(s) ,

I await your response to my numerous emails, the last one sent by me on 9/5. I was informed that I would get a reply within 10 business days from Management or the Supervisor(s).

I also call into question Mr. Kniha last email of September 5 where he contradicts the basic aim of the SFMTA of preserving on-street parking. Any unit of 15 to 19 feet that you take away does take away a parking spot. To say that SFMTA does not preserve multiples of 15 to 19 feet curbs implies that this rule has not been thought through and is superficial and arbitrary at best.

It appears that I will have to take the help of the media and/or other city officials to bring attention to this matter. But I will await your response before taking any further action. If no response is forthcoming by 10/10/2019, I will assume that you do not wish to respond and I will take further action.

Regards,

Gurinder Kalra

On Thu, Sep 5, 2019 at 9:45 AM Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)> wrote:

Dear Mr. Kalra,

We preserve on-street parking whenever possible, but we do not



preserve multiples of 15 to 19-foot curbs. You should expect him to reply within 10 business days. As far as I am aware, driveway red zones cannot be appealed beyond managers review, but if there is such process, I am sure you will be inform in the supervisors response.

Respectfully,

Paul Kniha  
415.646.2465  
Color Curb Program Manager, SFMTA  
[www.sfmta.com/services/new-color-curb](http://www.sfmta.com/services/new-color-curb)

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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>  
**Sent:** Thursday, September 5, 2019 7:52 AM  
**To:** Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>  
**Cc:** Lagasca, Agatha <[Agatha.Lagasca@sfmta.com](mailto:Agatha.Lagasca@sfmta.com)>  
**Subject:** Re: Conversation with Brendan: Case103682, 2415 Buchanan Street

EXT

Dear Mr. Kniha,

Thank you.

I believe that the overriding Agency policy is to preserve on-street parking. The 15 to 19 feet came about as a result of that bigger aim. And any multiple of 15 to 19 feet should be given similar consideration in line with the bigger picture aim of preserving on-street parking. 31 feet divided by 2 is between 15 and 19 feet.

When can I expect a reply from your management or supervisors. Also if your department is not willing to take action on this please let me know what higher governing or higher administrative body of the city should I be taking this up.

Regards,

Gurinder Kalra

On Wed, Sep 4, 2019 at 8:02 PM Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)> wrote:

Dear Mr. Kalra,

The existing policies protect curbs that are 15 to 19 feet in length, they do not protect curbs that are 31 feet in length. I

have forwarded your original email to my supervisor, I will do the same with your most recent emails.

Respectfully,

Paul Kniha  
415.646.2465  
Color Curb Program Manager, SFMTA  
[www.sfmta.com/services/new-color-curb](http://www.sfmta.com/services/new-color-curb)

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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>  
**Sent:** Friday, August 30, 2019 1:51 PM  
**To:** Lagasca, Agatha <[Agatha.Lagasca@sfmta.com](mailto:Agatha.Lagasca@sfmta.com)>; Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>  
**Cc:** CCP <[CCP@sfmta.com](mailto:CCP@sfmta.com)>  
**Subject:** Re: Conversation with Brendan: Case103682, 2415 Buchanan Street

EXT

Dear Ms. Lagasca  
cc : Mr. Kniha

Further to my earlier emails, I would also like to make the following points to you and your management in response to Mr. Kniha saying that one or both cars need to be a compact car in that curb now to accommodate two cars and Ms. Lagasca saying that one can park a subcompact car or a smartcar.

SFMTA has established a length of 15 to 19 feet for a car and therefore the mention of a compact/subcompact/smartcar ( any car less than 15 feet) should not be entertained. About 45 to 60 days ago, my wife got a SFMTA ticket for the front of her car being 3 inches into the slope of a curb where there was a garage. If you are allowed to use the argument of a compact/subcompact/smartcar, then my wife should be allowed to say "well, a compact/subcompact/smartcar can easily get through" which in fact it easily can and therefore she should not have to pay the fine. SFMTA cannot bend its own rules to suit its convenience. I am merely using this an example.

Unless this is resolved in a manner by the SFMTA which is strictly consistent with the "Agency policy to preserve on-street parking whenever possible whenever driveway red zones are implemented", I will take this higher up with the officials of the city of San Francisco.

Please can you pass this email onto your management as well and also please let me know when a response should be expected. I am happy to communicate with your management directly as well.

Regards,

Gurinder Kalra

On Thu, Aug 29, 2019 at 12:15 PM Gurinder Kalra  
<[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)> wrote:

Dear Ms. Lagasca  
cc : Mr. Kniha

Thanks for your email. Please can you also make this email available to your management since it explains things.

I would like to point that your rule states and you will deny a red zone if the curb is between 15 and 19 feet because that results in the loss of a street parking space. Clearly the rule is in place to preserve street parking spaces.

The curb in question is 31 feet. 31 feet divided by 2 is equal to 15.5 feet. 15.5 feet falls between 15 and 19 feet. So earlier we had two normal parking spaces. I am taking the language from your website

**"A midsize passenger vehicle can fit at a curb that is between 15 feet and 19 feet long without blocking the adjacent driveways. If any portion of this curb was painted red, it would make parking at this curb illegal and would eliminate a parking space."**

When the 2 feet of redzone was added, you took away a parking spot, that is, you reduced the parking spots from 2 to 1. For anyone to say that a smartcar can still fit is not valid because SFMTA goes by 15 to 19 feet or a midsize vehicle.

The overarching aim of the rule is to not eliminate a parking space, but by allowing that 2 feet red zone, that is what you did i.e. eliminate a parking space. You did not follow the aim of the rule.

I went by the area again today and want to reiterate that there is a lot of space on the south side of the garage entrance for the garage occupier

to make very, very comfortable turns coming in or going out. Lastly, the garage occupier has been doing fine for more than a decade ( at least) without a 2 feet red zone.

Thanks,

Gurinder Kalra

On Wed, Aug 28, 2019 at 4:01 PM Lagasca, Agatha  
<[Agatha.Lagasca@sfmta.com](mailto:Agatha.Lagasca@sfmta.com)> wrote:

Dear Mr. Kalra:

Sorry to missed your call. Your appeal request has been addressed with the Management yesterday. As soon as we hear a response, we will keep you informed.

Thank you.

Regards,  
-Aga Lagasca  
Color Curb Program  
(415) 646-2742

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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>  
**Sent:** Tuesday, August 27, 2019 6:01 PM  
**To:** Kniha, Paul <[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)>; CCP <[CCP@sfmta.com](mailto:CCP@sfmta.com)>  
**Subject:** Re: Conversation with Brendan

EXT

Dear Paul,

I spoke to the supervisor in your program around 4:15 pm. I would like to appeal this or whatever the right term is for protesting this, since one public parking spot has been taken away by the granting of the 2 feet red zone. Where 2 NORMAL size cars could fit earlier on that curb, now they cannot.

A number of neighbors and I rightfully feel that this 2 feet red zone only serves the selfish interest of that garage occupier and is against the interests of the neighborhood and the residents who park there. This has lead to one less parking spot in a already scant parking

availability area. This neighborhood is already full of red zones or no parking zones due to construction. The garage occupier has more than sufficient space on the south side of his/her garage entrance to make any turns or maneuvers.

Please let me know the process of filing an appeal. The supervisor I spoke to has said that she would reply by email as to that process. My neighbors and I are taking this matter very seriously.

Regards

Gurinder Kalra

On Tue, Aug 27, 2019 at 5:19 PM Kniha, Paul  
<[Paul.Kniha@sfmta.com](mailto:Paul.Kniha@sfmta.com)> wrote:

Dear Gurinder Kalra,  
It is the Agency policy to preserve on-street parking whenever possible whenever driveway red zones are implemented. The length of the curb between 2421 and 2415 Buchanan Street is 31 feet, and when two mid-size cars park there one (or both) of them reduce the clear space at the adjacent driveways to the point that it is difficult or impossible to access the garage. The purpose of the driveway red zone is to provide additional clearance for vehicles pulling in and out. With the red zone implemented, one both vehicles parked at that curb would need to be compact to provide sufficient maneuvering space for the vehicles accessing the garage.  
Please let me know if you have any questions.

Respectfully,

Paul Kniha  
415.646.2465  
Color Curb Program Manager, SFMTA  
[www.sfmta.com/services/new-color-curb](http://www.sfmta.com/services/new-color-curb)

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**From:** Gurinder Kalra <[gurinderkalra2000@gmail.com](mailto:gurinderkalra2000@gmail.com)>  
**Sent:** Tuesday, August 27, 2019 2:53 PM  
**To:** CCP <[CCP@sfmta.com](mailto:CCP@sfmta.com)>  
**Subject:** Conversation with Brendan

EXT

Attached are 3 pictures regarding the redzone on the 2400 block of Buchanan Street. As explained to you, if I am looking at the red zone from the street, 2421 is on the right of the red zone and 2415 is on the left of the red zone.

This red zone is new and reduces the number of parking spaces near it from 2 to 1. I would like to appeal it / protest it and would like an explanation why it was approved if it reduces the number of parking spaces.

Gurinder Kalra

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**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Wildfire in San Francisco?  
**Date:** Friday, December 6, 2019 12:46:00 PM

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**From:** Denise Louie <denise\_louie\_sf@yahoo.com>  
**Sent:** Thursday, November 21, 2019 11:05 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Commission, Recpark (REC) <recpark.commission@sfgov.org>  
**Cc:** Ginsburg, Phil (REC) <phil.ginsburg@sfgov.org>; Dan Flanagan <dan@fuf.net>  
**Subject:** Wildfire in San Francisco?

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hi,  
Please forward this email to Mayor London Breed, each member of the SF Board of Supervisors and each Rec and Park commissioner.

Thanks,  
Denise

\*\*\*\*\*

Dear Mayor Breed, Supervisors and Commissioners,  
Following a November 4th Land Use and Transportation Committee Wildfire Prevention and Management hearing and a November 14th Public Safety and Neighborhood Services Committee meeting, I am deeply disappointed that the Recreation and Park Department leaves the overwhelming majority of its trees unmanaged for wildfire prevention. I urge you to encourage the Recreation and Park Commission to update its current practice of managing vegetation only along roads and trails. Because climate change has stressed our dense stands of aging, unirrigated, water loving trees; as you can see in my photos of tree tops in Glen Canyon, the canopy was still green in 2014, but now they are browning. And because over a century of debris has accumulated on the ground in many of our unmanaged tree stands. SF Health Code, Article 11, Sec. 581 (b) (2) includes "Any accumulation of hay, grass, straw, weeds, or vegetation overgrowth" as a public nuisance.

Neighbors from Diamond Heights, Glen Park and Mt. Davidson have told RPD we live in fear of catastrophic wildfire in Glen Canyon. Our families, homes and personal wealth are at risk. RPD's response was they would not remove tall dry grass from Glen Canyon, the trees are fine, and we should concern ourselves with CalFire's guidelines for 30' defensible space around our homes. If only RPD or the City would

adopt CalFire vegetation guidelines! Thinning and spacing of trees is a key method to abate wildfire risk. The Presidio has a rule, perhaps 57 trees per acre. CalFire vegetation management guidelines say up to 40' branch tip to branch tip, depending on slope.\* Public agencies and institutions should be required to thin their dense stands of trees and gradually move toward CalFire spacing guidelines. I have urged RPD to start with Glen Canyon, which Fire Marshal deCassio mentioned at the November 14th meeting for its dense stands of trees on steep slopes being a good example of an area that could be thinned to reduce risk.

Another CalFire guideline is to choose fire-resistant plants. Blue gum eucalyptus, chosen in the 1800s for a purpose that didn't materialize, is the main species in our tree stands. It is definitely not fire resistant. It has a volatile oil that readily burns very hot and sometimes explosively.

To be clear, I am not advocating clear cutting. I am advocating for gradual thinning of unhealthy trees.

RPD has ordered a tree assessment for Glen Canyon, to apparently include trees only along roads and trails. The purpose is to assess risk of falling limbs and trees that can cause injury, damage or death. Earlier this year, a large branch cracked and fell into the canyon, a few feet from me. Then a large pine tree fell across O'Shaughnessy Blvd., at the western edge of the canyon. Several other trees in the neighborhood fell and had to be removed by private parties. Climate change is upon us and has impacted our existing urban canopy. In my two photos of the same treetops along O'Shaughnessy, I demonstrate that since 2014, the trees have started browning, most likely due to consecutive years of drought. In their weakened state, trees are more susceptible to infestations of disease pathogens and bark beetles, as UCSF's Open Space Reserve on Mt. Sutro is already infested. A recent report is that 41 trees were toppled on the Reserve in a single windstorm this year, and trees are falling faster than UCSF can remove them.

RPD has no plan to start removing trees for the sake of reducing fuel for wildfire. They may have a goal of touching every tree once every 15 years, but this is not a plan. Time is of the essence to reduce fuel for wildfire and to keep our parks healthy; thinning should begin with all due speed.

While many City agencies are concerned with planting more trees, I submit that the equally important climate change concern should be managing existing unirrigated trees in our open spaces. I submit that any funding dedicated to trees should be evenly split between planting new trees and removing existing trees.

The tree stands in Glen Canyon, at the foot of Mt. Davidson, as well as tree stands atop Mt. Davidson, Mt. Davidson Park, are covered with over 100 years of debris, fuel for wildfire. Fuel ladders could easily carry a ground fire into the canopy. Three schools operate deep in and at the crest of the canyon. Mt. Davidson is the tallest hill of SF. With high winds, a wildfire could set SF on fire. Embers from the Oakland Hills fire even flew across the Bay to SF. I urge you to take proactive steps to prevent headlines like "City By The Bay On Fire!", "Housing Crisis Exacerbated by Urban

Wildfire!" and "Schoolchildren Caught In Urban Wildfire!" The issue was filed at the Wildfire Prevention and Management hearing. I thank Board President Yee for having called for this hearing and Supervisors for any followup to move things forward.

Thank you in advance for your attention to this matter. I look forward to your response.

Have a nice day,  
Denise Louie  
D7

\* <https://www.readyforwildfire.org/prepare-for-wildfire/get-ready/defensible-space/>

**From:** Board of Supervisors, (BOS)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: 11/20/19 - Sent to Supervisor Mandleman, District 8. Can this be forwarded to ALL supervisors?  
**Date:** Friday, December 6, 2019 12:45:00 PM

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-----Original Message-----

From: Richard Rhodes <rersf@comcast.net>  
Sent: Wednesday, November 20, 2019 4:00 PM  
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
Subject: 11/20/19 - Sent to Supervisor Mandleman, District 8. Can this be forwarded to ALL supervisors?

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1/20/19

After living in this building through multiple owners, I currently have one who continually imposes passthrough charges to we tenants. I understand this law was sponsored by former supervisor, Tom Ammiano, as a gift to the owner class. I take great issue with this business of assessing tenant passthroughs; the benefit is one ONLY the owner enjoys when the building is sold, yet tenants are expected to contribute half of the amount approved by the rent board. I never notice that the rent board ever disapproves an increase. In a City that has rent control that limits a base rent increase of 2.6% per year, and supposedly supports much needed affordable housing, why is any passthrough allowed. The passthrough allowance needs to be rescinded now. Do you know of any avenue open to rental tenants to protest or decline to pay any passthrough? Thank you.

**From:** Board of Supervisors, (BOS)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Excise Vacancy Tax  
**Date:** Friday, December 6, 2019 12:39:00 PM  
**Attachments:** [Supervisor Sandra Fewer.docx](#)

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**From:** Betty Louie <bjlouie@att.net>  
**Sent:** Wednesday, November 20, 2019 2:15 PM  
**To:** Yee, Norman (BOS) <norman.yee@sfgov.org>  
**Cc:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Excise Vacancy Tax

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear President Yee,  
Please see my attached letter to Supervisor Fewer who will be chairing the Budget and Finance Committee meeting tomorrow regarding the excise vacancy tax. Thank you all for your time. Betty Louie



Supervisor Sandra Fewer, Budget and Finance Committee Chair  
Supervisor Catherine Stefani  
Supervisor Rafael Mandelman  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

**RE: File # 191005 Proposed Excise Vacancy Tax**

Dear Supervisor and Committee Chair Fewer and Esteemed Members of the Budget and Finance Committee,

I am writing to you to express my deep concerns regarding Supervisor Peskin's proposed vacancy tax which you will be deliberating on this Thursday afternoon at a specially convened meeting to discuss this single issue.

It is my understanding that certain districts will be exempt. I can promise you that my exempt neighborhood, Chinatown, has its own dysfunctional and archaic zoning regulations. While I appreciate that Chinatown has been spared this possible tax, I am sure there will be more in the future. We dodged the bullet on this one.

In our City, the small business owners are facing multiple vacancies in their neighborhoods. In Chinatown alone, there are 20+ vacancies from the 400 to the 1100 blocks of Grant Ave.

**Reasons vary as to why there are so many vacancies:**

Greedy Landlords: At this point, I would surmise that even greedy landlords who are actively seeking tenants realize that they must lower their rents to attract tenants. For those who hold out for longer, sustained periods of time, there must be private reasons that are not apparent to outsiders. At that point, it might not be correct to call these "holdouts" for higher rents, greedy. The potential and significant income streams during these vacant periods are income streams that can never be recouped.

Greedy City Hall—There is the minimum wage, the health care, licenses, fees, inspections, business taxes, unsecured property taxes, business registration, payroll taxes, etc. Someone wrote in a newspaper article, that there are over 200 fees that a small business owner faces just to stay in business. City Hall may think that taking all these punitive measures will ensure that people will want to be in business. I can assure you that this has absolutely the opposite effect. People see these as negatives to consider while deciding whether or not to go into business or to stay in business. Meanwhile, building owners suffer due to a very small pool of potential tenants.

State and Federal Regulation Compliance. The one regulation that comes to mind is the compliance with federal ADA mandates. This alone, has put people out of business. I am sure the State has its own set of rules and regulations that a store owner must comply with.

Retiring tenants: Many leases, especially in Chinatown, have been lengthy leases. Tenants at some point want to retire. Many of the younger generation do not see retail as an attractive way to make a living. More are concerned with getting a job in the tech industry.

Costs of doing business make it cost prohibitive to make even the smallest profit.

On line shopping is now the norm. We are all guilty of indulging in this convenience in a time crunched world.

The lack of people willing to go into the retail business. The challenges facing anyone who consider opening a retail business are daunting.

The fear that City Hall will impose yet more fees on small business owners.

The time period it takes just to get a store up and running. Let us suppose that a Landlord and the prospective tenant have signed a Letter of Intent (LOI) that they will continue to negotiate the terms of an actual lease. This process itself takes months, even with the most agreeable relationships. And what happens if, for some reason, after months of negotiations, the talks break down and a lease cannot be signed? The Landlord has tried his best to find a tenant, has found what he thought would be a suitable tenant, only to have the negotiations fall through. He has to start the process all over again. And, during this time, he continues to be penalized by this excise tax. What good does this do for our communities that are already struggling with high vacancy rates and very few people who are willing to take the plunge into the retail sector?

Neighborhood notification periods. This is yet another possible obstacle that must be overcome before one is allowed to open a store. Meanwhile, the clock is ticking with the Landlord. Landlords should be allowed to make a profit on their properties. They are the ones who are subject to taxes and fines for noncompliance and who ultimately bear the liability that comes with building ownership.

Conditional use periods. It is a well known fact and complaint that conditional use requests and the time periods to address CU concerns is a long one. This is another City obstacle that holds back potential tenants.

Inspection periods. Time and time again, tenants complain about the time it takes for an Inspector to come out and sign off on any given requirement.

So, we can see that the City must take equal responsibility that it contributes to the failure to populate vacant storefronts.

In a City that is already plagued with rising store vacancies, and no one to take their places, it would be unwise for the City to impose yet another expense for what is already one of the world's most expensive cities. When are small business owners going to catch a break? Mayor Breed's promise to cut the bureaucracy has yet to be seen.

**A study regarding Doing Business in North America completed by Arizona State University cites San Francisco as being the worst city to do business in the entire North America!!! Definitely not an enviable title for the City.**

**Sandra Fewer has already gotten the BOS to pass the vacant store front annual fee of \$711.** Why can't we wait and see if this helps spur Landlords to rent their spaces? When a Landlord is paying the fee for years, it might be surmised that the Landlord has multiple reasons for keeping the storefront vacant. Those Landlords should be singled out, not the vast majority of Landlords who do their best to find proper tenants.

If this law is to encourage Landlords to rent as soon as possible, we may be getting only the worst of the worst. And something that might not be good for the neighborhood. I alone took 3 long years and with active searching to find the right tenant for one of my spaces. For those who say it should never take that long to find a suitable tenant, I welcome you to step into the Landlord's shoes. Lease negotiations can take up to six months just to complete!

I do believe that Supervisor Peskin is aware that there is a small group of building owners who choose not to rent out their spaces. Why not specifically target them rather than penalize those owners who care and who really try to improve their neighborhoods?

While I sadly realize that it is a foregone conclusion that your committee will allow this to proceed to the ballot, I do hope that you will attach thoughtful amendments that will give already overtaxed and over burdened building owners some relief.

Sincerely,

A handwritten signature in dark blue ink that reads "Betty Louie". The script is fluid and cursive, with the first letters of "Betty" and "Louie" being capitalized and prominent.

Betty Louie  
Building Owner  
Advisor to the Chinatown Merchants Association  
667 Grant Ave.  
San Francisco, CA 94108  
Email: [bjlouie@att.net](mailto:bjlouie@att.net)  
Mobile: 415-608-4029

cc: Members of the Board of Supervisors

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: File 191005 - Excise Tax on Keeping Commercial Property Vacant - Public Comments  
**Date:** Friday, December 6, 2019 12:38:00 PM  
**Attachments:** [11.20.19 - Equity Vacancy Tax .docx](#)

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-----Original Message-----

From: Edward <ed.mat.brown@gmail.com>  
Sent: Wednesday, November 20, 2019 11:46 AM  
To: Wong, Linda (BOS) <linda.wong@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Hepner, Lee (BOS) <lee.hepner@sfgov.org>; Monge, Paul (BOS) <paul.monge@sfgov.org>  
Cc: Dick-Endrizzi, Regina (ECN) <regina.dick-endrizzi@sfgov.org>; Office of Cannabis (ADM) <officeofcannabis@sfgov.org>; Rodriguez, Marisa (ADM) <marisa.rodriguez@sfgov.org>  
Subject: File 191005 - Excise Tax on Keeping Commercial Property Vacant - Public Comments

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Clerk of the Board of Supervisors,

Please attach our group's public comments to the legislative packet for tomorrow's Board of Supervisors Special Meeting on November 21, 2019.

Thank you.

Edward Brown, on behalf of Original Equity Group, SPC

Original Equity Group  
2261 Market Street #4  
San Francisco, CA 94114

**November 20, 2019**

San Francisco Board of Supervisors  
Attn: Clerk of Board of Supervisors  
City Hall Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689  
415-554-5184

RE: File 191005 Excise Tax on Keeping Commercial Property Vacant

cc: Small Business Commission, Office of Cannabis

Dear Board of Supervisors,

President Norman Yee, (District 7), Sandra Lee Fewer (District 1), Catherine Stefani (District 2), Aaron Peskin (District 3), Gordon Mar (District 4), Vallie Brown (District 5), Matt Haney (District 6), Rafael Mandelman (District 8), Hillary Ronen (District 9), Shamann Walton (District 10), and Ahsha Safai (District 11).

Please register our specific support for this pending legislation. This legislation among many things, would provide monies from a SF Commercial Vacancy Tax -

that would establish a Small Business Assistance Fund. We are in full support of the tax to help support small businesses.

Our opposition is to section Chapter 10.100-334 , as it is currently written, that does not appropriate any money to be given to Cannabis Equity Applicants, the City's most vulnerable business population. Recall, that Cannabis Equity Applicants have been verified as disadvantaged business applicants and San Francisco's Equity Report illustrated that city resources were used to support the conditions that created the Equity Program.

We are asking that City resources for the Small Business Assistance Fund be shared with Cannabis Equity Applicants. At the very least, Equity Applicants or Equity Operators should have access to the small business fund and be given priority in such requests.

We ask the supervisors to add language to the proposed legislation that would allow for Equity applicants to be promised access to the newly created Small Business Fund.

Thank you.

Sincerely,

The Original Equity Group, SPC

SEC.10.100-334. SMALL BUSINESS ASSISTANCE FUND.

(a) Establishment of Fund. The Small Business Assistance Fund ("Fund") is established as a category four fund as defined in Section 10.100-1 of the Administrative Code, and shall receive all taxes, penalties, interest, and fees collected on the Vacancy Tax imposed under Article of the Business and Tax Regulations Code.

(b) Use of Fund. Subject to the budgetary and fiscal provisions of the Charter, monies in the Fund *shall be partially used to fund the Office of Cannabis Community Reinvestment Fund, (section 10.100-162 of the administrative code), at an amount not to exceed 50% of all monies collected. The remaining amount will be used exclusively* for the purposes described in Section 2907 (b) of Article 29 of the Business and Tax Regulations Code. *[Or add language that would allow for Equity Applicant/Operator purposes to be included in Section 2907 (b) of Article 29]*

(c) Administration of Fund. As stated in Section 2907 (c) of Article 29 of the Business and Tax Regulations Code, commencing with a report filed no later than February 15, 2023, covering the fiscal year ending June 30, 2022, the Controller shall file annually with the Board of Supervisors, by February 15 of each year, a report containing the amount of monies collected in and expended from the Fund during the prior fiscal year, the status of any project required or authorized to be funded by Section 2907, and such other information as the Controller, in the Controller's sole discretion, deems relevant to the operation of Article 29



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Juvenile hall Overtime tip  
**Date:** Friday, December 6, 2019 12:31:00 PM

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**From:** Allen Jones <jones-allen@att.net>  
**Sent:** Tuesday, November 19, 2019 12:32 PM  
**To:** Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Jill Tucker <jtucker@sfchronicle.com>; Joaquin Palomino <JPalomino@sfchronicle.com>; Joshua S. <jsabatini@sfexaminer.com>  
**Subject:** Juvenile hall Overtime tip

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

An audit of juvenile hall overtime is needed regardless of how long this facility remains open.

Allen Jones  
[jones-allen@att.net](mailto:jones-allen@att.net)  
(415) 756-7733  
[californiaclemency.org](http://californiaclemency.org)

*The only thing I love more than justice is the freedom to fight for it. -- Allen Jones --*

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: NO LAW AND ORDER, BECOMING A GHETTO CITY AND SHAME BAY AREA  
**Date:** Friday, December 6, 2019 12:30:00 PM

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**From:** chris w <[dragonflysfo@gmail.com](mailto:dragonflysfo@gmail.com)>  
**Sent:** Tuesday, November 19, 2019 12:26 PM  
**To:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>; Bart Police <[ia@bart.gov](mailto:ia@bart.gov)>; [sfmeta@sfgov.org](mailto:sfmeta@sfgov.org); [sfpd@sfgov.org](mailto:sfpd@sfgov.org)  
**Subject:** Fwd: NO LAW AND ORDER, BECOMING A GHETTO CITY AND SHAME BAY AREA

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ENOUGH IS ENOUGH!!!  
 Take ACTIONS to STOP THE LAWLESSNESS in San Francisco and BART and MUNI....There is NO DOUBLE STANCDARDS for Homeless and FARE EVADERS!!  
 Either the Public Transit is FREE to ALL or WE ALL HAVE TO PAY....PERIOD!...NOT FAIR TO FAREPAYERS to SUBsidize FARE EVADERS that contribute to CRIMES and UNHEALTHY and UNSAFE Public Transportations!  
 NO MORE JUST "TOKEN ENFORCEMENTS" ....otherwise they will claim NO ONE EVER CHALLENGES THEM BEFORE!!  
 NO ONE FORCES ANYONE TO LIVE IN SAN FRANCISCO,there are NO BARS AROUND THIS CITY!!!  
 IF YOU CANT AFFORD IT<MOVE SOMEWHERE ELSE!!!  
 ITS commonplace to see more than 50% Muni riders "NOT PAY" and BART ALSO,Jumping fare gates....its a JOKE TO PAY when you see all these FARE EVADERS get away with it for soo long.....and then you Wonder why HOMELESS and CRIME is SPREADING around the CITY and BAY AREA!!!  
 WELL,they GET AROUND FREE!!!  
 SHAME ON YOU FOR NOT TAKING ENOUGH ACTIONS TO HAVE LAW AND ORDER!!!  
 ITS NOT JUST ABOUT AFFORDABLE HOUSINGS.....ITS ABOUT LAW AND ORDER>>>GET IT????  
 San Francisco resident and taxpayer.....  
 STOP WASTING OUR PROPERTY TAX MONEY !!!....

----- Forwarded message -----

From: **board \_BoardofDirectors** <[BoardofDirectors@bart.gov](mailto:BoardofDirectors@bart.gov)>  
 Date: Tue, Mar 12, 2019 at 4:47 PM  
 Subject: RE: NO LAW AND ORDER, BECOMING A GHETTO CITY AND SHAME BAY AREA  
 To: chris w <[dragonflysfo@gmail.com](mailto:dragonflysfo@gmail.com)>, Bart Webcustomerservices <[webcust@bart.gov](mailto:webcust@bart.gov)>

Chris, your email will also be forwarded to the Board of Directors. Thank you.

**From:** chris w <[dragonflysfo@gmail.com](mailto:dragonflysfo@gmail.com)>

**Sent:** Tuesday, March 12, 2019 3:47 PM

**To:** [mayorlondonbreed@sfgov.org](mailto:mayorlondonbreed@sfgov.org); Safai, Ahsha (BOS) <[ahsha.safai@sfgov.org](mailto:ahsha.safai@sfgov.org)>; [dpw@sfdpw.org](mailto:dpw@sfdpw.org); [sfmta@sfgov.org](mailto:sfmta@sfgov.org); BPD Internal Affairs <[ia@bart.gov](mailto:ia@bart.gov)>; Bart Webcustomerservices <[webcust@bart.gov](mailto:webcust@bart.gov)>; [Board.of.Supervisors@sfgov.org](mailto:Board.of.Supervisors@sfgov.org); board \_BoardofDirectors <[BoardofDirectors@bart.gov](mailto:BoardofDirectors@bart.gov)>

**Subject:** NO LAW AND ORDER, BECOMING A GHETTO CITY AND SHAME BAY AREA

There is NO Law and ORDER in San Francisco, anymore!!

The Rights of Criminals/HOMELESS/FareEvaders RULE THE CITY AND BAY TRANSIT SYSTEM..///SPREADING UNHEALTHY, UNSAFE, LAWLESS GHETTO ENVIRONMENT!!

THIS CANNOT BE THE NEW "NORMAL"...UNACCEPTABLE and SHAMEFUL to LAW ABIDING,FARE PAYING Citizens and Residence!!

UNSAFE PUBLIC TRANSIT SYSTEM....UNCLEAN/HEALTHY CONDITIONS ....ITS JUST A "JOKE" for Residences and Tourists....WHAT A SHAME...SHAME ON CIVIL SERVANTS!!

DO YOU WORK FOR FREE????.....THEN HOW MANY MILLIONS\$\$\$ LOSS...DOES IT TAKE BEFORE YOU DO SOMETHING....and not just TOKEN ACTIONS!!

HOW MANY PEOPLE HAVE TO GET HURT<ATTACKED>>>ROBBED...and KILLED BEFORE YOU NOT JUST THINK ABOUT IT<BUT DO SOMETHING ABOUT IT????

TRASH in the STREETS,in Public Transits,on Private Property ETC> ETC>!!!

HOW CAN YOU SLEEP WELL AT NIGHT>>>>>KNOWING THIS CITY/BAY AREA IS GOING DOWNHILL.....INTO GHETTO STATUS...COMPOUNDING THE SITUATION!!!!

SHAME ON YOU!!!

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: RESERVOIR PROJECT'S AB 900 REDUCTION OF TRIP GENERATION: ELIMINATION OF CITY COLLEGE TRIPS  
**Date:** Friday, December 6, 2019 12:26:00 PM  
**Attachments:** [aj--AB 900.docx](#)

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**From:** aj <ajahjah@att.net>  
**Sent:** Saturday, November 16, 2019 8:23 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** RESERVOIR PROJECT'S AB 900 REDUCTION OF TRIP GENERATION: ELIMINATION OF CITY COLLEGE TRIPS

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS:

## **RESERVOIR PROJECT'S AB 900 REDUCTION OF TRIP GENERATION: ELIMINATION OF CITY COLLEGE TRIPS**

The Balboa Reservoir Project is being fast-tracked via AB 900 which short-circuits normal CEQA legal challenges. From the 11/15/2019 SF Chron article: *"... any lawsuit under the California Environmental Quality Act goes directly to an appeals court and must be resolved within 270 days. That compressed timeframe means AB900 can be a developer's best friend, said land-use attorney Tim Tosta."*

As an AB 900 "Environmental Leadership Development Project", the Reservoir Project is required to fulfill the following provision of Public Resources Code 21180:

- *"...achieves a 15-percent greater standard for transportation efficiency than for comparable projects."*
- *"Transportation efficiency" means the number of vehicle trips by employees, visitors, or customers of the residential, retail, commercial, sports, cultural, entertainment, or recreational use project divided by the total number of employees, visitors, and customers.*

The Reservoir Project fulfills the 15% improved transportation efficiency requirement at the expense of City College stakeholders. The Reservoir Project shows no consideration for the impact of the elimination of existing parking on student enrollment and attendance.

The Reservoir Project's AB 900 Environmental Leadership Development Project Application presents the following:

*Specifically, **trip reductions due to the removal of existing uses** are associated with the infill*

nature of the site and would therefore be applicable to the Project and Project Variant only and would not be applicable to the comparable project.

#### *Elimination of Existing Parking*

The project site is currently occupied by a surface parking lot with 1,007 vehicle parking spaces. Both driveway counts and parking inventory and occupancy data were collected when City College was in session. The site was estimated to generate a total of 644 daily vehicle trips. Because the Proposed Project would replace 750 of the 1,007 public parking spaces (74%), the existing activity was reduced by 74% to account for the existing trips that would continue to access parking on the site. This level of activity (167 vehicle trips) represents a 5.1% reduction in daily vehicle trips when compared with the Proposed Project's comparable project. This existing activity (644 vehicle trips) represents an 11.4% reduction in daily vehicle trips when compared with the Project Variant's comparable project.

#### *TRIP GENERATION COMPARISON SUMMARY*

To compare the overall trip generation of the Project and the Project Variant to the comparable projects, the trip generation estimates for the Project and the Project Variant were adjusted to account for existing uses and the TDM program. As shown in the following tables both the Project and the Project Variant would result in a decrease in vehicle trip generation compared to the respective comparable projects. Table 2, Project shows that the Project would generate 1,044 fewer daily vehicle trips. This equates to a 30.3 percent decrease in daily vehicle trips. The development of the Project would also decrease trips to the City College as a result of the decrease in vehicle trips. When taking into account this decrease in trips, the Project would decrease an additional 167 trips, for a total of 1,211 fewer daily trips.

The development of the Project Variant would also decrease trips to the City College as a result of the decrease in vehicle trips. When taking into account this decrease in trips, the Project Variant would decrease an additional 644 trips, for a total of 1,998 fewer daily trips.

### **LESS IS MORE; UP IS DOWN**

Less for City College is More for the Reservoir Project. According to the Reservoir Project's AB 900 Application, City College currently generates 644 daily vehicle trips. The Reservoir Project projects itself to generate 2,397 daily vehicle trips for the 1,100-unit option. It projects itself to generate 3,107 trips for the 1,550-unit option.

Using the Reservoir Project's own figures:

- For the 1,100-unit option: From the existing 644 City College vehicle trips to 2,397 Reservoir Project trips is an increase of 1,753 (272%) vehicle trips.
- For the 1,550-unit option: From the existing 644 City College vehicle trips to 3,107 Reservoir trips is an increase of 2,463 (382%) vehicle trips.

The change of use from City College to the Reservoir Project projects net generation of 1,753 daily vehicle trips (for 1,100 unit option) and 2,463 trips (for 1,550 unit option). But in the topsy-turvy Red Queen world of the Reservoir Project, these net increases are interpreted instead as vehicle trip decreases of 1,044 (for 1100 unit option) and 1,354 (for 1,550 unit option)!

How is this possible?! How can an increase of 1,753 trips transform into a decrease of 1,044 trips (for 1,100 unit option)? How can an increase of 2,463

**trips** transform into a **decrease of 1,354?**

It's possible when the Red Queen makes the rules in Alice's Wonderland.

It's possible because the authorities are not comparing the Reservoir Project with the existing condition.

The "decrease" in vehicle trips is in comparison to an unsourced, unnamed "comparable development, which represents a baseline case."

The actual baseline condition of 644 daily vehicle trips by City College students IS NOT USED AS THE BASELINE.

The baseline "comparable development" used in the AB 900 Application appears to be nothing but a straw man development that allows the Reservoir Project to achieve the 15% transportation efficiency requirement of AB 900.

--Alvin Ja, District 7 constituent  
11/16/2019

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Still Waiting for Action Denouncing Ms. Fewer's Behavior  
**Date:** Friday, December 6, 2019 12:21:00 PM

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-----Original Message-----

From: Ed Cota <deatoc25@sbcglobal.net>  
Sent: Monday, November 18, 2019 12:51 PM  
To: Yee, Norman (BOS) <norman.yee@sfgov.org>  
Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>  
Subject: Still Waiting for Action Denouncing Ms. Fewer's Behavior

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Mr. Yee,

On Wednesday, 11/6/2019, I sent you an email requesting some type of censure for Ms. Fewer's unprofessional behavior and vulgar language while at Mr. Boudin's election headquarters. I haven't heard or read of any such actions being taken or even pursued by the Board of Supervisors. I also emailed Supervisor Haney, but he too failed to respond...shocking.

You, and the remainder of the members of the Board of Supervisors' silence is complicity! No other members of the BOS has displayed such inexcusable behavior since the days of Chris Daly.

Do something. Your failure to act evidence of your condoning Ms. Fewer's action which brings discredit to the BOS, and San Francisco city government.

Ed Cota



**From:** Board of Supervisors, (BOS)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: 988 Howard St./ Plaza Apartments - grave concerns re. unsafe building & abuse of tenants  
**Date:** Friday, December 6, 2019 12:18:00 PM

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**From:** Mary Savannah <westcoastembers@yahoo.com>  
**Sent:** Sunday, November 17, 2019 11:55 PM  
**Subject:** 988 Howard St./ Plaza Apartments - grave concerns re. unsafe building & abuse of tenants

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To the Following:

John Stewart Company

Conard House

San Francisco Department of Public Health - [Grant.Colfax@SFPDH.org](mailto:Grant.Colfax@SFPDH.org),  
[Grant\\_Colfax@yahoo.com](mailto:Grant_Colfax@yahoo.com), [Naveena.Bobba@SFPDH.org](mailto:Naveena.Bobba@SFPDH.org), [Stephanie.Cushing@SFPDH.org](mailto:Stephanie.Cushing@SFPDH.org)

California Department of Public Health - [InternalAudits@CDPH.CA.gov](mailto:InternalAudits@CDPH.CA.gov)

San Francisco Department of Homelessness and Supportive Housing - [Jeff.Kositsky@SFGov.org](mailto:Jeff.Kositsky@SFGov.org)

San Francisco Animal Care and Control - [John.Skeel@SFGov.org](mailto:John.Skeel@SFGov.org), [Ellie.Sadler@SFGov.org](mailto:Ellie.Sadler@SFGov.org)

San Francisco Housing Authority - [SFHA.TransitionTeam@SFHA.org](mailto:SFHA.TransitionTeam@SFHA.org)

Housing and Urban Development - [Whistleblower@HUDOIG.org](mailto:Whistleblower@HUDOIG.org)

San Francisco Department of Building Inspection - [Tom.Hui@SFGov.org](mailto:Tom.Hui@SFGov.org), [Sophia.Huie@SFPDH.org](mailto:Sophia.Huie@SFPDH.org),  
[Larry.Kessler@SFPDH.org](mailto:Larry.Kessler@SFPDH.org), [Roberto.Arevalo@SFPDH.org](mailto:Roberto.Arevalo@SFPDH.org), [Robert.Wohlers@SFGov.org](mailto:Robert.Wohlers@SFGov.org)

San Francisco Board of Supervisors - [Board.of.Supervisors@SFGov.org](mailto:Board.of.Supervisors@SFGov.org)

San Francisco Adult Protective Services - [HSAwebmaster@SFGov.org](mailto:HSAwebmaster@SFGov.org), [ReportToAPS@SFGov.org](mailto:ReportToAPS@SFGov.org)

San Francisco District Attorney - [SFDA-IIB@SFGov.org](mailto:SFDA-IIB@SFGov.org)

CC Legal and/ or Potentially Affected Parties:

San Francisco Independent Living Resource Center - [Brandie@ILRCsf.org](mailto:Brandie@ILRCsf.org)

San Francisco BAR - [SYoung@SFBAR.org](mailto:SYoung@SFBAR.org)

San Francisco Coalition on Homelessness - [JFriedenbach@COHSF.org](mailto:JFriedenbach@COHSF.org)

\*\*\*\*\*

My name is Mary Rogus and I am a multi-disabled tenant living at the Plaza Apartments at 988 Howard Street in San Francisco, a "permanent supportive housing" building which gets City, State and Federal

funding to operate.

988 Howard Street is dangerous to tenants. Our apartment units can drastically overheat, there is insufficient ventilation, and cockroaches and other vector issues are rampant throughout our units and have been noted in other building locations- including the Conard House and Department of Public Health nursing offices in the building.

Tenants at the Plaza Apartments also suffer from emotional abuse by our property management company (the John Stewart Company) in the form of gaslighting and retaliation against tenants who complain of serious problems. Several tenants have reported to me they felt bullied into silence. Other tenants who try to complain are then informed "you are the only one who complains." Many dare not speak up about property management staff failing to adhere the company's own House Rules.

I am now coming forward with another instance of retaliation against me by property management at 988 Howard Street which occurred in August 2019. This continuing abuse exacerbates my PTSD and other disability symptoms, and I remain concerned speaking up about what is happening to me will only prompt the John Stewart Company to double down on the retaliation efforts against me.

However, I make this massively public complaint in honor of my own rights and the rights of other tenants to live free from physical and emotional harm in our housing and by those in charge of it. If I do not speak up, the John Stewart Company and other vested interests in keeping secret the indefensible problems of San Francisco's deeply corrupt Permanent Supportive Housing will just keep hurting vulnerable human beings like us. We are not safe here, physically, emotionally or in any legal sense.

On August 14th 2019 I confronted Ron Bowen, the current Regional Manager for the John Stewart Company, for refusing to enforce basic Accommodation Animal safety standards; animals here are fully permitted to act aggressively, to be neglected and abused, and to remain unvaccinated.

At the Plaza Apartments there is no baseline level expectation of appropriate animal ownership- but as the John Stewart Company typically does when complaints of any kind are brought forth, I am constantly gaslighted on this subject and told I am the only one who complains. Nevermind that we possess the absolute right to expect the John Stewart Company to abide by local vaccination and state animal care and control laws.

Mr. Bowen rushed away after angrily disengaging from me, as he seems to do most often with women who bring to him their valid concerns, which I find deeply troubling. I expressed intense frustration at him for covering up lease violations by tenants who were harming other tenants and even their own Accommodation Animals via abuse and neglect.

Only 3-4 hours later I received a Lease Violation accusing me of "violence and verbal abuse" for an event which occurred \*nine days prior\*. I have no doubt Mr. Bowen/ the John Stewart Company initiated conjuring up a 8/5/19 "lease violation" in order to retaliate against me for very publicly confronting Mr. Bowen on 8/14/19 regarding the John Stewart Company's refusal to adhere to its own House Rules; and for wilfully allowing tenants to violate known local and California laws on animal vaccinations and basic animal management. I also told Mr. Bowen that I had been asking San Francisco Animal Care and Control to intervene- Lt. Ellie Sadler of SF ACC confirmed for me that the unvaccinated and unlicensed dogs are indeed under ACC's jurisdiction to come to 988 Howard Street to address. I had subsequent conversations with a local "dog lawyer" as well as the Deputy Director of SF ACC, John Skeel. As I recall, I stated all of this to Mr. Bowen, providing him with ample reason to attempt to discredit me for the benefit of the John Stewart Company's need to hide the many questionable and illegal situations at the Plaza Apartments.

On 8/5/19, shortly before I boarded my Paratransit ride, I did indeed express anger to John Stewart Company staff present that once again I had discovered my unit had been entered without my consent. I also used the F-word. That being said, as I left to catch my ride, I GAVE A FRIENDLY GOODBYE TO BOTH "WITNESSES." I noted again to them that I simply needed to be given the respect of being able to schedule visits for when I am home so that I can attend to the needs of my own Accommodation Animal.

I explicitly stated I have no problem with scheduled visits, but that I have the RIGHT and the RESPONSIBILITY to be present with my animal when people come into my home. STAFF OFTEN LEAVE MY DOOR WIDE OPEN. I must be home to ensure staff do not allow my animal to escape the apartment. The John Stewart Company truly does not care whether any particular tenant lives or dies, so needless to say they have zero interest in making sure my beloved animal cannot escape my unit once they open my apartment door- with their own set of keys no less- while I am not home.

I asked those at the front desk that morning if this latest incident of my apartment being entered without my consent could be addressed. I was informed that the incident would be looked into.

Nine days later, "the incident" was twisted into me being "verbally abusive to staff"- there was no mention of what I said re. the violation of my Fair Housing rights and my responsibility for the safety of my dear Accommodation Animal. I was quoted using the F-word far more than I recall actually saying it, but most importantly, the event was purposely contorted into allowing the John Stewart Company to furnish me with a "lease violation."

I was quoted as saying "no F'ing body in my unit at no F'ing time." Minus the F-words, this is terrible grammar and I would never speak like an 8th grade (at best) graduate. With all due respect to whomever was tasked with imagining how to put their own uneducated speech into my mouth. And I never said anything about no one being allowed to enter my unit at any time. That is absurd. I BEG for multiple City entities to enter my unit, time and time again, to bear witness to the uninhabitable hell we experience here. How does "just SCHEDULE with me!" translate to "no body at no time"?!

Quite usefully for the John Stewart Company and the Department of Homelessness and Supportive Housing, tenants have no way to prove words are put into their mouths in order to invent lease violations. We have no way to access the supposed video footage of incidents, and \*supposedly\* voices are not being recorded anyway. Tenants are not given the respect of a meeting to discuss events prior to receipt of a "lease violation"; though of course when it is an embellished or invented incident anyway, why would the John Stewart Company allow us to say outright, before they can lie in writing, that the event happened either very differently in the tenant's recollection or not at all? Tenants are also robbed of any way to expunge bogus or questionable "lease violations" from our tenancy files.

This can have dire consequences for tenants, of course. All of the power remains with the property management company to intimidate us and even go so far as to creatively evict tenants who speak up about all of the unsafe, abusive and illegal goings-on by the vested interests in 988 Howard Street. The Director of the Department of Homelessness and Supportive Housing, Jeff Kositsky, has publicly stated multiple times that evictions from San Francisco's Permanent Supportive Housing are rare. That is patently untrue. I can show you where former neighbors of mine now sleep on the curb. So \*of course\* we always have to be afraid of retaliation! Is it no wonder many tenants will never speak up about what is happening to us?!

Interestingly, though the John Stewart Company is very fast to put incidents/ invented incidents with tenants in writing, to this day I continue to wait for any documentation at all for tenants regarding \*why\* our rents were decreased and why Mr. Bowen told a roomful of tenants in November 2017 that "we'd have to wait longer" for refund money if we wanted written documentation about \*why\* we were to be getting this money. Clearly this is not legal.

Tenants ended up getting these promised checks several months later than we were told we would, with of course nothing furnished to us in writing. Even now 2 years later, Mr. Bowen and the John Stewart Company have given us no documentation about why we got those checks. All tenants were ever given were printed columns of dates and numbers that, at least in my case, were calculated incorrectly. Perhaps the same person who quoted me as supposedly saying "no body in my unit at no time" is the same person who does the John Stewart Company's accounting. This de facto and ongoing refusal to provide tenants and even concerned City departments/ entities with written information, and the inaccuracy of the way our finances are calculated, is obviously illegal.

It is also illegal the way the John Stewart Company, the Department of Homelessness and Supportive Housing, the San Francisco Department of Public health and others ignore and even cover up tenant injuries in the building. We suffer from terrible ventilation and excessive heat. I have long since been known as the tenant who is most vocal about the building's overheating units and other serious problems. Yet still we languish in hellish conditions while paying for the "privilege" of being housed/ warehoused here.

The John Stewart Company was finally pressured into providing a single, and largely useless, air conditioner in the common room downstairs.

On August 17th 2019 a neighbor came up to me as I languished in front of that air conditioner. He reported to me Mr. Bowen had come into the room the day before, made fun of me and cracked "we ought to put that air conditioner in Mary's unit." Around the time this was said to have occurred, I was in the hospital. I was being treated in the ER for heat-related symptoms I suffered at 988 Howard Street.

What is happening here is abusive and it is criminal. I will continue to speak out about our right to safe, comfortable housing free from retaliation and emotionally sadistic treatment by those granted City permits, tax credits and other benefits for housing impoverished, disabled and disenfranchised tenants.

I will keep watching to see what you all do. This is several kinds of criminal abuse we are suffering from, and it is happening in public. I initiate many of my communications with everyone in the form of mass emails so that none of you can later claim not to know what is happening here. We are suffering and you are all witnesses to our systemic torture. I beg that you hold each other appropriately accountable and then evacuate us to safety- out of this dangerous, known "sick building".

Most Sincerely,  
Mary Rogus  
Tenant-victim of 988 Howard Street/ Plaza Apartments  
[WestCoastEmbers@Yahoo.com](mailto:WestCoastEmbers@Yahoo.com)  
(415) 846-6493

\*Attached is my "lease violation" - if you cannot view it here, please request a paper copy from me.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: I support parking reform, stronger parking controls  
**Date:** Friday, December 6, 2019 11:36:00 AM

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**From:** Shirley Johnson <dr\_shirley\_johnson@yahoo.com>  
**Sent:** Sunday, November 17, 2019 6:53 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Tom Radulovich <tom@livablecity.org>  
**Subject:** I support parking reform, stronger parking controls

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

I strongly support the [parking reform ordinance](#) introduced by Supervisor Mandleman.

It's imperative to reduce private automobile trips in San Francisco. The climate emergency means we have to find ways to discourage people from driving. We must encourage more walking, bicycling, and public transit.

It's really quite simple: the easier it is for people to drive, the more people will drive. More parking makes it easier for people to drive. Less parking means fewer people will drive.

Eliminating minimum parking requirements citywide was a great first step. Now it's time to take the next step and reform the city's off-street parking policies to encourage people to choose sustainable transportation instead of driving.

Please consider the future of our city. Please support parking reform. We'll all breathe easier with fewer cars on our city streets.

Respectfully,  
Shirley Johnson  
3480 17th Street  
San Francisco

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Contractors destroying trees in McLaren park to build Outward Bound  
**Date:** Friday, December 6, 2019 11:19:00 AM

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**From:** chaitanya diwadkar <cdiwadkar@gmail.com>  
**Sent:** Friday, November 15, 2019 11:17 AM  
**To:** Suen, Jackie (REC) <jackie.suen@sfgov.org>; Waltonstaff (BOS) <waltonstaff@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>  
**Subject:** Contractors destroying trees in McLaren park to build Outward Bound

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Ms. Suen, Sup. Walton, Board of Supervisors,  
It's absolutely disgusting to see that contractors are destroying trees in McLaren Park to build the structures for Outward Bound.  
Haven't you all destroyed enough trees already? Is there really any need to uproot and destroy more instead of transplanting them? As if more trees won't be destroyed to build the Outward Bound structures too!  
In an era of rapid climate change, this is absolutely irresponsible and shame on all of you for not having any oversight.  
I'm sure you will respond with the usual platitudes so please don't bother responding unless you have something useful or actionable to say! We don't expect much given that this is not Pacific Heights!

Sincerely,  
Chait Diwadkar  
Vis Valley

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: City and County of San Francisco FOC adherence  
**Date:** Friday, December 6, 2019 11:17:00 AM

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**From:** MONTE WHITE <mwhite3182@sbcglobal.net>  
**Sent:** Friday, November 15, 2019 10:53 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** City and County of San Francisco FOC adherence

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Why doesn't Fair Chance Ordinance FOC, apply to the San Francisco city and county agencies that conduct background and fingerprint checks prior to employment?

If businesses in San Francisco are required to follow the ordinance, why is the city and county of San Francisco not following it?

Thank you

Monte White  
[mwhite3182@sbcglobal.net](mailto:mwhite3182@sbcglobal.net)



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Formal resignation from Sunshine Ordinance Task Force  
**Date:** Friday, December 6, 2019 11:14:00 AM

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**From:** Rishi Chopra <[rishichopra1@sbcglobal.net](mailto:rishichopra1@sbcglobal.net)>  
**Sent:** Wednesday, November 13, 2019 11:06 AM  
**To:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
**Subject:** Formal resignation from Sunshine Ordinance Task Force

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

I would like to formally resign from the Sunshine Ordinance Task Force.

Thank you.

Rishi Chopra

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: CCSF Class Cuts are Wrong  
**Date:** Friday, December 6, 2019 11:06:00 AM

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**From:** tesw@aol.com <tesw@aol.com>  
**Sent:** Tuesday, November 26, 2019 9:16 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Fwd: CCSF Class Cuts are Wrong

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please demand accountability and productive actions to build City College enrollment!

Tes Welborn

-----Original Message-----

**From:** tesw <[tesw@aol.com](mailto:tesw@aol.com)>  
**To:** MRocha <[MRocha@ccsf.edu](mailto:MRocha@ccsf.edu)>  
**Cc:** MMueller <[MMueller@ccsf.edu](mailto:MMueller@ccsf.edu)>; tselby <[tselby@ccsf.edu](mailto:tselby@ccsf.edu)>; ttemprano <[ttemprano@ccsf.edu](mailto:ttemprano@ccsf.edu)>; ivylee <[ivylee@ccsf.edu](mailto:ivylee@ccsf.edu)>; jrizzo <[jrizzo@ccsf.edu](mailto:jrizzo@ccsf.edu)>  
**Sent:** Tue, Nov 26, 2019 9:10 am  
**Subject:** CCSF Class Cuts are Wrong

Chancellor, your decision to cut some 200 CCSF classes BEFORE registration begins is WRONG.

You are taking steps to destroy the institution you are bound to facilitate its success.

This is a betrayal of CCSF students and the entire city of San Francisco.

City residents and leaders have actively and with funds supported City College.

You must restore all classes recently cut.

Many of these classes are needed to complete certificates and/or degrees and subsequent four-year college enrollment.

And seriously show both what you have done to promote and maintain enrollment, as well as what actions you will do with faculty, staff, and students, as well as San Franciscan electeds and residents, to maintain and build CCSF.

Personally, I have paid full tuition for Music 14 Tuesday 2:10pm. I could pay more, too.

And while I am fortunate, many CCSF students rely on the low cost classes to learn or improve a professional skill and/or pursue higher education.

This class is an excellent place to improve one's singing voice and ability to speak and sing in front of a hall.

People who take these classes are very diverse, from first year in college to senior citizens, diverse ethnically and in starting singing ability.

I have greatly benefited from these classes, and my voice has greatly improved and become more professional.

These classes mean a lot to me, and to others in these classes, and I very much want to continue to improve my voice.

I have learned to better present myself to an audience, breath control, voice improvement exercises, a better understanding of how the voice produces sound and how to protect it, how to sing more expressively, how to learn a song -- and much more!

In the past, I have attended a variety of City College classes, and I have always wished I could attend more.

I am very concerned about the future of City College. This is at least the second round of cuts and faculty layoffs that you have implemented. You appear to be doing more to destroy City College than to preserve and improve it.

Please explain your actions to all of us -- faculty, staff, and students, as well as San Franciscan electeds and residents -- immediately recind these new class cuts, and work to build City College.

Sincerely,

Teresa M. Welborn  
2001 Oak Street  
San Francisco CA 94117

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Protect City College  
**Date:** Friday, December 6, 2019 11:05:00 AM

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**From:** Junona Jonas <junonajonas@yahoo.com>  
**Sent:** Thursday, November 28, 2019 10:15 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Protect City College

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

**Dear Board of Supervisors,**

I am writing to ask you to take a stand against the unconscionable cuts to the Spring schedule of classes at City College of San Francisco. The late night "massacre" which eliminated over 250 classes that had already been scheduled and printed in the Spring catalogue was done with no consultation with teachers or Department heads.

Students were left stranded and older adults who depend on the Older Adults program for mental stimulation and thus mental growth and health saw their classes purged. In total, 289 classes were struck. Over 200 were credit classes. Of the 58 Older Adult classes, 52 were eliminated. These cuts were done in secret and with no regard to their effect. This is just another attempt to encourage the death spiral of "cut classes, lose students, cut more classes, lose more students until you can start closing parts of the campus thus freeing up the property for developers.

Classes required for certification were eliminated. The administration said classes were eliminated due to low demand and attendance. However many classes are fully enrolled some even with waiting lists. Others are limited in size due to their structure. it is hard to have piano classes for more than 24 students when you only have 24 pianos.

And what is the reason the administration has given for these drastic cuts? A budget shortfall. Where was their concern for this shortfall when earlier this year they tried to move forward with exorbitant salary increases for Administrators (in some cases as high as 100%!)

Please support the 62,000 students and the faculty of CCSF and voice your opposition to this attack on our Community. City College is too important an asset for the City of San Francisco for us to allow this attack on its very existence to prevail.

Junona Jonas  
4016 20th Street  
San Francisco, CA 94114

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: Support letter for 3333 California Street project  
**Date:** Thursday, November 7, 2019 11:26:00 AM

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**From:** Ignacio Barandiaran <ignacio.barandiaran@gmail.com>  
**Sent:** Tuesday, November 5, 2019 4:57 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Fwd: Support letter for 3333 California Street project

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

I want to reiterate my support for this project in advance of the upcoming hearing, per my earlier letter copied below.

Best regards,

Ignacio Barandiaran  
c 415.606.6584

Begin forwarded message:

**From:** Ignacio Barandiaran <[ignacio.barandiaran@gmail.com](mailto:ignacio.barandiaran@gmail.com)>  
**Date:** September 6, 2019 at 6:23:55 PM PDT  
**To:** [Catherine.Stefani@sfgov.org](mailto:Catherine.Stefani@sfgov.org), [myrna.melgar@sfgov.org](mailto:myrna.melgar@sfgov.org), [joel.koppel@sfgov.org](mailto:joel.koppel@sfgov.org),  
[frank.fung@sfgov.org](mailto:frank.fung@sfgov.org), [richhillissf@gmail.com](mailto:richhillissf@gmail.com), [milicent.johnson@sfgov.org](mailto:milicent.johnson@sfgov.org),  
[kathrin.moore@sfgov.org](mailto:kathrin.moore@sfgov.org), [dennis.richards@sfgov.org](mailto:dennis.richards@sfgov.org), [kei.zushi@sfgov.org](mailto:kei.zushi@sfgov.org)  
**Subject:** Support letter for 3333 California Street project

Dear Supervisor and Planning Commissioners:

I support the proposed development at 3333 California Street. This project has been thoughtfully developed with input from the community, and marks a critical step forward in addressing San Francisco's housing crisis. Additionally, the proposal will connect the existing site to the greater Laurel Heights community, creating open spaces, community amenities, and homes.

The project has prioritized community input on design and use from the start.

Throughout the design process, the developer held community meetings, engaged with community groups, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing. Based on community feedback, the development team changed the design multiple times to continue to improve the project.

The project includes retail space in the hopes of reducing the need to drive outside of the neighborhood. The proposed retail will be designed to fill-in where goods and services are lacking, complementing the existing retail establishments and helping to stitch the neighborhood together. After collaboration with stakeholders, the designs were updated to fit with the neighborhood's 'classic San Francisco' feel so that the development fits into the neighborhood's character. Additionally, to keep the Laurel Heights community family-friendly, the project includes a mix of apartments and townhomes. Importantly, it will include an on-site childcare space to serve young families.

As a passionate supporter of making San Francisco a better a more inclusive place to live, I look forward to this project contributing to the character of the neighborhood while also creating much needed new housing opportunities.

Sincerely, Ignacio Barandiaran.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW:  
**Date:** Thursday, November 7, 2019 11:36:00 AM

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**From:** Abby Gritter <abbygritter8@gmail.com>  
**Sent:** Tuesday, November 5, 2019 3:50 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:**

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors:

To ensure San Francisco can be a home for all people, our city needs more housing for everyone. That's why, as a resident of the nearby neighborhood, I am writing to you in support of the proposed mixed-use development at 3333 California Street. I'm proud to have lived in San Francisco for almost 1 year. But, it pains me to live in the city with America's most expensive housing costs, and makes me wonder if this is a place I can afford to call home. When I moved here from Santa Barbara, my income increased by 50%, but my rent increased by 90%. I now make more money than both of my parents ever have for an annual salary - but in SF, I'm still considered "low-income." Our housing crisis stems from a shortage of housing. One proven strategy to address the cost of housing is to build more of it. The proposed 3333 California mixed-use development in Laurel Heights answers the city's needs by providing 744 new housing units. These units aren't just studios— approx. 58% of total homes are family friendly: two, three, and four-bedroom homes.

The City has set an important goal of producing 5,000 new housing units annually for the next 20-years. The 3333 California project alone can help the city meet almost 20% of that important annual goal. The 3333 California project has been guided by strong public policy and is balanced by community input. Throughout the development process, the Prado Group held over one hundred and sixty community meetings, engaged with the community, city leaders, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing. In the long term, 3333 California represents the types of solutions our city needs. In the short term, it's an opportunity for more families to stay and thrive in our incredible city. I urge you to support this project.

Sincerely,

Abby Gritter



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: 2015-014028CUA/PCA/MAP/DUA 3333 California St. development  
**Date:** Thursday, November 7, 2019 11:35:00 AM

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**From:** Michael Coholan <michael@hilltopllc.com>  
**Sent:** Thursday, November 7, 2019 10:07 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>  
**Subject:** 2015-014028CUA/PCA/MAP/DUA 3333 California St. development

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

As I 35 year Laurel Heights neighborhood resident I am writing to affirm my support of the appeals filed by the Laurel Heights Improvement Association of SF, Inc. with respect to the 3333 California St. development that you will hear at your upcoming Nov. 12<sup>th</sup> meeting. Specifically, my concerns with the project's EIR are as follows:

- 1. The EIR is Inadequate Because It Fails to Adequately Analyze Alternatives to the Proposed Project.**
- 2. The EIR Failed to Describe the Project's Inconsistency With San Francisco's General Plan as to Preservation of Historical Resources and Neighborhood Character.**
- 3. The Board Should Eliminate Flexible Retail and Social Service and Philanthropic Facilities from the Special Use District Because they Were Not Disclosed in the EIR and Are Not Necessary For or Compatible With the Neighborhood.**

For the foregoing reasons and those stated in other comments of LHIA and its officers in relation to this proposed project, the Board of Supervisors should overturn the Planning Commission's certification of the Final EIR, adoption of CEQA findings including findings rejecting alternatives and/or mitigation measures, and adoption of statement of overriding considerations. The Board should order the Planning Department to perform supplemental environmental review under CEQA as to all the aforesaid matters and to release the supplemental environmental document for public comment.

Sincerely,

Michael Coholan

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 CA  
**Date:** Tuesday, November 5, 2019 2:07:00 PM  
**Attachments:** [Regarding 3333 CA.pdf](#)

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**From:** Jack Ryder <jack@ryderre.com>  
**Sent:** Tuesday, November 5, 2019 12:07 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** 3333 CA

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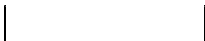
Please see attached.

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**Jack Ryder**  
Residential Agent | DRE# 01922183  
+1 415 867 4356 | [jack@ryderre.com](mailto:jack@ryderre.com)

[Schedule a Meeting](#)  
[October Market Report](#)  
[LinkedIn](#) | [Instagram](#) | [RyderRE](#)

[1699 Van Ness Avenue, San Francisco, CA 94109](#)



Dear Board of Supervisors,

I wholeheartedly support the proposed development at 3333 California Street. This project has been thoughtfully developed with input from the community, and marks a critical step forward in addressing San Francisco's housing crisis. Additionally, the proposal will connect the existing site to the greater Laurel Heights community, creating open spaces, community amenities, and homes.

The project has prioritized community input on design and use from the start. Throughout the design process, the developer held community meetings, engaged with community groups, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing. Based on community feedback, the development team changed the design multiple times to continue to improve the project.

The project includes retail space in the hopes of reducing the need to drive outside of the neighborhood. The proposed retail will be designed to fill-in where goods and services are lacking, complementing the existing retail establishments and helping to stitch the neighborhood together. After collaboration with stakeholders, the designs were updated to fit with the neighborhood's 'classic San Francisco' feel so that the development fits into the neighborhood's character. Additionally, to keep the Laurel Heights community family-friendly, the project includes a mix of apartments and townhomes. Importantly, it will include an on-site childcare space to serve young families.

Having lived in the area for 17 years, I look forward to this project contributing to the character of the neighborhood while also creating much needed new housing opportunities.

Sincerely,

Jack Ryder

[jackdryder@gmail.com](mailto:jackdryder@gmail.com)

415.867.4356

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 California - Letter of strong support!  
**Date:** Thursday, November 7, 2019 11:27:00 AM  
**Attachments:** [Diarmuid MacNeill.pdf](#)

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**From:** Diarmuid MacNeill <diarmuid@dolmen-engineers.net>  
**Sent:** Tuesday, November 5, 2019 4:42 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Kroth@pradogroup.com  
**Subject:** 3333 California - Letter of strong support!

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Diarmuid Mac Neill

**Dolmen Consulting Engineers Inc.**

2595 Mission St., Suite 200  
San Francisco CA 94110  
(415) 409-9200 xt. 101

Dear Supervisor and/or Planning Commissioners:

To ensure San Francisco can be a home for all people, our city needs more housing for everyone. That's why, as a resident of the Inner Richmond neighborhood, I am writing to you in support of the proposed mixed-use development at 3333 California Street.

I'm proud to have lived in San Francisco for thirty years. It pains me to live in the city with America's most expensive housing costs. Our housing crisis stems from a shortage of housing. One proven strategy to address the cost of housing is to build more of it. The proposed 3333 California mixed-use development in Laurel Heights answers the city's needs by providing 744 new housing units. These units aren't just studios—approximately 58% of total homes are family friendly: two, three, and four-bedroom homes.

The City has set an important goal of producing 5,000 new housing units annually for the next 20-years. The 3333 California project alone can help the city meet almost 20% of that important annual goal.

The 3333 California project has been guided by strong public policy and is balanced by community input. Throughout the development process, the Prado Group held over one hundred and sixty community meetings, engaged with the community, city leaders, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing.

Based on Community and District Supervisor's feedback, the development team changed the design multiple times and has now added 186 new, on-site affordable housing units, a quarter of all the project's housing, for low-income seniors.

In the long term, 3333 California represents the types of solutions our city needs. In the short term, it's an opportunity for more families to stay and thrive in our incredible city. I urge you to support this project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Dia', with a stylized flourish extending to the right.

Diarmuid Mac Neill  
530 8<sup>th</sup> Avenue, #6  
San Francisco CA 94118  
(415) 260-4814

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 California Street Project  
**Date:** Thursday, November 7, 2019 11:26:00 AM

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**From:** Adam Martin <amart650@yahoo.com>  
**Sent:** Tuesday, November 5, 2019 7:04 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** 3333 California Street Project

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Dear Supervisor and/or Planning Commissioners:

To ensure San Francisco can be a home for all people, our city needs more housing for everyone. That's why, as a resident of Cow Hollow, I am writing to you in support of the proposed mixed-use development at 3333 California Street.

I'm proud to have been born in San Francisco, raised on the Peninsula, high school educated in the Sunset, and returned as a resident since graduating college in 2011. But, it pains me to live in the city with America's most expensive housing costs. Our housing crisis stems from a shortage of housing. One proven strategy to address the cost of housing is to build more of it. The proposed 3333 California mixed-use development in Laurel Heights answers the city's needs by providing 744 new housing units. These units aren't just studios—approx. 58% of total homes are family friendly: two, three, and four-bedroom homes.

The City has set an important goal of producing 5,000 new housing units annually for the next 20-years. The 3333 California project alone can help the city meet almost 20% of that important annual goal.

The 3333 California project has been guided by strong public policy and is balanced by community input. Throughout the development process, the Prado Group held over one hundred and sixty community meetings, engaged with the community, city leaders, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing.

Based on Community and District Supervisor's feedback, the development team changed the design multiple times and has now added 186 new, on-site affordable housing units, a quarter of all the project's housing, for low-income seniors.

In the long term, 3333 California represents the types of solutions our city needs. In the short term, it's an opportunity for more families to stay and thrive in our incredible city. I urge you to support this project.



Sincerely,

Adam Martin  
3055 Steiner Street

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 California Street  
**Date:** Tuesday, November 5, 2019 10:14:00 AM

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**From:** Victoria Stone <[victoria@futureperfectliving.com](mailto:victoria@futureperfectliving.com)>  
**Sent:** Tuesday, November 5, 2019 8:06 AM  
**To:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
**Subject:** 3333 California Street

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Dear San Francisco Board of Supervisors,

I am writing as a senior housing professional with over 25 years of community development experience that includes time spent as a member of the Committee for an Aging and Disability Friendly San Francisco as well as the Board of the Institute on Aging. In all my work and engagement on behalf of older adults, I am often struck by the low priority placed on meeting the housing needs of this large and growing segment of our city. I am pleased to say that the project at 3333 California takes meaningful steps to change that.

In 2017, while affordable housing in San Francisco increased 83%, only 3% was developed for seniors. Longevity has resulted in a 30+ year older adulthood and by 2030 1 in 5 Americans will be 65 and older. It is clear we must address the significant affordable housing shortage facing older adults in San Francisco. I have been impressed with the thoughtful approach taken at 3333 California.

There are two housing challenges that are particularly acute in San Francisco and affect the health and well-being of older adults. These are housing affordability and accessibility, both of which would be positively impacted by the 3333 California project. First, this project is dedicating a quarter of their proposed new homes, 186 units, to affordable senior housing. This will provide much needed housing for San Francisco older adults on fixed incomes struggling with rising housing costs.

In terms of accessibility, this project provides older adults, both affordable and market-rate, with walkable access to neighborhood amenities, public transportation and a multi-generational neighborhood experience. Many older adults in San Francisco, regardless of income level, have a need for greater accessibility in their homes and around their neighborhoods. Without it they are at high risk for social isolation which is associated with significant physical, mental and emotional health issues. The project at 3333 California has shown remarkable sensitivity to the accessibility challenges of both older adults and the disabled. Examples include: the addition of elevators in townhome designs; locating the senior living development on the most level side of the site, and co-locating childcare with senior housing to enhance opportunities for multi-generational engagement. As a senior housing professional, and a homeowner in San Francisco, I am proud to support the 3333 project and hope to see many more follow their lead.

Sincerely,  
Victoria Stone

Victoria Stone, MPH  
Principal, FuturePerfect Living  
[www.futureperfectliving.com](http://www.futureperfectliving.com)

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 California Street  
**Date:** Thursday, November 7, 2019 11:25:00 AM

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**From:** Linda L. Day <lindalday1@gmail.com>  
**Sent:** Wednesday, November 6, 2019 10:21 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** kroth@pradogroup.com  
**Subject:** 3333 California Street

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Supervisors,

I own and live in a one-bedroom apartment on Masonic Avenue -- 500 Masonic Ave, #9, San Francisco, CA 94117 -- in a building that was the focus of neighborhood resistance when in the planning stage. I attended a NOPA meeting and met with owners of little houses who told me how vigorously they opposed my building and the Petrini Place building above the Lucky's on Fulton. Who can afford little houses like the ones they inhabit and bought decades ago? A speculator bought one on the 2000 block McAllister for 1.5 million 2 years ago, added 2,000 square feet, and just sold it for 4.2 million.

The wealthy residents of this part of town are worried that people like me -- a retired CSU professor -- will bring down the neighborhood. I attended one of the meetings to oppose 3333 California St. They insist that they are not against housing -- just the aspects of the project that will make it economically feasible. One specious argument has to do with protecting Laurel Village merchants from competition. This is ridiculous. Most of us shop at Target and Trader Joe's.

Further, the project adjacencies for the commercial segments are heavily trafficked streets. The one edge facing detached homes will be developed with town homes.

Please do not allow NIMBYs to rule just because they have money and time to engage in opposition.

Linda L. Day, M.Arch., Ph.D.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: 3333 California  
**Date:** Thursday, November 7, 2019 11:32:00 AM  
**Attachments:** [3333appeal.doc](#)

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**From:** Linda Glick <lindaglick@gmail.com>  
**Sent:** Wednesday, November 6, 2019 9:40 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>  
**Cc:** Richard Frisbie <frfbeagle@gmail.com>  
**Subject:** 3333 California

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Sent from [Mail](#) for Windows 10

To: The San Francisco Board of Supervisors  
RE: 3333 California Appeals

11/6/2019

Record #: : 3333 California Street,  
Record Number: 2015-014028CUA/PCA/MAP/DVA

While the appeals address specific deficiencies with compliance I want to comment on how this project will impact the neighborhood from a resident's perspective.

San Francisco is known for its diverse neighborhoods that each have their own characteristics and history. However these neighborhoods share a sense of community created by local merchants, publicly accessible open space and adequate infrastructure, i.e., transit and fire and safety support.

Yes, the District 2 needs to participate in solving the housing shortage in San Francisco.

Yes, San Francisco needs more housing but does the market rate housing proposed by the 3333 California St. project really offer a solution to the diversity of the population?

**The EIR Failed to Describe the Project's Inconsistency With San Francisco's General Plan as to Preservation of Historical Resources and Neighborhood Character.**

**The Board Should Overturn or Modify the Conditional Use Authorization Because the Proposed Project, At the Size and Intensity Contemplated, Is Not Necessary or Desirable for, and Compatible With, the Neighborhood or the Community.**

Fireman's Fund designed the 3333 California building to capitalize on the Laurel Hill vistas and trees. The buildings blend into the landscaping of the site. While the developer states that the current site is not integrated into the neighborhood that is not the case. Neighbors' criss-cross today's property as they visit surrounding merchants.

Today the neighborhood is served by retail that is a mixture of national chains and locally owned stores. Supporting the existing retail as well as leasing the existing vacancies should be a priority. What we do not need is additional retail vacancies or new retail that cannibalizes our neighborhood retail.

**The EIR Failed to Analyze the Project's Potentially Significant Shadow Impacts on Existing Open Spaces that Have Been Used by the Public for Recreational Purposes, on Sidewalks on the East Side of Laurel Street, and on Publicly Accessible Open Space Proposed by the Project.**

**The Board Should Order the Project Modified to Remove New Construction From the Green Spaces at the Top of Laurel Street and along Euclid Avenue.**

One of the major characteristics of the Laurel Heights is that we know our neighbors. What facilitates that is the open space on the east side of Laurel St. where on any day you can see neighbors talking with each other as they walk their dogs, play with children or just say hello to each other as they walk the neighborhood.

The development proposal will show how much public access space there will be. However meandering hard surface walkways in the shade can not replace the contiguous green space on Laurel St.

**The EIR is Inadequate Because It Failed to Determine Whether Measures to Mitigate the Significant Impact from Construction Noise Were Feasible.**

The developer is forecasting that construction would be on-going from 7 to 15 years. The traffic disruption and noise over this extended period is unacceptable. A neighborhood should not feel like it is under siege for this long. We have recommended some mitigating measures which should be given serious consideration.



Your decision on November 12, 2019 need not be an “either/or” one but rather one that provides much needed housing for a diverse income base and preserves a community.

Regards,

Linda Glick  
585 Laurel St.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: Build more housing; please start with 3333 California  
**Date:** Thursday, November 7, 2019 11:31:00 AM  
**Attachments:** [Adam McMichael.pdf](#)

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**From:** Adam McMichael <adam.mcmichael@gmail.com>  
**Sent:** Wednesday, November 6, 2019 2:05 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Build more housing; please start with 3333 California

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Hi,

I have been following this project very closely. My family and I live nearby, we shop in this area and we have long been proponents of more housing and greater density in SF. As you'll find in our letter we are a more fortunate family in the Bay Area and we love to call SF home. However, we've seen less fortunate friends who have chosen to raise their young families elsewhere due to affordability issues. This city needs housing supply and this site is a perfect opportunity for adding density to our community.

I am so thankful for the increase in density that has been developed in this plan. Please approve this project as presented and help streamline construction from here so that the development can impact our community as soon as possible.

Best,

Adam

--

Adam McMichael  
415-770-1742

May 13, 2019

Ms. Catherine Stefani, District 2 Supervisor  
Mr. Rich Hill, SF Planning Commission  
SF City Hall  
400 City Hall  
San Francisco, CA

**RE: 3333 California Street Project**

Dear Ms Stephani and Mr Hill:

I am writing you as a concerned citizen of San Francisco to urge you to support the proposed development at 3333 California Street, in its current form or with increased density. This project site is an incredible opportunity for the City to mitigate the housing supply issue that our region faces, by providing much-needed housing for families in a transit-friendly neighborhood. Especially in an area (District 2) that has done so little to affect the crisis the city collectively endures.

As a longtime resident of this neighborhood, I've seen neighbors and friends move out of the city due to the housing shortage and housing affordability challenges. The combined effects of job creation and slow housing production have created difficult situations for families in San Francisco.

This under used parcel offers an awesome opportunity to build more housing, and this project is exactly what the city needs at this time. The proposed project creates a family-friendly community in a city that has seen a rapid flight of young families, like mine.

The west side of San Francisco needs more housing. The residents in this area have benefited from the city's job creation as their property values have soared, but we deepen city's housing crisis by maintaining the current local zoning. This must change for the long-term sustainability of the City.

San Francisco is an innovative City that values inclusion, diversity, and community. In this moment of crisis, we hope that you will support this project and ensure that the residents of San Francisco have access to housing.

I hope that you will support the 3333 California project and create 744 new homes to help more people remain in this great city.

Sincerely,

Adam McMichael  
550 Lake St, SF, CA

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: Comments on 3333 California St for BOS Mtg 11052019 or 11122019  
**Date:** Monday, November 4, 2019 6:23:00 PM  
**Attachments:** [BOS Comments 11122019.docx](#)

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**From:** johnmburns48@yahoo.com <johnmburns48@yahoo.com>

**Sent:** Monday, November 4, 2019 8:30 AM

**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>

**Cc:** BOS Legislation, (BOS) <bos.legislation@sfgov.org>; frfbeagle@gmail.com; kdesby@sandhill.com; laurelheights2016@gmail.com

**Subject:** Comments on 3333 California St for BOS Mtg 11052019 or 11122019

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Please add the following letter to the agenda for the upcoming BOS meeting.

Thank you, John and Usha Burns  
3616-18 Sacramento St  
SF 94118

RE: 3333 California St Proposed Development (2015-014028CUA/PCA/MAP/DUA)

Dear Members of the Board of Supervisors,

My wife and I live in Presidio Heights at 3616-18 Sacramento St at Locust about 3 blocks away from the subject property and have been following this proposed development closely.

Although we recognize that the City is in great need of middle- and lower-income housing, we do not support the developer's plans as currently proposed. We do support the Community Alternative Plans that build the same number of housing units as the developer's plans - 744 units including 185 units of affordable senior housing - and are better because they do not build on the historic green space and will be built in a shorter period of time because they involve less excavation and demolition.

The specific areas of the proposed development that are most concerning and need modification are:

- We oppose adding retail uses to the site as there is adequate retail in Laurel Village and surrounding areas with many vacancies for plenty of growth.
- The prolonged 15-year construction period would jeopardize the survival of Laurel Village merchants, such as the independent quality groceries of Cal-Mart and Bryan's.
- The project phasing over the 15-year period is not definite and the BOS has no guarantee that the developer will complete the senior affordable housing on a definite schedule.
- Flexible Retail uses, which were not evaluated by the EIR, should not be allowed at all in this project (they are not allowed anywhere else in District 2 or in the Sacramento or Fillmore Street commercial districts) as they will bring adverse uses to our otherwise well planned neighborhoods.

We urge this BOS to require the project be redesigned according to one of the well planned Community Alternatives. These alternatives do not remove the significant trees along California Street and retain more on-site Redwoods and trees on the historically significant Eckbo Terrace.

Sincerely,

John and Usha Burns  
3616-3618 Sacramento St.  
San Francisco 94118

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: Comments on 3333 California St. Record No. 2015-014028CUA/PCA/MAP/DUA  
**Date:** Thursday, November 7, 2019 11:25:00 AM  
**Attachments:** [COMMUNITY PRESERVATION LOOKALIKE VARIANT NARRATIVE w Drawing Table Bldg Summary.docx](#)  
[EIR Inadequacies.docx](#)  
[Cal Mart Bryan's Letter001.pdf](#)

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**From:** Richard Frisbie <frfbeagle@gmail.com>  
**Sent:** Wednesday, November 6, 2019 3:43 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Wong, Jocelyn (BOS) <jocelyn.wong@sfgov.org>  
**Subject:** Comments on 3333 California St. Record No. 2015-014028CUA/PCA/MAP/DUA

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I would ask that the Board of Supervisors take a serious look at both new Variants presented by the Community, something the Planning Department has studiously avoided doing as it clearly recognizes that the issues raised are serious and pertinent.

Both the Community Preservation Lookalike Variant (CPLV) and the Community Full Preservation Alternative Variant 2 (CFPAV2) are deserving of a detailed review. To date the Planning Department has totally ignored the former (attached) so any conclusions/comments as to the feasibility of the Community's alternatives are without merit. Hard to comment thoughtfully on something you haven't studied.

We believe the two latest Variants, particularly the Community Preservation Lookalike, are the basis for a credible and effective compromise between the Community and the developer. These two plans offer an opportunity to bring all the Stakeholders together.

I would ask that the Board of Supervisors address the inadequacies, inaccuracies and misleading conclusions contained within the EIR-see attached. This is by no means a complete list but it highlights the sleight of hand used to avoid addressing any inconvenient truths.

I would ask that: the 7-15 year entitlement period be scaled back to something a little more human and compassionate. What about the neighbors who live around the site? How is their peace of mind, quality of life and essential well-being factored into the decision? What is San Francisco's commitment to balancing efficiency against humanity? Or is this simply someone else's problem. I believe it is grossly unfair asking the Community to support an uncertain, open-ended long-term development period. We deserve certainty.

I would ask that: no retail be approved for 3333 California Street. It is unwanted and unneeded and threatens the very livelihood of our existing small and family owned businesses-see attached letter from Cal Mart and Bryan's. One only need walk along Sacramento Street, Presidio Avenue and even Laurel Village to see the empty storefronts and to appreciate the increasing stress that the "Amazon" effect is creating.

And Flexible Retail is the least desirable. The types of businesses that could be allowed are totally inappropriate for a development that extols its neighborhood friendliness, family orientation, senior housing, etc.

The Law of Unintended Consequences states that **"if it can happen, it will happen."** What prevents a future unscrupulous landlord opening an internet gambling site, or a massage parlor that exceeds the term, or a marijuana dispensary, or.....under the guise of Flexible Retail?

It has happened in a San Francisco neighborhood already. Internet gambling was touted as a "computer learning center"; the massage parlor "branched out"; .....and then it became a Public Safety problem involving SFPD.

Are these potential businesses appropriate sitting side-by-side with a senior housing project AND a childcare center? Potentially sharing the very same building. And right across the street from the JCC?

If adult oriented businesses such as massage parlors, tattoo parlors, bars, internet gaming centers, etc. (and lets be clear-these are adult businesses by any credible definition) are never intended it would seem to be very straightforward to use the Development Agreement as a means to specifically exclude them from any potential presence at 3333 California St. Failure to do so is a tacit agreement by both the City, the Board of Supervisors and the developer that these type businesses are in play in the future. Very hard to explain away a failure to address their exclusion in the Development Agreement. These businesses, however credible, have no place in a family-oriented neighborhood. If you believe these businesses are inappropriate for this location simply write that exclusion down-this is not rocket science.

I look forward to the hearing November 12<sup>th</sup>.

Respectfully,

F. Richard Frisbie



## IMPACT OF PSKS 3333 DEVELOPMENT PLAN ON LAUREL VILLAGE

1. The surrounding neighborhoods are well served by a diversity of retail businesses in Laurel Village, Sacramento Street, Presidio Avenue, Trader Joe's, an expanding City Center with both Target a Whole Foods-all within two blocks of 3333 California St.
2. The proprietors of Laurel Village have ample capacity to serve the residents of 3333 California St. as well as 3700 California St. especially considering that these new residents will replace the approx. 1,500 employees of UCSF that shopped at Laurel Village for many years.
3. Cal Mart & Bryan's presently operate their checkout lines at approx. 50% capacity and can double the throughput as needed.
4. There is already room for more retail along Sacramento St. as a number of storefronts remain empty.
5. The recent closures of Beautiful and Noah's Bagels, preceded by Gymboree, and the potential closure of others strongly reinforces the position that new retail is both unneeded and unwanted.
6. Laurel Village Merchants have requested that PSKS cease creating the erroneous impression that there would be "long lines" in the Laurel Village stores if PSKS is not allowed to change 3333's zoning and add additional retail.
7. The retail traffic associated with 3333 would negatively impact the parking lot for Laurel Village which is already insufficient for Laurel Village's needs. In addition, 3333 retail parking does not fully meet the retail traffic demands generated at 3333 and this overflow traffic will park in Laurel Village further harming the Customers, and Merchants of Laurel Village.
8. PSKS's plan to charge for parking at 3333 will only exacerbate this harmful situation. Furthermore, it is blatantly unfair to have Laurel Village Merchants provide parking for the competition at 3333.
9. The 7-15 year construction period will be catastrophic to Laurel Village. During last year's streetscape fiasco Cal Mart's business declined over 30%. According to Ron Giampoli of Cal Mart it is doubtful that Cal Mart would remain in business with a 7-15 year construction period. Other businesses in Laurel Village were impacted equally and would be put under immense pressure by the development plan for 3333.
10. Bryan's and Cal Mart are unique and iconic stores that serve Customers from all parts of the city. The loss of one or both would immeasurably impoverish the surrounding neighborhoods.

Ronald Giampoli

T. Z...

## COMMUNITY PRESERVATION LOOKALIKE VARIANT

### OVERVIEW

The Community Preservation Lookalike Variant, CPLV, would construct the same number of new housing units as the developer's proposed variant (744 units) and would be completed in approx. five years rather than the 7-15 years requested by the developer to complete his proposals. In addition, the Community Preservation Lookalike Variant would increase the residential gross square feet by approx. 20,000gsf more than the developer's proposal.

The Community Preservation Lookalike Variant would preserve the key character-defining features of the main building and its integrated landscaping, which are listed in the California Register of Historical Resources pursuant to Section 4851(a)(2) of the California Code of Regulations.

The Community Preservation Lookalike Variant utilizes approximately 90 percent of the developers' proposed buildings, designs and locations as can be seen below.

Figure 4: Community Preservation Lookalike Variant



	DEVELOPER VARIANT 7/3/2019	COMMUNITY PRESERVATION VARIANT "Developer Lookalike"
	Residential GSF	Residential GSF
<b>BUILDING</b>		
Masonic	83,505	N/A
Euclid	184,170	144,870
Laurel Townhomes	55,300	34,935
Mayfair	46,680	46,680
Plaza A	66,755	81,571
Plaza B	72,035	83,215
Walnut	147,590	336,350
Main Building-Note 1	N/A	268,365
Center A	89,735	N/A
Center B	231,667	N/A
TOTAL Residential GSF	977,437	995,986

The major differences are that the Community Preservation Lookalike Variant:

1. Would preserve the key Historic defining characteristics of the site as noted above.
2. Would create an All-Residential development with the retention of the existing café, childcare facility and office space in the Main Building noted below.
3. Would excavate only for a single, approximately two underground parking garage, whereas the developer proposes to excavate for four new under-ground parking garages spread across the site, some consisting of three levels.
4. Would eliminate the Masonic Building to preserve the Historic Eckbo Terrace and also provide a location for the childcare play area in sunlight as opposed to being placed in the heavily shadowed area alongside the Credit Union, as proposed in the developer's plan.
5. Would make modifications to the Euclid Building by removing approximately 30 ft. from the southside of the proposed building to move it off the historically significant green space.
6. Would eliminate two Laurel St. Townhomes from Euclid Green in order to fully preserve the historically significant green space at the top of Laurel Hill.

For a summary of changes that the Community Preservation Lookalike Variant would implement see "Summary of Building Changes" at the end of the document.

Furthermore, the Community Preservation Lookalike Variant would:

- (1) convert the interior of the main building to residential use while retaining the existing 1,500 gs cafe, 11,500 gsf childcare center, and 5,000 gsf of the existing office space (at the developer's option, this existing office space could be converted to residential use),
- (2) construct three new residential buildings (the Plaza A, Plaza B and Walnut) along

California Street where parking lots are now located; the new Mayfair Building near the intersection of Mayfair Drive and Laurel; five new townhomes along Laurel St north of Euclid Green; and the new Euclid Building with modifications along Euclid Avenue;

(3) provide affordable senior housing on-site with additional affordable housing on-site as determined by the Board of Supervisors,

(4) propose that all freight-loading and unloading be conducted in the underground freight loading areas accessed from Presidio Ave. and Mayfair Ave.

(5) propose that all passenger-loading and unloading be conducted inside the site in turnarounds or in the underground parking garage,

(6) retain the historically significant landscaping designed by the renowned landscape architects of Eckbo, Royston & Williams which is integrated with the window-walled main building, including the Eckbo Terrace, the existing landscaped green spaces along Euclid and Presidio Avenues and some of Laurel Street, all of which would be designated as community benefits in the development agreement,

(7) maintain public vistas of the downtown and Golden Gate Bridge from the landscaping and main building as well as maintain the historically significant main building and integrated landscaping.

(9) provide units in the Walnut Building for affordable senior housing.

(9) the Community Preservation Lookalike Variant would use all the new space for residential use and would not rezone the site for approximately 34,496 gsf of retail uses, as the developer proposes.

**THE COMMUNITY PRESERVATION LOOKALIKE VARIANT WOULD PROVIDE THE SAME AMOUNT OF NEW HOUSING UNITS(744) IN APPROX. FIVE YEARS WITHOUT DESTROYING A HISTORICALLY SIGNIFICANT RESOURCE.**

The Community Preservation Lookalike Variant would preserve all the key character-defining features of the main building and integrated landscaping, which are listed in the California Register of Historical Resources pursuant to Section 4851(a)(2) of the California Code of Regulations. (Ex. A, confirmation of listing). The window-walled main building would be converted to primarily residential use.

The Community Preservation Lookalike Variant would have the same number of residential units as the developer's proposed variant (744 units) and would be constructed in less than four years because the existing main building would be converted to residential use at the same time as the new residential buildings are constructed, to the greatest extent feasible pursuant to staging.

The Community Preservation Lookalike Variant would entail far less excavation, as it would have approximately two levels of parking in a single new underground garage. In contrast, the developer's variant proposes to construct four new underground parking garages, to provide a total of 873 parking spaces. The CPLV would excavate only under the existing parking lots along California St. for garages - the easiest, least disruptive, quickest most efficient excavation- whereas the developer would carry out major excavation in all quadrants of the site including major excavations on Masonic, on Euclid including the excavation of major portions of Laurel Hill as well as under the parking lots along California St.

The Community Preservation Lookalike Variant would preserve the existing Eckbo Terrace and the green landscaped areas along Euclid and Presidio Avenues as well as partly along Laurel Street. The existing Eckbo Terrace would be designated as Privately-Owned, Publicly-Accessible Open Space in recorded deed restrictions and would be open to the public. The new ground level Walnut Passage will run through the first floor of the main building, opening up into a larger landscaped Center Court mid-building, and lead onto the Walnut Walk alongside Eckbo Terrace and thence onto Masonic Avenue and

would be open to the public and marked with signage identifying it as a public thoroughway.

The character-defining features of the existing main building that the Community Preservation Lookalike Variant would retain include all of the following:

- Plan of the building open along Eckbo Terrace and to views of the distant city.

- Horizontality of massing.

- Horizontal lines of projecting edges of concrete floors.

- Horizontal bands of nearly identical compatible window units.

- Uninterrupted glass walls.

- Brick accents and trim

- Wrought iron deck railings that match gates in landscaping.

The character-defining features of the existing landscape that the Community Preservation Lookalike Variant would preserve include all of the following:

- In the Eckbo Terrace, which was designed to integrate the architecture of the building with the site and with the broader setting (through views of San Francisco), key character-defining features include its biomorphic-shaped lawn surrounded by a paved terrace and patio (paved with exposed aggregate concrete divided into panels by rows of brick), brick retaining wall and large planting bed around the east and north sides of the paved patio, custom-designed wood benches, and the three circular tree beds constructed of modular sections of concrete.

All passenger loading, pick-ups and drop-offs are proposed to be internal to the site, and turnarounds will be provided in front of the main building. All freight loading and unloading is proposed to be conducted in the underground freight loading areas accessed from Presidio Avenue and Mayfair.

In the Community Preservation Lookalike Variant, the Masonic Building and two Laurel Townhomes are eliminated and the Walnut building re-designed. The Euclid building, reduced in size to preserve the Euclid Green area, the remaining five Laurel Townhomes, the Mayfair building, Plaza A and Plaza B utilize the developer's footprint and architectural design throughout. The Main Building utilizes Levels 1-4 of the developer's architectural design and adds one setback story at Level 5 consistent with the Secretary of the Interior Standards for the treatment of historic properties, thereby retaining the historic characteristics of the main building and integrated landscaping. Contrary to the developer, the Community Preservation Lookalike Variant does not sever the Main Building with a full height 40 ft gap, thereby creating two separate structures.

As noted previously, the Community Preservation Lookalike Variant creates a ground-level Walnut Passage while fully retaining the historic characteristics of the building.

The Main building, Walnut, Plaza A and Plaza B will have direct access to the underground parking garage. The Laurel Townhomes have their own organic parking. For the Mayfair and Euclid Buildings, parking will be provided in the new underground parking garage constructed under the California Street Front and Back Buildings.

Truck loading and unloading for the buildings along California St. as well as the Main and Mayfair buildings would occur in the underground garage accessed from Presidio Avenue and Mayfair Avenue.

## **SUMMARY OF BUILDING CHANGES**

The Community Preservation Lookalike Variant generally utilizes the developer's footprint and



architectural design, unit configuration layouts, sizes, elevations, topography etc. except for the Masonic Building (which is not constructed) and the expanded Walnut Building.

The Community Preservation Lookalike Variant preserves both the historic Eckbo Terrace and the existing green spaces along Euclid and Masonic Avenues (by eliminating the Masonic Building) and partly along Laurel Street.

To this day, these green spaces are used by families, friends, children, moon-watchers, etc. The historically green space is preserved by modifying the south side of the Euclid Building (removing 30 ft.) and eliminating two Laurel St. townhomes at the top of Laurel St. as noted above.

### **Analysis of Buildings:**

Developers Variant  
7/3/2019



Community Preservation Lookalike  
Variant



As can be seen from the layout above the Community Preservation Lookalike Variant generally mirrors the developers proposed building plans. The primary differences are the elimination of the Masonic Building, modifications to the Euclid Building and redesign of the Walnut Building.

All retail has been converted into residential gsf and affected building heights reduced appropriately.

As shown above, the Community Preservation Lookalike Variant produces an additional 20,000 residential gsf over and above that produced by the developers.

**Masonic Building:** Eliminated.

**Euclid Building:** Identical to developers' submission of 07.03.2019 with the following modification to preserve Laurel Hill greenspace. The south side of the building is cut back approximately 30 ft. (loss of approximately 35,000gsf). Additionally, the remaining top floor units on the south side are set back 15

ft. to moderate the bulk and intensity of the Euclid Avenue appearance (loss of approximately 4,000gsf). It should be noted that the Euclid Building can be expanded on the east side by approximately 25 ft. along the entire 256 ft (ref. Dwg.A8.01 from submission) by aligning Walnut Walk with Eckbo Terrace which would more than offset the space eliminated by the modification to the south side noted above.

**This potential expansion has not been accounted for in the Community's plan.**

No underground parking garage.

References: A8.01(modified as noted above), .02(same comment), A8.03(same comment), A8.04(same comment), A8.05(same comment), A8.06(same comment), A8.11(same comment), A8.12, A8.21(same comment), A8.22, A8.23(same comment), A8.24(same comment), A8.25(same comment), A8.30, A8.41.

**Laurel Townhomes:** Generally identical to developer's submission of 07.03.2019 modified to reduce height to 30 ft. and set top floor back 15 ft.

Reference A10.01(two southernmost duplexes eliminated to preserve Historic green space), A10.02(same comment), A10.03, A10.11(modified for height, setback and elimination of Duple 01 & 02), A10.12(same comment), A10.13(same comment), A10.21(same comment), A10.23(same comment), A10.24(same comment), A10.25(same comment).

As noted previously the two townhomes at the top of Laurel St. have been eliminated to preserve the green space. The height of the five remaining townhomes is lowered from 40 ft. to 30 ft. to be compatible with the 20 ft. homes on the west side of the Laurel St. block. Additionally, the third floor is set back 15 ft.

**Mayfair Building:** Generally identical to developer's 07/03/2019 submission: predominant references

A9.01, A9.02, A9.03, A9.04, A9.11, A9.12, A9.21, A9.22, A9.30, A9.60 .

No underground parking garage.

**Plaza A:** Generally identical to developer's submission of 07.03.2019: references A2.00, A2.01, A2.02, A2.21(modified for the parking design), A2.22(same note on parking), A2.30, A2.41.

All retail gsf is converted to residential. As a result, the height of the building is lowered from 45 ft. to 40 ft., which allows it to comply with the existing height limit.

**Plaza B:** Same comments as to Plaza A above. Developer's submission of 07.03.2019: references A3.00(retail converted to residential), A3.01, A3.02, A3.03, A3.21(modified for the parking design), A3.22(same comment on parking), A3.24(retail converted to residential; building height adjusted accordingly), A3.25, A3.41, A3.42.

**Walnut Building:** The enhanced Walnut Building is re-designed to provide a 7-story residential building. As this building is flanked by the Main Building and the Credit Union and is opposite the approximately 65 ft. tall JCC, it is compatible with the character of its surroundings. The 48,050 square foot net footprint was determined from dimensions in Submittals of 03.06.2017 & 07.03.2019: references VAR 13, 14, 19.

General dimensions: Southside east-west 305ft; Northside east-west 240ft; North-south : 175ft.;

Triangle at Credit Union: 155ft. base, 175ft. height. Adjusted for light-courts and setbacks.

**Main Building/Center A&B:** Use the developer's unit configurations and sizes from 03/03/2019:

predominant references A6.02, A6.03, A6.04, A6.05, A6.06, A6.07, A6.08, A6.09, A6.19(modified for Walnut Passage; no Levels 6 and 7), A6.21(modified for Walnut Passage; no levels 6 and 7), A6.22(no Levels 6 and 7), A6.30, A6.46(no Levels 6 and 7).

The Community Preservation Lookalike Variant, unlike the developer's, preserves the historic characteristics of the building and fully complies with the Secretary of the Interior's Standards for the treatment of historic properties.

The Draft EIR acknowledges that the developer's design would have a substantial adverse effect on the historic characteristics of the listed building and landscaping.

The developer proposes to cut a 40 ft. gap through all levels of the main building, thereby creating two separate structures and adding 2 and 3 new levels on top, thereby impairing the horizontality of the building.

The Community Preservation Lookalike Variant, in accordance with the SOISs, adds one set back level, Level 5, to the main building. As noted above, the developer would add Level 5, Level 6 and Level 7.

**Walnut Passage:** In order for the developer to create the 40 ft. wide Walnut Walk which would connect the north and south sides of the property in alignment with Walnut St., the developer proposes to bifurcate the building with a 40 ft cut through all existing levels of the building.

**There is a better solution.**

The Community Preservation Lookalike Variant design calls for a ground level, utilizing the same elevation as the developer, 15 ft high (Level 1) by 20 ft. wide entry/exit on the north and south sides of the building. This entry/exit would extend 35 ft. into the building where it would open up into a 35 ft. wide by 75 ft. long landscaped Center Court which also serves as a Light Court in the building. This design fully maintains the historic characteristics of the Main building while at the same time meeting

the developer's desire in alignment with Walnut Street for connectivity.

**A case of form follows function.**

**Summary:** Same number of units(744) in approx.. five years, more residential gsf than the developer's proposal, compliant with RM-1 zoning , historically compatible, neighborhood responsive.

## **EIR INADEQUACIES**

The EIR is inadequate for failing to examine any mitigation measures for an historic listed resource. the EIR failed to identify and describe feasible mitigation measures that would reduce or avoid the proposed project's significant adverse impact on the historical resource.

The EIR is further inadequate and incomplete by failing to adequately analyze alternatives to the proposed project. the community proposed two alternatives and the planning department willfully chose to totally ignore the community preservation lookalike variant(attached). Any conclusions drawn as to the adequacy of the community's alternatives are therefore invalid due to the failure to even analyze one of the alternatives, and one based exclusively on the developers proposed plans.

The objectives of the proposed project stated in the EIR were deliberately crafted to be overly narrow and intended to preclude consideration of mitigation measures and alternatives to the proposed project.

The EIR failed to analyze the project's significant shadow impacts on existing open spaces that have been used by the public for recreational purposes, on sidewalks on the east side of Laurel Street, the west side of Presidio Ave. and on publicly accessible open space proposed by the project.

The EIR failed to analyze and address the proposed project's inconsistency with:

San Francisco's General Plan as to Preservation of  
Historical Resources and neighborhood character.

The Housing Element of the General Plan and related applicable  
land use plans or regulations and would have a substantial impact upon the existing  
character of the vicinity.

The General Plan Policies stated in the Urban Design  
Element.

The proposed project would expose people or structures to potential substantial adverse effects including the risk of loss, and/or would be located on a geologic unit or soil that is unstable or would become unstable as a result of the project and potentially result in on-site or off- site landslide, lateral spreading, subsidence, liquefaction or collapse.

The EIR is incomplete and inaccurate as it failed to analyze whether the proposed project could have a significant hazard and hazardous materials impact.

The EIR lacks substantial evidence to support its conclusion that reducing the project's retail parking supply would mitigate the project's significant impact on VMT to a less than significant level and furthermore is inadequate because it used inaccurate models to forecast vehicle- trips and the EIR's traffic demand analysis is



inadequate because it omits substantial traffic that would be attracted to five new loading zones proposed to be installed on the streets surrounding the property, including VMT from transportation network companies such as Uber and Lyft, the TNCs.

The EIR failed to adequately analyze the significant project and cumulative impacts on greenhouse gas emissions that the project/variant could generate.



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [Major, Erica \(BOS\)](#)  
**Subject:** FW: For 11/12 BOS meeting: SPUR supports 3333 California  
**Date:** Thursday, November 7, 2019 11:24:00 AM  
**Attachments:** [SPUR Endorsement of 3333 California.pdf](#)

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**From:** Kristy Wang <[kwang@spur.org](mailto:kwang@spur.org)>  
**Sent:** Wednesday, November 6, 2019 2:47 PM  
**To:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
**Cc:** Calvillo, Angela (BOS) <[angela.calvillo@sfgov.org](mailto:angela.calvillo@sfgov.org)>  
**Subject:** For 11/12 BOS meeting: SPUR supports 3333 California

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors:

SPUR is generally focused on policies, plans and codes rather than on individual projects. In order to make infill development easier, we prefer to help set good rules around zoning, fees, housing affordability, sustainability, etc. However, on occasion, SPUR's Project Review Advisory Board will review and endorse development proposals of citywide or regional importance, evaluating their potential to enhance the vitality of the city and region according to the policy priorities and principles of good placemaking supported by SPUR.

3333 California in Laurel Heights is one such project. This is a key opportunity to transform a site from a corporate campus into a mixed-use neighborhood in a part of the city that has potential to accommodate more residents close to amenities and transit.

Attached please find SPUR's letter to the Planning Commission in June. We encourage you to support this proposal, with hundreds of homes, space for retail and a well-designed public realm plan.

Best,  
Kristy Wang

Kristy Wang, LEED AP  
Community Planning Policy Director  
SPUR • Ideas + Action for a Better City  
(415) 644-4884  
(415) 425-8460 m  
[kwang@spur.org](mailto:kwang@spur.org)

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June 3, 2019

Supervisor Catherine Stefani  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

San Francisco Planning Commission  
1650 Mission Street, Suite 400  
San Francisco, CA 94103

**RE: SPUR Endorsement of 3333 California Street**

Dear Supervisor Stefani and Planning Commissioners:

Laurel Heights Partners, LLC presented the 3333 California Street project in Laurel Heights to SPUR's Project Review Advisory Board at our May 2019 meeting for review and consideration. **The SPUR Project Review Advisory Board finds this development to be an appropriate and welcome use for this site and endorses 3333 California Street.**

SPUR is generally focused on policies, plans and codes rather than on individual projects. In order to make infill development easier, we prefer to help set good rules around zoning, fees, housing affordability, sustainability, etc. However, on occasion, SPUR's Project Review Advisory Board will review and endorse development proposals of citywide or regional importance, evaluating their potential to enhance the vitality of the city and region according to the policy priorities and principles of good placemaking supported by SPUR.

3333 California Street is a major mixed-use development project planned for a 10.25-acre parcel in the Presidio Heights neighborhood. The site is currently occupied by UCSF's Laurel Heights campus. The proposed project will transform the site from a corporate campus with office, research, child care and parking uses into an mixed-use neighborhood with residential, retail, office, child care and parking uses. 3333 California Street will include 13 new buildings and the adaptive reuse of the existing office building, which would be split into two residential buildings.

Laurel Heights Partners is considering two variations on the project, one of which includes more housing units instead of office space. The project will include between 558 and 743 residential units, up to 49,999 square feet of office space, 34,000 to 40,000 square feet of retail and 13,000-15,000 square feet of child

care space. **The SPUR Project Review Advisory Board prefers the proposal with higher residential density.**

3333 California Street in Laurel Heights:

- ✓ **Is located at an appropriate location for development**, near transit and infrastructure and not on a greenfield site. This site is located near the future Geary bus rapid transit (BRT) line and several other good bus lines that run frequently. The site has been underutilized to date, with buildings on only 3 of its 10 acres, in spite of being located at the intersection of many neighborhoods and close to many amenities.
- ✓ **Provides an appropriate mix of land uses** of residential and retail, contributing to diverse stock of housing, fostering economic development, providing amenities and services to the surrounding community. The proposed project would bring new housing to a part of the city that has seen little new residential development, and it includes a significant retail component that ties into the existing Laurel Village corridor.
- ✓ **Provides sufficient density at the site** at 54 to 72 dwelling units per acre, supporting adjacent transit and prevents underutilization of land, serving the future needs of Bay Area residents. This project makes good use of this key site, which has been until now a suburban campus walled off from the adjacent neighborhoods.
- ✓ **Creates a good place for people and contributes to a walkable environment** with active ground floor uses. The plan for the site integrates the proposed buildings into the neighborhood, connecting to cross streets and breaking up the superblock into more appropriately scaled street blocks. The retail uses along California Street connect visually and functionally to the existing Laurel Village retail corridor, and the other street frontages have designed to be porous and pedestrian-friendly. The public realm plan, which includes several different kinds of public and open spaces, brings the public into and across the project site.

The SPUR Project Review Advisory Board finds this development to be an appropriate and welcome use for this site and endorses 3333 California Street. The urban design and site plan are particularly thoughtful, especially in dealing with the major grade changes at this location. The quantity, quality and variety of open space are excellent, and we appreciate the project team's decision to protect some of the older trees onsite as well as adapt the existing building to a new use. We also appreciate that the project team includes several different architects and landscape architects, helping to foster the feeling of a neighborhood built over time rather than a single master-planned project.

The potential partnership with the Jewish Community Center is an excellent idea that could help fill retail spaces if there is not sufficient retail demand in the neighborhood. We are also impressed with the neighborhood outreach given the sensitivity and location of this site.

Please do not hesitate to contact us or Kristy Wang, SPUR's Community Planning Policy Director, with any questions or clarifications.

Charmaine Curtis Diane Filippi  
Co-Chairs, SPUR Project Review Advisory Board

cc: SPUR Board of Directors

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: In support of 3333 California  
**Date:** Thursday, November 7, 2019 11:36:00 AM  
**Attachments:** [In support of 3333 California.msg](#)

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-----Original Message-----

From: David Levine <dml3221@gmail.com>  
Sent: Tuesday, November 5, 2019 7:18 PM  
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
Subject: In support of 3333 California

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## Zushi, Kei (CPC)

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**From:** David Levine <dml3221@gmail.com>  
**Sent:** Saturday, May 18, 2019 3:22 PM  
**To:** Stefani, Catherine (BOS)  
**Cc:** Zushi, Kei (CPC); richhillissf@gmail.com; Melgar, Myrna (CPC); Johnson, Milicent (CPC); Koppel, Joel (CPC); Moore, Kathrin (CPC); Richards, Dennis (CPC)  
**Subject:** In support of 3333 California

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Stefani,

My name is David Levine and I live on the 3200 block of Washington. I would like you to know I am a neighbor who would love to see more high quality, well designed, family housing in our neighborhood. 3333 California appears to be just that. The planned open space, low-density design works well with the aesthetic of our neighborhood. The unit mix will attract and retain more families in San Francisco.

We are facing a housing crisis and this proposed community will add much needed supply. We are losing too many families because there are simply not enough housing options. I hope you can find a way to make 3333 California a reality. Thank you.

If there is anything I can do as a concerned San Francisco Resident and neighbor to this project, please do not hesitate to let me know what that is.

Thank you.

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [Major, Erica \(BOS\)](#)  
**Subject:** FW: Record No. 2015-014028CUA/PCA/MAP/DVA (BOS) File Nos. 190844/45  
**Date:** Thursday, November 7, 2019 11:29:00 AM

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**From:** Marvis Phillips <marvisphillips@gmail.com>  
**Sent:** Wednesday, November 6, 2019 12:39 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Re: Record No. 2015-014028CUA/PCA/MAP/DVA (BOS) File Nos. 190844/45

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Clerk of the Board, If you could send this email to all the Supervisors, for the Upcoming Hearing on 3333 California Project, I would be appreciated, thank you. Marvis

On Tue, Aug 27, 2019 at 4:06 AM Marvis Phillips <[marvisphillips@gmail.com](mailto:marvisphillips@gmail.com)> wrote:

Dear Supervisor Stefani,

The District 6 Community Planners is in support of this project 3333 California Street for the following reasons: 1). It provides for 185 'Affordable Senior Housing Units', some of which we hope will be reserved for 'Homeless' Seniors. 2). 559 other units of which we are hoping will also be classified as 'Affordable' especially to the Disabled Community, 3). The project provides 127,126 square feet of privately owned, publicly accessible open space. 4). It is close to a Major Shopping Area. & 5). Has several MTA Wheelchair Accessible Lines.

There is also recreation and exercise facilities nearby.

We hope both the San Francisco Planning Commission and the Board of Supervisors approve this project.

Sincerely,

Marvis J. Phillips  
Board Chair  
District 6 Community Planners

--

Marvis J. Phillips  
Board Chair  
District 6 Community Planners

--

Marvis J. Phillips  
Board Chair  
District 6 Community Planners

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [Major, Erica \(BOS\)](#)  
**Subject:** FW: Record Number: 2015-014028CUA/PCA/MAP/DUA, 3333 California Street, San Francisco  
**Date:** Thursday, November 7, 2019 11:34:00 AM

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**From:** Arlene <arlenefilippi@yahoo.com>  
**Sent:** Thursday, November 7, 2019 9:56 AM  
**To:** Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Brown, Vallie (BOS) <vallie.brown@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Laurel Heights Email <laurelheights2016@gmail.com>  
**Subject:** Record Number: 2015-014028CUA/PCA/MAP/DUA, 3333 California Street, San Francisco

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I ask that the Planning Commission's Certification of the Final EIR for the above noted Project be reversed. It is my hope that as Supervisors, you will recommend to the Planning Department that they perform a supplemental environmental review. My reasons are many; but in the interest of time, I point out the following.

This Project was only recently designated the "Special Use District". Under this zoning classification, Flexible Retail and NC-S uses are now included. But, under the existing Planning Code, the NC-S zoning does not permit Flexible Retail - so it would seem that the Special Use District is proposing more uses than would normally be permitted in an NC-S district. More importantly, Flexible Retail is not permitted in Supervisorial District 2, the area in which this Project is located. The EIR did not disclose potential Flexible Retail in their report. Therefore, it is my opinion that the EIR is inadequate and failed to analyze the significant adverse impact that this proposed Project would have on our neighborhood.

I would appreciate your consideration and thank you for your time.

Arlene Filippi  
42 Wood Street  
San Francisco, CA 94118

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: Support for 3333 California Street Project Before Board  
**Date:** Thursday, November 7, 2019 11:24:00 AM  
**Attachments:** [Richard Leider Support Letter.pdf](#)

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**From:** Richard Leider <[rleider@leidergroup.com](mailto:rleider@leidergroup.com)>  
**Sent:** Wednesday, November 6, 2019 2:23 PM  
**To:** Board of Supervisors, (BOS) <[board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org)>  
**Subject:** Support for 3333 California Street Project Before Board

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To Whom May It Concern,

Attached please find a copy of a letter in support for the 333 California Street project in San Francisco.

Regards,

Richard J. Leider  
D) 415-947-7230  
O) 415-285-5000  
C) 415-672-2160  
[RLeider@Leidergroup.com](mailto:RLeider@Leidergroup.com)

Jane & Richard Leider  
1523 Baker Street  
San Francisco, CA 94115

August 29, 2019

San Francisco Planning Department  
1650 Mission Street  
Suite 400  
San Francisco, CA 94103

RE: Support for Project on 3333 California Street

Dear Supervisor and/or Planning Commissioners:

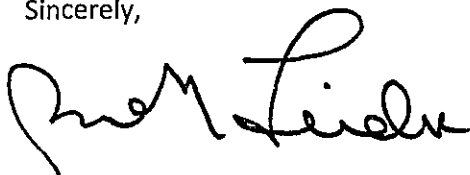
I am writing this letter in support of the park-like community housing project to be developed at 3333 California Street. My family and I have been homeowners since 1981 in the immediate neighborhood. We now live in the Western Addition Neighborhood near the intersection of Bush and Baker Streets with our daughters.

As a member of the Board of Directors of the San Francisco Chamber of Commerce, I have been impressed the extensive outreach the Prado Group and SKS have engaged in. This development will be an exciting and positive addition to the neighborhood.

The housing crisis in our City affects us all. This strategic development will help alleviate this shortage. My hope is that all developers are as conscientious of the surrounding community as the Prado Group and SKS. Please provide your unanimous support for 3333 California Street!

Thank you!

Sincerely,

A handwritten signature in black ink, appearing to read "Richard J. Leider". The signature is fluid and cursive, with the first name "Richard" being more prominent and the last name "Leider" following in a similar style.

Richard J. Leider

[RLeider@leidergroup.com](mailto:RLeider@leidergroup.com)  
415-285-5000

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [Major, Erica \(BOS\)](#)  
**Subject:** FW: Support for 3333 California Street Project Before Board of Supervisors on November 12th  
**Date:** Thursday, November 7, 2019 11:34:00 AM  
**Attachments:** [Daniel Lurie.pdf](#)

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**From:** Daniel Lurie <dlurie@tippingpoint.org>  
**Sent:** Thursday, November 7, 2019 10:05 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Support for 3333 California Street Project Before Board of Supervisors on November 12th

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,  
I write in support of the project at 3333 California Street .  
Please see attached.  
-Daniel Lurie

## Lisa Congdon

---

**From:** Daniel Lurie <dlurie@tippingpoint.org>  
**Sent:** Thursday, August 29, 2019 10:02 AM  
**To:** Catherine.Stefani@sfgov.org; myrna.melgar@sfgov.org; joel.koppel@sfgov.org;  
frank.fung@sfgov.org; richhillissf@gmail.com; milicent.johnson@sfgov.org;  
kathrin.moore@sfgov.org; dennis.richards@sfgov.org; kei.zushi@sfgov.org  
**Subject:** 3333 California Support Letter

Dear Supervisor and Planning Commissioners:

To ensure San Francisco can be a home for all people, our city needs more housing for everyone. That's why, as a resident of the neighborhood, I am writing to you in support of the proposed mixed-use development at 3333 California Street.

I'm proud to have been born and raised in San Francisco. But it pains me to live in the city with America's most expensive housing costs. Our housing crisis stems from a shortage of housing. One proven strategy to address the cost of housing is to build more of it. The proposed 3333 California mixed-use development in Laurel Heights answers the city's needs by providing 744 new housing units. These units aren't just studios—approx. 58% of total homes are family friendly: two, three, and four-bedroom homes.

The City has set an important goal of producing 5,000 new housing units annually for the next 20-years. The 3333 California project alone can help the city meet almost 20% of that important annual goal.

The 3333 California project has been guided by strong public policy and is balanced by community input. Throughout the development process, the Prado Group held over one hundred and sixty community meetings, engaged with the community, city leaders, and collaborated with two design-focused community advisory groups. These community leaders all provided helpful suggestions that will improve the project and enhance the neighborhood while providing much needed new housing.

Based on Community and District Supervisor's feedback, the development team changed the design multiple times and has now added 186 new, on-site affordable housing units, a quarter of all the project's housing, for low-income seniors.

In the long term, 3333 California represents the types of solutions our city needs. In the short term, it's an opportunity for more families to stay and thrive in our incredible city. I urge you to support this project.

Sincerely,

Daniel Lurie

--

Daniel Lurie  
CEO + Founder

TIPPING POINT COMMUNITY  
220 Montgomery Street, Suite 850  
San Francisco, CA 94104  
o: 415 348 1240 f: 415 348 1237



**MAKE POVERTY PREVENTABLE**

[www.tippingpoint.org](http://www.tippingpoint.org)

[@tippingpoint](#)

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors: Major, Erica \(BOS\)](#)  
**Subject:** FW: Support Letter 3333 California St., November 12th  
**Date:** Thursday, November 7, 2019 11:26:00 AM  
**Attachments:** [Jeff Schlarb \(3\).pdf](#)

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**From:** Jeff Schlarb <jeff@jeffschlarb.com>  
**Sent:** Tuesday, November 5, 2019 5:18 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Support Letter 3333 California St., November 12th

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello Board of Supervisors,

I know some of you and support what you are all doing in our fine city of San Francisco. I am a resident of San Francisco, in Presidio Heights/Laurel Heights more specifically. I run an Interior Design business in San Francisco and in the same neighborhood as well. Please see my attached letter in support of this development that I think will help create density, housing, bridge a neighborhood together and be a welcome addition to our community. I support the project fully.

Healthy Regards,

js

**jeff schlarb** | principal.designer  
M. 415.336.3550  
T. 415.295.4567  
[www.jeffschlarb.com](http://www.jeffschlarb.com)

3525 Sacramento St.  
san francisco, ca 94118

Dear Supervisor Catherine Stefani and Planning Commissioners:

My name is Jeff Schlarb and I have been a resident and small business owner in San Francisco for nearly 20 years. I am writing to express my support for the proposed development at 3333 California Street. I have met with a few of the project managers and developers of this project and I strongly believe this project marks a critical step forward in addressing San Francisco's housing crisis. The development at 3333 California would create 558 or 744 units, allowing more people to remain in the city and bringing new homes to San Francisco's west side. Additionally, the proposed development will provide over 5 acres of open space where kids can play, neighbors can relax, and friends can spend time with one another in this part of the city. It will help create a family-friendly community environment that is desperately needed in a city that has seen a rapid flight of families leaving San Francisco. Furthermore, it will create an environment for employees that work in the neighborhood to frequent and enjoy.

I am glad to see the City government put forward a goal of producing 5,000 residential units annually for the next 20 years. In order to help realize this goal, I hope that you will support the 3333 California project and bring new homes to San Francisco's west side, where very little new housing has been built over the past 40 years. Additionally, this new project will also include affordable housing that will help preserve the diversity of our city and the vibrancy of our neighborhoods. San Francisco is an innovative city that values inclusion, diversity, and community. In this moment of crisis, we hope that you will support this project and ensure that the residents of San Francisco have access to housing.

The development at 3333 has the support of my family, as well as my business Green Couch Staging and Design Inc. which has seen first-hand the impact the housing crisis has had on my employees.

Sincerely,

Jeff Schlarb

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: Support Letter for 3333 California Street Project  
**Date:** Thursday, November 7, 2019 11:25:00 AM  
**Attachments:** [Kerim Algul.pdf](#)  
[image002.png](#)

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**From:** Kerim Algul <kalgul@webcor.com>  
**Sent:** Wednesday, November 6, 2019 8:06 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Support Letter for 3333 California Street Project

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Board of Supervisors,

Please see attached my support letter of the 3333 California Street project.

Thank you,

**Kerim Algul**

Senior Project Engineer | Drywall



UCSF - Block 33 | 490 Illinois St, San Francisco, CA 94107

M (510) 496-1320 [www.webcor.com](http://www.webcor.com)

## Zushi, Kei (CPC)

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**From:** Kerim Algul <kalgul@webcor.com>  
**Sent:** Wednesday, September 04, 2019 1:46 PM  
**To:** Stefani, Catherine (BOS); Melgar, Myrna (CPC); Koppel, Joel (CPC); Fung, Frank (CPC); richhillissf@gmail.com; Johnson, Milicent (CPC); Moore, Kathrin (CPC); Richards, Dennis (CPC); Zushi, Kei (CPC)  
**Subject:** Support for 3333 California St Project

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor and Planning Commissioners,

Building more housing in San Francisco is essential to creating a more equitable and vibrant city. New housing in San Francisco must also be sustainable. The 3333 California development in Laurel Heights is not only adding more housing—it's adding sustainable housing. That's why, as a proud Noe Valley neighborhood resident, I support 3333 California.

The 3333 California development team intends to meet or exceed the requirements of the San Francisco Green Building Ordinance by achieving a minimum of LEED Gold for Neighborhood Development Plan certification. The project will also serve as a net positive development for the community and the environment, exceeding code requirements for energy and water. 3333 California also adds density in a smart way. When our cities increase density with in-fill development, we reduce greenhouse gas emissions, and people utilize public transit more. Dense urban environments make a positive impact on community wellness, material and waste management, and our urban ecosystems.

3333 California will be constructed using natural, top-quality materials without sacrificing important view corridors. Efficient and renewable energy systems and waste management will minimize the project's carbon footprint, and the use of green roofs, storm-water capture, and solar panels will improve the eco-friendliness of 3333 California.

The development provides unprecedented sustainability features without compromising San Francisco's natural beauty. Landscaping throughout the site celebrates California's indigenous biodiversity, inspired by a Cypress grove, flowering gardens, a verdant ravine, Oak trees, Walnut trees, Redwood trees and other old-growth trees. A large green park is perched on the southwest corner of the site above the neighborhood to take in scenic vistas, including the Golden Gate Bridge and downtown city views.

3333 California isn't simply just providing 15 new residential buildings with 744 new homes. It's an asset uplifting our community's health today and into the future. I hope you support this critical project.

Sincerely,

Kerim Algul

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors; Major, Erica \(BOS\)](#)  
**Subject:** FW: Support of 3333 California Street for meeting on November 12th  
**Date:** Thursday, November 7, 2019 11:25:00 AM  
**Attachments:** [Abiah Karthauser.pdf](#)

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**From:** Abiah Karthauser <abiahkarthauser@gmail.com>  
**Sent:** Wednesday, November 6, 2019 7:11 AM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Support of 3333 California Street for meeting on November 12th

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please find the attached letter of support of the project at 3333 California St. for your hearing on November 12th. Please let me know if you have any follow up questions, I can be reached at 415-699-9675.

Thank you,

Abiah Karthauser

## Zushi, Kei (CPC)

---

**From:** Abiah Karthausen <abiahkarthausen@gmail.com>  
**Sent:** Friday, August 30, 2019 4:24 PM  
**To:** Stefani, Catherine (BOS); Melgar, Myrna (CPC); Koppel, Joel (CPC); Fung, Frank (CPC); richhillissf@gmail.com; Johnson, Milicent (CPC); Moore, Kathrin (CPC); Richards, Dennis (CPC); Zushi, Kei (CPC); Lisa Congdon  
**Subject:** 3333 California Support Letter  
**Attachments:** Dear Supervisor

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor, Planning Commissioner et al,

As a resident who grew up in the neighborhood and now returned as an adult with my own family, I am writing to express my support for the proposed development at 3333 California Street.

Our family often walks to the Presidio, along Sacramento Street, and Laurel Village, frequenting the various merchants and restaurants. We would welcome this family-friendly community including the new stores especially the proposed smaller non-traditional "big box" variety. I feel the proposal will connect the existing site to the greater Laurel Heights community, creating open spaces, community amenities, and homes.

The proposed development will provide over 5 acres of open space where kids can play, neighbors can relax, and it will help create an environment that is desperately needed in a city that has seen a rapid flight of families leaving San Francisco. The proposed pedestrian walkways through the site will connect neighbors in the Laurel Village and surrounding neighborhoods by reimagining the currently walled-off space on the UCSF campus. And with most units designed for two or more bedrooms, the project will be a fantastic place to raise a family and a great amenity for existing residents and neighbors.

I urge you to support this project that is thoughtfully developed and will create an opportunity for families to stay and thrive in our city.

Sincerely,

Abiah Karthausen

Dear Supervisor, Planning Commissioner et al,

As a resident who grew up in the neighborhood and now returned as an adult with my own family, I am writing to express my support for the proposed development at 3333 California Street.

Our family often walks to the Presidio, along Sacramento Street, and Laurel Village, frequenting the various merchants and restaurants. We would welcome this family-friendly community including the new stores especially the proposed smaller non-traditional "big box" variety. I feel the proposal will connect the existing site to the greater Laurel Heights community, creating open spaces, community amenities, and homes.

The proposed development will provide over 5 acres of open space where kids can play, neighbors can relax, and it will help create an environment that is desperately needed in a city that has seen a rapid flight of families leaving San Francisco. The proposed pedestrian walkways through the site will connect neighbors in the Laurel Village and surrounding neighborhoods by reimagining the currently walled-off space on the UCSF campus. And with most units designed for two or more bedrooms, the project will be a fantastic place to raise a family and a great amenity for existing residents and neighbors.

I urge you to support this project that is thoughtfully developed and will create an opportunity for families to stay and thrive in our city.

Sincerely,

Abiah Karthausen



**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#); [Major, Erica \(BOS\)](#)  
**Subject:** FW: Support of 3333Cal  
**Date:** Thursday, November 7, 2019 11:32:00 AM

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**From:** Sandra Shorenstein <sshorenstein@shorenstein.com>  
**Sent:** Wednesday, November 6, 2019 10:05 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** Cindy Park <cpark@pradogroup.com>; Kaitlin Roth <kroth@pradogroup.com>  
**Subject:** Support of 3333Cal

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear board of Supervisors,

I am writing in support of the proposed development at 3333 California Street. As a nearby neighbor and native San Franciscan, I would love to see the underutilized site redeveloped to accommodate housing, retail and beautiful open spaces. Many of my peers are starting to leave the City due to the lack of affordable housing. Our housing crisis stems from a shortage of housing. The proposed 3333 California mixed-use development in Laurel Heights answers the City's needs and will allow families to remain in the neighborhood by providing 744 new housing units.

As a JCC member and Laurel Village shopper, I look forward to five acres of new open space where I can eat lunch, visit with friends, shop and relax. The community is in desperate need for better neighborhood-serving retail. Most of my neighbors travel to Pacific Heights or the Marina for shopping and dining. I love the idea of pedestrian walkways that connect the site with the neighboring communities. Allowing for better neighborhood retail will encourage people to stay within our hood and walk to local shops, rather than drive to other neighborhoods.

I truly believe 3333 California will help create a family-friendly community environment that is desperately needed in a city that has seen a rapid flight of families leaving SF.

I respect the Prado group and think they've done a good job of listening to the communities feedback and creating a project that will be used and appreciated by the entire community.

I urge you to support this project as well.

Best,

Sandra Shorenstein

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**From:** [Cliff Bargar](#)  
**To:** [Board of Supervisors \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** In support of 3333 California  
**Date:** Sunday, November 10, 2019 7:21:59 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the SF Board of Supervisors,

As a resident of San Francisco I would like to express my support for the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, families, and low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

The project will also provide open green space, daycare facilities, and shopping experiences to liven up the neighborhood. The foot traffic from people who live in and work at the project will support the surrounding businesses, including the JCC across the street and the shops at Laurel Village. An enclosed, hostile office park will be transformed into a lively, welcoming space that enriches the neighborhood.

Thank you,  
Cliff

**From:** [Cristina Morris](#)  
**To:** [Board of Supervisors \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [Haney, Matt \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [Mar, Gordon \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [Yee, Norman \(BOS\)](#)  
**Date:** Tuesday, November 19, 2019 1:45:40 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

On behalf of a sizable number of Presidio Heights residents, I am writing to express my disappointment with your decision to allow the current development plan at 3333 California Street to go forward.

I had the honor of speaking at your hearing on Nov. 12. The focus of my remarks was about the fact that our neighborhood is experiencing many empty businesses and a slowing of the real estate market. If one reads about the trends, the growth of San Francisco is also slowing. Many people are leaving or considering leaving (including many in my own family). This is due to costs (taxes, real estate) and a deteriorating quality of life (crime, out of control homelessness, dirty streets etc.) Yet the Planning Commission and the Board of Supervisors continues the Quixotic quest to overbuild this city as if this “tech economy” will last forever. Many tech companies are thinking of relocating; indeed some are offering to pay employees to live elsewhere near their out-of-state operations! As such, I am very concerned about the size and scope of the developer’s plan. We don’t need any more “zombie” businesses and houses. San Francisco is being over built, and not in an attractive way.

Admittedly, housing is necessary, but not in the way 3333 California is designed by the developers and in the way they have dealt with the neighborhood—their distortions of the methods they have used and their outright dismissal of the historic nature of the site has embittered many of the surrounding neighbors.

I could not finish my remarks due to time. I had started to say that I had the pleasure of attending the “Tunnel Tops” dedication in the Presidio. It made me think of the bravery of Representative Burton years ago to envision a city with a green space which was open to all. It is a wonderful legacy and I had hoped that you members would have been as brave, and at least protected some of the current green space and trees, as the community alternative proposed. Instead, you took the easy route by going along with the developers and their cronies, who have more power and money than the people you are supposed to serve. It is very disappointing but seems to be “business as usual” in government.

You did not take the neighborhood concerns seriously. The way some of your members conducted themselves during the appeals presentation made it apparent that you were only going through the motions of listening to legitimate concerns. Indeed, Supervisor Peskin did not think it warranted his presence.

I am hopeful that Supervisor Stefani will have the courage and historical perspective (as stated above), to still listen to the neighborhood concerns and at the very least, negotiate with the developer in a meaningful way to incorporate some of the requests as represented in the Community Alternative. It is never too late to compromise.

Thank you,

Cristina Morris  
Presidio Heights

Sent from [Mail](#) for Windows 10

**From:** [Chris Patrick](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 9:00:23 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I am a resident of San Francisco and I support the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

The project will also provide open green space, daycare facilities, and shopping experiences to liven up the neighborhood. The foot traffic from people who live in and work at the project will support the surrounding businesses, including the JCC across the street and the shops at Laurel Village. An enclosed, hostile office park will be transformed into a lively, welcoming space that enriches the neighborhood.  
Please approve this project with all speed.

Chris

**From:** [Patrick Traughber](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 8:58:54 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I am a resident of San Francisco and I support the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

The project will also provide open green space, daycare facilities, and shopping experiences to liven up the neighborhood. The foot traffic from people who live in and work at the project will support the surrounding businesses, including the JCC across the street and the shops at Laurel Village. An enclosed, hostile office park will be transformed into a lively, welcoming space that enriches the neighborhood.  
Please approve this project with all speed.

**From:** [Matthew Ticknor](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 8:50:12 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I am a resident of San Francisco and I support the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

The project will also provide open green space, daycare facilities, and shopping experiences to liven up the neighborhood. The foot traffic from people who live in and work at the project will support the surrounding businesses, including the JCC across the street and the shops at Laurel Village. An enclosed, hostile office park will be transformed into a lively, welcoming space that enriches the neighborhood.  
Please approve this project with all speed.

Matt Ticknor  
415.990.6944



**From:** [Rahul Reddy](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 8:15:30 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I write you as a concerned citizen, homeowner, taxpayer, and resident of San Francisco. I support the project at 3333 California and believe it will enrich our neighborhood. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

The project will also provide open green space, daycare facilities, and shopping experiences to liven up the neighborhood. The foot traffic from people who live in and work at the project will support the surrounding businesses, including the JCC across the street and the shops at Laurel Village. An enclosed, hostile office park will be transformed into a lively, welcoming space that enriches the neighborhood.  
Please approve this project with all speed.

Sincerely,  
Rahul Reddy  
1450 Franklin Street

Sent from my iPhone

**From:** [Daniel Cohen](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 8:14:30 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

Please approve 3333 California. I am a renter who lives within walking distance of the site, and our extreme housing shortage is really squeezing me. Here in San Francisco, we have the most severe housing shortage in the entire country, which means that we need to approve as much housing as possible.

Furthermore, we are in the middle of a climate emergency, as you Supervisors are aware of (and as Supervisor Mandelman himself declared!). Approving more housing, such as this project, is the best way to mitigate climate change because it will allow people to live near their jobs, thus emitting less carbon on their commutes. 41% of California's GHG emissions are due to transportation because we largely ban low carbon lifestyles when we ban apartments!

To quote Greta Thunberg, "I am here to say, our house is on fire... I want you to act as you would in a crisis. I want you to act as if our house is on fire. Because it is."

Supervisors, it is time you started acting like our house is on fire, and that means allowing people to live low-carbon lifestyles. That means approving more housing like 3333 California.

Thank you,  
Daniel Cohen

**From:** [Liz J. Miller](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 7:58:14 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I am a resident of San Francisco and I support the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

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Thank you. Sincerely,

Liz Miller  
District 2 Voter

**From:** [Mohamed, Manar](#)  
**To:** [Board of Supervisors, \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [StefaniStaff, \(BOS\)](#); [Fewer, Sandra \(BOS\)](#); [FewerStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [PeskinStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Marstaff \(BOS\)](#); [Brown, Vallie \(BOS\)](#); [BrownStaff; Haney, Matt \(BOS\)](#); [Haneystaff \(BOS\)](#); [Yee, Norman \(BOS\)](#); [YeeStaff, \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [MandelmanStaff, \(BOS\)](#); [Ronen, Hillary](#); [RonenStaff \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Waltonstaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [SafaiStaff \(BOS\)](#)  
**Cc:** [hello@northernneighbors.org](mailto:hello@northernneighbors.org)  
**Subject:** Please approve 3333 California  
**Date:** Sunday, November 10, 2019 9:00:31 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Board of Supervisors:

I am a resident of San Francisco- I live in District 2 & I support the project at 3333 California. I am writing to ask you to (1) approve the Environmental Impact Report Certification in Item 23, (2) approve the Conditional Use Authorization in Item 27, (3) approve the Public Works Tentative Map in Item 31, and (4) approve the related legislation in Items 34-36. The project will build much needed housing for people who want to live in our city and our neighborhoods. The 744 homes will house working people, for families, and for low-income seniors. The 186 homes for low-income seniors are especially important, considering that District 2 has built no subsidized low-income housing in the past 10 years, and seniors on fixed incomes are especially vulnerable to displacement and losing their social ties in the city.

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Please approve this project with all speed.

Thanks,  
Manar

**From:** [Board of Supervisors, \(BOS\)](#)  
**To:** [BOS-Supervisors](#)  
**Subject:** FW: Please Broadcast all City Commissions and Boards - For BoS communication  
**Date:** Monday, November 18, 2019 2:08:00 PM  
**Attachments:** [SupRecords20190906.pdf](#)  
[SOTF\\_ORDER\\_19047.pdf](#)  
[SupRecords20190826.pdf](#)  
[sof\\_100219\\_item7\\_excerpt.pdf](#)

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**From:** Anonymous <arecordsrequestor@pm.me>  
**Sent:** Friday, November 15, 2019 5:13 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Please Broadcast all City Commissions and Boards - For BoS communication

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

**Email and attachments for inclusion in your public communication file and distribution to Supervisors.**

Dear Board of Supervisors,

Please amend the Sunshine Ordinance to require television broadcasting of all Commissions, Boards, and the SOTF itself to ensure hearings like the one described below in Exhibit A can be more widely understood by the public.

For unknown reasons you and/or the Clerk appear to have excluded my prior communication in your public communication file, which will be investigated further as well.

Sincerely,

Anonymous

**EXHIBIT A:**

**November 5, 2019**

Dear Board of Supervisors,

On May 8, 2019 I issued a public records/Sunshine request of the Mayor's calendar records for a single week.

The Mayor's office fought this request for months, arguing that only the Prop G/SF Admin Code 67.29-5 daily calendar was disclosable. However, the California Public Records Act makes clear: every record, including calendars, that a public agency retains, owns, prepares, or uses is a public record and must be disclosed, unless explicitly exempt.

It took 5 months and two petitions (attached) to City Attorney Herrera to get some of the hidden records disclosed. Not until September 6 did even *some* of the non-Prop G calendar records get disclosed, and even those records withheld various parts of the Mayor's schedule.

On October 2, the Sunshine Ordinance Task Force found (attached) unanimously:

"... that **Mayor London Breed, Hank Heckel and the Office of the Mayor violated Administrative Code (Sunshine Ordinance), Sections 67.21, 67.26 and 67.27, by failing to provide records in a timely and/or complete manner, keep withholdings to a minimum, and justify the withholding of records.** The motion PASSED by the following vote: Ayes: 7 - Yankee, Martin, LaHood, Cate, Hyland, J. Wolf, B. Wolfe Noes: 0 - None Absent: 2 - Cannata, Chopra Excused: 2 - Tesfai, Hinze"

On October 29, the Mayor's office finally released a portion of the previously hidden records, but the dispute continues to this day regarding other parts of the Mayor's calendars.

That the City has fought and continues to fight, with taxpayer money, this simple request for months is shameful.

The City should not fight members of the public getting access to public records.

What the Mayor does (and, in fact, what your Board and all City employees do) on behalf of the public is the public's business.

Please ensure this City's departments and agencies, including the Mayor and her office, are open and transparent in accordance with the state Constitution, the California Public Records Act, and the Sunshine Ordinance.

(I am not an attorney; and nothing herein is legal advice.)

Sincerely,

Anonymous

Attachments: (1) Herrera Response Aug 26, (2) Herrera Response Sept 6, (3) Sunshine Task Force Order 19047 Oct. 24, (4) Excerpt of SOTF Case 19047 record pages P375-381, Public Records disclosed by Mayor's Office Sept 6

CITY AND COUNTY OF SAN FRANCISCO



DENNIS J. HERRERA  
City Attorney

OFFICE OF THE CITY ATTORNEY

BRADLEY A. RUSSI  
DEPUTY CITY ATTORNEY

Direct Dial: (415) 554-4645  
Email: brad.russi@sfcityattty.org

September 6, 2019

*Sent via email (72902-46637773@requests.muckrock.com)*

Re: Petition to Supervisor of Records

To Whom It May Concern:

This letter responds to your petition to the Supervisor of Records dated August 27, 2019, concerning a request to the Mayor's Office for calendar entries. We understand your petition to relate to your May 8, 2019 request to the Mayor's Office for:

an electronic copy, in the original electronic format, with all calendar item headers, email addresses, metadata, timestamps, attachments, appendices, exhibits, and inline images, except those explicitly exempted by the Ordinance, of the Mayor's calendar, with all items, from April 28 to May 4, 2019 (inclusive).

You contend that the Mayor's Office improperly withheld responsive calendar entries that are not required to be maintained and disclosed under Section 67.29-5 of the Sunshine Ordinance (Administrative Code Section 67.29-5). Section 67.29-5 requires certain City officials to maintain a daily calendar and prescribes the information that must be recorded and disclosed in such calendar and the process for obtaining it. Separate and apart from this requirement, this Office has stated that where "an official or employee maintains a personal work calendar, it would be considered a public record, with exempt material subject to redaction." (See City Attorney's Good Government Guide, p. 121).

We understand that the Mayor's Office has now produced additional documents in response to your request. The Mayor's Office redacted some information from this production but did not otherwise withhold any responsive records. If you believe the Mayor's Office improperly applied redactions to this production, please specify which redactions you contest. Otherwise, we consider this petition closed.

Very truly yours,

DENNIS J. HERRERA  
City Attorney

A handwritten signature in black ink, appearing to read "Bradley A. Russi".

Bradley A. Russi  
Deputy City Attorney

**SUNSHINE ORDINANCE  
TASK FORCE**



City Hall  
1 Dr Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689  
Tel. No. (415) 554-7724  
Fax No. (415) 554-7854  
TTD/TTY No. (415) 554-5227

**ORDER OF DETERMINATION**  
October 24, 2019

**DATE DECISION ISSUED**  
October 2, 2019

**CASE TITLE** – Anonymous v. Mayor London Breed, Hank Heckel and the Office of the Mayor  
File No. 19047

**FACTS OF THE CASE**

The following petition/complaint was filed with the Sunshine Ordinance Task Force (SOTF):

Complaint filed by Anonymous against Mayor London Breed, Hank Heckel and the Office of the Mayor for allegedly violating Administrative Code, (Sunshine Ordinance) Sections 67.21 and 67.26 and 67.27 and Government Code (CPRA) 6253.9, 6253, and 6255, by failing to respond to a request for public records in a timely and/or complete manner.

**HEARING ON THE COMPLAINT**

On August 20, 2019, the Complaint Committee acting in its capacity to hear petitions/complaints heard the matter.

Anonymous (Petitioner) provided a summary of the complaint and requested the Committee to find a violation. Anonymous stated that he requested the Mayor's calendar including the metadata. Anonymous stated that the Mayor's calendar is considered a public record which should have been provided. Anonymous stated that the City Attorney memo disputed what kind format of the calendar is in. Anonymous stated that metadata and headers are important to the works of an investigative journalist. Anonymous stated that he wants to know who actually invited the Mayor to meetings and events and that information can be provided in metadata.

Hank Heckel (Mayor's Office) (Respondent), provided a summary of the department's position. Mr. Heckel stated that the Mayor's office received the IDR on May 8 and responded on May 9. Mr. Heckel stated that the Mayor's Office provided their Prop G calendar which included event times, general attendees and the nature of the event. Mr. Heckel stated that all information was provided in pdf format to avoid compromising the integrity of the record. Mr. Heckel stated



that those records did not provide email addresses of invitees, conference call numbers and dial information which is subject to privilege. Mr. Heckel stated that the Mayor's Office relies on advices provided by the Information Technology Department and the City Attorney's Office regarding metadata. Mr. Heckel stated that there are security risks associated with providing this information.

The Committee found that the SOTF has jurisdiction, find that the requested records are public and referred the matter to the SOTF for hearing.

On October 20, 2019, the SOTF held a hearing to review the recommendation from Committee and/or to review the merits of the petition/complaint.

Anonymous (Petitioner) provided a summary of the complaint and requested the Committee to find a violation. Anonymous provided an overview of the submitted presentation. Anonymous stated that the Office of the Mayor refused to provide documents in the requested format and metadata, objected to the redactions to the calendar and stated that the ICS version of the calendar was not provided. Anonymous stated that the Office of the Mayor did not provide the Mayor's non-Prop G or 2nd calendar account until months later, and those non-Prop G calendars are public records.

Hank Heckel (Mayor's Office) and Michael Makstman (Chief Information Security Officer) (Respondent), provided a summary of the department's position. Mr. Heckel referenced California Government Code, Sections 6252.9(f) and 6254.19, and Sunshine Ordinance, Section 67.21(l). Mr. Heckel stated that the format requested is not easily generated and would also create a security risk. Mr. Makstman provided information regarding metadata and possible security risks.

#### FINDINGS OF FACT AND CONCLUSION OF LAW

Based on the testimony and evidence presented, the SOTF found that Mayor London Breed, Hank Heckel and the Office of the Mayor violated Administrative Code (Sunshine Ordinance), Section(s) 67.21, 67.26 and 67.2.

## DECISION AND ORDER OF DETERMINATIONS

On October 2, 2019, Member Yankee, seconded by Member Cate, moved to find that Mayor London Breed, Hank Heckel and the Office of the Mayor violated Administrative Code (Sunshine Ordinance), Sections 67.21, 67.26 and 67.27, by failing to provide records in a timely and/or complete manner, keep withholdings to a minimum, and justify the withholding of records.

The motion PASSED by the following vote:

Ayes: 7 - Yankee, Martin, LaHood, Cate, Hyland, J. Wolf, B. Wolfe

Noes: 0 - None

Absent: 2 - Cannata, Chopra

Excused: 2 - Tesfai, Hinze

A handwritten signature in black ink, appearing to read 'B. Wolfe', is positioned above the printed name.

Bruce Wolfe, Chair  
Sunshine Ordinance Task Force

cc. Anonymous (Petitioner/Complainant)  
Hank Heckel, Office of the Mayor (Respondent)

CITY AND COUNTY OF SAN FRANCISCO



DENNIS J. HERRERA  
City Attorney

OFFICE OF THE CITY ATTORNEY

BRADLEY A. RUSSI  
DEPUTY CITY ATTORNEY

Direct Dial: (415) 554-4645  
Email: brad.russi@sfcityattorney.org

August 26, 2019

*Sent via email (72902-46637773@requests.muckrock.com)*

Re: Petition to Supervisor of Records

To Whom It May Concern:

This letter responds to your petition to the Supervisor of Records concerning your May 8, 2019 request to the Mayor's Office for the following:

an electronic copy, in the original electronic format, with all calendar item headers, email addresses, metadata, timestamps, attachments, appendices, exhibits, and inline images, except those explicitly exempted by the Ordinance, of the Mayor's calendar, with all items, from April 28 to May 4, 2019 (inclusive).

In response to this request, the Mayor's Office produced the Mayor's calendar entries in PDF format from the time period at issue. The Mayor's Office explained that it provided the records in PDF format for ease of transferability and to protect the security of the original record, citing Government Code Section 6253.9.

Under the Sunshine Ordinance (Section 67.21(d) of the Administrative Code), the Supervisor of Records is responsible for determining whether a City department has withheld a record, or any part of a record, without a lawful basis for doing so – for determining “whether the record requested, or any part of the record requested, is public.” You contend that the Mayor's Office improperly withheld headers, email addresses, metadata, timestamps, attachments, appendices, exhibits, and inline images from its response to your request.

We understand that the responsive calendar entries include no email addresses, attachments, appendices, exhibits, or inline images, and thus the Mayor's Office did not improperly withhold this information.

With regard to metadata, which we understand would include headers and timestamps, we conclude that the Mayor's Office properly withheld this information.

First, you contend that the Mayor's Office should provide this information by producing the calendar entries in the “original electronic format.” But you also request that the calendar entries be exported to “.ics, iCalendar, or vCard formats.” The Public Records Act does not require the Mayor's Office to produce records in a format that it does not store them unless the Mayor's Office has used the records in the requested format or provided them in the requested format to another agency. Gov't Code § 6253.9. We understand that the Mayor's Office does not hold the records in any of these formats, and it has not used any of these formats or provided

Letter to Anonymous  
August 26, 2019  
Page 2

the records in these formats to any agency. By contrast, the Mayor's Office does store calendar entries in PDF format, and it has used that format to provide the records in the past.

Second, the Mayor's Office has determined that disclosure of the metadata associated with the original electronic files – whether by producing it in native format or disclosing the metadata in some other format – may jeopardize or compromise the security of the City's computer system. Thus the Mayor's Office may decline to produce the metadata under Government Code Section 6253.9(f). Also, the Mayor's Office has determined that metadata contained in original electronic files may include unique identifiers for individual computer terminals and computer servers and associated security certificates and similar information. This information is highly sensitive, as disclosing it could allow a hacker to penetrate the City's computer system, "spoof" emails and insert themselves into confidential and/or privileged discussions, or send unauthorized emails on behalf of city officials. Therefore the information may be withheld under Government Code section 6254.19. Given this security risk, the information may also be withheld because there is a substantial need for confidentiality that outweighs any interest the public may have in accessing this information. *See* Cal. Evid. Code § 1040; Gov't Code § 6254(k).

For the reasons stated above, your petition is denied.

Very truly yours,

DENNIS J. HERRERA  
City Attorney



Bradley A. Russi  
Deputy City Attorney

Sunday

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8/27/2019 1:56 PM

# April 30, 2019

## Tuesday

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TUESDAY

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SID AM:

6 AM

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Senior Staff Check in Call:

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Public Works' Public Works Week Awards and Pins Ceremony (Staff: Jeff Cretan, Evan Ward, Moscone Center South, Third Floor, 747 Howard St. (at 3rd St.)

11

12 PM

Telephone Interview with Los Angeles Times Reporter Heidi Chang (Staff: Jeff Cretan, City Hall, Room 200, MO

Kelly Kirkpatrick re: Budget (Staff: Sean Elsbernd, City Hall, Room 200, MO

1

Town Hall Prep (Staff: Marjan Philhour, Kelvin Wu, City Hall, Room 200, MO

2

San Francisco Latino Party and Equity Coalition (Staff: Joaquín Torres, Diana Ponce De León, Kelly Kirkpatrick, City Hall, Room 201

Scheduling Meeting ; City Hall, Room 200, MO

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# May 1, 2019

## Wednesday

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### WEDNESDAY

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SID AM: [REDACTED]

6 AM

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Senior Staff Check in Call; [REDACTED]

10

Live Phone Interview with KIQI Radio (Staff: Jeff Cretan [REDACTED] City Hall, Room 200, MO

11

Fire Station 5 Ribbon Cutting (Staff: Jeff Cretan [REDACTED] Kyra Gelthmar [REDACTED] Fire Station No.5, 1301 Turk St

12 PM

Jewish Vocational Service (JVS) Strictly Business Luncheon (Staff: Joshua Arce [REDACTED] Joaquín Torres [REDACTED] Sheryl Davis [REDACTED] San Francisco Marr

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Noomi Kelly and Heather Green re: Capital Fund Allocation (Staff: Kelly Kirkpatrick [REDACTED] City Hall, Room 200, MO

Frank Fung Swearing In (Staff: Kanishka Karunaratne Cheng / [REDACTED] City Hall, Room 200, MO

3

Meet and Greet with Jamestown Youth Community Center (Staff: Emma Helken / [REDACTED] City Hall, Room 200, International Room

4

Police Chief William "Bill" Scott (Staff: Sean Elsbernd [REDACTED] City Hall, Room 200, MO

5

Neighborhood Preference Resident Visit and Video Recording (Staff: Andy Lynch [REDACTED] Kim Dublin [REDACTED] 150 Van Ness (entrance is on Hayes Street) - Unit 503

Asian Pacific American (APA) Heritage Month Awards and Reception Celebration (Staff: Mason Lee [REDACTED] Judy Lee [REDACTED] Herbst Theatre, War Memorial Building,

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# May 2, 2019

Thursday

May 2019

Su	Mo	Tu	We	Th	Fr	Sa
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June 2019

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THURSDAY	
2	SID AM: [REDACTED]
6 AM	
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9	Senior Staff Check in Call; [REDACTED]
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12 PM	Lest We Forget Photo Exhibit on Holocaust Remembrance Day (Staff: Emma Heiken, [REDACTED], Anthony Morin, [REDACTED]) City Hall, South Light Court Meeting re: Street Conditions (Staff: Sean Elsbernd, [REDACTED]) City Hall, Room 200, MO
1	Kelly Kirkpatrick (Staff: Sean Elsbernd, [REDACTED]) City Hall, Room 200, MO
2	Prep for UC Hastings Commencement (Staff: Jeff Cretan, [REDACTED]) City Hall, Room 200, MO Kanishka Cheng re: Commissions (Staff: Sean Elsbernd, [REDACTED]) City Hall, Room 200, MO
3	Civil Grand Jury (Staff: Kelly Kirkpatrick, [REDACTED]) City Hall, Room 201 Legislation Signing & Notary Signing (Staff: Sophia Kistler, [REDACTED]) City Hall, Room 200, MO
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5	Alliance of Black School Educators Scholarship and Salute Banquet (Staff: De'Anthony Jones, [REDACTED], Jenny Lam, [REDACTED]) African American Art and Culture Complex, 7
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# May 3, 2019

Friday

May 2019						
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June 2019						
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FRIDAY	
3	May Day SID AM: [REDACTED]
6 AM	
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9	Senior Staff Check In Call; [REDACTED]
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12 PM	
1	Downtown Streets Team Mission Ribbon Cutting (Staff: Sandra Zuniga, [REDACTED] Ronnie Rodriguez, [REDACTED]; Chan Kaajal Park, 3100 17th St, San Francisco, CA 94103
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# May 4, 2019

Saturday

May 2019						
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June 2019						
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SATURDAY	
4	SID. [REDACTED]
6 AM	
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12 PM	
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3	San Francisco Lowrider Council Cinco De Mayo John O'Connell High School Car Show and Cruise (Staff: Joaquín Torres [REDACTED] Diana Ponce De León [REDACTED] Emma Heiken [REDACTED]) John O'Connell High School Parking Lot, 2300 Block of Harrison Street
4	
5	
6	The Association of Chinese Teachers 50th Anniversary Gala (Staff: Jenny Lam [REDACTED] Kelvin Wu [REDACTED]) Scottish Rite Masonic Center, 2850 19th Avenue, Main Dining
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