The Mayor's Office has taken a number of steps to communicate performance results to the public. The Mayor's Office and the Controller have taken a number of steps to communicate performance results to the public. The Controller's Office will continue to develop and maintain citywide performance measures and the performance measures for all departments. The Mayor's Office and the Controller's Office will work closely together to ensure that performance information is consistent and reliable. The Controller's Office updates many of the performance measures on the Performance 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 a 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 performance measures are available on the Performance Scorecard website, which is accessible to the public. The Controller's Office will work with the Mayor's Office to develop a comprehensive performance reporting structure. The Controller's Office will work with the Mayor's Office to ensure that the performance information is consistent and reliable. The Controller's Office will work with the Mayor's Office to develop a comprehensive performance reporting structure. The Controller's Office will work with the Mayor's Office to ensure that the performance information is consistent and reliable.
The Performance Scorecards website includes geographic and operational level data months from June 5, 2017.

R4.1 The Mayor's Office should ensure that by January 1, 2018 every PS indicator has a linked goal, with all goals implemented in the future.

Supervisors be, implemented in the future

2016-17 Accelerating SF

The City currently tracks performance data for over 1,000 measures. The Performance Scorecard project - focusing on fewer than 90 key performance metrics - is this information within the online PS platform, enabling citizens to understand progress in their neighborhoods.

Mayor The recommendation

partially in response to the general observation that both current and past Grand Juries have made, and that the 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 and develop those measures targeted to the Mayor's Office, Board of Supervisors, and others, will continue to solicit feedback on our appropriate geographical measurements and goals.

Controller The recommendation

will not be implemented because it is not warranted or reasonable

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The Mayor's Office completed working with City departments to create public housing performance management and accountability framework, which will be re-launched and integrated into the Department of Homelessness and Supportive Housing’s (DHSH) Performance Scorecard website.

The Controller's Office has been 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.

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 will be updated to reflect any trend changes as they occur, consistent with DOJ's community-oriented policing guidelines.

The Controller's Office conducted a seguint review of the Mayor's Office of Housing and Community Development's performance measures, and has updated the scorescard website.

The Mayor's Office continues to track and report public-safety measures as recommended by the DOJ. The performance measures continue to be updated to reflect any changes as they occur.

The Mayor's Office will continue to work with the Mayor's Office of Housing and Community Development to include measures on their website. Updated measures will be reflected on the website once approved.

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Sheriff's Office

R3 Instead of increasing the over-time budget for existing deputies, we recommend hiring more deputies. We recommend the Sheriff's Office implement this recommendation within a year (July 2018).

Sheriff's Department

R4 We recommend the Sheriff's Department implement the recommendation within a year (July 2018).

Sheriff's Department

R5 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 housed with the gender of their own choosing. We suggest the Sheriff's office implement this recommendation within the year (July 2018).

Sheriff's Department

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

R7 We suggest the Sheriff's Department implement the recommendation within a year (July 2018).

Sheriff's Department

R8 We recommend the Sheriff's Office implement the recommendation within a year (July 2018).

Sheriff's Department

R9 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

R10 The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R11 By August 2018, the SF Sheriff's Office should create proper protocols and training for deportees with coappearance as transgender females as being a full part of the female population in the SF jail system, regardless of surgical status.

Sheriff's Department

R12 The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R13 The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R15 By May 2018, the SF Sheriff's Department should create proper training for deportees with coappearance as transgender females as being a full part of the female population in the SF jail system, regardless of surgical status.

Sheriff's Department

R16 The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R17 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, however, we continue to work on plans to create better housing for all our prisoners, including gender specific housing for women.

Sheriff's Department

R18 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 allow them to perform common jail search duties on transgender inmates in the SF jail system.

Sheriff's Department

R19 The recommendation will not be consistent with standards of safety and fair treatment in the federal Prison Rape Elimination Act (PREA), which recognizes that gender is not binary, and therefore, calls for transgender inmates to be housed with the gender of their own choosing. 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 allow them to perform common jail search duties on transgender inmates in the SF jail system.

Sheriff's Department

R20 By June 2018, the SF 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

R21 The 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 inmates to be housed with the gender of their own choosing. The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R22 By August 2018, the SF Sheriff's Department should ensure all transgender inmates are properly classified and housed in the SF jail systems.

Sheriff's Department

R23 We recommend the Sheriff's Department hire 8 more case managers for Five Keys to effectively carry out its mission to provide education and job training services for incarcerated women.

Sheriff's Department

R24 The recommendation will not be 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 inmates to be housed with the gender of their own choosing. 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. However we continue to work on plans to create better housing for all our prisoners, including gender specific housing for women.

Sheriff's Department

R25 The recommendation has been implemented.

Sheriff's Department

R26 The recommendation has been implemented.

Sheriff's Department

R27 By June 2018, the SF 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

R28 The recommendation will not be 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 inmates to be housed with the gender of their own choosing. The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R29 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 inmates to be housed with the gender of their own choosing. The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R30 The recommendation has been implemented.

Sheriff's Department

R31 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 inmates to be housed with the gender of their own choosing. The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R32 The recommendation has been implemented.

Sheriff's Department

R33 The recommendation has been implemented.

Sheriff's Department

R34 The recommendation has been implemented.

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Sheriff's Department

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Sheriff's Department

R52 The recommendation has been implemented.

Sheriff's Department

R53 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 inmates to be housed with the gender of their own choosing. The recommendation will not be implemented because it is not warranted or reasonable.

Sheriff's Department

R54 By June 2018, the SF 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

R55 The recommendation has been fully implemented or abandoned.

Sheriff's Department

R56 The recommendation has been fully implemented or abandoned.

Sheriff's Department

R57 The recommendation has been fully implemented or abandoned.

Sheriff's Department
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 can vary depending on the amount of funding available.

The recommendation mandated by Five Keys' accreditation as a California public school, which is focused primarily on academic performance. Nevertheless, the Sheriff's Department and Five Keys continue to seek a system of measures beyond academic performance.

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.

A hearing request has been introduced at the Board of Supervisors to review the progress of Rec & Parks has made in implementing these strategic documents through the annual budget. This process will be repeated in future years.

The lifecycle project, now in its second year, has completed needs analysis, planning, and purchasing the project, identified a sustainable model, and is currently in the auditing phase.

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.

The Mayor should request Rec & Parks, at least annually, to review and, as needed, update its strategic, operational, and capital plans.

The recommendation has been implemented. The Sheriff's Department supports Five Keys in retaining performance according to the metrics mandated by Five Keys' accreditation as a California public school, which is focused primarily on academic performance. However, there is a lack of timely performance data to support such measures. There is utility in sharing aggregated and overall data with districts, and to improve transparency on the utilization of education dollars with local districts. The recommendation is not warranted at this time, as Five Keys operates under a unique model.

The department has updated its acquisition policy, and is in the process of updating the strategic, operational, and capital plans.

The test 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.

The Mayor should request Rec & Parks to review and, as needed, update its strategic, operational, and capital plans.

The recommendation has been implemented. Five Keys is tracking performance according to the metrics mandated by Five Keys' accreditation as a California public school, which is focused primarily on academic performance. However, there is a lack of timely performance data to support such measures. There is utility in sharing aggregated and overall data with districts, and to improve transparency on the utilization of education dollars with local districts. The recommendation is not warranted at this time, as Five Keys operates under a unique model.

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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. The financial impact of major changes that impact benefit structure are already fully disclosed to the public. The recommendation has been implemented.

**Status of the Recommendations**

**2016-17 Department Responses**

<table>
<thead>
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<tbody>
<tr>
<td>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.</td>
<td>Mayor</td>
<td>The recommendation has been implemented. The financial impact of major changes that impact benefit structure are already fully disclosed to the public. Day-to-day decisions taken by the Retirement Board are beyond the City’s control. It’s important that the City is prepared for any changes in the future. The Committee shall continue to review the impact of the recommendation to the City’s budget.</td>
<td><strong>Mayor</strong></td>
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<tr>
<td>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.</td>
<td>Board of Supervisors</td>
<td>The recommendation has been implemented. The Retirement System’s 2017 annual report was transmitted on March 14, 2018 and the SF Retirement System’s 2017 annual report was transmitted on March 14, 2018. It provides comprehensive data on the City’s retirement plan and is 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 assumptions available at the time, and in accordance with the reporting requirements of the City’s charter. The Retirement System shall continue to report on an annual basis. These annual reports detail the current status of the retirement system and the plan’s financial condition,operating results, changes in plan provisions which are beyond the Retirement Board’s control.</td>
<td><strong>Board of Supervisors</strong></td>
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<td>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.</td>
<td>Board of Supervisors</td>
<td>The recommendation has been implemented. The recommendation has been implemented. The recommendation was abandoned. The Mayor and Board of Supervisors established a Retirement System Oversight Committee to develop a comprehensive, long-term solution for the Retirement System. There are comprehensive reports on the website. The Retirement Board shall take into account any recommendations or findings made by the Committee in the development of its recommendations. The Committee’s recommendations should be included in any long-term solutions for the Retirement System.</td>
<td><strong>Board of Supervisors</strong></td>
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**CGJ Year Report Title**

**Rec Number**

**Recommendation**

**Response Required**

**2018 Response(1)**

**2019 Response Text**

**2019 Response(1)**

**2019 Response Text**

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(1) **Response not required: Recommendation has been fully implemented or abandoned.**
<table>
<thead>
<tr>
<th>CG Year</th>
<th>Report Title</th>
<th>Recommendation</th>
<th>Response 2017</th>
<th>Original 2017 Recommendation</th>
<th>Status of the Recommendations</th>
</tr>
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<tbody>
<tr>
<td>2016-17</td>
<td>The SF Retirement System- Increasing Understanding &amp; Adding Voter Oversight</td>
<td>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, including a hybrid Defined Benefit- Defined Contribution plan.</td>
<td>The recommendation will not be implemented because it is not warranted or reasonable.</td>
<td>The City already has a Retirement Board which functions as oversight to the Retirement System, and the Mayor’s Office has an audit dependent on it.</td>
<td>The recommendation will not be implemented because it is not warranted or reasonable.</td>
</tr>
</tbody>
</table>
This recommendation should be directed to the Board of Supervisors and not the Retirement Board.

Retirement Board

The recommendation will not be implemented because it is not warranted or reasonable.

On an annual basis, the City’s leadership reviews pension costs, contribution rates, and their financial impacts in the City’s budget process. The Board of Supervisors, in collaboration with the Office of the Controller, receives reports on the status of the Retirement System 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.

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 the Retirement Board’s current composition is a matter of public record and is available on the Board’s website.

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.

This recommendation is intended to add individuals to the retirement system presumably act as guardians of the public interest. However, trustees are always obligated to act only in the fiduciary interest of the Retirement System, and their governance is governed by the California Public Retirement Act (CalPERS), in a manner that is comprehensive, fair, and inclusive. A comprehensive, long-term solution for the Retirement System that is fair to both employees and taxpayers, and presents the necessary measure of public oversight. This recommendation will not accomplish its intended goals, and for that reason will not be pursued.

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.

The recommendation will not be implemented because it is not warranted or reasonable.

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This recommendation should be directed to the Mayor and Board of Supervisors and not the Retirement Board.

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Note: These recommendations already have end of year text. For example, in 2017, the Mayor, the Board of Supervisors, other City officials, employee groups, and members of the public worked with the Civil Grand Jury and filed a petition to require that the City conduct a comprehensive, long-term solution for the Retirement System 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.
<table>
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<tr>
<th>Cbj Year</th>
<th>Recommendation</th>
<th>R3.1</th>
<th>R3.2</th>
<th>R4.1</th>
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<tr>
<td>2016-17</td>
<td>The Elections Commission will not implement this recommendation because the Commission lacks the authority to do what is requested.</td>
<td>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, the Retirement Board is required to discharge its duties in the best interest of the SFERS participants and their beneficiaries, ensuring employee contributions, and the actuarial and financial reports of the last 20 years, and make that dataset available to the public.</td>
<td>The recommendation has been implemented. The Department of Elections does not require further analysis.</td>
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**Note:** The Controller’s Office will continue to consider modifications to the future Voter Information Pamphlets to permit more direct and useful information to voters in the future.
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<td>2016-17</td>
<td>The SF Retirement System - Increasing Understanding &amp; Adding Voter Oversight</td>
<td>R4.2</td>
<td>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.</td>
<td>The recommendation requires further analysis</td>
<td>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 high-level financial status of the Retirement Fund. The Controller's Annual Financial Report also includes discussion of the high-level financial status of the Retirement Fund. The Retirement System produces various reports detailing financial, actuarial, and operational issues, including a summary of the financial statements that are designed for a layperson's understandable needs. We encourage the Controller to continue efforts to improve these products to ensure that they are accessible, clear, and useful to a broad array of audiences interested in this complex topic.</td>
<td>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.</td>
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<td>Retirement Board response</td>
<td>This recommendation was implemented because it is not a reasonable recommendation</td>
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(1) "---" Response not required: Recommendation has been fully implemented or abandoned.