

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 (provided by CGJ)	2017 Response ⁽¹⁾	2017 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.	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.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.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.)	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.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.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.	**	

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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.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.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.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.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.
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.

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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.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.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.	**	
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.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.

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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.	**	
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	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. 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 or foreign commerce. 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.	**	
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.	**	

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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.F.4, F.F.7]	City Attorney	did not submit a compliant response to the recommendation.	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.	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. 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.
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.F.4, F.F.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 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	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.	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.

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2015-16	Fire Safety Inspections in SF-A Tale of Two Departments: DBI & SFFD	R.1.1. 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.1.2. 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.1.3. 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.1.4. (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 1.4. 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.1.4. (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.1.5. 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.1.6. (a) If DBI MIS cannot fix CTS (See R.1.1) 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.1.7. 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.1.8. 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.1.9. 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.1.10. 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.	**	

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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	**	
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.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.

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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.	**	
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 NOV's 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 NOV's take to be corrected (similar to Open NOV's 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 NOV's. (b) The Chief Housing Inspector should report how long NOV's 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 NOV's 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.30. The Chief Housing Inspector should actively monitor cases using the Open NOV's report to ensure that less than five percent of NOV's 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 NOV's, 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 NOV's 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+I44on patterns and necessity dictate.	**	

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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.	**	
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.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 NOV's 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.
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.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."

(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.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.	**	
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.II.10. The Fire Marshal should require that complaint response time and code enforcement timeframes be more closely monitored so that resolution time is shortened.	Fire Marshal	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 Marshal should require that code enforcement for NOV's be more closely monitored so that NOV's are corrected more quickly.	Fire Marshal	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 Marshal 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 Marshal	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 Marshal 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 Marshal	The recommendation has been implemented		**	
2015-16	Fire Safety Inspections in SF-A Tale of Two Departments: DBI & SFFD	R.II.14. The Fire Marshal should standardize inspection and code enforcement documentation done by BFP R-2 inspectors.	Fire Marshal	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.	**	

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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.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.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 task force in	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.

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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.	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	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. 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.
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	**	
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.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.	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.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.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.

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

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 (provided by CGJ)	2017 Response ⁽¹⁾	2017 Response Text
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	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. 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.	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
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.	**	

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

Status of the Recommendations
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2015-16

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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.	**	
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 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.	**	

(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.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	DSHS 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.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.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.	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.
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.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	DSHS 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. DSHS has begun this process by piloting coordinated entry for federally funded housing programs for chronically homeless adults and veterans. DSHS 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	DSHS 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	DSHS 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	DSHS plans to require all DSHS contracted service providers to utilize this common database for homeless services. DSHS 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	DSHS is prioritizing setting up a coordinated entry system and ensuring access and full utilization by DSHS 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	DSHS is prioritizing setting up a coordinated entry system and ensuring access and full utilization by DSHS 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.

(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.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, DSHS 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 DSHS takes guidance from HUD on the minimum client level outcomes to track. All current DSHS contracts will come up for renewal between now and 2021.	Will Be Implemented in the Future	As contracts are renewed, DSHS 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 DSHS takes guidance from HUD on the minimum client level outcomes to track. All current DSHS 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 DSHS outcomes. DSHS 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 DSHS coordinated database is fully implemented, DSHS 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 a 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. DSHS, 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. DSHS 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.	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. 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;	**	
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 http://sf311.org/homeless%E2%80%93person-seeking-help as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at http://www.sfhsa.org/76.htm 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: https://sf311.org/homeless-person-seeking-help . 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 http://sf311.org/homeless%E2%80%93person-seeking-help as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at http://www.sfhsa.org/76.htm 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: https://sf311.org/homeless-person-seeking-help . 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.

(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 (provided by CGJ)	2017 Response ⁽¹⁾	2017 Response Text
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 http://sf311.org/homeless%E2%80%93person-seeking-help , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at http://sf311.org/homeless-reservation-centers , 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 (http://sf311.org/homeless-reservation-centers) 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: https://sf311.org/homeless-person-seeking-help 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 (http://sfhsa.org/76.htm) page to ensure information is relevant and accurate since it is maintained by HSA staff. DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS will proactively work with 311 to get them the information needed for the sf311.org.	Will Be Implemented in the Future	DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS 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 http://sf311.org/homeless%E2%80%93person-seeking-help , as of May, 2016. Also available in Figure 13. SF311.org's Shelters page found at http://sf311.org/homeless-reservation-centers , 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 (http://sf311.org/homeless-reservation-centers) 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: https://sf311.org/homeless-person-seeking-help 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 (http://sfhsa.org/76.htm) page to ensure information is relevant and accurate since it is maintained by HSA staff. DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS 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 DHS web pages for their sheltering services and other resources. DHS has the singular focus on preventing and ending homelessness for people in San Francisco and is the best reference available for the public.
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"> o Emergency Shelter for Single Adults in San Francisco o Help for Homeless Families (with dependent child under 18 years of age) o Project Homeless Connect can connect you with many free services & programs in the same day. o A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help. o Help Getting into Housing o Transitional Housing o Rental Assistance o Housing for Low-Income Adults and Families o Eviction Prevention Services o The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals. o County Veterans Service Office o If You Are Concerned About a Homeless Person o Local Homeless Coordinating Board Homeless -- Person Seeking Help page found at http://sf311.org/homeless%E2%80%93person-seeking-help as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at http://www.sfhsa.org/76.htm in May, 2016. Also in Figure 14.	Department of Homeless and Supportive Housing SF311 Director	Recommendation requires further analysis	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 https://sf311.org/homeless-person-seeking-help 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 & Homeless Services page when clicking on the "Resource Centers for Homeless Assistance" link found in the "Shelter" subsection. DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS will proactively work with 311 to get them the information needed for the sf311.org.	Will Be Implemented in the Future	DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS will proactively work with 311 to get them the information needed for the sf311.org.

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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"> o Emergency Shelter for Single Adults in San Francisco o Help for Homeless Families (with dependent child under 18 years of age) o Project Homeless Connect can connect you with many free services & programs in the same day. o A Bus Ticket Home - If you'd like to return home, the Homeward Bound Program can help. o Help Getting into Housing o Transitional Housing o Rental Assistance o Housing for Low-Income Adults and Families o Eviction Prevention Services o The Family Eviction Program provides eviction prevention services including funds to pay back rent, case management, budgeting advice, and other referrals. o County Veterans Service Office o If You Are Concerned About a Homeless Person o Local Homeless Coordinating Board Homeless -- Person Seeking Help page found at http://sf311.org/homeless%E2%80%93person-seeking-help as of May, 2016. Also available in Figure 13. Housing & Homeless Services page found at http://www.sfhsa.org/76.htm in May, 2016. Also in Figure14.	Department of Homeless and Supportive Housing SF311 Director	Recommendation requires further analysis	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 https://sf311.org/homeless-person-seeking-help 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 & Homeless Services page when clicking on the "Resource Centers for Homeless Assistance" link found in the "Shelter" subsection. DHS is prepared and eager to collaborate with 311 to ensure that information about services is accessible and available to those seeking assistance. DHS will proactively work with 311 to get them the information needed for the sf311.org.	Recommendation Implemented	The page: https://sf311.org/homeless-person-seeking-help 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 DHS, and they will proactively work with 311 to get us the information needed for the sf311.org site.
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.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	**	
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.

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2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:1.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:1.A.3-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:1.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:1.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:1.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.
2015-16	Maintenance Budgeting and Accounting Challenges for General Fund Depts.	R:1.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:1.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:1.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:1.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.

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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: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.	**	
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.

(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 ⁽¹⁾	2017 Response Text
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	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 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 & 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.
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-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.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.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	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. 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.

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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	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.1-1. 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.1.2. 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: 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.1.4. 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.	**	
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.	**	

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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.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.	**	
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.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.
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.	**	

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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.	**	
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.	**	

(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 ⁽¹⁾	2017 Response Text
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.	**	
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;	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: 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: FY17: \$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: 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.	**	

(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.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.
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	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. 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.	Will Not Be Implemented: Not Warranted or Not Reasonable	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. 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.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.	**	

(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 ⁽¹⁾	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, 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.	**	
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 ⁽¹⁾	2017 Response Text
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.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.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.

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 ⁽¹⁾	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	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. 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. 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.	Will Not Be Implemented: Not Warranted or Not Reasonable	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. 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. 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.
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	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. 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. 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	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.	**	

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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	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. 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.
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	**	
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.

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

Status of the Recommendations
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2015-16

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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.	**	
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.	**	

(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.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	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	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: <ul style="list-style-type: none"> • Who is involved in the investigation and what are their roles and responsibilities; • Why is the agency involved in OIS investigations; • What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why; • When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame; • How does the OIS investigation process work; and • Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations. Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog). Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily. Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.	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 SFPD 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. https://sanfranciscopolice.org/officer-involved-shooting-faq
2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	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: <ul style="list-style-type: none"> • Who is involved in the investigation and what are their roles and responsibilities; • Why is the agency involved in OIS investigations; • What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why; • When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame; • How does the OIS investigation process work; and • Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations. Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog). Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily. Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.	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	Recommendation (mostly) Implemented 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.

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2015-16	Into the Open: Opportunities for More Timely and Transparent Investigations of Fatal SFPD Officer-Involved Shootings	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: <ul style="list-style-type: none"> • Who is involved in the investigation and what are their roles and responsibilities; • Why is the agency involved in OIS investigations; • What is the investigation's purpose, what goals does the investigation attempt to achieve, what parts are disclosable and/or disclosed to the public, and what parts are not and/or cannot be disclosed and why; • When does the investigation begin, what is the general time frame by which the public may expect the investigation to be completed, and what variables may affect this time frame; • How does the OIS investigation process work; and • Where may the public go for more information about OIS investigations generally, as well as about specific OIS investigations. Each agency should make its "OIS Investigations" web page available in English, Spanish, Chinese and Filipino (Tagalog). Each agency should provide a link from its home page to its "OIS Investigations" web page, so that it can be accessed easily. Each agency should add its "OIS Investigations" web page to its website as soon as possible, but no later than six months after the date this report is published.	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	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 an 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.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.	**	
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.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

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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 an external contractor 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"> • Prioritize and expedite their investigations of OIS incidents within an established timeframe; • 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. 	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.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"> • Prioritize and expedite their investigations of OIS incidents within an established timeframe; • 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. 	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 met 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.
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 time 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 IIB 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.	**	

(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.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, the 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.	**	
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 transcription 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.

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

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 ⁽¹⁾	2017 Response Text
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"> • Monitor the progress of each OIS investigation and hold each involved agency accountable for timely completion of its portion of the OIS investigation; • Provide periodic press releases and/or press conferences to update the public on the status of each OIS case; • 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; • Facilitate a joint discussion among its members to formulate conclusions and "lessons learned"; • Identify necessary policy or procedural changes; and • 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. 	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	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. 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.
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	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.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 hail 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.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.	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.

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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 <i>each</i> 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.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.	**	
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	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.	Recommendation Implemented	Media Relations Unit Order 16-03 outlines the responsibilities and requirements that are to be followed for each town hall or community meeting including: <ul style="list-style-type: none"> • 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 • Media Relations Unit assumes the overall coordination of the town hall/community meeting including release of information relating to the officer-involved shooting • The responsibility for securing the location falls to the Captain of the district in which the incident occurred • The location of the town hall/community meeting will be in the community affected by the incident • 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. 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.
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	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. 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.	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 <i>10 days</i> of the OIS incident.
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	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.	Recommendation Implemented	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.
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	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.	**	

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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.	District Attorney	This recommendation has been implemented in part, and will be fully implemented no later than December 31, 2016	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	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.
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.	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.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.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	Media Relations Unit Order 16-03 outlines the responsibilities and requirements that are to be followed for each town hall or community meeting including: <ul style="list-style-type: none"> • 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 • Media Relations Unit assumes the overall coordination of the town hall/community meeting including release of information relating to the officer-involved shooting • The responsibility for securing the location falls to the Captain of the district in which the incident occurred • The location of the town hall/community meeting will be in the community affected by the incident • 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. 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 - Traffic Stops by Race & Ethnicity (E585) OIS Yearly Numbers 2009-2017 (numbers only, no graphs, charts or further data) - Annotated Summary of OIS Incidents 2009-2015 (synopsis of each OIS and findings for closed cases)

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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.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.	**	
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 post 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"> • What circumstances contributed to the OIS incident? • 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? • What alternatives to deadly force may have been tried? What lessons can be learned? • Should any SFPD policies and procedures be reviewed or revised because of the incident? 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"> • What circumstances contributed to the OIS incident? • 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? • What alternatives to deadly force may have been tried? What lessons can be learned? • Should any SFPD policies and procedures be reviewed or revised because of the incident? 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	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. 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.	Recommendation Implemented	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. 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 & 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.
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 (http://sfwater.org/index.aspx?page=634) has a link on top of the "Water Quality Data for Year 2016" table that implemented this action item.

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

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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.	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). 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. The SFPUC's lead program has been touted as an exemplary program for other water agencies to follow.	**	
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.	**	
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 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.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.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.	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.	**	

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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.	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.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 Director of Jail Health Services	The recommendation has not been, but will be implemented	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. 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.	Will Be Implemented in the Future	Partially Implemented. 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.
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	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. 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. 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. 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 th 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. 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.	**	
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	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.	**	
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	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	**	
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.	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.	Requires Further Analysis	The department continues to meet with Capital Planning to identify resources for this task. This continues to be a priority for the department.
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.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.	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.	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.

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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	According to DPH: 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.	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.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.	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.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.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.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 https://datasf.org/publishing/ .
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.	**	

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CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text (provided by CGJ)	2017 Response ⁽¹⁾	2017 Response Text
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.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.	**	
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.	**	

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CGJ Year	Report Title	Recommendation	Response Required	Original 2016 Response	Original 2016 Response Text <i>(provided by CGJ)</i>	2017 Response ⁽¹⁾	2017 Response Text
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"> • 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). • 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. • Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection. 	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.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"> • 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). • 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. • Set up a meeting of the Community Case Manager with the patient prior to his release, in order to have a visual connection. 	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.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.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.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.
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.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 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.	**	

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