The Board of Supervisors should direct all City departments to adopt a policy that all projects that involve underground work in the City's main corridors include, as part of the design process, the use of exploratory potholing, or another equivalent industry best-practice to identify unknown underground obstructions adhering to CI/ASCE 38-02 ("Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data") Quality Level A. This policy should take effect for all contracts signed after January 1, 2022, and the work should be required to be performed before final construction terms or prices are agreed to.

Director, San Francisco Municipal Transportation Agency (August 27, 2021)

Will not be implemented because it is not warranted or is not reasonable

One policy for all projects is impractical. Each department must make a determination on a project-by-project basis based on the risk assessment. Currently, all major City projects that involve underground work in main corridors do incorporate potholing, or other equivalent appropriate industry practices, to identify unknown underground obstructions. The City is also working more closely with private utilities (e.g., PG&E, Comcast, ATT) during design phase of major projects to account for their utilities, whether active, deactivated, or abandoned.

The Board of Supervisors should direct all City departments to adopt a policy that all projects that involve underground work in the City's main corridors include, as part of the design process, the use of exploratory potholing, or another equivalent industry best-practice to identify unknown underground obstructions adhering to CI/ASCE 38-02 ("Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data") Quality Level A. This policy should take effect for all contracts signed after January 1, 2022, and the work should be required to be performed before final construction terms or prices are agreed to.

SFMTA Board of Directors (August 27, 2021)

Will not be implemented because it is not warranted or is not reasonable

Speaking for the Agency, and not the Board of Supervisors, the SFMTA believes that one policy for all projects, across all departments, is not appropriate. Each department must make a determination on a project-by-project basis based on the risk assessment. Currently, all major City projects that involve underground work in main corridors do incorporate potholing, or other equivalent appropriate industry practices, to identify unknown underground obstructions. The City also works closely with private utilities (e.g., PG&E, Comcast, ATT) during design phase of major projects to account for their utilities, whether active, deactivated, or abandoned.

The Board of Supervisors should direct all City departments to adopt a policy that all projects that involve underground work in the City's main corridors include, as part of the design process, the use of exploratory potholing, or another equivalent industry best-practice to identify unknown underground obstructions adhering to CI/ASCE 38-02 ("Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data") Quality Level A. This policy should take effect for all contracts signed after January 1, 2022, and the work should be required to be performed before final construction terms or prices are agreed to.

Board of Supervisors (September 26, 2021)

Requires further analysis

Recommendation No. R4 requires further analysis, and hereby urges the San Francisco Municipal Transportation Agency to analyze options for adopting a dynamic policy setting forth best practices for exploratory potholing or equivalent industry-standard practices for major capital projects, and to deliver its findings to the Board of Supervisors by March 31, 2022.

Will Be Implemented in the Future

SFMTA provided an update on the implementation of Recommendation No. R4 in June 2022. SFMTA has not yet determined how the recommendation has been implemented. The GAO committee continues to track this matter and may update its findings if the Board of Supervisors provides further information regarding the implementation of the recommendation during a regular meeting in early 2023.
2020-21 Van Ness Avenue

 Recommendation Number
[For Finding Number]

[June 28, 2021]

What Lies Beneath

Number

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

2022 Department Responses

Office of the Controller

2020-21

**

CGJ Year
Report Title
[Publication Date]
Recommendation
Response Required
Original 2021 Response
Original 2021 Response (provided by CGJ)
2022 Response(1)
2022 Response Text

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R4
[For F1, F4, F6]

The Board of Supervisors should direct all City departments to adopt a policy that all projects that involve underground work in the City’s main corridors include, as part of the design process, the use of exploratory potholing, or another equivalent industry best-practice to identify unknown underground obstructions adhering to CI/G/AGCE 38-02 ("Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data") Quality Level A. This policy should take effect for all contracts signed after January 1, 2022, and the work should be required to be performed before final construction terms or prices are agreed to.

General Manager, San Francisco Public Utilities Commission (August 27, 2021)

Has been implemented

Speaking for the Agency, and not the Board of Supervisors, the SFPUC utilizes best practices dictate that small capital projects on small streets do not require potholing.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R4
[For F1, F4, F6]

The Board of Supervisors should direct all City departments to adopt a policy that all projects that involve underground work in the City’s main corridors include, as part of the design process, the use of exploratory potholing, or another equivalent industry best-practice to identify unknown underground obstructions adhering to CI/G/AGCE 38-02 ("Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data") Quality Level A. This policy should take effect for all contracts signed after January 1, 2022, and the work should be required to be performed before final construction terms or prices are agreed to.

San Francisco Public Utilities Commission (August 27, 2021)

Has been implemented

Speaking for the Agency, and not the Board of Supervisors, the SFPUC utilizes best practices dictate that small capital projects on small streets do not require potholing.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F10, F11, F12, F13]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

Mayor (August 27, 2021)

Has been implemented

SFMTA will review recommended best practices for future CM/GC projects and apply them, as applicable and as appropriate. It is up to the individual department to determine the applicability of "best practices" to their projects. For example, SFPUC already implements industry-standard best practices in management of their CMGC projects.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F10, F11, F12, F13]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

Director, San Francisco Municipal Transportation Agency (August 27, 2021)

Will not be implemented because it is not warranted or is not reasonable

SFMTA will review recommended best practices for future CM/GC projects and apply them, as applicable and as appropriate. It is up to the individual department to determine the applicability of "best practices" to their projects.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F10, F11, F12, F13]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

SFMTA Board of Directors (August 27, 2021)

"Best practices" are a list of general recommendations based on general industry practices. Speaking for the Agency, and not the Board of Supervisors, the SFMTA will review recommended best practices for future CM/GC projects and apply them, as applicable and as appropriate. It is up to the individual department to determine the applicability of "best practices" to their projects.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F10, F11, F12, F13]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

Recommends further analysis

Recommendation No. R5 requires further analysis, and hereby urges the SFMTA to analyze options for adopting a dynamic policy setting forth best practices for CMGC contracts for major capital projects, and to deliver its findings to the Board of Supervisors by March 31, 2022.

SFMTA provided an update on the implementation of Recommendation No. R5 in a memo dated July 6, 2022. SFMTA reports that completion is anticipated in the first quarter of 2023. The GAO committee continues to track this matter and may update and close out its responses to this recommendation during a regular meeting in early 2023.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F11]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

General Manager, San Francisco Public Utilities Commission (August 27, 2021)

Has been implemented

The SFPC is actively implementing best practices on CM/GC projects.

**

2020-21 Van Ness Avenue
What Lies Beneath
[June 28, 2021]

R5
[For F8, F11]

By June 2022, and before entering into future CM/GC relationships, the Board of Supervisors should direct all City departments to adopt, publish, and enforce in all future contracts industry-standard best practices for management of CMGC projects.

San Francisco Public Utilities Commission (August 27, 2021)

Has been implemented

The SFPC is actively implementing best practices on CM/GC contracts.

**
<p>|</p>
<table>
<thead>
<tr>
<th>CGJ Year</th>
<th>Report Title</th>
<th>Recommendation Number</th>
<th>Recommendation</th>
<th>Response Required</th>
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<tbody>
<tr>
<td>2020-21</td>
<td>Van Ness Avenue: What Lies Beneath (June 28, 2021)</td>
<td>R6 (for F8)</td>
<td>The adopted CMGC management policy should specifically include the industry best practice of awarding the contract before project design continues past 30% completion.</td>
<td>Mayor (August 27, 2021)</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
<td>While it is optimal to bring in a CM/GC contractor on or before 30%, it is equally important to have a qualified, experienced contractor who is able to provide the required services. In the case of a horizontal CMGC project, the technical capability and local experience of the contractor are also important.</td>
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<td>While it is optimal to bring in a CM/GC contractor on or before 30%, it is equally important to have a qualified, experienced contractor who is able to provide the required services. In the case of a horizontal CMGC project, the technical capability and local experience of the contractor are also important.</td>
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<td>The adopted CMGC management policy should specifically include the industry best practice of awarding the contract before project design continues past 30% completion.</td>
<td>Board of Supervisors (September 26, 2021)</td>
<td>Requires further analysis</td>
<td>Recommendation No. R6 requires further analysis, and hereby urges the SFMTA to analyze options for adopting a dynamic policy setting forth a standard expectation for CM/GC contracts to be awarded no later than at the 30% design stage for major capital projects, and to deliver its findings to the Board of Supervisors by March 31, 2022.</td>
<td>SFMTA concurs with the recommendation, however, it requires implementation by the Board of Supervisors (BOS).</td>
<td>Will Be Implemented in the Future</td>
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<tr>
<td>2020-21</td>
<td>Van Ness Avenue: What Lies Beneath (June 28, 2021)</td>
<td>R7 (for F8)</td>
<td>By June 2022, the Board of Supervisors should amend Section 6.68 of the Administrative Code to remove the mandatory cost criterion in awarding CMGC contracts.</td>
<td>Mayor (August 27, 2021)</td>
<td>Requires further analysis</td>
<td>We agree with this recommendation, but implementation of the recommendation resides with the Board of Supervisors.</td>
<td>SFMTA concurs with the recommendation, however, it requires implementation by the Board of Supervisors (BOS).</td>
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<td>Board of Supervisors (September 26, 2021)</td>
<td>Has not yet been implemented but will be implemented in the future</td>
<td>Recommendation No. R7 has not been implemented but will be implemented, and hereby directs the Budget Government Audit and Oversight Committee and Legislative Analyst to issue a report by March 31, 2022 laying out options and key considerations for an ordinance to amend the Administrative Code to remove the mandatory cost criterion in awarding CMGC contracts.</td>
<td>SFMTA concurs with the recommendation, however, it requires implementation by the Board of Supervisors (BOS).</td>
<td>Will Be Implemented in the Future</td>
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<td>2020-21</td>
<td>Van Ness Avenue: What Lies Beneath (June 28, 2021)</td>
<td>R8 (for F7, F8, F10)</td>
<td>SFMTA should establish a policy for review of technical quality of preconstruction and design deliverables, to be used in all CMGC or design contracts signed after January 2022, including in-field validation of key assumptions of site conditions developed through information gathered via Notification of Intent (NOI) with City agencies and utility companies, were issued on July 8, 2022 by the Acting Director of Capital Programs and Construction (CP&amp;C) and have been implemented.</td>
<td>Mayor (August 27, 2021)</td>
<td>Has not yet been implemented but will be implemented in the future</td>
<td>A more formalized process of reviewing and commenting on pre-construction deliverables would be beneficial in the future. The SFMTA will establish the policy for all future CMGC-type projects.</td>
<td>The Project Operations Manual (POM) Design Phase section addresses engineering best practices requiring in-field validation during project design, including required constructability review (Section 4.4) and peer review of technical quality through quality assurance and quality management practices (Section 9). The Underground Utility Guidelines, which require in-field validation of key assumptions of site conditions developed through information gathered via Notification of Intent (NOI) with City agencies and utility companies, were issued on July 8, 2022 by the Acting Director of Capital Programs and Construction (CP&amp;C) and have been implemented.</td>
<td>Implemented</td>
</tr>
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</table>
Recommendation No. R8 has not been implemented but will be implemented, and the SFMTA should establish a policy for review of technical quality and duration, which requires the field validation of key assumptions of site conditions developed through information gathered via Notification of Intent (NOI) with City agencies and utility companies, were issued on July 8, 2022 by the Acting Director of Capital Programs and Construction (CP&C) and have been implemented.

Recommendation No. R9 has not been implemented but will be implemented, and the SFMTA provided an update on the implementation of Recommendation No. R8 in a memo dated July 6, 2022. SFMTA reports that the recommendation been implemented. The GAO committee continues to track this matter and may update and close out its response to this recommendation during a regular meeting in early 2023.
## Status of the Recommendations by the Civil Grand Jury 2020-21

### 2020-21

<table>
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<tr>
<th>CGJ Year</th>
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<th>Recommendation Number [for Finding Number]</th>
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<td>Van Ness Avenue: What Lies Beneath [June 28, 2021]</td>
<td>R10 [for F1, F2, F6, F9]</td>
<td>By June 2022, the City should adopt a policy that any public communication about a planned or in-progress capital project that includes disruption of public services or right-of-way should include itemized assessments of risk to projected costs and duration. Director, San Francisco Municipal Transportation Agency [August 27, 2021]</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
<td>A majority of SFMTA projects are funded by the FTA, which requires the project to assess and monitor project risks in construction on a periodic basis. The department can provide a general list of project risks in public communications, to inform the public of the project status and projected substantial completion. Publishing itemized costs association with changes risk or project duration could negatively impact the bidding or negotiation process.</td>
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<td>R10 [for F1, F2, F6, F9]</td>
<td>By June 2022, the City should adopt a policy that any public communication about a planned or in-progress capital project that includes disruption of public services or right-of-way should include itemized assessments of risk to projected costs and duration. Board of Supervisors [September 26, 2021]</td>
<td>Requires further analysis</td>
<td>Recommendation No. R10 requires further analysis, and hereby urges the SFMTA to develop a policy for the public communication of capital project risk assessment and to deliver its findings to the Board of Supervisors by March 31, 2022.</td>
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<td>2020-21</td>
<td>Van Ness Avenue: What Lies Beneath [June 28, 2021]</td>
<td>R11 [for F14]</td>
<td>Beginning immediately, and in all future capital or maintenance projects that require pedestrian monitors, the City should ensure that associated costs are either specifically included in the primary construction contract, or explicitly planned for and funded by the City, before construction begins. Mayor [August 27, 2021]</td>
<td>Has been implemented</td>
<td>This recommendation has been implemented in the Van Ness BRT Project, and will continue to be implemented in the future for all contracts that require pedestrian monitors.</td>
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<td>Requires further analysis</td>
<td>Recommendation No. R10 requires further analysis, and hereby urges the SFMTA to develop a policy for the public communication of capital project risk assessment and to deliver its findings to the Board of Supervisors by March 31, 2022.</td>
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must Improve Fuel Resilience [June 29, 2021]</td>
<td>R1 [for F3]</td>
<td>The Mayor’s Office should determine an appropriate agency sponsor for the Fuel Working Group by December 2021. Mayor [August 28, 2021]</td>
<td>Has been implemented</td>
<td>The City Administrator’s Office has been designated as the sponsor of, and lead agency for, the Fuel Working Group (“FWG”).</td>
<td>**</td>
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must Improve Fuel Resilience [June 29, 2021]</td>
<td>R1 [for F3]</td>
<td>The Mayor’s Office should determine an appropriate agency sponsor for the Fuel Working Group by December 2021. City Administrator [August 28, 2021]</td>
<td>Has been implemented</td>
<td>The City Administrator’s Office has been designated as the sponsor of, and lead agency for, the Fuel Working Group (“FWG”).</td>
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must Improve Fuel Resilience [June 29, 2021]</td>
<td>R2 [for F3]</td>
<td>The Fuel Working Group should be reconvened by its agency sponsor by February 2022. The working group should meet at least quarterly thereafter. Mayor [August 28, 2021]</td>
<td>Has not yet been implemented, but will be implemented in the future</td>
<td>Pre-COVID-19, the FWG met monthly. Now that the FWG members are returning to their regular functions following the conclusion of their deployment as Disaster Service Workers to support COVID-19 response, the FWG will resume meeting on a regular basis (no less than quarterly) in the next 90 days.</td>
<td>Recommendation not warranted. The Fuel Working Group (&quot;FWG&quot;) was formally reconvened in early 2022 shortly after the Civil Grand Jury Report was issued. The Department of Emergency Management and the City Administrator's Office are the lead agency sponsors, with the Executive Steering Committee meeting on a quarterly basis and working group meetings each month.</td>
<td>**</td>
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</tr>
</tbody>
</table>

*Response not warranted: Recommendation has been fully implemented or abandoned.*

**Note:** The table above outlines the status of recommendations made by the Civil Grand Jury (CGJ) in 2020-21, including the response required by each recommendation, the original 2021 response text (provided by CGJ), and the 2022 response text. The status is divided into four categories: **Fully Implemented**, **Will be Implemented**, **Requires Further Analysis**, and **Requires Further Action**.
**Recommendation Response**

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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must</td>
<td>R2</td>
<td>The Fuel Working Group should be reconvened by its agency sponsor by February 2022. The working group should meet at least quarterly thereafter.</td>
<td>City Administrator (August 28, 2021)</td>
<td>Has not yet been implemented but will be implemented in the future</td>
<td>Pre-COVID-19, the FWG met monthly. Now that the FWG members are returning to their regular functions following the conclusion of their deployment as Disaster Service Workers to support COVID-19 response, the FWG will resume meeting on a regular basis (no less than quarterly) in the next 90 days.</td>
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must</td>
<td>R3</td>
<td>The agency sponsor of the Fuel Working Group should select members with strong experience in supply chain logistics and emergency management. The Department of Emergency Management, the Office of Contract Administration, the City Administrator’s Office, and other City departments who are significant users of fuel, including SFPUC, SFMTA, and DPW should dedicate staff time each month through December 2024, or until the subsequent recommendations in this report are implemented.</td>
<td>Mayor (August 28, 2021)</td>
<td>Has been implemented</td>
<td>Pre-COVID-19, the FWG met monthly. Members included the emergency managers from: DPW, SFMTA, SFPUC, CAO, DEM, SFFD and subject matter experts from SFO, Central Shops and Public Works. Port staff will be included once the group relaunches its regular meetings in the next 90 days.</td>
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<td>Mayor (August 28, 2021)</td>
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(1) **Response not required: Recommendation has been fully implemented or abandoned.**
**Office of the Controller**

**2022 Department Responses**

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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Mast Improve Fuel Resilience</td>
<td>R5</td>
<td>By June 2023, the Department of Emergency Management should perform a team exercise to estimate likely ranges of fuel usage for critical generators in the City's inventory in the aftermath of a plausible disaster in which those usage needs would have to be met from local sources. The exercise should give lower and upper bounds stemming from possible variations in which generators would have to run and for how long.</td>
<td>Mayor (August 28, 2021)</td>
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Mast Improve Fuel Resilience</td>
<td>R6</td>
<td>By December 2023, the Department of Emergency Management should develop and test a plan for the quick assessment of local fuel reserves available to City agencies in a disaster, including protocols that ensure incident commanders can assess emergency fuel supply and demand in real-time citywide.</td>
<td>Mayor (August 28, 2021)</td>
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<td>A Fluid Concern: San Francisco Mast Improve Fuel Resilience</td>
<td>R7</td>
<td>By December 2023, the City should build, retrofit, or purchase a minimum of two additional tanker trucks that can each extract up to 2,500 gallons of diesel fuel, even in the absence of grid power, and transport it to where it is needed. These vehicles should have the ability to transport both gasoline and diesel fuel.</td>
<td>City Administrator (August 28, 2021)</td>
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**Status of the Recommendations by the Civil Grand Jury 2020-21**

<table>
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<td>This recommendation will be implemented by June 2023.</td>
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<td>The Fuel Workgroup has developed a survey for departments to use to provide real-time. This was tested on October 28, 2022.</td>
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<td>The City Administrator's Office is pleased to report that its GSA-Central Shops division was able to procure and build a fuel tanker-truck at the beginning of October 2022. This fuel tanker truck is critical to the City's fuel resilience, as it can hold and transport up to 2000 gallons of diesel fuel in the event that the City's fuel supply is jeopardized. The City is currently planning and coordinating an ongoing series of exercises that will ensure appropriate use of the tanker truck to the fullest extent possible when needed.</td>
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**Mayor**

[August 28, 2021]

**Department of Emergency Management**

[August 28, 2021]

**City Administrator's Office**

[August 28, 2021]

**Office of Contract Administration**

[August 28, 2021]
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<td>2020-21</td>
<td>A Fluid Concern: San Francisco Must Improve Fuel Resilience [June 29, 2021]</td>
<td>R8</td>
<td>By December 2022, the City should enter into Memoranda of Understanding or contracts with a minimum of two local private gas station operators to ensure that emergency vehicles can access fuel stored at their stations, including making that fuel technically accessible even in the event of a grid power outage. The operators chosen should be prioritized based on criteria relevant for usefulness in a disaster, such as: • Amount of fuel stored at the station • Availability of gas and diesel • 24/7 staffed operation • Ability to dispense fuel without relying on grid power • Proximity to priority routes • Geographical distribution of stations (i.e., not all in the same place)</td>
<td>Requires further analysis</td>
<td>By March 2022, the City will provide an analysis addressing opportunities and constraints for utilizing private gas stations for emergency use. The scope of the analysis shall include, but not be limited to: - Identification of emergency vehicles currently with and without access to private gas stations, including both City and private emergency fleet (for example, two private ambulance companies currently do utilize private gas stations): -- Type -- Number -- Fuel needs -- Analysis of private stations to identify number of fuel makers and suppliers' locations -- Staffing and self-serve capabilities -- Availability of generators on-site to power pumps without grid power -- Proximity to priority routes -- Geographical distribution of stations in relation to potential priority routes -- Ability to siphon fuel -- Determination of whether private fueling locations should be added to the City's fuel plan</td>
<td>Requires Further Analysis</td>
<td>This item is still being researched within the Office of Contract Administration and the City Administrator's Office. The majority of private gas stations do not have generators and when they lose grid power and/or internet access, the gas station cannot pump fuel and shuts down. Furthermore, a mobile generator cannot simply be brought to a gas station and &quot;plugged in&quot;. A &quot;tap box&quot; or other electrical connection point would need to be built into the gas station in order for a generator to be brought to the station, installed and the gas station operator allow the distribution of vehicle fuel. The new GSA-Central Shops tanker truck has the capability to remove fuel from any fuel tank, regardless of the station having electricity and transport and dispense that fuel to where its needed most. Most tanker trucks need to be fueled by a vendor and can only dispense into a tank; however, our new truck allows us to be partially independent from our fuel vendors and maximize the City-owned fuel already in City-owned tanks. Over the next 6-12 months, Central Shops will be running compatibility tests with other City agencies, ensuring that if this tanker truck will be needed, that all the mechanical components (nozzles, hose length, fixtures) are compatible with City fuel infrastructure, such as dispensing into Fire Trucks and building generators as well as removing fuel from City-owned under ground and above ground tanks. This vehicle can also pickup fuel from our vendors if there is a reduced number of vendor-provided tanker truck drivers or trucks. OCA will work the Controller's Office to see if City purchase cards can be used for this purpose instead of creating a MOU or contract.</td>
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<td>The City Administrator's Office (ADM), Office of Resilience and Capital Planning (ORCP), Department of Emergency Management (DEM), and San Francisco Public Utilities Commission (SFPUC) will need to complete analysis of the City's fuel needs and identify potential fuel storage project scopes, costs, and target dates to understand if there are locations in San Francisco that are viable for such a storage project. This analysis should include looking at the fuel needs and potential fuel storage locations for City infrastructure located outside of San Francisco, such as the Hetch Hetchy Regional Water System. Regarding the potential use of the Southeast Treatment Plant (SEF) for fuel storage, the SFPUC is completing a SEP Campus Plan to determine how to best utilize the space at SEP. Any analysis of using SEF for fuel storage will need to be completed in the context of the SEP Campus Plan, and must include analysis around future SFPUC Wastewater and Recycled Water plans for SEP, the safety of storing large amounts of fuel in the same footprint as a wastewater treatment plant, and ensure consistency and compliance with the SFPUC's Racial Justice Resolution and Environmental Justice Policies regarding land use equity objectives. The analysis will be completed by January 31, 2023 for consideration in the FY 2024-33 Capital Plan.</td>
<td>Will Not Be Implemented Not Warranted or Not Reasonable</td>
<td>The City has determined not to build a fueling station at Southeast Treatment Plant. Likewise, the City has not identified an alternative space that would be appropriate for fuel storage, particularly in light of safety concerns, social implications, and higher priority needs for space and funding resources.</td>
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(1) Response not required: Recommendation has been fully implemented or abandoned.
2020-21 A Fluid Concern: San Francisco Mast Improve Fuel Resilience [June 29, 2021]

R9 [for F11]

In the 2023 Capital Plan, the City should commit to building an additional fueling station with five-ten thousand gallon storage capacity for both gasoline and diesel fuels in the space to be freed up at the Southeast Treatment Plant when the digester replacement work is done, or to identify an alternate site for an additional fueling station if the Southeast plant is not available.

Public Utilities Commission [August 28, 2021]

Requires further analysis

The City Administrator’s Office (ADM), Office of Resilience and Capital Planning (ORCP), Department of Emergency Management (DEM), and San Francisco Public Utilities Commission (SFPUC) will need to complete analysis of the City’s fuel needs and identify potential fuel storage project scopes, costs, and target dates to understand if there are locations in San Francisco that are viable for such a storage project. This analysis should include looking at the fuel needs and potential fuel storage locations for City infrastructure located outside of San Francisco, such as the Hetch Hetchy Regional Water System. Regarding the potential use of the Southeast Treatment Plant (SEP) for fuel storage, the SFPUC is completing a SEP Campus Plan to determine how to best utilize the space at SEP. Any analysis of using SEP for fuel storage will need to be completed in the context of the SEP Campus Plan, and must include analysis around future SFPUC Wastewater and Recycled Water plans for SEP, the safety of storing large amounts of fuel in the same footprint as a wastewater treatment plant, and ensure consistency and compliance with the SFPUC’s Racial Justice Resolution and Environmental Justice Policies. The analysis will be completed by January 31, 2023, for consideration in the FY 2024-33 Capital Plan.

2020-21 A Fluid Concern: San Francisco Mast Improve Fuel Resilience [June 29, 2021]

R9 [for F11]

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Board of Supervisors [September 27, 2021]

Requires further analysis

Recommendation No. R9 requires further analysis by the City Administrator’s Office, the San Francisco Public Utilities Commission, and the Fuel Working Group for alternative sites as the Southeast Treatment Plant is not an appropriate location given the community’s long fought efforts for environmental justice to remove toxins and pollutants from District 10 and any alternate sites should consider cumulative environmental impacts on vulnerable and impacted communities, which should be considered concurrently with the City Administrator’s planned analysis.

2020-21 A Fluid Concern: San Francisco Mast Improve Fuel Resilience [June 29, 2021]

R10 [for F12]

By December 2022, the Office of Contract Administration should prepare a supply chain vulnerability assessment of the City’s two contracted fuel suppliers.

City Administrator [August 28, 2021]

Has not yet been implemented but will be implemented in the future

The California Energy Commission may have already prepared such an assessment. The Office of Contract Administration (OCA) and the FWG will conduct outreach to determine if an assessment exists. If it does not, OCA, in coordination with the FWG, will provide a supply chain vulnerability assessment by June 2022.

2020-21 A Fluid Concern: San Francisco Mast Improve Fuel Resilience [June 29, 2021]

R10 [for F12]

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Office of Contract Administration [August 28, 2021]

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2020-21 A Fluid Concern: San Francisco Mast Improve Fuel Resilience [June 29, 2021]

R11 [for F13]

If the two contracted fuel suppliers are found to have joint vulnerabilities that cannot be mitigated adequately, the Office of Contract Administration should enter into a Memorandum of Understanding by December 2023 for emergency backup delivery with a vendor whose facilities and equipment are based outside of the Bay Area.

City Administrator [August 28, 2021]

Requires further analysis

Within six months, the City will undertake an analysis to identify vulnerabilities of current fuel vendors (Western States Oil and Golden Gate Petroleum) and assessing potential alternative vendors outside of the Bay Area. The scope of the analysis shall include, but not be limited to:

• Locations of fuel depots for each current vendor, and assessment of vulnerabilities at each location.
• Current vendors’ fuel transport/delivery options should any of their fuel depots become inaccessible, including assessment of deliveries by road/highway and water (large).
• City’s fuel transport options from within the Bay Area should vendors be unable to deliver, including ability for new City fuel truck(s) to transport from the fuel depots within region.
• Identification and assessment of fuel vendors outside the Bay Area, including locations/distance, transportation options, fuel types, and potential delivery volumes and turnaround time.
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Office of Contract Administration [August 28, 2021] Requires further analysis

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- Locations of fuel depots for each current vendor and assessment of vulnerabilities at each location
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- City’s fuel transportation options from within the Bay Area should vendors be unable to deliver, including ability for new City fuel truck(s) to transport from the fuel depots within the region
- Identification and assessment of fuel vendors outside the Bay Area, including locations/distance, transportation options, fuel types, and potential delivery volumes and turnaround time

The City has continuously engaged with its fuel vendors in fuel resilience discussions, planning, and exercises in numerous ways over the years. Our vendors have informally participated in fuel exercises, and provided ongoing guidance and technical advice and assistance in improving our fuel resilience and developing our fuel plans. However, we do not agree that it would be appropriate to include them formally in the City’s exercises, because there is often confidential information relayed on the City’s critical infrastructure. In addition, there may be additional costs incurred on contracts as a result of this requirement. We agree, however, that we should explore additional ways to engage our vendors in assisting the City proactively plan for events and strengthen fuel resiliency. This will be formally included in a future FWG agenda for consideration and recommendation to DEM.

By December 2021, the Fuel Working Group should ask each City-contracted fuel supplier to send a qualified representative to the Group’s planning meetings, field simulations, and other events where the technical advice and operational experience of fuel distributors are needed to help secure disaster readiness.

Mayor [August 28, 2021] Will not be implemented because it is not warranted or is not reasonable

The City has continuously engaged with its fuel vendors in fuel resilience discussions, planning, and exercises in numerous ways over the years. Our vendors have informally participated in fuel exercises, and provided ongoing guidance and technical advice and assistance in improving our fuel resilience and developing our fuel plans. However, we do not agree that it would be appropriate to include them formally in the City’s exercises, because there is often confidential information relayed on the City’s critical infrastructure. In addition, there may be additional costs incurred on contracts as a result of this requirement. We agree, however, that we should explore additional ways to engage our vendors in assisting the City proactively plan for events and strengthen fuel resiliency. This will be formally included in a future FWG agenda for consideration and recommendation to DEM.

By December 2021, the Fuel Working Group should ask each City-contracted fuel supplier to send a qualified representative to the Group’s planning meetings, field simulations, and other events where the technical advice and operational experience of fuel distributors are needed to help secure disaster readiness.

City Administrator [August 28, 2021] Will not be implemented because it is not warranted or is not reasonable

The City has continuously engaged with its fuel vendors in fuel resilience discussions, planning, and exercises in numerous ways over the years. Our vendors have informally participated in fuel exercises, and provided ongoing guidance and technical advice and assistance in improving our fuel resilience and developing our fuel plans. However, we do not agree that it would be appropriate to include them formally in the City’s exercises, because there is often confidential information relayed on the City’s critical infrastructure. In addition, there may be additional costs incurred on contracts as a result of this requirement. We agree, however, that we should explore additional ways to engage our vendors in assisting the City proactively plan for events and strengthen fuel resiliency. This will be formally included in a future FWG agenda for consideration and recommendation to DEM.

By December 2023, as part of a Fleet Week live exercise, the Department of Emergency Management and the Office of Resilience and Capital Planning should test a scenario in which the City’s normal supply line is damaged and delivery by water is necessary. This exercise should include a full demonstration of marine cargo delivery, readiness of the staging area, performance of the transfer/storage-filling equipment, and performance of the tanker trucks.

Mayor [August 28, 2021] Will not be implemented because it is not warranted or is not reasonable

The San Francisco Fleet Week Exercise Program is developed jointly between San Francisco emergency managers, local first responder stakeholders, and state and federal military partners based on mutual need to test shared vulnerabilities. Fuel delivery and resilience was exercised in 2018 and 2019 and response to many other risks need to be examined, practiced and tested. Therefore, it is unlikely that fuel resilience will be tested again before December 2023.

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A Fluid Concern: San Francisco Mast Improve FUEL Resilience [June 29, 2021]

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By December 2023, the Department of Emergency Management and the Office of Resilience and Capital Planning, and the Port should prepare a seismic vulnerability assessment of likely delivery sites for emergency fuel delivery by water, including Pier 96, Pier 80, Pier 50, and at least one alternative delivery site. Mayor [August 28, 2021] Has not yet been implemented but will be implemented in the future This recommendation is required.

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By December 2023, the Department of Emergency Management should publish an analysis of the priority routes determining whether they will allow sufficiently reliable refueling of critical backup generators and fleet vehicles. Mayor [August 28, 2021] Has not yet been implemented but will be implemented in the future This recommendation is required.

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A Fluid Concern: San Francisco Must Improve Fuel Resilience [June 29, 2021]

2022 Department Responses
Office of the Controller
2020-21

By June 2022, the City Administrator’s Office should publish a San Francisco Fuel Plan developed in collaboration with the Fuel Working Group. The Fuel Plan should cover key resilience measures such as:

- Processes and timescales for identifying fuel on hand in City-accessible storage
- Citywide policies for maintaining fuel reserves in available tanks (e.g., keeping fuel vehicles topped up at the end of each day, reserve requirements for generator tanks)
- Keeping track of burn rates in normal and plausible emergency scenarios
- Information centralization for key sources and users of fuel, (e.g., types of hose connections used by fuel tanks)
- Scheduling drills around emergency fuel deliveries including surrounding counties
- Functional evaluation of city assets needed for emergency fuel delivery (e.g., piers, roadways, and equipment)
- Reviewing city contracts with fuel vendors
- Developing specifications for equipment that needs to be purchased
- The Fuel Plan should also incorporate logistical lessons learned from the COVID pandemic.

In the 2023 Capital Plan, the City should commit to funding capital projects that are identified in the Fuel Plan as a high priority to improve fuel resilience in the City over the subsequent ten years.

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- The Fuel Plan should also incorporate logistical lessons learned from the COVID pandemic.

In the 2023 Capital Plan, the City should commit to funding capital projects that are identified in the Fuel Plan as a high priority to improve fuel resilience in the City over the subsequent ten years.

The timeline presented in the recommendation is unrealistic. The San Francisco Emergency Fuel Plan and other corresponding documents that outline the key resilience measures will be published by December 2022.

Although the City determined that mobile fuel resources would be more efficient and appropriate in a disaster, the Capital Planning Committee dedicated funding to fuel storage tank replacement and strengthening in existing locations in the FY22-23 Capital Budget.

[Response not required: Recommendation has been fully implemented or abandoned.]
<table>
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<tr>
<th>CGU Year</th>
<th>Report Title [Publication Date]</th>
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<td>Board of Supervisors [September 27, 2021]</td>
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<td>Recommendation No. R17 will not be implemented as it is not within the purview of the Board of Supervisors due to our agency's lack of direct jurisdiction over projects within the City's Capital Plan.</td>
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<td>The City has not agreed to commit $10 million to fuel resilience, however we have acquired a tanker truck and funded fuel storage tank replacement and strengthening. There will be an opportunity re-evaluate future priorities with the 2022 Earthquake Safety and Emergency Response (ESER) Bond.</td>
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<td>City Administrator [August 28, 2021]</td>
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<td>This recommendation requires further analysis with key City stakeholders to determine a clear scope and identify funding. This analysis will be completed by December 31, 2022.</td>
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<td>The Office of Resilience and Capital Planning (ORCP) has evaluated this recommendation and determined that it is not an appropriate charge for ORCP. ORCP has therefore referred this recommendation to the Department of the Environment for further review and action as appropriate.</td>
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<td>This recommendation requires further analysis. Specifically, the analysis will inform the recommended plan. For instance, the analysis will identify bi-directional charging applications (case studies, technologies) and their barriers / how to overcome them. It will also identify the vehicle types / cohort of mixed vehicles ideal for vehicle-to-infrastructure (V2I), as well as location of those vehicles and general, preliminary estimates of any grid and City facility electrical upgrades necessary to support V2I. Additionally, it should address the various emergency infrastructure and automation required to enable V2I - as well as their costs. Finally, the analysis must include participation from the SFPUC because subject matter expertise in behind-the-meter fuel resilience is critical to City operations. When developing the City's Capital Plan, the City should consider available alternative methods to building fuel resilience as well as other immediate/critical citywide capital needs. The analysis will be completed by January 31, 2023 for consideration in the FY 2022-23 Capital Plan.</td>
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2020-21 A Fixed Concern: San Francisco Must Improve Fuel Resilience

Office of the Controller
2020-21

[June 29, 2021]

Resilience
Improve Fuel
Francisco Must
Breaking Through to a
Living Wage

Office of Economic and Workforce Development
[August 29, 2021]

No has not yet been implemented but will be implemented in the future

We plan to do the following in response to Recommendation #1: 1. Directly address this finding with our Workforce Alignment Committee at our next meeting tentatively scheduled for the Fall of 2021/2. Inquire with the City Attorney regarding the potential for the Workforce Alignment Committee to allow participation beyond City Departments. This action will take place immediately, and we will be able to offer an update on the aforementioned within 90 days.

City College of San Francisco (August 29, 2021)

Agrees. City College looks forward to joining the Committee on City Workforce Alignment should it be reinstated by the Board of Supervisors.

City College of San Francisco (August 29, 2021)

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City College of San Francisco (August 29,2021)

Agrees. Will not be implemented. Not warranted or not reasonable.

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Will Be Implemented in the Future

The Board of Supervisors passed ordinance #209-22, which re-established the Committee on City Workforce Alignment on 9/27/22. City College was not included in the final legislation approved by the Board and the Mayor because it is not a City and County of SF department and because City College sits on OEWD’s Workforce Investment SF (WISF) Board, and OEWD meets regularly with City College through our quarterly WISF-One-Stop Operator Meetings. The Board of Supervisors and OEWD in consultation with stakeholders agreed that the alignment committee should focus on City and County of San Francisco workforce department services coordination and the WISF Board should continue to focus on the workforce system citywide.

The Board of Supervisors reports to the Presiding Judge of the Superior Court that they partially disagree with Finding No. O1 for reason as follows: City College of San Francisco is not currently part of the Workforce Alignment Committee but collaborates with OEWD in several other spaces, including the Workforce Investment San Francisco (WISF) Board and meetings convened by OEWD for programs such as CityBuild, TechSF, and the HealthCare Academy.

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The GAO committee continues to track this matter and may update and close out its response to this recommendation during a regular meeting in early 2023.

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### 2020-21 Strategic Alignment: Breaking Through to a Living Wage (June 30, 2021)

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<td>OEWD should convene a joint working group to review current Career Technical Education course offerings at City College and make recommendations to develop content that aligns with the needs of the OEWD participants by December 2021. The joint working group should include City College’s Dean for Workforce Development, the City’s Director of Sector and Workforce Development, and the Eligible Training Provider List Coordinator for Workforce Development Comprehensive Job Centers.</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
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<td>City College should enhance its number of short-term certificate training programs during City College’s summer semester to six.</td>
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<td>Office of Economic and Workforce Development (August 29, 2021) We believe that if CCSF offered more short-term certificate programs with hours inclusive of evenings, it would assist in removing an enrollment barrier for OEWD participants that are working and/or participating in our workforce system programs. Due to OEWD participant schedules, short-term certificate programs that take place in the evening offer OEWD participants greater access to educational coursework. Additionally, certificate programs assist in upskilling jobseekers and lead to higher earnings. While we agree with this feedback, this is a recommendation that is specific to CCSF. Due to our inability to implement the Recommendation, we responded to the Recommendation with Will not be implemented because it is not warranted or is not reasonable. Action to Address Finding— We are currently discussing your Recommendation, with CCSF, to enhance the number of courses provided by CCSF. Should CCSF choose to develop additional short-term certificate training programs, we will support additional short-term certificate training programs, we will support and coordinate with CCSF in the creation of those programs.</td>
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<td>Board of Supervisors [September 28, 2021]</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
<td>While the Board of Supervisors agrees that City College of San Francisco should increase the number of short-term training opportunities, it is unclear whether they have sufficient budget allocations to do so at the requested scale, or within the suggested timeline, as outlined in this report.</td>
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<td>2020-21</td>
<td>Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]</td>
<td>R5 (for F5)</td>
<td>City College should allow priority registration for OEWD clientele enrolling in certificate program courses on the Eligible Provider Training List. Priority registration should begin with the Fall 2022 semester.</td>
<td>Office of Economic and Workforce Development [August 29, 2021]</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
<td>We responded with Will not be implemented because it is not warranted or is not reasonable because only CCSF can allow priority registration for their classes, and we do not fully agree with the Finding. Moreover, our department is not the only City department that offers workforce development programming—there are approximately 300 workforce development programs administered across 22 departments in San Francisco. If we are to extend priority enrollment for individuals enrolled in workforce development programming, we should extend this across all departments with workforce development programming.</td>
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<td>City College of San Francisco [August 29, 2021]</td>
<td>Disagree. This would be subject to approval by the College’s Academic Senate, and any updates to registration priorities must comply with the California Code of Regulations, Title 5, Section 58108. While the College could explore this, we are unable to commit to fulfilling this recommendation.</td>
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<td>Board of Supervisors [September 28, 2021]</td>
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<td>The recommendation requires policies internal to City College of San Francisco and falls outside of the Board’s purview.</td>
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<td>2020-21</td>
<td>Strategic Alignment: Breaking Through to a Living Wage [June 30, 2021]</td>
<td>R6 (for F6)</td>
<td>City College should convene a workgroup to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Provider Training List by January 2022.</td>
<td>Office of Economic and Workforce Development [August 29, 2021]</td>
<td>Will not be implemented because it is not warranted or is not reasonable</td>
<td>It would be helpful to our OEWD participants if the ETPL programs were accurately reflected on the Cal Jobs website. As written, the Recommendation places the responsibility on CCSF to convene a working group. We responded to this Recommendation with Will not be implemented because it is not warranted or is not reasonable because we cannot implement this Recommendation. Action to Address Finding—We will work with CCSF to support their correction of inaccuracies in the ETPL. We will also make this Finding a recurring agenda item during our quarterly meetings with WIOA partners and CCSF to address inaccuracies in the ETPL.</td>
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<td>City College of San Francisco [August 29, 2021]</td>
<td>Agree. CCSF staff are already working on verifying and updating information on the Eligible Provider Training List and will complete this work by January 2022.</td>
<td>Recommendation Implemented</td>
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### Status of the Recommendations by the Civil Grand Jury 2020-21

<table>
<thead>
<tr>
<th>CGJ Year</th>
<th>Report Title</th>
</tr>
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<tbody>
<tr>
<td></td>
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<th>Response Required</th>
<th>Original 2021 Response</th>
<th>Original 2021 Response Text</th>
<th>2022 Response</th>
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<td>City College should convene a workforce to identify and correct inaccuracies in the course descriptions, schedules, and costs included on the Eligible Provider Training List by January 2022.</td>
<td><strong>Will not be implemented because it is not warranted or is not reasonable</strong></td>
<td>Board of Supervisors [September 28, 2021]</td>
<td>The recommendation asks City College of San Francisco to convene an internal workforce, which falls outside of the Board's purview. The Board of Supervisors concur with the recommendation that any inaccuracies are promptly corrected, but refers to CCSF as to the process for achieving that result.</td>
<td><strong>Will not be implemented because it is not warranted or is not reasonable</strong></td>
<td><strong>The recommendation asks City College of San Francisco to convene an internal workforce, which falls outside of the Board's purview. The Board of Supervisors concur with the recommendation that any inaccuracies are promptly corrected, but defers to CCSF as to the process for achieving that result.</strong></td>
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<td>R7 (for F7)</td>
<td>OEWD should work with stakeholders who coordinate the Eligible Provider Training List to develop an outreach program that encourages clientele to pursue City College certificate programs. The outreach plan should be approved by the Director of Workforce Development and implemented by April 2022.</td>
<td><strong>Will not be implemented because it is not warranted or is not reasonable</strong></td>
<td>Office of Economic and Workforce Development [August 29, 2021]</td>
<td>OEWD should not create an outreach team to enroll students in a system, CCSF, that is not a part of our WIOA funding outcomes or requirements. CCSF is committed to serving San Franciscans through participation in our programs and the placement in employment opportunities. As appropriate, OEWD-funded providers refer participants to CCSF to enroll for careers if they demonstrate interest in specific CCSF coursework.</td>
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<td>City College of San Francisco [August 29, 2021]</td>
<td>While San Franciscans would benefit from encouraging OEWD clientele to enroll in City College of San Francisco, the proposed outreach plan is not aligned with current OEWD funding outcomes. However, OEWD and City College of San Francisco should continue to collaborate and coordinate outreach to the greatest extent feasible.</td>
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<td><strong>Will not be implemented because it is not warranted or is not reasonable</strong></td>
<td>City College of San Francisco Board of Trustees [August 29, 2021]</td>
<td>OEWD and City College of San Francisco recommend expanding our partnership with local businesses and CBOs can partner in offering training to their employees/clients. The overview document was shared with employers at the Chancellor’s Industry Forum in March 2022. The college developed an overview document that outlines the ways businesses and community-based organizations can partner in offering training to their employees and clients. The overview document was shared with employers at the Chancellor’s Industry Forum in March 2022. **</td>
<td><strong>Will not be implemented because it is not warranted or is not reasonable</strong></td>
<td><strong>While San Franciscans would benefit from encouraging OEWD clientele to enroll in City College of San Francisco, the proposed outreach plan is not aligned with current OEWD funding outcomes. However, OEWD and City College of San Francisco should continue to collaborate and coordinate outreach to the greatest extent feasible.</strong></td>
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(C) Recommendation response not required; Recommendation has been fully implemented or abandoned.