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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F1	Without a clear project manager with full responsibility and authority, the contractor performance evaluation database project lacked sufficient momentum to be completed, fully adopted and used.	Mayor [June 10, 2022]	Disagree partially	The Project Manager did not have full authority to compel contributions to, and use of, the contractor performance evaluation database, which was a significant barrier to successful completion of the project. A larger contributing factor is the fact that contracting agencies were not able to develop a defensible means to interpret and apply the performance data within the contract procurement process--that is, how evaluations are to be scored and weighted along side other important selection criteria. Without being able to tie information contained in the database directly, departments and contractors alike did not feel the effort was worth the investment of time.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F1	Without a clear project manager with full responsibility and authority, the contractor performance evaluation database project lacked sufficient momentum to be completed, fully adopted and used.	Board of Supervisors [July 10, 2022]	Agree	
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F1	Without a clear project manager with full responsibility and authority, the contractor performance evaluation database project lacked sufficient momentum to be completed, fully adopted and used.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F2	The existing project team and Chapter 6 departments failed to implement the database in a timely manner, delaying the benefits it could provide in improving construction quality, meeting budgets and timelines, and improving contractor relationships.	Mayor [June 10, 2022]	Disagree partially	The Mayor agrees that implementation of the database was not delivered in a timely basis for a number of reasons, diversion of resources due to the pandemic amongst them. The Mayor also agrees that potential benefits from having a fully implemented database have been deferred because of this delay. Because the efficacy of a fully functional and populated database has not been tested, the Mayor believes that an evaluation of the program should be made starting one year after go-live, to ensure the resources being put to the project are producing promised results of improved construction quality, budget and schedule adherence and improved contractor relationships.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F2	The existing project team and Chapter 6 departments failed to implement the database in a timely manner, delaying the benefits it could provide in improving construction quality, meeting budgets and timelines, and improving contractor relationships.	Board of Supervisors [July 10, 2022]	Agree	
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F3	Chapter 6 departments failed to enter performance evaluations into the database, thus negating its value.	Mayor [June 10, 2022]	Agree	
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F4	Prior updates to Section 6.26 of the Administrative Code excluded language that the database must be used to evaluate contractors going forward.	Board of Supervisors [July 10, 2022]	Agree	
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F4	Prior updates to Section 6.26 of the Administrative Code excluded language that the database must be used to evaluate contractors going forward.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F4	Prior updates to Section 6.26 of the Administrative Code excluded language that the database must be used to evaluate contractors going forward.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F5	In designing and developing the database, the project team neglected to add the technical capability to see who consults the database, making it difficult to hold departments accountable for using the database.	Mayor [June 10, 2022]	Agree	
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F5	In designing and developing the database, the project team neglected to add the technical capability to see who consults the database, making it difficult to hold departments accountable for using the database.	Board of Supervisors [July 10, 2022]	Agree	
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F6	When evaluators omit "Lessons Learned" entries in that data field, the evaluations lack the most critical information to help inform future contractor selections.	Mayor [June 10, 2022]	Disagree partially	It makes sense that Lessons Learned entries would be valuable in assisting evaluators in selecting contractors for construction jobs. However, there is a myriad of selection criteria that evaluators are required to consider, so it is not clear that it is the most critical information for contractor selection. The program evaluation discussed in F2 will help elucidate the importance of lessons learned data.
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F7	The Controller's Office inadvertently complicated matters by recommending the creation of a second performance evaluation database to note how well PUC contractors comply with its Social Impact Partnership ("SIP") program.	Mayor [June 10, 2022]	Disagree wholly	While streamlining collection of performance evaluation data is a worthy goal, the PUC data on contractor compliance with its SIP program is not relevant to five of the six Chapter 6 contracting departments. Including this data in the contractor performance evaluation database is likely introduce an element of confusion for these departments which, in turn, will make it more difficult for these agencies to adopt and utilize the database.
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F8	The database fails to provide a way for non-Chapter 6 departments to provide feedback on both contractors and Chapter 6 department performance, resulting in no accountability for either the contracting department or the contractor.	Mayor [June 10, 2022]	Disagree partially	It is true that the contractor performance evaluation database did not provide an avenue for non-Chapter 6 departments to provide feedback. It is not clear that this is the best avenue for providing this feedback to the contracting department or the contractor.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F8	The database fails to provide a way for non-Chapter 6 departments to provide feedback on both contractors and Chapter 6 department performance, resulting in no accountability for either the contracting department or the contractor.	Board of Supervisors [July 10, 2022]	Agree	
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F9	Construction audit reports are a helpful way to provide oversight of the City's capital construction program.	Mayor [June 10, 2022]	Agree	
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	F9	Construction audit reports are a helpful way to provide oversight of the City's capital construction program.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R1 [for F1]	We recommend that by 6/15/22 the Mayor specify which department shall manage and have responsibility and authority for the contractor performance evaluation database to improve compliance, monitoring and consistent use. We further recommend that the director of the specified department appoint the project manager by 6/30/22.	Mayor [June 10, 2022]	Has not yet been implemented but will be implemented in the future	By June 15, 2022, the Mayor will designate Public Works as the department that shall manage and have responsibility and authority for the contractor performance evaluation database, and to expedite implementation of the the project. Furthermore, the Mayor will direct departments to work with the City Attorney to identify a defensible way to incorporate performance evaluation data in the Chapter 6 contractor procurement process. The appointment of a Project Manager by 6/15/22 is not realistic considering there are currently no available project managers available for this assigment, so a recruitment process will have to be undertaken.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R1 [for F1]	We recommend that by 6/15/22 the Mayor specify which department shall manage and have responsibility and authority for the contractor performance evaluation database to improve compliance, monitoring and consistent use. We further recommend that the director of the specified department appoint the project manager by 6/30/22.	Board of Supervisors [July 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R1 will not be implemented by the Board of Supervisors because the Board does not have jurisdiction, and that the Board hereby urges the Department of Public Works to assign a project manager by December 31, 2022.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R1 [for F1]	We recommend that by 6/15/22 the Mayor specify which department shall manage and have responsibility and authority for the contractor performance evaluation database to improve compliance, monitoring and consistent use. We further recommend that the director of the specified department appoint the project manager by 6/30/22.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R1 [for F1]	We recommend that by 6/15/22 the Mayor specify which department shall manage and have responsibility and authority for the contractor performance evaluation database to improve compliance, monitoring and consistent use. We further recommend that the director of the specified department appoint the project manager by 6/30/22.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Mayor [June 10, 2022]	Requires further analysis	Implementation of Civil Grand Jury recommendations are a high priority for the Mayor. Because the role of Project Manager is unfilled and the challenges the City is facing filling positions, the timeline recommended by the CGJ is probably unrealistic. To help speed the implementation process, the Mayor intends to ask Chapter 6 departments to find opportunities to streamline the implementation of the database by adapting existing contract evaluations for inclusion in the database.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Board of Supervisors [July 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R2 will not be implemented by the Board of Supervisors because the Board does not have jurisdiction, and that the Board hereby urges the Department of Public Works to hold necessary outreach and training sessions with all Chapter 6 departments by December 31, 2022 and to present an implementation report to the Board by March 31, 2023.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R2 [for F2]	We recommend that by 9/30/22, the database project manager specified in R1 complete implementation, training sessions and "go live" workshops with all Chapter 6 departments.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Mayor [June 10, 2022]	Has not yet been implemented but will be implemented in the future	By December 31, 2022, the Mayor plans to direct all Chapter 6 departments to begin submitting evaluations for inclusion in the contractor performance evaluation database. As stated in response to R3, the Mayor intends to ask Chapter 6 departments to find opportunities to streamline the implementation of the database by incorporating evaluation data that is currently collected by departments as part of their project close out process.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Board of Supervisors [July 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R3 will not be implemented by the Board of Supervisors because the Board does not have jurisdiction, and that the Board hereby urges all Chapter 6 departments to begin submitting evaluations into the database by December 31, 2022.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R3 [for F3]	We recommend that by 12/31/2022, the Mayor require all Chapter 6 departments to begin submitting evaluations into the database.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Mayor [June 10, 2022]	Has not yet been implemented but will be implemented in the future	By December 31, 2022, or when the database has gone live, the Mayor plans to direct all Chapter 6 departments to consider evaluations of contractor performance evaluation database when selecting contractors. As stated in response to F1, departments will need to work with the City Attorney to identify a defensible way to incorporate performance evaluation data in the Chapter 6 contractor selection process. As stated in response to F2, the Mayor believes that an evaluation of the program should be made starting one year after go-live, to ensure the resources being put to the project are producing promised results of improved construction quality, budget and schedule adherence and improved contractor relationships.

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Board of Supervisors [July 10, 2022]	Has not yet been implemented but will be implemented in the future	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R4 has not been implemented but will be implemented and that the Board of Supervisors will introduce an ordinance by December 31, 2022 amending the Administrative Code to require all Chapter 6 departments to consult contractor performance evaluations when selecting contractors.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R4 [for F4]	We recommend that by 12/31/2022, the Mayor explicitly directs all Chapter 6 departments to consult the database when selecting contractors.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Mayor [June 10, 2022]	Requires further analysis	The Mayor agrees that departments should be held accountable for knowing and considering information in the database when evaluating contractor proposals. Because the software platform on which the original database was built is no longer supported by the vendor, it will be up to the Project Manager to determine how best to provide the needed accountability.

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Board of Supervisors [July 10, 2022]	Requires further analysis	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R5 requires further analysis and urges the Department of Public Works to report to the Board of Supervisors by March 31, 2023 on the feasibility of updating the database technology to include the capability to observe who is using the database and when or to present alternative methods of increasing accountability for evaluators in using the database.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R5 [for F5]	We recommend that by 6/30/2023 the project manager update the database technology to include the capability to hold evaluators accountable by observing who is using the database and when.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Mayor [June 10, 2022]	Requires further analysis	The Mayor agrees that information in the database, including "lessons learned" is valuable to evaluators selecting contractors, as well as to those preparing construction bid documents and contracts. Rather than dictate software requirements, Chapter 6 departments participating in the project should work together with the Project Manager to identify the best way to insure this data is available to contract evaluators.

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Board of Supervisors [July 10, 2022]	Requires further analysis	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R6 requires further analysis and urges the Department of Public Works to report to the Board of Supervisors by March 31, 2023 on the feasibility of updating the database technology to require the "Lessons Learned" field to be filled out before the evaluation can be marked complete or to present alternative methods of collecting this information from Chapter 6 departments.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R6 [for F6]	We recommend that by 6/30/2023, the project manager update the database technology to require the "Lessons Learned" data field be filled out before an evaluation can be marked "complete."	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Mayor [June 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	PUC data on contractor compliance with its SIP program is not relevant to five of the six Chapter 6 contracting departments. Including this data in the contractor performance evaluation database is likely introduce an element of confusion which would make it more difficult for these agencies to adopt and utilize the database.

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Board of Supervisors [July 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R7 the recommendation will not be implemented because the maintenance of a customized database by the Public Utilities Commission for Social Impact Partnership (SIP) projects does not impede that or other Chapter 6 departments' ability to also submit entries to the Contractor Performance Evaluation Database for those and other applicable public works projects.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R7 [for F7]	We recommend that by 6/30/2023, the project manager include sections in the database to cover contractor compliance with the SIP program.	Controller, Office of the Controller - Invited Respondent [June 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	The Controller's Office agrees with the Mayor's Office that this recommendation is not warranted because the SFPUC data on contractor compliance with its SIP program is not applicable to five of the six Chapter 6 departments so adding this section may confuse other agencies.

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Mayor [June 10, 2022]	Requires further analysis	Improving capital project delivery in San Francisco is a high priority of the Mayor. In addition to the Civil Grand Jury, the issue is receiving attention from the Office of Resilience and Capital Planning, the Controller's City Services Auditor and the Transportation Authority. The Capital Planning Committee is probably the best forum to receive input from non-Chapter 6 departments.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Board of Supervisors [July 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R8 will not be implemented because the Contractor Performance Evaluation Database is designed to collect information about construction contractors that are managed directly by Chapter 6 departments, and because other forums including the Capital Planning Committee are available for Chapter 6 and non-Chapter 6 departments to coordinate and improve construction management practices.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R8 [for F8]	We recommend that by 6/30/2023, the project manager expand the database to include input from non-Chapter 6 departments receiving construction services from Chapter 6 departments.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Mayor [June 10, 2022]	Will not be implemented because it is not warranted or is not reasonable	This is a sound recommendation, but it is under the purview of the Controller's Office to prioritize their audit work plan.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Board of Supervisors [July 10, 2022]	Has been implemented	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R9 has been implemented by the Controller's City Services Auditor in its FY22-23 work plan.
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Interim Director, San Francisco Public Works - Invited Respondent [June 10, 2022]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	General Manager, Recreation and Park Department - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Airport Director, San Francisco International Airport - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Executive Director, Port of San Francisco - Invited Respondent [June 10, 2022]		

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Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	General Manager, Public Utilities Commission - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Director of Transportation, San Francisco Municipal Transportation Agency - Invited Respondent [June 10, 2022]		
Shovel Ready: Best Practices and Collaboration to Improve San Francisco's Capital Construction Program [April 11, 2022]	R9 [for F9]	We recommend that starting in FY 2022-2023, the City Services Auditor Department within the Controller's Office conduct performance audits of the City construction program every two years focusing on use of best practices, collaboration, and other successes and challenges. The Controller's report from 2014 can serve as a template.	Controller, Office of the Controller - Invited Respondent [June 10, 2022]	Has been implemented	In its FY22-23 work plan, the Controller's City Services Auditor included a number of performance and compliance audits and assessments to assess whether City departments comply with relevant requirements and leading practices, including capital bond expenditures, interdepartmental coordination, construction close-out procedures, and other construction risk areas.