Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	Board of Supervisors	Recommendation Implemented	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Recommendation No. 1 and 2 of the 2008-2009 Civil Grand Jury Report entitled "Being Propositioned By The San Francisco Unified School District." Also, it is important to note that the SFUSD, in its responses, stated that Recommendations No. 1 and 2 have been implemented. (Resolution No. 436-09)	**	
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	Office of the Mayor	Recommendation Implemented	The City Attorney reviews the wording of the measures, and the Ballot Simplification Committee summarizes the wordking for voters.	**	
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	San Francisco Unified School District	Recommendation Implemented	Under the law, there is already a statutorily regulated process to provide independent review and analysis of ballot measures. California Education Code Section 5322 provides that the Board of Education submits "the exact wording of the measure as it is to appear on the ballot." The Board of Education reviews and discusses the ballot wording in a publically noticed meeting. SFUSD has and will continue to comply with state laws regarding the adoption of ballot language.

In addition to the District's obligations discussed above, under California Elections Code Section 9500, an impartial analysis for all school measures is prepared by the San Francisco City Attorney. Section 9500 provides that "Whenever a school measure qualifies for a place on the ballot, the county elections official shall transmit a copy of the measure to the county counsel or to the district attorney in any county that has no county counsel. The county counsel or district attorney shall prepare an impartial analysis of the measure, showing the effect of the measure on the existing law and the operation of the measure. The analysis shall be printed preceding the arguments for and against the measure."

Furthermore, the impartial analyses (called "Digests" in the San Francisco local Voter Information Pamphlet) for all three District ballot measures were prepared and approved by the Ballot Simplification Committee. This Committee is composed of appointees with backgrounds in education and journalism, and they draft explanatory language of "each measure that will be voted on only in the City and County of San Francisco" in public meetings, with the assistance of the City Attorney's office. (Municipal Election Code Sections 600-620). | ** | |
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	Board of Supervisors	Recommendation Implemented	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Recommendation No. 1 and 2 of the 2008-2009 Civil Grand Jury Report entitled "Being Propositioned By The San Francisco Unified School District." Also, it is important to note that the SFUSD, in its responses, stated that Recommendations No. 1 and 2 have been implemented. (Resolution No. 436-09)	**	
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	San Francisco Unified School District	Recommendation Implemented	The manner in which ballot language is adopted and reviewed is statutorily regulated, as discussed in the response to Recommendation #1, above. However, as demonstrated in the responses above, the District has gone above and beyond its legal requirements to ensure that its ballot language is clear and transparent in its efforts to improve instruction for its students, and to provide safe and accessible learning environments for all students in the District.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Assessor/Recorder: 1. The Assessor's Office should be exempt from staff reductions.	Office of the Mayor	Recommendation Implemented	The Assessor-Recorder's staff and budger was slightly increase, rather that decreased, for Fiscal Year 2009-2010.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 1. The Mayor and relevant City Administrators must retain space in City Hall.	Office of the Mayor	Recommendation Implemented	City Hall provides space for DOE functions and the department is accessible to the citizens of San Francisco. I am always open to exploring new opportunities for houseing all departments; however, the demand on approriate space in the city is on of many factors that have contributed to a single location for the Department of Elections not being a viable option, (and why part of the department moved to Pier 48). Within the Department of Elections, many functions such as early voting, campaign services, and other important functions require extensive direct interaction with the public. It is not necessarily either practical or desireable to co-locate functions at Pier 48 with those currently at City Hall.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Director of Elections	Recommendation Implemented	No changes or updates have occurred. This recommendation is being implemented. The Department has already contacted the Mayor's Office to determine the steps necessary for possible consideration of and relocation to surplus SFUSD properties.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 4. The status quo of the current staffing should be maintained at least until the City sufficiently recognizes and actively supports the complex mission of the DOE through the creation of appropriate permanent positions.	Director of Elections	Recommendation Implemented	No changes or updates have occurred. This recommendation has been implemented. The Department's budget for this new fiscal year (2009 – 2010) does not require the Department to lay off any personnel. Further, those core positions not classified with permanent status are funded for the fiscal year as "project" classifications. The Department will seek to continue the funding for all positions beyond the current fiscal year by working with the Mayor's Office.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 1. The Mayor should follow up on his prior response and implement changes to further strengthen the CIO's role in overseeing departments' IT operations, specifically in regard to centralized purchasing of IT equipment, services and contractors.	Office of the Mayor	Recommendation Implemented	The Mayor's Office has asked the CIO to review technology procurement. The CIO is working with the Office of Contact Administration and business, legal and contractual experts to determine savings and centralize IT operations.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Managing the Risk of the City: 2. The Jury recommends a subsequent Jury follow-up on the Enterprise Risk Management Program to ensure that the expectation of citywide participation is realized.	Director of Risk Management	Recommendation Implemented	I agree and it will be my pleasure to report the progress of the Enterprise Risk Management Program as requested by any subsequent Jury.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	1. The Mayor's Office of Budget and Policy should develop and coordinate a strategy for utilizing nonprofit services.	Office of the Mayor	Recommendation Implemented	I have implemented this recommendation by tasking my Office of Public Policy and Finance to develop and oversee the Community Based Organizations (CBO) Task Force. The CBO Task Force met over ten times in early 2009, and it compiled recommendations and action items to strengthern the partnership between the City and the nonprofit community as well as help nonprofits maximize resources. We are currently working to implement these recommendations.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Department of Children, Youth, & Families	Recommendation Implemented	The department's 2010-2013 RFP (issued in January 2010) contains panel member information. In addition, the department posted panel information in its March 30 newsletter.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Department of Children, Youth, & Families	Recommendation Implemented	The department uses cost reimbursement as a method of payment.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Human Services Agency	Recommendation Implemented	The Department has always based our contracted services on a cost reimbursement basis.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Human Services Agency	Recommendation Implemented	OCA already maintains a database that contains the pertinent information from the Sole Source waiver forms.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Board of Supervisors	Recommendation Implemented	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Finding No. 4 and Recommendation No. 9 of the 2008-2009 Civil Grand Jury Report entitled "Nonprofits, The Good, The Bad, The Ugly." (Resolution No. 475-09)	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Office of the Controller	Recommendation Implemented	The Controller's Office agrees that "pension spiking' is unfair and costly and should be prevented. There are controls on assignments, on pay and on retirement calculations to control the risk of "spiking" and insure that City employees are appropriately compensated and their pensions are determined in accordance with all applicable codes.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Office of the Mayor	Recommendation Implemented	I concur that "pension spiking" is unfair and costly. However, I agree with the Controller's Office there does not appear to be evidence to support the conclusion that this practice is occuring in the City. Additionally, there are appropriate controls in place on acting assignments and pay practices and pension benefits in accordance with Municipal Code and City Charter. Please refer to the SFERS' response.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	San Francisco Police Department	Recommendation Implemented	The Police Department does not countenance, nor is it aware of, any practice which is violative of existing law or contrary to the provisions of the Charter. Pensions are governed by the provisions of the City Charter and overseen by the San Francisco Employees Retirement System.	**	
2008-09	Pensions Beyond Our Ability to Pay	3.2.1. The City should undertake an audit of the data initiating with time sheets, and payroll history files of the police and fire departments, and terminating with the process of establishing a pension amount due a retiree.	Office of the Controller	Recommendation Implemented	The Controller's Office, as part of its payroll audit program, is currently engaged in an audit of pay practices at the Police Department, focusing on overtime. Other pay practices listed in the Civil Grand Jury report may be audited in the future as part of the payroll audit program.	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	Office of the Controller	Recommendation Implemented	The City has systems in place to properly calculate and perform accounting functions for the DROP as necessary at this time.	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	San Francisco Employees Retirement System	Recommendation Implemented	The SFERS accounting and Member Services staff properly and accurately calculate DROP benefits. All systems required to administer the DROP including the calculation of DROP benefits have been implemented as of July 2009.	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	San Francisco Police Department	Recommendation Implemented	This is a matter outside the jurisdiction of the Police Department. It is best left to the City and the San Francisco Employees Retirement System to look at costs associated with the DROP program, (which was approved by the voters of the City and County of San Francisco).	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	San Francisco Police Department	Recommendation Implemented	This is a matter outside the jurisdiction of the Police Department. It is best left to the City and the San Francisco Employees Retirement System to look at costs associated with the DROP program, (which was approved by the voters of the City and County of San Francisco).	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	1. The Mayor should exercise strong and committed leadership in using Performance Measurement as the tool for managing the City.	Office of the Mayor	Recommendation Implemented	This is being implemented and continually improved through various means – department head PPAs, PM database and SFStat – in addition to one-on-one management that I do with department heads.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	10. The Mayor should appoint a Performance Measurement review committee to include at least the COS, the Office of the Controller and the PM Unit.	Office of the Mayor	Recommendation Implemented	Currently, a periodic review of performance measures (SFStat) is done by staff in the Mayor's office (Chief of Staff, Budget Director, and budget analysts), the Controller's Office and individuals within departments.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13a. The PM plan should include at least these components: The use of Efficiency Plans such that strategic goals, plans and programs give rise to metrics that can be included in the PM system.	Office of the Mayor	Recommendation Implemented	Departments are required to submit Departmental Efficiency Plans pursuant to the Administrative Code. The Efficiency Plans include the following components: (1) Strategic Planning – including mission statements, major program areas or operational functions, outcome-related goals and objectives for each and a discussion of how current resource levels and requested levels for the coming fiscal year impact the department's ability to achieve stated objectives; (2) Customer Service – identification of internal and external customers, defined benchmarks of quality customer service provisions and the department's success in meeting stated benchmarks; and (3) Performance Evaluation – clearly-defined performance measurements for each departmental objective, prior targets and actual performance for each measure, current targets and year to date actual performance, proposed budget year targets and a discussion of any variances. As indicated in these requirements, many of these components are included in a department's performance measurements and/or within the performance plan and appraisal systems.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13b. The PM plan should include at least these components: Metrics that are set by the Mayor for department heads, by department heads for their managers, and by managers for their staff.	Director, Human Resources	Recommendation Implemented	The recommendation has been implemented. The department head performance evaluations include the metrics set by the Mayor; which then cascade down to their managers and thereby to their staff.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13b. The PM plan should include at least these components: Metrics that are set by the Mayor for department heads, by department heads for their managers, and by managers for their staff.	Office of the Mayor	Recommendation Implemented	This is being implemented through the Department Head Performance Plan and Appraisal, which then cascades to their managers and thereby to their staff. As stated in my response to Recommendation 2, I work with my senior staff and the city's leadership to identify the key objectives both within departments and citywide, and trust my department heads and senior staff to correctly identify the best metrics for reporting on these objectives.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13c. The PM plan should include at least these components: Metrics that reflect the Mayor's goals for departments.	Director, Human Resources	Recommendation Implemented	The recommendation has been implemented. The Mayor's department head performance evaluations incorporate the Mayor's goals for departments.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13c. The PM plan should include at least these components: Metrics that reflect the Mayor's goals for departments.	Office of the Mayor	Recommendation Implemented	Being implemented through the Department Head Performance Plan and Appraisals.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13e. The PM plan should include at least these components: Reviews of large departments by the PM Committee in formal session at least monthly and smaller departments not less than every six months.	Office of the Mayor	Recommendation Implemented	See response to Recommendation 10.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13f. The PM plan should include at least these components: Training for department heads and line managers in PM practices.	Office of the Mayor	Recommendation Implemented	Top managers and line managers have been trained in utilizing the performance management system. The Controller's Office will continue their communication and technical guidance for department performance measurement contacts and will also work with departments to strengthen their performance measurement efforts.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14b. The Jury recommends changes to these metrics that are related to PM: Managers should link PPA objectives to PM metrics where that makes sense.	Office of the Mayor	Recommendation Implemented	As indicated in Recommendation 3, this is already being implemented through various City departments.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	2. The Mayor should establish key metrics for key departments and report quarterly to the citizens on progress.	Office of the Mayor	Recommendation Implemented	I work with my senior staff and the city's leadership to identify the key objectives both within departments and citywide. I trust my department heads and senior staff to correctly identify the best metrics for reporting on citywide objectives. While I will suggest metrics and debate the value of some measurements over others, I support my department heads' leadership in this arena. SFStat is our venue for sharing performance measurement in a public venue. We have retooled this process over the past year and begun to focus on specific strategic areas – most recently, overtime. The goal is to have this reporting happen quarterly. I also support the Controller's Office's efforts to support more consistent public access to performance reporting.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	3. Annual staff evaluations should be based on PM metrics.	Office of the Mayor	Recommendation Implemented	The Department of Human Resources provides a model for Performance Plan and Appraisals (PPA) for all City employees which incorporate S.M.A.R.T. objectives for the PPA. These are performance objectives that are S (Specific), M (Measurable), A (Achievable), R (Relevant) and T (Time-framed).	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	6. The COS must be educated in Performance Measurement to drive the PM program.	Office of the Mayor	Recommendation Implemented	All managers engaged in performance measurement and management must be, and typically are, well-versed in the challenges of this process.	**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	3. The Board of Education must adopt a long range real estate plan that demonstrates prudent stewardship of its properties.	San Francisco Unified School District	Recommendation Implemented	As described in the response to Finding 2, the Board has authorized and approved a series of measures that manifest clear thought and concise planning for the use of District Surplus property. As noted above, District and student needs are not static. Decisions about real estate are impacted by various considerations such as rising or falling enrollment rates (such as recent increases in kindergarten enrollment); policy development (such as the design of a new student assignment system); or programmatic needs (such as charter school demands for facility space or development of new or expanded language pathways). The Board's Capital Plan is updated annually to permit the Board to adjust its property uses to the changing educational, policy and practical needs and objectives of the District.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Board of Supervisors	Requires Further Analysis	FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. 15 requires further analysis./ (Resolution No. 475-09)	Will Not be Implemented; Not Warranted or Not Reasonable	Through the allocation process of the FY 2009-2010 Budget, the Board of Supervisors decided not to take further action.
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Chief Information Officer	Will Be Implemented in the Future	The CIO is working through COIT and its subcommittees to address these substantive issues of risk and the Risk Manager is requesting COIT funding for implementation of a risk management system in the next fiscal year.	Will Be Implemented in the Future	The recommendation has not been implemented. There is no current timeframe for implementation because the CIO has not been requested by the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Department of Public Health	Requires Further Analysis	DPH does not have enough information to determine if this would benefit DPH contractors.	Will Not be Implemented; Not Warranted or Not Reasonable	The City does not currently have a citywide system for monitoring grants and contracts. As a result, DPH maintains its own software system that monitors and tracks DPH contracts. However, if the City were to explore a comprehensive citywide system, DPH would be very interested in participating in a process to design and implement such a system.
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Department of Public Health	Requires Further Analysis	DPH does not have enough information to determine if this would benefit DPH contractors.	Will Not be Implemented; Not Warranted or Not Reasonable	The City does not currently have a monitoring and performance measurement system as described. As a result, DPH maintains its own system to monitor contractors' performance. However, if the City were to explore a comprehensive citywide system, DPH would be very interested in participating in a process to design and implement such a system.
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Department of Public Health	Requires Further Analysis	DPH does not have enough information to determine if this would benefit DPH contractors.	Will Not be Implemented; Not Warranted or Not Reasonable	The City does not currently have a citywide system for monitoring grants and contracts. As a result, DPH maintains its own software system that monitors and tracks DPH contracts. However, if the City were to explore a comprehensive citywide system, DPH would be very interested in participating in a process to design and implement such a system.

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Muni Management and Workers 1. Develop a formal system or systems for employees to safely tell management about problems and make suggestions for improvement.	Director of MTA	Will Be Implemented in the Future	Recommendation will be implemented in the future and/or implementation is ongoing. Based on the results of an employee survey conducted in late 2009, the Executive Director/CEO formed four working groups of senior managers representing all major functions across the Agency to focus on the top four issues elevated by the survey results. One of the groups is working on Internal Communications and setting forth priority projects to improve and enhance communications between employees and management. Actions under consideration include expanding e-mail access to employees in the field and at operating facilities via a voluntary program whereby an employee can provide his or her personal e-mail address or secure one through the Agency to open this communications channel. In the interim, employees can communicate directly with the Executive Director/CEO at ceo@sfmta.com. Computers have been located at operating divisions and other satellite locations to facilitate two-way online communications. Moreover, the Executive Director/CEO provides employees with a report—Nat's Notes--after every Board of Directors meeting, and issues e-mail blasts at other times to keep employees abreast of current and emerging issues, achievement of major goals and objectives, recognize stellar employee performances and share other information of interest to employees. Issuance of these electronic communications is enhanced by executive management meetings with employees at their work locations and during employee recognition events. Radio system messages are routinely sent to Operators and other front-line employees in the field and managers also make impromptu visits with Operators during their layover periods to underscore safety issues and other priority messages. The Internal Communications Work Group is scheduled to make its recommendation to SFMTA Executive staff the beginning of April and anticipates implementing priority initiatives immediately thereafter.	Recommendation Implemented	Employees have two different conduits by which they can communicate suggestions to the Executive Director/CEO. The Agency has established an email address, ceo@sfmta.com, that is personally reviewed by the Executive Director/CEO. In addition, there is a link on our intranet website titled "two-way communication form" whereby employees can transmit suggestions. It was the Agency's intent to establish email addresses for all employees, including front-line employees like transit operators, Parking Control Offices, etc. utilizing a free service such as Yahoo.com Upon further analysis and advice from the City Attorney's office, we concluded that a public website (e.g., Yahoo.com) could not be used due to lack of security and access to individual emails and still remain in compliance with the Sunshine Ordinance.
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Human Services Agency	Requires Further Analysis	There is a citywide group reviewing strategies to pilot this recommendation.	Will Not be Implemented; Not Warranted or Not Reasonable	The Citywide group has not moved forward as this recommendtion does not yield any cost savings and is being considered in cases where a fiscal agent is warranted.
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Human Services Agency	Requires Further Analysis	There is a need for a comprehensive software system. Fiscal tracking is performed under the City's accounting System FAMIS and we see no need to duplicate this function. We do not agree that performance metrics should reside with the Mayor's office. It is not the function of the Mayor's office to second guess Departments as Departments are in a better position to understand what data sets are most important and the Departments would know how to interpret and use the metric information to the greatest advantage.	Will Not be Implemented; Not Warranted or Not Reasonable	There is a need for a comprehensive software system. Fiscal tracking is performed under the City's accounting System FAMIS and we see no need to duplicate this function. We do not agree that performance metrics should reside with the Mayor's office. It is not the function of the Mayor's office to second guess Departments as Departments are in a better position to understand what data sets are most important and the Departments would know how to interpret and use the metric information to the greatest advantage.
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Human Services Agency	Requires Further Analysis	There is a need for a comprehensive software system. Fiscal tracking is performed under the City's accounting System FAMIS and we see no need to duplicate this function. We do not agree that performance metrics should reside with the Mayor's office. It is not the function of the Mayor's office to second guess Departments as Departments are in a better position to understand what data sets are most important and the Departments would know how to interpret and use the metric information to the greatest advantage.	Will Be Implemented in the Future	We are in the process of contracting for a comprehensive software-on-line system to accomplish these goals for the Human Services Agency. It is anticpated that this system wil be fully implemented in FY-11-12.
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Assessor/Recorder: 1. The Assessor's Office should be exempt from staff reductions.	Office of the Assessor	Will Be Implemented in the Future	The Assessor's Office has maintained its budgeted staffing.The Assessor's Office does not, however, have the authority to exempt staff from reductions.	Will Not be Implemented; Not Warranted or Not Reasonable	The Assessor's Office has maintained its budgeted staffing.The Assessor's Office does not, however, have the authority to formally exempt its staff from reductions; this is at the discretion of the Mayor's Office.
2008-09	Pensions Beyond Our Ability to Pay	2.2.4. The Office of the Controller should undertake an audit of SFERS to include the reporting of work history and payroll data for the police and fire departments. In addition, the Office of the Controller should examine SFERS policies and practices regarding the determination of Final Compensation and the computation of pension benefits.	Office of the Controller	Requires Further Analysis	The Controller's Office includes SFERS as part of its annual risk assessment and considers whether to schedule internal audit(s) for that agency as it does for any city department. SFERS has systems for quality control and audit testing, is relatively lower in risk order than many other city functions, and is not scheduled for an audit in FY09-10 at this time. An internal audit for the Department could be scheduled in FY10-11 however that will be determined during our workplan and risk assessment process in the spring of 2010.	Will Not be Implemented; Not Warranted or Not Reasonable	The Controller's Office includes SFERS as part of its annual risk assessment and considers whether to schedule internal audit(s) for that agency as it does for any city department. These specific issues are not in our near-term audit schedule due to other priorities arising through our risk analysis. In a related matter, we have recently audited payroll practices at the Fire Department.

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

Page 6 of 38

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	Office of the Controller	Requires Further Analysis	The Controller's Office already works with other City leadership to analyze, report on, and manage financial liability for the City, including the Other Post Employment Benefits (OPEB) liability in accordance with GASB standards. With the passage of Proposition A (requiring specific long term financial planning) in November 2009, the Controller's Office has been mandated to undertake additional analysis on this and other long-term financial liability issues. We note that a pre-funding alternative would not be the only option considered in planning for the OPEB liability.	Recommendation Implemented	As part of it's normal work, the Controller's Office works with other City leadership to analyze, report on, and manage financial liability for the City, including the Other Post Employment Benefits (OPEB) liability in accordance with GASB standards. With the passage of Proposition A (requiring specific long term financial planning) in November 2009, the Controller's Office has undertaken additional analysis on this and other long-term financial liability issues. In the winter and spring of 2011, the Controller's Office is participating in a working group analyzing and developing ballot proposals, labor proposals and budgeting proposals to address OPEB liability, current health care liability, pension liability, other benefit and pension matters. The Mayor's Office and members of the Board of Supervisors will introduce one or more proposals for the Nov. 2011 ballot on this subject, and work through other City processes as well.
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Office of the Controller	Will Be Implemented in the Future	The Charter language authorizing the DROP requires an analysis of the program following its third year (by April 15, 2011) by the Controller and SFERS actuary. At that time, the Board of Supervisors is authorized to make determinations regarding the program by majority vote.	Recommendation Implemented	As required by the Charter language authorizing the DROP, the Controller's Office and the Retirement System's consulting actuary conducted an analysis of the program following its third year and our report on this subject was issued on April 15, 2011.
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	Office of the Mayor	Requires Further Analysis	Due to the passage of Proposition B, the City will require cost-sharing for new employees to reduce other post-employment benefits (OPEB) unfunded liability by $1 billion during the next 30 years. The City plans to pursue other strategies to reduce the OPEB liability including prefunding contributions for existing employees.	Requires further analysis	The City continues to pursue other strategies to reduce its OPEB liability and prefunding contributions for existing employees.
2008-09	Pensions Beyond Our Ability to Pay	3.2.2. SFERS should become fully automated. This billion dollar agency should not rely on old paper copies of reports to determine correctness of pensions. An integrated data collection system should exist between all agencies feeding data to SFERS.	Office of the Mayor	Requires Further Analysis	SFERS has a fully integrated pension administration system. The department continues to work with other City agencies to integrate data collection. Please see SFERS' response.	Requires further analysis	This project is being considered for the SFERS Strategic Plan which is now in the drafting stages and set for presentation to the Board in 2011.
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Office of the Mayor	Will Be Implemented in the Future	Given that the program was recently implemented and participation is voluntary, determining the actual cost of the program requires more information. An analysis of this program is set to occur by April 15, 2011. the Board of Supervisors will have an opportunity to review its fiscal analysis prior to any reauthorization of the program.	Recommendation Implemented	The SFERS independent actuarial firm is currently completing the DROP report for submission to the City Controller on April 1, 2011.
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14a. The Jury recommends changes to these metrics that are related to PM: The 311 system should be tied into the PM system to establish targets for City services. Pending automating that process, the data should be entered manually.	Office of the Mayor	Will Be Implemented in the Future	Currently the 311 system and the Controller's performance measures system are not able to communicate. However, the Controller's Office is currently working with various City departments to capture this information.	Will Be Implemented in the Future	The 311 system and the Controller's Performance Measures system do not communicate at this time. 311 currently has systems that collect data to show the use of city services. The Controller's Office continues to work with departments to capture information as well.
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14c. The Jury recommends changes to these metrics that are related to PM: MEA bonuses should be rolled into regular compensation.	Office of the Mayor	Will Be Implemented in the Future	A revised Memorandum of Understanding (MOU) with the Municipal Executives Association was recently approved. One of the revisions in the MOU eliminates this pay for performance program and starting in fiscal year 09-10, these bonuses will be built into the base pay for managers.	Recommendation Implemented	Beginning in Fiscal Year 2009-10, the City entered into a Memorandum of Understanding (MOU) with the Municipal Executives Association which reflects the desire to have bonuses built into the base pay for managers.

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Pensions Beyond Our Ability to Pay	3.2.2. SFERS should become fully automated. This billion dollar agency should not rely on old paper copies of reports to determine correctness of pensions. An integrated data collection system should exist between all agencies feeding data to SFERS.	San Francisco Employees Retirement System	Requires Further Analysis	The new SFERS Executive Director is working with the SFERS Board to establish a long term plan to upgrade all retirement information technology systems. This process involves the Board's consultant as well as a variety of budget and technology staff from various City and County offices. The project is considered a top "stragegy" project.	Requires further analysis	This project is being considered for the SFERS Strategic Plan which is now in the drafting stages and set for presentation to the Board in 2011.
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	San Francisco Employees Retirement System	Will Be Implemented in the Future	SFERS administers the DROP program, which is scheduled to "sunset" out of existance June 30, 2011, unless extended for a period of up to 3 years, by the Board of Supervisors. As required by the Charter, SFERS will prepare and present a report to the Board of Supervisors in April, 2011 regarding the programs' cost and administration. The DROP program was approved by the voters of San Francisco and any material change to the program, other than as set forth in this explanation, must be approved by the voters.	Recommendation Implemented	The SFERS independent actuarial firm is currently completing the DROP report for submission to the City Controller on April 1, 2011.
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	According to the California Education Code, it is the pirview of the School Board to set the exact wording of the ballot measures, not the Mayor's Office	**	
2008-09	Being Propositioned By The San Francisco Unified School District	3. That SFUSD commit to moving SOTA to the Civic Center.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	The School of the Arts has long considered moving SOTA to a customized facility in the Civic Center area. The central city location and high visibility of such a new location would communicate the value of the arts to San Francisco, as well as enable strong collaborations with existing arts institutions including the Symphony, Ballet and Opera. The District has demonstrated by its actions over the past 10 years a commitment to explore all options for a long term permanent home for the School of the Arts including the renovation and reconstruction of the 135 Van Ness block, alternative Civic Center locations and remaining at the McAteer Campus. However, in this time of economic and fiscal uncertainty, real estate market crisis and escalating costs for the SOTA relocation, it is financially prudent and sound public policy for the Board of Education to keep all long term options for a permanent home for SOTA on the table.	**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that regarding Recommendation No. 4, the SFUSD is a state agency that is governed by the Board of Education. Decisions about surplus school property fall under the purview of the SFUSD, not the Board of Supervisors. However, the SFUSD should bring its surplus property disposition plan(s) before the Joint City and School District Select Committee in a timely manner for review and consideration. FURTHER RESOLVED, That pursuant to Penal Code Section 933.05(c), the Board of Supervisors responds to the recommendations to which it agrees by hereby urging the SFUSD to cause the implementation of accepted recommendations.(Resolution No. 436-09)	**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Decisions about surplus school property fall under the purview of the SFUSD, not the Mayor's Office	**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation will not be implemented as it is not warranted or reasonable. As explained in the District's response to the civil grand jury report "Use It or Lose It: A Report on the Surplus Property Owned by the San Francisco Unified School District," it is the Board of Education's responsibility to study and evaluate which of its surplus properties should be part of a disposition strategy. The District has a legal and ethical obligation to provide safe learning environments for all students in the District. The District does not agree that liquidating its surplus property, particularly at a time of severely depressed markets, in order to construct one school is a proper long term stewardship of the public's trust or assets.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Department of Real Estate	Will Not Be Implemented: Not Warranted or Not Reasonable	The Real Estate Division will be happy to assist Department of Elections find space once this transaction is authorized and approved by the Board of Supervisors and Mayor, and when there is adequate funding.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Mayor's Office is aware that the lease at Pier 48 will expire in 2013. This past year in 2008, the Department of Elections worked with the Office of the City Administrator to select Pier 48 as a suitable site, which provides a secure place to house and transport elections materials and equipment. Both the Board of Supervisors and my Office fully committed to this new space through the budget process. I am confident that this physical upgrade will enable the Department of Elections to continue to produce successful elections for the citizens of the City and County of San Francisco. My office has the responsibility of balancing its fiscal responsibility for the city with the needs of the department to carry out its core mission within. In the past few years, we have worked with the department to consolidate a number of department locations at Pier 48. Pier 48 provides a secure place to house and transport elections materials and equipment, and will accommodate the fluctuations in workforce the department requires to continue to provide successful elections. Although we are aware that Pier 48 may no longer be available in 2013, I respectfully disagree that an immediate search for storage space should be launched in light of the fact that the department recently relocated. Furthermore, the Mayor's Office does not have legal authority or jurisdiction to require the SFUSD to sell us surplus properties, (please see the Mayor's Office response to the Civil Grand Jury 2008-2009 Report "USE IT OR LOSE IT: A Report on the Surplus Real Property Owned by the San Francisco Unified School District", for more details on this matter).	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 3. The touch-screen voting machines should be replaced as soon as possible with ones that do not require transcription.	Director of Elections	Will Not Be Implemented: Not Warranted or Not Reasonable	No changes or updates have occurred. This recommendation will not be implemented because it is not warranted. As noted in the Department's response to the Grand Jury's Finding #4, transcription is currently only required for elections with ranked-choice voting contests. The touch-screen equipment is still a required component of the City's overall voting system, which is certified for use by the federal Elections Assistance Commission and the California Secretary of State. The Department continuously seeks to balance the use of touch-screen equipment with the conditions stipulated by the California Secretary of State and provisions of the Help America Vote Act while avoiding limiting the use of the equipment to persons who are perceived to have a disability.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Director of Risk Management	Will Not Be Implemented: Not Warranted or Not Reasonable	As previously stated City Attorney has sole authority over the data in question and has been acting collaboratively to help Risk Management achieve a workable solution under the current set of both fiscal realities and operational conditions. While I understand the Jury's recommendation, I respectfully comment that this recommendation will not be implemented	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Please see department response, which states that it does not have jurisdiction over information that is maintained by the City Attorney.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 1. The SFUSD should recognize that answers such as those provided in its responses to the Jury's 2007-2008 report tend to belittle the seriousness of the issues addressed in the Jury's report.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	SFUSD's response acknowledged the validity of many of the concerns raised in the civil grand jury report, and committed to taking aggressive action to begin redesigning the student assignment system. This acknowledgment and agreement to take action is not a belittling of the serious issues raised in the report, it is a clear recognition of the seriousness of those issues. As discussed above in response to Finding #1, the District has made extraordinary efforts to address these issues in a serious manner.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 2. The SFUSD should recognize that its responses fail to address adequately the "important issues and concerns" identified by the Jury in its report.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	The challenges related to developing a student assignment system that provides equitable access to the range of opportunities offered to students, reverses the trend of racial isolation and the concentration of underserved students in the same school, and is more equitable to students regardless of their family background, are complex and cannot be easily summarized into responses to specific questions that may or may not reflect the work that is being done or the priorities established by the Board or articulated by different community members. For example, reversing the trend of racial isolation and the concentration of underserved students in the same school is not clearly articulated as an important issue and concern in the report prepared by the Jury; however the Board of Education has identified this as an important issue and concern. In addition, the feedback received from the community through various forums, including the report from the Jury and reports from Parents for Public Schools and the Parent Advisory Council, is sometimes in conflict. The District hears different feedback from parents in different communities, and it is not easy to respond to or address these different issues in a very structured report that is asking for feedback to specifically tailored questions. More important than any written response is whether SFUSD has demonstrated a willingness to take action in response to community and civil grand jury concerns. As described above, SFUSD has taken such action. As SFUSD's work continues to evolve during the 2009-10 school year, additional information will be available. In the meantime, the redesign of student assignment will continue to be a work in process.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 3. The current administration of the SFUSD should review the history of relations between the Jury and the SFUSD from 1999 to the present with an eye toward being less dismissive of the Jury. Even where the Jury presents politically uncomfortable issues or unworkable solutions, the problems identified by the Jury deserve thoughtful and thorough responses. In sum, the SFUSD has an obligation to offer adequate solutions to problems in the SFUSD that the community perceives as in need of solution.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	SFUSD does not agree that it has been dismissive of the Jury. We believe the district has demonstrated a commitment to developing a new student assignment system that will support the goals and objectives of the strategic plan: Beyond the Talk - Taking Action to Educate Every Child Now. Although the District and the San Francisco community have been discussing changes to the current student assignment system for a number of years, there have been significant changes to the District's leadership structure since 2007. The Board hired a new Superintendent in 2007, and adopted a new strategic plan in May 2008. Five of the seven Board members have been elected since 2007, with two members joining the Board as recently as January 2009. The District is taking an extremely purposeful approach to examining student achievement data, demand and choice patterns and demographic information in order to inform its work in the re-design process. The Jury report and recommendations are an important source of information that the District will consider in addition to a public engagement process that will involve and represent a wide range of communities, parents and neighborhoods. As the work to redesign student assignment moves forward, the District will continue to use a public process that includes conducting public policy discussions at Ad Hoc Committee meetings and hosting community conversations to get input from the public before approving a new student assignment system. The District encourages members of the Jury to attend the Board's Ad Hoc Committee on student assignment so they can observe the Board's policy discussions and provide input on the process.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Managing the Risk of the City: 1. Since no adequate database exists for doing loss runs, the Director should work with the Chief Information Officer to implement a solution to the loss-run problem, either by adapting a current database or by purchasing new software.	Director of Risk Management	Will Not Be Implemented: Not Warranted or Not Reasonable	I disagree with this finding. The current system is primarily a legal document management and calendaring system (CityLaw) that is administered by City Attorney's Office in their Charter mandated capacity as adjudicators of all claims, defenders of litigation as well as approvers of any negotiated settlements of those claims and litigation. However, Risk Management has worked collaboratively with the City Attorney's office to successfully review and analyze pertinent information from the CityLaw system and to provide risk assessment information to Departments.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	10. To comply with the San Francisco Charter and encourage the use of competitive processes, and to strengthen the requirements for the content of City contracts, the Board of Supervisors should no longer direct funds toward specific City contracts or contractors through the targeted addback process or otherwise.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding Nos. 8, 9, 11, 12, 13 and 14 and Recommendation Nos. 7, 8 and 10, the Board of Supervisors adds programmatic funding to the City's annual budget in major policy areas, such as public safety, transportation and affordable housing, but it leaves administration of such funding to the Mayor and his/her department heads in accordance with the San Francisco Municipal Code and City Charter. FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Resolution No. 475-09)	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is ready and willing to work with OCA in establishing a Consolidated Backroom Unit; however, DCYF is unable to implement because this is an OCA action.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not an area within DPH's purview.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is ready and willing to work with OCA in tracking nonprofit grant consolidation; however, DCYF is unable to implement because this is an OCA action.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not an area within DPH's purview.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	Consolidations are accomplished through departmental work orders of which OCA has no ability to track or monitor. OCA's function is to oversee the purchase of goods and supplies. They do not have the expertise to oversee professional services nor the consolidation of those services across City Departments.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Office of Contract Administration	Will Not Be Implemented: Not Warranted or Not Reasonable	It is not reasonable for the Office of Contract Administration (OCA) to track "the compliance rate on nonprofit grant consolidation across all City departments" because OCA does not approve grants and also does not have access to electronic approval for grants.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding No. 7 because the Office of Contract Administration's (OCA) standard waiver request form already requires departments to identify vendors and to describe the products or services to be sole sourced. The Board also disagrees with Recommendation No. 13 because the Controller's Office is already studying the compliance rate on joint monitoring within and across City departments. (Resolution No. 475-09)	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is ready and willing to participate in any efforts lead by the Nonprofit Review/Appellate Panel;however, DCYF in unable to implement because the Panel is under the purview of OCA.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not an area within DPH's purview.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	The Controllers Office who leads the Citywide monitoring efforts provides compliance data by department and makes appropriate recommendations to improve compliance among participating City departments.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is available to work with other departments in developing a comprehensive contract management system. However, DCYF does not have the authority to implement a citywide CMS.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	The City and County of San Francisco is working to enhance the monitoring of the nonprofit sector. Although a comprehensive software system sounds ideal, a standardization of systems may fail to allow for the diverse requirements of grants and contracts. Deparments customize software so that it is specifically responsive to state or federal reporting requirements. A comprehensive software system might compromise these requirements if its creation is to respond to a multitude of potentially conflicting data collection requirements.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is ready and willing to participate in any efforts lead by the Nonprofit Review/Appellate Panel. However, DCYF is unable implement the action because	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	The nonprofit Review Appellate Panel is not the proper entity to develop Health and Human Service outcomes. Those functions are better served in the Department of Public Health and the Human Services Agency where the expertise resides. It may be appropriate for the Nonprofit Review/Appellate Panel to develop taxonomy of indicators that can help strengthen the nonprofits that do business with the City.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is unable to implement this action for other city departments. However, DCYF is available to work with other departments in developing a comprehensive contract management system.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	See response to "Recommendation 14."	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	The current system is working well. DPH selects panel members based on their expertise.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	All panelists selected by HSA have specific knowledge of the services being procured and we strive to maintain unbiased qualified panelist. HSA has established criteria for panel selections	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is available to work with OCA in developing a grants tracking system. DCYF is unable to implement an action for OCA.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	Not DPH.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	We disagree with this recommendation as written. OCA does not have the authority to award any grants so it serves no purpose to have OCA track them. These are departmental awards and the tracking rests with the Departments and their respective Commissions.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is available to work with the Nonprofit Review/Appellate Panel to set uniform set of procedures for nonprofit grant administration. DCYF is unable to implement an action for OCA.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	Not DPH.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	Grant procedures are very clearly defined in the G-100 grant form instructions as overseen by the City attorney's Office. Each Department is responsible for the administration of their grants in accordance with the requirements of the funding source and the City Administrative code.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	This would increase cost and reduce accountability for units of service.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is unable to implement an action that is not under DCYF's purview. Sole Source Waivers are under the oversight of OCA.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	Not DPH	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	7. The practice of targeted Addbacks should be stopped.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding Nos. 8, 9, 11, 12, 13 and 14 and Recommendation Nos. 7, 8 and 10, the Board of Supervisors adds programmatic funding to the City's annual budget in major policy areas, such as public safety, transportation and affordable housing, but it leaves administration of such funding to the Mayor and his/her department heads in accordance with the San Francisco Municipal Code and City Charter. FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Resolution No. 475-09)	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	8. The City Charter (2.114. Non-Interference in Administration) should be enforced to prevent district supervisors from directing funds to specific nonprofits through circuitous means. (For example, naming a street where a nonprofit exists or specifying a service offered only by a speCific nonprofit).	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding Nos. 8, 9, 11, 12, 13 and 14 and Recommendation Nos. 7, 8 and 10, the Board of Supervisors adds programmatic funding to the City's annual budget in major policy areas, such as public safety, transportation and affordable housing, but it leaves administration of such funding to the Mayor and his/her department heads in accordance with the San Francisco Municipal Code and City Charter. FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Resolution No. 475-09)	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Department of Children, Youth, & Families	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is unable to implement an action that is not under DCYF's purview.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Department of Public Health	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not an area within DPH's purview.	**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Human Services Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	We agree with this recommendation however it is not the Departments purview to implement this recommendation.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding No. 2.1.1 and Recommendation 2.2.3 because the Board believes that SFERS is applying due diligence to prevent pension spiking. The Board also disagrees with Recommendation No. 2.2.1 because a working group created by the Mayor is already reviewing the City's Defined-Benefit (DB) Pension Plan and evaluating alternative plans and options. (Resolution No. 477-09)	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	CON: City leadership may consider how to manage retirement costs and benefits as part of its overall financial planning, and the Mayor and Board of Supervisors may make proposals regarding retirement benefits within the current system to put before the voters. These considerations already occurr through the City leadership and managers' review of pension costs and contribution rates and their financial impacts in the budget process and in other settings. Benefits, terms and conditions of SFERS are set in the Charter, and changes to them are a matter for voter approval.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	I believe the SFERS defined benefits plan offers a more secure investment strategy than a defined contributions plan. Therefore, it is not necessary to establish a task force to evaluate a change in plans at this time.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	San Francisco Employees Retirement System	Will Not Be Implemented: Not Warranted or Not Reasonable	SFERS is charged with administering the existing defined benefit pension plan and existing "457" defined contribution plan. SFERS is not a political, legislative or policy making body. Any initiative to study and/or create a new benefit plan for employees of the City & County of San Francisco must be formulated by the Mayor's Office or the Board of Supervisors.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Recommendation Nos. 2.2.2 and 4.2.2 of the 2008-2009 Civil Grand Jury Report entitled "Pensions: Beyond Our Ability to Pay." FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Resolution No. 477-09)	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	San Francisco Fire Department	Will Not Be Implemented: Not Warranted or Not Reasonable	Pension spiking has not occurred in the San Francisco Fire Department.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding No. 2.1.1 and Recommendation 2.2.3 because the Board believes that SFERS is applying due diligence to prevent pension spiking. The Board also disagrees with Recommendation No. 2.2.1 because a working group created by the Mayor is already reviewing the City's Defined-Benefit (DB) Pension Plan and evaluating alternative plans and options. (Resolution No. 477-09)	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	As noted above, there are controls on assignments, on pay and on retirement calculations to insure that City employees are appropriately compensated and their pensions are determined in accordance with all applicable codes. See below for the Controller's overall approach to internal auditing for the Retirement System.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	I do not agree that an independent investigation into pension spiking is necessary, given there is not evidence to support the conclusion that this practice is occuring in the City.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	San Francisco Fire Department	Will Not Be Implemented: Not Warranted or Not Reasonable	Pension spiking has not occurred in the San Francisco Fire Department.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	San Francisco Police Department	Will Not Be Implemented: Not Warranted or Not Reasonable	The Police Department looks to the expertise of the San Francisco Employees Retirement System for assistance in determining whether there is a factual basis to the assertion that irregularities have occurred. Until that time, any recommendation for an independent investigation is premature.	**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	San Francisco Employees Retirement System	Will Not Be Implemented: Not Warranted or Not Reasonable	The Controller, Treasurer & SFERS Executive Director are 3 members of a 5 member board, charged with administering the Retiree Health Trust Fund, meaning investing already contributed assets and insuring their safe keeping. Decisions regarding the "funding" of such trust are the province of the San Francisco Mayor and Board of Supervisors.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Pensions Beyond Our Ability to Pay	3.2.3. Since the determination of pension benefits is a complex process the need for automation becomes more critical. SFERS should provide its Analysts with a manual of standard procedures and methods for determining every possible variation of an individual's pension amount. We find that this lack of a manual can lead to different analysts computing a different amount of pension for the same individual	San Francisco Employees Retirement System	Will Not Be Implemented: Not Warranted or Not Reasonable	The SFERS Member Services staff uniformly processes all retirement benefit requests according to SFERS accepted policy and procedures. All benefits computations are reviewed and audited by appropriate supervisors.	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Recommendation Nos. 2.2.2 and 4.2.2 of the 2008-2009 Civil Grand Jury Report entitled "Pensions: Beyond Our Ability to Pay." FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Resolution No. 477-09)	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.3. SFERS, the City, and the San Francisco Police Department should not enroll additional individuals into DROP until all necessary systems to monitor and calculate are fully functional, and the costs to run the program are computed and finalized.	San Francisco Employees Retirement System	Will Not Be Implemented: Not Warranted or Not Reasonable	The San Francisco Charter mandates an initial three-year period (July 1, 2008 through June 30, 2011) during which eligible police officers may elect to participate in DROP. SFERS properly administers the DROP program, including processing the enrollment of eligible members. Analysis and revision of the program are described in item 13, above.	**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.3. SFERS, the City, and the San Francisco Police Department should not enroll additional individuals into DROP until all necessary systems to monitor and calculate are fully functional, and the costs to run the program are computed and finalized.	San Francisco Police Department	Will Not Be Implemented: Not Warranted or Not Reasonable	This is a matter outside the jurisdiction of the Police Department. It is best left to the City and the San Francisco Employees Retirement System to look at costs associated with the DROP program, (which was approved by the voters of the City and County of San Francisco).	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	11. The reporting chain could look like this	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Given the complexity of the various means of tracking performance, it will continue to be reported as it currently exists.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	12. The CPO should write a Performance Measurement plan for the City, derived from best practices in PM from around the country.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	There will not be a CPO appointed and the City will continue the system of performance management through maintaining the PM database, SFStat, and department head PPAs.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13d. The PM plan should include at least these components: Metrics that are for the fiscal year and are not to be changed.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	At times, departments need the flexibility to adjust their metrics. However, as noted earlier, the vast majority of the time these metrics are not changed. It is an explicit business practice of the Controller's Office to discourage departments from changing targets mid-year except in the few cases where there is a compelling, appropriate reason.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	15a. The Jury recommends this Performance Measurement implementation schedule: The CPO should implement an abbreviated PM Plan containing at least metrics assigned by the Mayor to department heads by 31 December 2009.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	There will not be an appointed CPO or a PM Plan. As indicated throughout this response, there are many avenues in tracking performance.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	15b. The Jury recommends this Performance Measurement implementation schedule: The CPO should fully implement PM by 1 July 2010.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Mayor's Office has already disagreed that a CPO should be appointed.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	4. The Mayor should ensure that heads of departments reduce the number of metrics used within their departments to a manageable number that support the goals the Mayor has given to the department.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Performance measurements can set standards and outcome objectives, measure performance against goals, standards or benchmarks and communicate results. In doing so, they can measure a department's performance in a number of areas such as productivity, effectiveness, quality and timeliness. Given the scope of performance measures, the quantity of measures needed to provide a more robust performance management system will vary.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	5. The Mayor should delegate PM leadership to his Chief of Staff (COS).	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation is unclear. If "PM" refers to performance "measurement," this responsibility lies within the Controller's Office as per the Charter and I will continue to support the Controller's management of the citywide measures. If "PM" refers to performance "management," this is a critical role of the Executive, as this report asserts in another section. However, the Chief of Staff, as does my other senior staff, plays a critical role in supporting performance management – on a daily basis.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	7. A CPO should be appointed from within the existing PM qualified staff, reporting to the COS.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	8. The CPO should select two assistants from within the existing qualified staff.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation will not be implemented because it is not warranted or reasonable. Specifically, this recommendation is not within the Controller's authority--a decision to create a position of Chief Performance Officer (CPO) within the Mayor's Office, and any staffing of that function, would lie within the Mayor's Office. The Controller's Office agrees that it is important to establish clear roles and responsibilities for implementing performance measurement in the City and to staff the function appropriately with the most qualified staff available.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	8. The CPO should select two assistants from within the existing qualified staff.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	I support the Controller's response.	**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	9. All three PM professionals must be fully dedicated to PM and not have any responsibilities to the Office of the Controller.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	I do not agree that performance measurement should be taken out of the Controller's Office.	**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	1. Resolve the stakes are high enough and the evidence strong enough to warrant greater involvement by the Board of Supervisors in the fight against truancy.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that it agrees with Finding No. 1 of the 2008-2009 Civil Grand Jury report entitled "TRUANTS CAN BE 'JOYFUL LEARNERS,' TOO: Unless Racism, Classism and/or Systematic Ineffectiveness Prevent Future Progress." FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	2. Require performance measurement data on a semester basis from the City-funded positions: Learning Support Professionals and the Stay-in-School Coordinator.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3a. Use its considerable influence, including its power of the purse, to encourage SFUSD to create a truancy policy-preferably one that provides there is a zero tolerance for chronic truancy in the elementary grades.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3b. Use its considerable influence, including its power of the purse, to encourage SFUSD to appoint a person at a managerial level whose sole responsibility it will be to enforce attendance laws and coordinate all efforts for truancy.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3c. Use its considerable influence, including its power of the purse, to encourage SFUSD to develop and implement a plan to correct truancy earlier in the year. This should include augmenting the computer system (including the Truancy Module or School Loop or whatever comes next) to find out who is truant early in the year, contacting parents earlier in the year, getting feedback from teachers earlier in the year, streamlining the process from SST to SARB, and making more and earlier referrals to the District Attorney.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3d. Use its considerable influence, including its power of the purse, to encourage SFUSD to develop, maintain, interpret and share reliable statistics regarding the reasons for truancy, the demographics of the problem, the interventions undertaken by the district and the outcomes of such interventions. Use these data.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	4. Direct the Joint City and School District Select Committee to ensure Recommendation Numbers 2 and 3 (above) are implemented.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees with Finding Nos. 2, 3 and 4 because (respectively) the Board believes that most SFUSD employees seek to abate truancy, the SFUSD collects truancy-related data, although it is unclear whether that data is distributed to appropriate district personnel and outside agencies, and the SFUSD deploys a range of interventions to combat truancy, although it is unclear whether those interventions are effective. FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that regarding Finding No. 5 and Recommendation Nos. 1, 2, 3 (A through D) and 4, the SFUSD is a state agency that is governed by the San Francisco Board of Education. Decisions about truancy fall under the purview of the SFUSD, not the Board of Supervisors; however, the Board of Supervisors asks the SFUSD to develop a comprehensive plan to correct truancy across the school district and to forward such plan to the Board of Supervisors' Government Audit and Oversight Committee within three (3) months from the date of passage of this resolution for review and feedback. This plan should include demographic information about truants (i.e., grade-level, race, gender, etc.), the specific interventions to be undertaken by the SFUSD, and the expected truancy reduction goals of such interventions over time (i.e., daily, monthly, yearly, etc.), expressed as both whole numbers of students and percentages of the entire district population.(Resolution No. 476-09)	**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	1. Put up for sale immediately each of the surplus properties evaluated in the CBRE, Inc. report.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	It is the Board of Education's responsibility to study and evaluate which of its surplus properties should be part of a disposition strategy. As a responsible public institution, the District will not rush to immediately sell its long-term public assets, especially in the current depressed real estate market. On the contrary, it is the District's obligation to act as prudent stewards of the District's properties, and to manage them in a responsible manner on behalf of the students of San Francisco.	**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	2. Examine the use of all remaining fallow and functioning properties with a view toward consolidation of services, efficient use of properties and the creation of new incomeproducing properties.	San Francisco Unified School District	Will Not Be Implemented: Not Warranted or Not Reasonable	In making its decisions regarding the use of District properties, the District will prioritize the educational needs of its students above the goal of consolidating services or creating new income-producing properties. As noted in response to Finding 2, the District already engages in an ongoing process to evaluate and assess the use of its properties.	**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2010 Response	2010 Response Text	2011 Response (1)	2011 Response Text
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	4. Make availability of City funds contingent upon the SFUSD meeting specific goals toward the sale of surplus property as spelled out in a long range real estate plan.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that regarding Recommendation No. 4, the City and County of San Francisco currently contributes to the Public Education Enrichment Fund as required by a voter-approved Charter amendment (Proposition H, 2004), and it cannot withhold or divert this funding to require SFUSD action. (Resolution No. 435-09)	**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	4. Make availability of City funds contingent upon the SFUSD meeting specific goals toward the sale of surplus property as spelled out in a long range real estate plan.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	The majority of City funds flow to SFUSD through voter-passed Proposition H, and the city cannot withhold or diver such funding to require SFUSD action. The San Francisco Charter SEC. 9.113.5. "Rainy Day Reserve" states: *"If the Controller projects that inflation-adjusted per-pupil revenues for the San Francisco Unified School District will be reduce in the upcoming budger year and the School District has notices a significany number of layoffs, the Board of Supervisors and the Mayor may, in their discretion, appropriate funds from the Reserve to the School District to offset the costs of maintaining education during the upcaming budget year. Such appropriations may not exceed the dollar value of the total decline in inflation-adjusted per-pupil revenues for the year, or 25 percent of the Reserve for the benefit of the School District were ment in the current year, the decline in per-pupil revenues shall be calculated by subtracting the inflation-adjusted per-pupil revenues, plan two percent for each intervening year."* The Mayor's Office cannot unilaterally withhold funding to the SFUSD because there is a process in place which involves the Controller's Office as well as the Board of Supervisors for dispensing Rainy Day funds to the SFUSD. Furthermore, the City's Rainy Day fund has been reduced from $117.8 million to $24.6 million dollars in the past two years alone. Six million dollars is a proportionally small number compared to what the SFUSD receives from Proposition H, and does not constitue much of an incentive for SFUSD to acquiesce to City demands, eevn if the City did wish to compel action. Therefore, I respectfully disagree with this recommendation suggested by the Civil Grand Jury. However, under my Administration, the City has made great strides in incorporating the SFUSD into important citywide discussions, as appropriate, and in forging partnerships between SFUSD and key City and County departmends. In particular, SFUSD has engaged in discussions concerning the increase in houseing and other economic and community development initiatives. This participation has allowed SFUSD to consider new options for their surplus property. In addition, these initiatives could provide additional resourcesand decelopment plans. I have engaged the SFUSD real estate department in conversations related to property exchanges in order to increase the use and value of property. And at the state level, I have advocated for more flexibility with funds gained by the sale of school district property.	**	

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

Page 19 of 38

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	Board of Supervisors	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	Office of the Mayor	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	1. That measures placed on the ballot by SFUSD to raise money have an independent review of the wording.	San Francisco Unified School District	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	Board of Supervisors	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	San Francisco Unified School District	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Assessor/Recorder: 1. The Assessor's Office should be exempt from staff reductions.	Office of the Mayor	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 1. The Mayor and relevant City Administrators must retain space in City Hall.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Director of Elections	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 4. The status quo of the current staffing should be maintained at least until the City sufficiently recognizes and actively supports the complex mission of the DOE through the creation of appropriate permanent positions.	Director of Elections	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 1. The Mayor should follow up on his prior response and implement changes to further strengthen the CIO's role in overseeing departments' IT operations, specifically in regard to centralized purchasing of IT equipment, services and contractors.	Office of the Mayor	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Managing the Risk of the City: 2. The Jury recommends a subsequent Jury follow-up on the Enterprise Risk Management Program to ensure that the expectation of citywide participation is realized.	Director of Risk Management	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	1. The Mayor's Office of Budget and Policy should develop and coordinate a strategy for utilizing nonprofit services.	Office of the Mayor	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Board of Supervisors	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Office of the Controller	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Office of the Mayor	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	San Francisco Police Department	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	3.2.1. The City should undertake an audit of the data initiating with time sheets, and payroll history files of the police and fire departments, and terminating with the process of establishing a pension amount due a retiree.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	San Francisco Employees Retirement System	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.1. The City and SFERS should complete all systems required to properly calculate and perform accounting functions for DROP.	San Francisco Police Department	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	San Francisco Police Department	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	1. The Mayor should exercise strong and committed leadership in using Performance Measurement as the tool for managing the City.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	10. The Mayor should appoint a Performance Measurement review committee to include at least the COS, the Office of the Controller and the PM Unit.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13a. The PM plan should include at least these components: The use of Efficiency Plans such that strategic goals, plans and programs give rise to metrics that can be included in the PM system.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13b. The PM plan should include at least these components: Metrics that are set by the Mayor for department heads, by department heads for their managers, and by managers for their staff.	Director, Human Resources	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13b. The PM plan should include at least these components: Metrics that are set by the Mayor for department heads, by department heads for their managers, and by managers for their staff.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13c. The PM plan should include at least these components: Metrics that reflect the Mayor's goals for departments.	Director, Human Resources	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13c. The PM plan should include at least these components: Metrics that reflect the Mayor's goals for departments.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13e. The PM plan should include at least these components: Reviews of large departments by the PM Committee in formal session at least monthly and smaller departments not less than every six months.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13f. The PM plan should include at least these components: Training for department heads and line managers in PM practices.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14b. The Jury recommends changes to these metrics that are related to PM: Managers should link PPA objectives to PM metrics where that makes sense.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	2. The Mayor should establish key metrics for key departments and report quarterly to the citizens on progress.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	3. Annual staff evaluations should be based on PM metrics.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	6. The COS must be educated in Performance Measurement to drive the PM program.	Office of the Mayor	**		**		**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	3. The Board of Education must adopt a long range real estate plan that demonstrates prudent stewardship of its properties.	San Francisco Unified School District	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Board of Supervisors	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Chief Information Officer	Recommendation Implemented	Independent of DT, the Director of Risk Management has implemented a software system that includes risk assessment for pilot ERM (Enterprise Risk Management) departments. This was done in 2010.	**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Department of Public Health	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Muni Management and Workers 1. Develop a formal system or systems for employees to safely tell management about problems and make suggestions for improvement.	Director of MTA	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Human Services Agency	WII Be Implemented in the Future	The data system will go live in July of 2012 and full public facing interface is scheduled for Q-1 add Q-2. All contract information will be reportable in FY-12-13	Recommendation Implemented	The Contracting Database aka CARBON has been implemented as planned and we are now getting the reportable data from the new system. We are continuing to populate the performance metric tracking component.	**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Assessor/Recorder: 1. The Assessor's Office should be exempt from staff reductions.	Office of the Assessor	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.4. The Office of the Controller should undertake an audit of SFERS to include the reporting of work history and payroll data for the police and fire departments. In addition, the Office of the Controller should examine SFERS policies and practices regarding the determination of Final Compensation and the computation of pension benefits.	Office of the Controller	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	Office of the Mayor	Recommendation Implemented	The Mayor's Office worked with Labor to pass Propositions B and Proposition C to address the City's unfunded OPEB liability. Under Prop B (2008), employees hired on or after 1/10/09: 1) are not entitled to the 100% retiree health care/50% dependent care after 5 years (rather, it is on a graduated scale); and 2) must contribute 2% of salary to the Retiree Health Care Trust Fund (RHCTF). In addition, the City must also contribute 1% of those employees' salaries towards the RHCTF. Under the most recent Charter amendment (Prop C, passed by the voters in November of last year), the City and all employees who were hired on or before 1/9/09 must begin contributing .25% of salary to the RHCTF starting on 7/1/16. On July 1 of each subsequent year, the amount increases by .25% of salary, up to a total of 1%.	**		**	
2008-09	Pensions Beyond Our Ability to Pay	3.2.2. SFERS should become fully automated. This billion dollar agency should not rely on old paper copies of reports to determine correctness of pensions. An integrated data collection system should exist between all agencies feeding data to SFERS.	Office of the Mayor	Requires further analysis	SFERS has included this project in its Strategic Plan, which the Retirement Board adopted in October 2011. At this time, SFERS has added funding for this project in its proposed FY 2012-13 budget. Determination of the proposed budget will be made by the Mayor's Office and the Board of Supervisors by July of 2012.	Will Be Implemented in the Future	SFERS has indicated that the Enterprise Content Management Project is in its implementation phase and back file conversion of historical reports is included in the scope of this project.	Recommendation Implemented	SFERS has initiated an enterprise content management project. It is in its implementation phase. Conversion of historical reports is included in the scope of this project.
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14a. The Jury recommends changes to these metrics that are related to PM: The 311 system should be tied into the PM system to establish targets for City services. Pending automating that process, the data should be entered manually.	Office of the Mayor	Will Not Be Implemented; Not Warranted or Not Reasonable; Will Be Implemented in the Future	The 311 system and the Controller's Performance Measures system do not communicate at this time, and therefore this portion of the recommendation is not feasible at this time. 311 currently has systems that collect data to show the use of city services. The Controller's Office continues to work with departments to capture information as well.	**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	14c. The Jury recommends changes to these metrics that are related to PM: MEA bonuses should be rolled into regular compensation.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Pensions Beyond Our Ability to Pay	3.2.2. SFERS should become fully automated. This billion dollar agency should not rely on old paper copies of reports to determine correctness of pensions. An integrated data collection system should exist between all agencies feeding data to SFERS.	San Francisco Employees Retirement System	Requires further analysis	This project is included in the SFERS Strategic Plan adopted by the Retirement Board in October 2011. Funding for this project is included in the department's proposed FY2012-2013 budget which will be submitted to the Board of Supervisors by the Mayor's Office as part of the City-wide budget.	Will Be Implemented in the Future	The Enterprise Content Management Project is in its implementation phase and back file conversion of historical reports is included in the scope of this project.	Recommendation Implemented	The historical payroll reports that Retirement staff uses to conduct salary research related to calculation of retirement allowances are now available in on-line, electronic format for staff research.
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	San Francisco Employees Retirement System	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	2. That the SFUSD in clear, concise, and specific language tell the public in all future money raising measures exactly what they are going to do with the money raised.	Office of the Mayor	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	3. That SFUSD commit to moving SOTA to the Civic Center.	San Francisco Unified School District	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	Board of Supervisors	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	Office of the Mayor	**		**		**	
2008-09	Being Propositioned By The San Francisco Unified School District	4. That SFUSD sell the 11 parcels described in Finding 4 to fund the move of SOTA to the 135 Van Ness complex without the use of any further bond measures.	San Francisco Unified School District	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Department of Real Estate	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 2. A search for storage space should begin immediately to find a permanent and suitable facility for the Pier 48 operations. Strong consideration could be given to excess properties owned by the San Francisco Unified School District (SFUSD). The high probability of available receiving areas, playground parking and security fencing available at school properties would be important factors in this decision. The City could rent, buy or exchange property with SFUSD. Other options and methods should also be investigated in conjunction with the San Francisco Department of Real Estate.	Office of the Mayor	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Department of Elections 3. The touch-screen voting machines should be replaced as soon as possible with ones that do not require transcription.	Director of Elections	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Director of Risk Management	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Information Technology: 2. The CIO should work with the Director of Risk Management to create a database that can be used to analyze the City's risk exposure.	Office of the Mayor	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 1. The SFUSD should recognize that answers such as those provided in its responses to the Jury's 2007-2008 report tend to belittle the seriousness of the issues addressed in the Jury's report.	San Francisco Unified School District	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 2. The SFUSD should recognize that its responses fail to address adequately the "important issues and concerns" identified by the Jury in its report.	San Francisco Unified School District	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Kindergarten Report: 3. The current administration of the SFUSD should review the history of relations between the Jury and the SFUSD from 1999 to the present with an eye toward being less dismissive of the Jury. Even where the Jury presents politically uncomfortable issues or unworkable solutions, the problems identified by the Jury deserve thoughtful and thorough responses. In sum, the SFUSD has an obligation to offer adequate solutions to problems in the SFUSD that the community perceives as in need of solution.	San Francisco Unified School District	**		**		**	
2008-09	Continuity Report:What Has Happened to Recommendations Made by Prior Juries?	Managing the Risk of the City: 1. Since no adequate database exists for doing loss runs, the Director should work with the Chief Information Officer to implement a solution to the loss-run problem, either by adapting a current database or by purchasing new software.	Director of Risk Management	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	10. To comply with the San Francisco Charter and encourage the use of competitive processes, and to strengthen the requirements for the content of City contracts, the Board of Supervisors should no longer direct funds toward specific City contracts or contractors through the targeted addback process or otherwise.	Board of Supervisors	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Department of Children, Youth, & Families	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (Office of Contract Administration) to provide back-office operations for nonprofits.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.	Office of Contract Administration	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Board of Supervisors	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.	Office of the Mayor	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	2. Each RFP should specify the qualifications for panel members selected to rank the proposals.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	3. The Office of Contract Administration (Office of Contract Administration) should develop a tracking system for grants.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Department of Public Health	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Nonprofits: The Good, The Bad, The Ugly	4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.	Human Services Agency	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	6. A database of sole source waivers including all cost should be maintained under the oversight of the DCA.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	7. The practice of targeted Addbacks should be stopped.	Board of Supervisors	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	8. The City Charter (2.114. Non-Interference in Administration) should be enforced to prevent district supervisors from directing funds to specific nonprofits through circuitous means. (For example, naming a street where a nonprofit exists or specifying a service offered only by a speCific nonprofit).	Board of Supervisors	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Department of Children, Youth, & Families	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Department of Public Health	**		**		**	
2008-09	Nonprofits: The Good, The Bad, The Ugly	9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted add-back process.	Human Services Agency	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Board of Supervisors	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	Office of the Mayor	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.1. A task force should be established to evaluate a change to a defined-contribution (DC) plan for all new employees of the City and County of San Francisco. By adopting a DC plan, the Mayor, BOS and SFERS can do more to restore credibility to the public pension plans than any other action they can take.	San Francisco Employees Retirement System	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	Board of Supervisors	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.2. Pension Spiking should be prohibited altogether as an unfair and costly practice that benefits no one, except for the retiring employee.	San Francisco Fire Department	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Board of Supervisors	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Office of the Controller	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	Office of the Mayor	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	San Francisco Fire Department	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.3. An independent investigation of pension fund spiking should be initiated.	San Francisco Police Department	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	2.2.5. The Office of the Controller, Treasurer, and Executive Director of SFERS propose a long term solution to the OPEB $4 billion unfunded liability that will ensure a prefunding alternative that will begin in the near term.	San Francisco Employees Retirement System	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Pensions Beyond Our Ability to Pay	3.2.3. Since the determination of pension benefits is a complex process the need for automation becomes more critical. SFERS should provide its Analysts with a manual of standard procedures and methods for determining every possible variation of an individual's pension amount. We find that this lack of a manual can lead to different analysts computing a different amount of pension for the same individual	San Francisco Employees Retirement System	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.2. The City and SFERS should determine the actual cost of running the program, to determine if the DROP program is economically viable at this point.	Board of Supervisors	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.3. SFERS, the City, and the San Francisco Police Department should not enroll additional individuals into DROP until all necessary systems to monitor and calculate are fully functional, and the costs to run the program are computed and finalized.	San Francisco Employees Retirement System	**		**		**	
2008-09	Pensions Beyond Our Ability to Pay	4.2.3. SFERS, the City, and the San Francisco Police Department should not enroll additional individuals into DROP until all necessary systems to monitor and calculate are fully functional, and the costs to run the program are computed and finalized.	San Francisco Police Department	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	11. The reporting chain could look like this	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	12. The CPO should write a Performance Measurement plan for the City, derived from best practices in PM from around the country.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	13d. The PM plan should include at least these components: Metrics that are for the fiscal year and are not to be changed.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	15a. The Jury recommends this Performance Measurement implementation schedule: The CPO should implement an abbreviated PM Plan containing at least metrics assigned by the Mayor to department heads by 31 December 2009.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	15b. The Jury recommends this Performance Measurement implementation schedule: The CPO should fully implement PM by 1 July 2010.	Office of the Mayor	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	4. The Mayor should ensure that heads of departments reduce the number of metrics used within their departments to a manageable number that support the goals the Mayor has given to the department.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	5. The Mayor should delegate PM leadership to his Chief of Staff (COS).	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	7. A CPO should be appointed from within the existing PM qualified staff, reporting to the COS.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	8. The CPO should select two assistants from within the existing qualified staff.	Office of the Controller	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	8. The CPO should select two assistants from within the existing qualified staff.	Office of the Mayor	**		**		**	
2008-09	The Numbers Have Something to Say, Is Anybody Listening? Performance Measurement (PM) in San Francisco City Government	9. All three PM professionals must be fully dedicated to PM and not have any responsibilities to the Office of the Controller.	Office of the Mayor	**		**		**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	1. Resolve the stakes are high enough and the evidence strong enough to warrant greater involvement by the Board of Supervisors in the fight against truancy.	Board of Supervisors	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	2. Require performance measurement data on a semester basis from the City-funded positions: Learning Support Professionals and the Stay-in-School Coordinator.	Board of Supervisors	**		**		**	
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3a. Use its considerable influence, including its power of the purse, to encourage SFUSD to create a truancy policy-preferably one that provides there is a zero tolerance for chronic truancy in the elementary grades.	Board of Supervisors	**		**		**	
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3b. Use its considerable influence, including its power of the purse, to encourage SFUSD to appoint a person at a managerial level whose sole responsibility it will be to enforce attendance laws and coordinate all efforts for truancy.	Board of Supervisors	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3c. Use its considerable influence, including its power of the purse, to encourage SFUSD to develop and implement a plan to correct truancy earlier in the year. This should include augmenting the computer system (including the Truancy Module or School Loop or whatever comes next) to find out who is truant early in the year, contacting parents earlier in the year, getting feedback from teachers earlier in the year, streamlining the process from SST to SARB, and making more and earlier referrals to the District Attorney.	Board of Supervisors	**		**		**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	3d. Use its considerable influence, including its power of the purse, to encourage SFUSD to develop, maintain, interpret and share reliable statistics regarding the reasons for truancy, the demographics of the problem, the interventions undertaken by the district and the outcomes of such interventions. Use these data.	Board of Supervisors	**		**		**	
2008-09	Truants Can Be "Joyful Learners," Too; Unless Racism, Classism and/or Systemic Ineffectiveness Prevent Future Progress	4. Direct the Joint City and School District Select Committee to ensure Recommendation Numbers 2 and 3 (above) are implemented.	Board of Supervisors	**		**		**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	1. Put up for sale immediately each of the surplus properties evaluated in the CBRE, Inc. report.	San Francisco Unified School District	**		**		**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	2. Examine the use of all remaining fallow and functioning properties with a view toward consolidation of services, efficient use of properties and the creation of new incomeproducing properties.	San Francisco Unified School District	**		**		**	

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

Office of the Controller
2014 Department Responses

Status of the Recommendations
by the Civil Grand Jury
2008-09

All FY08-09 Recommendations Have Been Implemented or Abandoned as of June 2014

CGJ Year	Report Title	Recommendation	Response Required	2012 Response (1)	2012 Response Text	2013 Response (1)	2013 Response Text	2014 Response (1)	2014 Response Text
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	4. Make availability of City funds contingent upon the SFUSD meeting specific goals toward the sale of surplus property as spelled out in a long range real estate plan.	Board of Supervisors	**		**		**	
2008-09	Use it or Lose It: A Report on the Surplus Real Property Owned By The San Francisco Unified School District	4. Make availability of City funds contingent upon the SFUSD meeting specific goals toward the sale of surplus property as spelled out in a long range real estate plan.	Office of the Mayor	**		**		**	

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