

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	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 Nos. 1, 2, 4, 5, 6, 7, 8 and 10 as well as Recommendation Nos. 1, 2 and 9 of the 2007-2008 Civil Grand Jury Report entitled "The homeless have homes, but they are still on the street;" FURTHER RESOLVED, Pursuant to Penal Code Section 933.05(c), the Board of Supervisors responds to the findings and recommendations to which it agrees by hereby urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	City Administrator	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation will not be implemented by the City Administrator. Provision of an adequate budget and direction from the Mayor and Board of Supervisors is a policy matter for the Mayor and the Board, respectively.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	Department of Elections	Will Not Be Implemented: Not Warranted or Not Reasonable	The Department of Elections cannot implement this recommendation.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	Division of Real Estate	Will Be Implemented in the Future	Agree with future implementation. The recommendation will be implemented in the future, subject to provision of an adequate budget and direction from the Mayor and Board of Supervisors. Because this is a policy matter for the Mayor and the Board, respectively, to determine, the Real Estate Division cannot anticipate a timeframe for implementation.	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 that there is adequate funding.
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	Nothing in this Recommendation falls within the jurisdiction or chartered authority of this Commission, but the Commission would defer to the operational preferences of the Director of Elections.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	1. The Office of the Mayor and the Board of Supervisors must provide an adequate budget and direct the Division of Real Estate to find permanent, unified, secure, and safe space for the San Francisco Department of Elections where all DOE staff can efficiently perform all their duties.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not reasonable	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. During the past year 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. Many of the department's 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 desirable to co-locate these functions with those currently at Pier 48. City Hall provides space for DOE functions where the department is also accessible to the citizens of San Francisco. I am always open to exploring new opportunities for housing all departments. However, the demand on appropriate space in the City is one of many factors that has contributed to a single location for the Department of Elections not being a viable option.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	2. An appropriate source of drinking water must be made available at all times for on-site employees	Department of Elections	Recommendation Implemented	Recommendation implemented October 2008 by purchasing and implementing water filtration system	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	2. An appropriate source of drinking water must be made available at all times for on-site employees	Division of Real Estate	Will Not Be Implemented: Not Warranted or Not Reasonable	The recommendation will not be implemented. While we agree with the recommendation, it will not be implemented by the Real Estate Division. It is up to the Department of Elections to obtain a bottleless water filtration system via a City-wide purchasing contract. Because such action is up to the Department of Elections, is it not warranted or reasonable to ask the Real Estate Division to implement this recommendation.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	2. An appropriate source of drinking water must be made available at all times for on-site employees	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	Nothing in this Recommendation falls within the jurisdiction or chartered authority of this Commission. However, the Commission supports this recommendation.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	2. An appropriate source of drinking water must be made available at all times for on-site employees	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	

(1) "---" Department did not respond with one of the four required actions.
"***" Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	A Year of Five Elections for the City/County of San Francisco	3. The DOE should publicly establish a date certain by which Sequoia must receive the Secretary of State's certification regarding the counting of RCV ballots. This date should be no later than September 15, 2008.	Department of Elections	Will Not Be Implemented: Not Warranted or Not Reasonable	Recommendation applies to previous election	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	3. The DOE should publicly establish a date certain by which Sequoia must receive the Secretary of State's certification regarding the counting of RCV ballots. This date should be no later than September 15, 2008.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission is aware of this issue, is monitoring it closely through the reports of the Director of Elections, and will continue to do so.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	4. To prepare for the possibility that Sequoia fails to obtain the required certification, DOE must develop a contingency plan for counting RCV ballots, which should be in final form by October 6, 2008.	Department of Elections	Recommendation Implemented	The Departmtment of Elections has developed manual counting processes should voting equipment not be available.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	4. To prepare for the possibility that Sequoia fails to obtain the required certification, DOE must develop a contingency plan for counting RCV ballots, which should be in final form by October 6, 2008.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission is aware of this issue, and will monitor it closely. Certainly, in the event that Sequoia does not receive state certification of Ranked Choice Voting equipment by the time the Commission considers the Election Plan submitted by the Director in advance of the November 2008 election, it will expect to see reference to the 2003 contingency plan within that Election Plan.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	5. The DOE should keep the public apprised of the status of the Secretary of State's certification of the Sequoia voting machine for counting RCV ballots and the status of the contingency plan if required.	Department of Elections	Recommendation Implemented	The Department of Elections issued memoranda and press releases regarding the certification of the voting system by the Secretary of State.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	5. The DOE should keep the public apprised of the status of the Secretary of State's certification of the Sequoia voting machine for counting RCV ballots and the status of the contingency plan if required.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission supports and encourages all efforts of the Department to be as transparent as possible with information about how the elections are conducted. The Commission also notes that if a contingency plan is needed, it will be referred to in the Election Plan for the November 2008 election, which is a public document.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	6. For a partisan primary election, where separate ballots are used based on a voter's patty affiliation, the DOE's training and voter outreach programs need greater emphasis on the fact that in order to vote for a candidate in another party, voters must re-register and change their party affiliation by the voter registration deadline.	Department of Elections	Will Be Implemented in the Future	The Department of Elections will implement this recommendation for the June 2010 primary election.	Recommendation Implemented	All the information the Departmtent produces related to primary elections indicates that people can only voter for candidates belonging to voters' party affiliations. The Deparmtent does focus on informing non-partisan voters that they have choices to vote ballots belonging to the Democratic and Republican parties since this "cross-over" voting can be confusing to people. The Department is focusing on providing as much information as possible to non-partisan voters at multiple times prior to their voting. The Department mailed a postcard to all registered non-partisan voters with permanent vote-by-mail status explaining that the Democratic and Republican parties allow non-partisan voters to cross-over and vote those parties' ballots except for County Central Committee. Included in the postcard is an application to request a vote-by-mail ballot allowing the non-partisan voters to choose to vote Democratic or Republican ballots. Also, the Department is mailing to all people who voted non-partisan ballots at the polling places in the February and June 2008 primary elections and providing further notice to them that they can choose to cross-over. Also, the Department will mail notices to voters who voted provisionally at the polling places during the 2008 elections but who chose to vote ballots for the incorrect party, informing them that they will need to re-register if they wish to vote for a party other than for which they are registered. The Department is including registration cards in this mailing. The Department also will provide information to all non-partisan voters at the polling places by having poll workers give to each non-partisan voter a tent card placed on the table with the ballots for the non-partisan voters to read before asking for either a non-partisan, Democratic, or Republican ballot.
2007-08	A Year of Five Elections for the City/County of San Francisco	6. For a partisan primary election, where separate ballots are used based on a voter's patty affiliation, the DOE's training and voter outreach programs need greater emphasis on the fact that in order to vote for a candidate in another party, voters must re-register and change their party affiliation by the voter registration deadline.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission is mindful of these concerns, and will have public discussions with the Director and discuss publicly among its members to determine whether greater efforts in these areas – necessarily at the expense of other things – would be expected to achieve significant improvement in the areas the Jury describes. The Commission acknowledges that while some aspects of voting requirements are not intuitive for all voters, it is also true that all of this information is publicly posted, and it is worth noting that the overwhelming majority of voters managed to comply with the requirements.	**	

(1) "---" Department did not respond with one of the four required actions.
"***" Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	A Year of Five Elections for the City/County of San Francisco	7. The DOE's poll worker training needs to emphasize the Ranked-Choice Voting process.	Department of Elections	Recommendation Implemented	The Department of Elections does emphasize ranked-choice voting when training poll workers.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	7. The DOE's poll worker training needs to emphasize the Ranked-Choice Voting process.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission is mindful of these concerns, and will have public discussions with the Director and discuss publicly among its members to determine whether greater efforts in these areas – necessarily at the expense of other things – would be expected to achieve significant improvement in the areas the Jury describes. The Commission acknowledges that while some aspects of voting requirements are not intuitive for all voters, it is also true that the pertinent RCV information is printed in three languages directly on the voting materials as well as in the Voter Information Pamphlet supplied to each registered voter in the language requested by that voter, and it is worth noting that the overwhelming majority of voters managed to comply with the requirements.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	8. The DOE's outreach program needs to improve voter instructions on the Ranked-Choice Voting process and the use of Absentee Ballots.	Department of Elections	Will Be Implemented in the Future	The Departmtent of Elections will continue its review of outreach materials as it does before every election.	Recommendation Implemented	The next ranked-choice election is in November and the Department is concentrating currently on the June primary election. The Department's outreach team does focus on informing people of how to complete applications to request vote-by-mail ballots. Also, the outreach team explains to voters that if they choose to become "permanent" vote-by-mail voters that they will receive a ballot in the mail before every election. The Department also places a link on the front page of its website prior to every election allowing voters to complete an online form to request vote-by-mail ballots. Further, on the back cover of every voter guide is an application for vote-by-mail ballots and which also provides for voters to choose whether they want to become permanent vote-by-mail voters.
2007-08	A Year of Five Elections for the City/County of San Francisco	8. The DOE's outreach program needs to improve voter instructions on the Ranked-Choice Voting process and the use of Absentee Ballots.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission is mindful of these concerns, and will have public discussions with the Director and discuss publicly among its members to determine whether greater efforts in these areas – necessarily at the expense of other things – would be expected to achieve significant improvement in the areas the Jury describes. The Commission acknowledges that while some aspects of voting requirements are not intuitive for all voters, it is also true that all of this information is printed in three languages directly on the voting materials, and it is worth noting that the overwhelming majority of voters managed to comply with the requirements.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	9. In addition to its established communication approaches, the DOE should explore enhanced techniques to communicate information on the less understood aspects of voting such as partisan primary elections, Ranked-Choice Voting and Absentee Ballots.	Department of Elections	Recommendation Implemented	The Department has implemented a newsletter and has begun a public service announcement program that includes these topics.	**	
2007-08	A Year of Five Elections for the City/County of San Francisco	9. In addition to its established communication approaches, the DOE should explore enhanced techniques to communicate information on the less understood aspects of voting such as partisan primary elections, Ranked-Choice Voting and Absentee Ballots.	Elections Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission cannot implement this Recommendation, as doing so would exceed its chartered authority to set policy for elections and would infringe on the Director of Elections' statutory responsibility to conduct the day-to-day operations. (S.F. Charter Secs. 13.103.5, 13.104.) However, the Commission supports and encourages all efforts of the Department to be as transparent as possible with information about how the elections are conducted.	**	
2007-08	Accountability in San Francisco Government	1. The Mayor's Office and the Board should establish a process to track, read, and analyze reports required to be filed by City Commissions and Departments.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees wholly or partially with Recommendation Nos. A1, A3, and D9, as follows: Department reports are being sufficiently tracked and analyzed per Recommendations A1 and A3; The Capitol Planning Committee is addressing bond measures per Recommendation D9. (Resolution No. 419-08)	**	
2007-08	Accountability in San Francisco Government	1. The Mayor's Office and the Board should establish a process to track, read, and analyze reports required to be filed by City Commissions and Departments.	Budget Analyst	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Suopervisors Budget Analyst performs all work at the direction of the Board. If assigned to perform the recommended task(s) we will be happy to do so.	**	
2007-08	Accountability in San Francisco Government	1. The Mayor's Office and the Board should establish a process to track, read, and analyze reports required to be filed by City Commissions and Departments.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	See FY07-08 response: The CGJ's conclusions and recommendations in this area are based on too limited a review of information. City agencies are regulated by state and federal agencies, have Commissions, are required to comply with financial, purchasing and a myriad of other regulations, create their own internal quality control processes, and are subject to a variety of audit processes. These tools can always be strengthened and better use can be made of reports, however, they represent a substantial effort and body of work specifically designed to provide effective oversight. Additionally, various required reports have different intended audiences, including the Mayor, Board, Controller's Office, commissions, advisory bodies, or other government oversight bodies. Tracking these required reports in and of itself would not be the best use of additional resources in the overall effort to improve oversight and accountability.	**	

(1) "--" Department did not respond with one of the four required actions.
"***" Response not required: Recommendation has been fully implemented or abandoned.

Status of the Recommendations
by the Civil Grand Jury
2007-08

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Accountability in San Francisco Government	1. The Mayor's Office and the Board should establish a process to track, read, and analyze reports required to be filed by City Commissions and Departments.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. I already have a process in place with the Board of Supervisors to formally receive annual reports filed by departments and their commissions, through the Efficiency Plan. Such plans require annual reporting on strategic planning, customer service, and performance evaluation. Departments must file Efficiency Plans annually with my office and the Board of Supervisors.	**	
2007-08	Accountability in San Francisco Government	10. The Mayor's Office and the Board should require that any bond measure placed on the ballot provide specific objectives of what is to be constructed and the estimated total budget for all costs of construction so the public has quantifiable measures of successes and challenges.	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. A2, D8, and D10 of the 2007-2008 Civil Grand Jury Report entitled "Accountability in San Francisco Government" (Resolution No. 419-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Accountability in San Francisco Government	10. The Mayor's Office and the Board should require that any bond measure placed on the ballot provide specific objectives of what is to be constructed and the estimated total budget for all costs of construction so the public has quantifiable measures of successes and challenges.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. It is not within the jurisdiction of the Mayor's Office to place requirements on how bond measures are placed on the ballot, as this process is regulated at the state level. However, the City and County of San Francisco has developed a number of practices to ensure better project planning and delivery. These include the annual development of a long-term capital financing plan recommending the use and timing of G.O. bonds, the creation of a capital planning fund to develop accurate project scope and cost estimates prior to the placement of bond measure on the ballot, and measures to increase accountability and transparency in how bond funds are spent.	**	
2007-08	Accountability in San Francisco Government	11. The City should make it a high priority to insure that all the information posted on the City's official website accurately discloses successes as well as challenges in a manner that is fully and easily accessible to the citizens.	Department of Public Health	Recommendation Implemented	Implemented – improvement on a continuous basis.	**	
2007-08	Accountability in San Francisco Government	11. The City should make it a high priority to insure that all the information posted on the City's official website accurately discloses successes as well as challenges in a manner that is fully and easily accessible to the citizens.	Department of Telecommunications and Information Systems	Will Be Implemented in the Future	The Department of Technology continue to improve the City's website and seek funding for a Web Content Management System.	Recommendation Implemented	The Department ensures ADA accessibility for new City websites.
2007-08	Accountability in San Francisco Government	11. The City should make it a high priority to insure that all the information posted on the City's official website accurately discloses successes as well as challenges in a manner that is fully and easily accessible to the citizens.	Library Commission	Recommendation Implemented	The Library agrees with this recommendation as related to information regarding the financial and operational challenges of the Branch Library Improvement Program ("BLIP") projects. The Library is committed to keeping the community at large accurately and promptly informed about the BLIP. As explained below, the Library informs the public about the BLIP on the City's website. In addition to the website, the Library provides information to the public about the BLIP by conducting monthly community meetings and fully engaging stakeholders such as the Library Citizens Advisory Committee (LCAC), Council of Neighborhood Libraries (CNL) and the Friends of the Library. Since the launch of the BLIP in 2001, the Library has consistently posted information regarding the BLIP projects on the Library's website which can be found at http://sfpl.org under the link entitled, Branch Renovations & Construction [BLIP]. In response to Recommendation #11, the Library recently updated its website information regarding the BLIP and will continue to update information on all BLIP projects in a timely manner. The Library has and will continue to ensure that information posted on each project is accurate and is posted in a manner that is fully and easily accessible to the citizens of San Francisco. In addition to the Library's website, information regarding the BLIP is available on the Library Commission website. Specifically, the BLIP Program Manager's monthly reports to the Library Commission, which include PowerPoint presentations regarding program budgets, schedules, and construction reports, are posted on the Library Commission's website under the meeting agendas, at http://www.sfpl.org/librarylocations/libcomm.htm. The Library Commission meeting minutes detailing Commission discussions of the successes and challenges facing the BLIP are also posted on the Library Commission web page: http://sfpl.org/librarylocations/libcomm.htm. Finally, the Department of Public Works (DPW) also posts information on its website regarding BLIP projects under construction: http://www.sfgov.org/site/sfdpw_page.asp?id=85898. The Library, Library Commission, and DPW's websites are all accessible through links on the City's main web page: http://sfgov.org. Citizens can find BLIP information from the City's main webpage by searching either under City Agency, at http://www.sfgov.org/site/mainpages_index.asp?id=7695, or by doing a keyword search from the main web page, at http://www.sfgov.org/. For example, keyword searches such as capital projects and branch improvement will link citizens to both the Library and DPW's websites that provide information on the BLIP.	**	
2007-08	Accountability in San Francisco Government	11. The City should make it a high priority to insure that all the information posted on the City's official website accurately discloses successes as well as challenges in a manner that is fully and easily accessible to the citizens.	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	

(1) "---" Department did not respond with one of the four required actions.
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Status of the Recommendations
by the Civil Grand Jury
2007-08

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Accountability in San Francisco Government	12. Each entry in the Mayor's Accountability Index should be revised to add challenges to the goals stated and indicate, as appropriate, when a goal's priority has changed or been abandoned.	Department of Telecommunicati ons and Information Systems	Will Be Implemented in the Future	The Department of Technology continues to support departments which are responsible for content.	Recommendation Implemented	The Department of Technology continues to support departments which are responsible for content.
2007-08	Accountability in San Francisco Government	12. Each entry in the Mayor's Accountability Index should be revised to add challenges to the goals stated and indicate, as appropriate, when a goal's priority has changed or been abandoned.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Accountability Matrix absolutely is meant to promote transparency and to share the status on my policy pledges, as it currently does – specifically noting if a policy pledge has been revised or put on hold. However, it is not meant to be an exhaustive project management and budget tool.	**	
2007-08	Accountability in San Francisco Government	13. The City's website should support the goal of open and transparent government by improving the website's search capabilities to make results easy to locate and by highlighting search terms or key words in such results.	Department of Telecommunicati ons and Information Systems	Will Be Implemented in the Future	The Department of Technology continues to seek funding for a new Web Content Management System.	Recommendation Implemented	The City has identified and implemented a new content management solution.
2007-08	Accountability in San Francisco Government	13. The City's website should support the goal of open and transparent government by improving the website's search capabilities to make results easy to locate and by highlighting search terms or key words in such results.	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	
2007-08	Accountability in San Francisco Government	14. The City should post on its home web page the link for email and telephone contact information for all City employees.	Department of Telecommunicati ons and Information Systems	Will Be Implemented in the Future	The City has a link on its main web page to a City phone directory. The City does not currently publish all employee e-mail addresses to reduce the risk and cost of SPAM e-mail.	Recommendation Implemented	The City has a link on its main web page to a City phone directory. The City does not currently publish all employee e-mail addresses to reduce the risk and cost of SPAM e-mail.
2007-08	Accountability in San Francisco Government	14. The City should post on its home web page the link for email and telephone contact information for all City employees.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Mayor's Office supports the Department of Technology's response. We created 311 as a mechanism for fielding calls from residents and visitors so as to more efficiently manage our employees' time while ensuring that callers get the information they require.	**	
2007-08	Accountability in San Francisco Government	2. The Board should require the Director of COIT to appear semi-annually to address the status of information technologies throughout City government, particularly updating its progress on implementing the recommendations made in the Budget Analyst's Management Audit.	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. A2, D8, and D10 of the 2007-2008 Civil Grand Jury Report entitled "Accountability in San Francisco Government" (Resolution No. 419-08). FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Accountability in San Francisco Government	3. The Board and the Mayor's Office should standardize the contents of annual reports and other Departmental reports to assure there are objective measures of performance, such as highlights of the three most important concerns addressed in the report with brief status updates and any proposed budget changes.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees wholly or partially with Recommendation Nos. A1, A3, and D9, as follows: Department reports are being sufficiently tracked and analyzed per Recommendations A1 and A3; The Capitol Planning Committee is addressing bond measures per Recommendation D9. (Resolution No. 419-08)	**	
2007-08	Accountability in San Francisco Government	3. The Board and the Mayor's Office should standardize the contents of annual reports and other Departmental reports to assure there are objective measures of performance, such as highlights of the three most important concerns addressed in the report with brief status updates and any proposed budget changes.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. Requesting standardization of report formats does not guarantee performance management. In addition, there already is a Performance Management Database, housed in the Controller's Office, which provides a standardized performance management process adhered to by all departments citywide. Departments are required to submit performance measures to the Controller's Office and to regularly update progress against those measures, as well as an Efficiency Plan (discussed above). In the annual budget process, my Policy and Budget Office closely reviews each department's progress against its performance measures. Departments also provide management updates to the Mayor's Office in many other venues, for which they are held accountable.	**	
2007-08	Accountability in San Francisco Government	4. An independent third-party with municipal finance background, such as the Board's Budget Analyst, should conduct post-enactment analysis to determine if the Controller's statements in the Voter Information Pamphlet on the fiscal impact of ballot measures, as well as Controller reports on proposed legislation, were accurate and report the same to the Board.	Board of Supervisors	Requires Further Analysis	FURTHER RESOLVED, That the Board of Supervisors reports that it will continue to take public comment on Recommendation No. B4 (Resolution No. 419-08)	Will Not Be Implemented: Not Warranted or Not Reasonable	On September 22,2008, the Board of Supervisors indicated it would continue to take public comment on this recommendation. Currently, if the Board determines that further analyses is necessary, it has the authority to direct the Budget and Legislative Analyst to do so.
2007-08	Accountability in San Francisco Government	4. An independent third-party with municipal finance background, such as the Board's Budget Analyst, should conduct post-enactment analysis to determine if the Controller's statements in the Voter Information Pamphlet on the fiscal impact of ballot measures, as well as Controller reports on proposed legislation, were accurate and report the same to the Board.	Budget Analyst	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Suopervisors Budget Analyst performs all work at the direction of the Board. If assigned to perform the recommended task(s) we will be happy to do so.	**	

(1) "---" Department did not respond with one of the four required actions.
"***" Response not required: Recommendation has been fully implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Accountability in San Francisco Government	4. An independent third-party with municipal finance background, such as the Board's Budget Analyst, should conduct post-enactment analysis to determine if the Controller's statements in the Voter Information Pamphlet on the fiscal impact of ballot measures, as well as Controller reports on proposed legislation, were accurate and report the same to the Board.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	See FY07-08 response: The CGJ's conclusions and recommendations in this area are based on too limited a review of information. The Controller's Office documents the analysis underlying its voter information pamphlet statements, provides this information in a publicly available file, and responds to any public inquiries with additional detail. The Controller's Office works with City departments on an ongoing basis to analyze costs, develop budgets, and do financial and performance reporting and through this process reviews the costs of most major initiatives, including ballot proposals, where they add to the mandates and functions of a city department. In cases where voter initiatives establish required funding levels for certain services, our office reports regularly to the Mayor and Board in our financial projections and other documents on the actual and budgeted costs of these initiatives. A separate analysis of the voter information estimates, in our opinion, would not be the best use of resources that would be better applied to other issues.	**	
2007-08	Accountability in San Francisco Government	4. An independent third-party with municipal finance background, such as the Board's Budget Analyst, should conduct post-enactment analysis to determine if the Controller's statements in the Voter Information Pamphlet on the fiscal impact of ballot measures, as well as Controller reports on proposed legislation, were accurate and report the same to the Board.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Mayor's Office supports the Controller's Office's response.	**	
2007-08	Accountability in San Francisco Government	5. The Controller's Office should not rely only on the Departments' self reported results, but should conduct its own on site analysis of the various City Departments to determine whether the financial and management recommendations made by it and the Budget Analyst are being implemented.	Office of the Controller	Will Be Implemented in the Future	During FY08-09 the City Services Auditor is performing followup testing of the implementation of some audit recommendations and will continue to do on an ongoing basis. However, the Controller cannot also perform this work for the Budget Analyst and recommends that that office conduct its own follow-up testing.	Recommendation Implemented	During FY08-09 and FY09-10 the City Services Auditor performed and is performing followup testing of the implementation of some audit recommendations and will continue to do on an ongoing basis. However, the Controller cannot also perform this work for the Budget Analyst and recommends that that office conduct its own follow-up testing.
2007-08	Accountability in San Francisco Government	6. The Controller's Office should adhere to its statutory duties to give impartial analysis concerning proposed legislation or propositions and refrain from making any recommendations in favor or opposing proposed legislation or propositions.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	See FY07-08 response: The CGJ's conclusions and recommendations in this area are based on too limited a review of information. The Controller's Office does not make any recommendations on ballot propositions. Our office's Charter-required work on voter information pamphlet statements contains an impartial financial analysis only, and not recommendations. However, the Controller's Office is frequently asked by the Mayor, Board of Supervisors, and other parties to review financial and organizational questions, legislation, and performance of various city functions and to draw conclusions on whether or not legislation improves the City's financial management among other issues. In fulfilling such requests, the Controller's Office does sometimes make recommendations in favor or opposing a particular approach to an identified problem. We consider this to be part of our responsibility as the City's chief financial office.	**	
2007-08	Accountability in San Francisco Government	7. In implementing these recommendations, the Controller's Office should urge the elimination of those activities that do not enhance the City's fiscal controls.	Office of the Controller	Will Be Implemented in the Future	See FY07-08 response: In general, the Controller's Office works to ensure the City's financial integrity and specifically to enhance fiscal controls in an efficient manner, and will continue to do so.	Recommendation Implemented	See FY07-08 response: In general, the Controller's Office works to ensure the City's financial integrity and specifically to enhance fiscal controls in an efficient manner, and will continue to do so.
2007-08	Accountability in San Francisco Government	8. The Citizen' General Obligation Bonds Oversight Committee should appear regularly before the Board to report on the bonds it oversees including highlights of successes and challenges.	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. A2, D8, and D10 of the 2007-2008 Civil Grand Jury Report entitled "Accountability in San Francisco Government" (Resolution No. 419-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Accountability in San Francisco Government	8. The Citizen' General Obligation Bonds Oversight Committee should appear regularly before the Board to report on the bonds it oversees including highlights of successes and challenges.	Citizens' General Obligation Bond Oversight Committee	--	Committee elected not to respond.	--	Committee elected not to respond.
2007-08	Accountability in San Francisco Government	8. The Citizen' General Obligation Bonds Oversight Committee should appear regularly before the Board to report on the bonds it oversees including highlights of successes and challenges.	Office of the Controller	Will Be Implemented in the Future	FY FY07-8 response directly from the CGOBOC. The committee's agreement is to provide its annual report to the Board of Supervisors and contact their Audit and Oversight Committee chair regarding appearing before the BOS.	Recommendation Implemented	See responses directly from the CGOBOC. The committee's agreement is to provide its annual report to the Board of Supervisors and contact their Audit and Oversight Committee chair regarding appearing before the BOS. During FY09-10, in addition, the CGOBOC chair has met with members of the Board of Supervisors including the chair of the Government Audit and Oversight Committee to discuss the Committee's work, it's annual report, and the ongoing oversight of bond programs.
2007-08	Accountability in San Francisco Government	9. The Mayor's Office and the Board should take whatever steps are necessary to authorize the Bond Oversight Committee to evaluate any bond measure before it is placed on the ballot to assure that proper plans, escalation factors, milestones, damages clauses and the like are in place to deliver the project on time and within the budget the voters are being asked to approve.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees wholly or partially with Recommendation Nos. A1, A3, and D9, as follows: Department reports are being sufficiently tracked and analyzed per Recommendations A1 and A3; The Capitol Planning Committee is addressing bond measures per Recommendation D9. (Resolution No. 419-08)	**	

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CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Accountability in San Francisco Government	9. The Mayor's Office and the Board should take whatever steps are necessary to authorize the Bond Oversight Committee to evaluate any bond measure before it is placed on the ballot to assure that proper plans, escalation factors, milestones, damages clauses and the like are in place to deliver the project on time and within the budget the voters are being asked to approve.	Citizens' General Obligation Bond Oversight Committee	--	Committee elected not to respond.	--	Committee elected not to respond.
2007-08	Accountability in San Francisco Government	9. The Mayor's Office and the Board should take whatever steps are necessary to authorize the Bond Oversight Committee to evaluate any bond measure before it is placed on the ballot to assure that proper plans, escalation factors, milestones, damages clauses and the like are in place to deliver the project on time and within the budget the voters are being asked to approve.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. This responsibility goes beyond the scope of the Citizen's General Obligation Bond Oversight Committee's mission, which is to ensure that bond funds are spent appropriately. At present, the CGOBOC does not have the authority to review in any way proposed general obligation bond expenditures prior to consideration of approval of such funds by the voters of San Francisco. However, the Capital Planning Committee, chaired by the City Administrator, has been meeting for three years, and is charged with reviewing and assessing any bond measure before it is placed on the ballot.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	1. As a standard practice, the Office of the Mayor should include in the annual budget instructions a request of each affected department to address Civil Grand Jury instructions in their budget proposals. Also, the Board should follow up by not approving budgets unless these recommendations are addressed.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees partially with Recommendation Nos. 1 and 11, as follows: The Mayor's office does not agree to Recommendation 1, however the Board of Supervisors may request such information during Budget Committee hearings; and funding issues need to be addressed regarding Recommendation 11. (Resolution No. 414-08)	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	1. As a standard practice, the Office of the Mayor should include in the annual budget instructions a request of each affected department to address Civil Grand Jury instructions in their budget proposals. Also, the Board should follow up by not approving budgets unless these recommendations are addressed.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. The Civil Grand Jury has an existing response process in which all relevant departments, the Board of Supervisors, and the Mayor's Office engage. The Mayor's Office responses to Civil Grand Jury reports provide direction to departments about specific Civil Grand Jury recommendations, which the departments take into consideration when creating their budget proposals for the following year. However, in the 09-10 budget instructions, the Mayor's Office included a specific request that departments consider independent reviews and audits – such as Civil Grand Jury reports, audits by the Controller's Office, and reports by the Budget Analyst's Office – in developing their budget submissions.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	10. The Office of the Mayor and the Board of Supervisors not only should ask at budget time but also require a routine report from the Police Department that shows trend data regarding civilian employment progress.	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, 4, 8 and 10 of the 2007-2008 Civil Grand Jury Report entitled "Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations" (Resolution No. 414-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	10. The Office of the Mayor and the Board of Supervisors not only should ask at budget time but also require a routine report from the Police Department that shows trend data regarding civilian employment progress.	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	10. The Office of the Mayor and the Board of Supervisors not only should ask at budget time but also require a routine report from the Police Department that shows trend data regarding civilian employment progress.	Police Department	Recommendation Implemented, Will Be Implemented in the Future	The Police Department now produces a routine report that shows trend data regarding civilian employment progress. The Depatment is committed to the continued civilianization of appropriate positions; this process, however, is impacted by the budget process.	Recommendation Implemented	The Department regularly prepares civilianization information as part of its budget presentation.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	11. The Office of the Mayor and the Board of Supervisors should include in their review of City budgets each department's loss run history to be provided on a timely and consistent basis by the City Attorney. This discussion would include a mandate for each department to work with Risk Management personnel in analyzing its history and participating in risk management planning to develop a loss prevention program.	Board of Supervisors	Will Not Be Implemented: Not Warranted or Not Reasonable	FURTHER RESOLVED, That the Board of Supervisors reports that it disagrees partially with Recommendation Nos. 1 and 11, as follows: The Mayor's office does not agree to Recommendation 1, however the Board of Supervisors may request such information during Budget Committee hearings; and funding issues need to be addressed regarding Recommendation 11. (Resolution No. 414-08)	**	

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CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	11. The Office of the Mayor and the Board of Supervisors should include in their review of City budgets each department's loss run history to be provided on a timely and consistent basis by the City Attorney. This discussion would include a mandate for each department to work with Risk Management personnel in analyzing its history and participating in risk management planning to develop a loss prevention program.	Office of the City Attorney	Will Not Be Implemented: Not Warranted or Not Reasonable	The Office of the City Attorney is committed to the improvement of the City's Risk Management system, and continues to work with the Office of Risk Management to make the system more comprehensive and effective. But the City Attorney's Office does not have the capacity to produce the type of loss run reports for City departments that the Civil Grand Jury envisions. Our Citylaw database is a calendaring and document management computer program for use by attorneys responding to litigation and claims. The Citylaw system is not designed to analyze or assess risk. It does not capture, and cannot extract, all of the information necessary for risk management purposes, and it does not function well as a risk management tool. . The decision whether to appropriate funds necessary to purchase software designed to collect and report risk management information, and to hire additional Office of Risk Management staff to collect and enter that data and generate risk management reports, is a policy call for the Mayor and the Board of Supervisors. Likewise, it is up to the Mayor and the Board of Supervisors to decide whether City departments must work with the Risk Manager to analyze each department's loss history, participate in risk management planning, and develop a loss prevention program. If the Mayor and the Board decide to pursue this course, we are ready to assist the efforts of the Office of Risk Management to the extent that our resources allow.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	11. The Office of the Mayor and the Board of Supervisors should include in their review of City budgets each department's loss run history to be provided on a timely and consistent basis by the City Attorney. This discussion would include a mandate for each department to work with Risk Management personnel in analyzing its history and participating in risk management planning to develop a loss prevention program.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. Please see my previous response.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	2. In the discussion of the 2008-2009 Budget, the Board of Supervisors should address the budget items with which they concurred in October, 2007 as enumerated in Appendix A.	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, 4, 8 and 10 of the 2007-2008 Civil Grand Jury Report entitled "Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations" (Resolution No. 414-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	3. The Department of Emergency Management should continue its great progress and also work to find more ways to encourage citizen preparedness.	Department of Emergency Management	Recommendation Implemented	DEM is currently working on a variety of outreach and preparedness activities to improve our reach to all members of the San Francisco community. As well as providing our award winning, five language, 72hours.org brochure to the libraries, clinics and other City venues we have embarked upon a strategic messaging campaign that employees Face Book, YouTube and Twitter to generate a "grass roots" campaign for public preparedness. The quakequizsf.org web site was created as an entertaining way to teach earthquake preparedness. On a larger scale we are closely working with the Library department to develop community hubs in libraries around the city that will act as information conduits during a large disaster. Work has also begun with the Housing Authority to address the needs of their clients. DEM has also provided grant funding to MOD for a position to identify vulnerable populations: a position for ACC to work on after disaster pet care; and we now have grant funded positions to work with the private sector and schools in preparedness and planning.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	4. The Office of the Mayor and the Board of Supervisors should follow up with the Department of Building Inspection to make certain that questions of seismic safety are addressed at all designated City operation centers.	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, 4, 8 and 10 of the 2007-2008 Civil Grand Jury Report entitled "Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations" (Resolution No. 414-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	4. The Office of the Mayor and the Board of Supervisors should follow up with the Department of Building Inspection to make certain that questions of seismic safety are addressed at all designated City operation centers.	Department of Building Inspection	Will Be Implemented in the Future	DBI is working with the Department of Emergency Management and DPW to identify buildings that City operation centers that still need seismic safety improvements. This study should be completed by the end of this calendar year. Please also see 2006-07 Civil Grand Jury Report for 2009, Items IV-A1 amd IV-B5.	Will Be Implemented in the Future	Ownership of DOC's has been determined.Complete study should be completed by the end of this fiscal year. Please also see 2006-07 Civil Grand Jury Report for 2009, Items IV-A1 amd IV-B5.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	4. The Office of the Mayor and the Board of Supervisors should follow up with the Department of Building Inspection to make certain that questions of seismic safety are addressed at all designated City operation centers.	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	5. The Entertainment Commission should continue to work on the recommendations made by the 2006-2007 Civil Grand Jury.	Entertainment Commission	--	Department elected not to respond.	--	Department elected not to respond.

(1) "--" Department did not respond with one of the four required actions.
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CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	6. The Jury recommends that all opportunities be explored for regular meetings between the Entertainment Commission and the Police Department.	Entertainment Commission	--	Department elected not to respond.	--	Department elected not to respond.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	6. The Jury recommends that all opportunities be explored for regular meetings between the Entertainment Commission and the Police Department.	Police Department	Recommendation Implemented, Will Be Implemented in the Future	The Police Department has been meeting regularly with the Entertainment Commission, especially as regards proposed changes to local ordinances affecting loitering and extended hours. Additionally, the SFPD often sends a representative to the Entertainment Commission's regular public meetings.	Recommendation Implemented	The SFPD is in regular contact with the Entertainment Commission.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	7. The Jury supports the proposed legislation (file number 080323) which would amend the San Francisco Police Code and Business and Tax Regulation Code to give Entertainment Commission staff limited authority to cite and suspend permits, and encourages the Board of Supervisors to pass it.	Board of Supervisors	Requires Further Analysis	FURTHER RESOLVED, That the Board of Supervisors reports that it will continue to take public comment on Recommendation Nos. 7 (file number 080323) and 9. (Resolution No. 414-08)	Recommendation Implemented	The legislation was finally passed by the Board of Supervisors on November 11, 2009, Ordinance No. 239-09.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	7. The Jury supports the proposed legislation (file number 080323) which would amend the San Francisco Police Code and Business and Tax Regulation Code to give Entertainment Commission staff limited authority to cite and suspend permits, and encourages the Board of Supervisors to pass it.	Police Department	Will Be Implemented in the Future	The Police Department is in complete agreement with this. File number 080323 is now being heard by the City Operations & Neighborhood Services Committee.	Recommendation Implemented	Last year's legislation by the Board of Supervisors allowed for this to occur.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	8. The Entertainment Commission should issue its annual report for the past year immediately. The Jury believes that all commissions should make such reports, and that the Mayor and Board should review them critically. Without this basic level of oversight, the citizens of the City cannot be assured these entities are fulfilling their intended purposes.	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, 4, 8 and 10 of the 2007-2008 Civil Grand Jury Report entitled "Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations" (Resolution No. 414-08) FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	8. The Entertainment Commission should issue its annual report for the past year immediately. The Jury believes that all commissions should make such reports, and that the Mayor and Board should review them critically. Without this basic level of oversight, the citizens of the City cannot be assured these entities are fulfilling their intended purposes.	Entertainment Commission	--	Department elected not to respond.	--	Department elected not to respond.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	8. The Entertainment Commission should issue its annual report for the past year immediately. The Jury believes that all commissions should make such reports, and that the Mayor and Board should review them critically. Without this basic level of oversight, the citizens of the City cannot be assured these entities are fulfilling their intended purposes.	Office of the Mayor	Will Be Implemented In the Future	Agree. Please see my previous response.	Will Be Implemented in the Future	Agree. Please see my previous response.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	9. A full-time, permanent position should be added to the staff of the Entertainment Commission specifically to promote use of City-owned facilities for revenue-generating events.	Board of Supervisors	Requires Further Analysis	FURTHER RESOLVED, That the Board of Supervisors reports that it will continue to take public comment on Recommendation Nos. 7 (file number 080323) and 9. (Resolution No. 414-08)	Requires Further Analysis	The Board of Supervisors is currently reviewing the Entertainment Commission's authority and makeup; therefore, further review of the recommendation is required.
2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	9. A full-time, permanent position should be added to the staff of the Entertainment Commission specifically to promote use of City-owned facilities for revenue-generating events.	Entertainment Commission	--	Department elected not to respond.	--	Department elected not to respond.

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2007-08	Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations	9. A full-time, permanent position should be added to the staff of the Entertainment Commission specifically to promote use of City-owned facilities for revenue-generating events.	Office of the Mayor	Recommendation Implemented	Agree. Please see my previous response.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	1. Eliminate the use of the Diversity Index based on the findings in this report.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	1. Eliminate the use of the Diversity Index based on the findings in this report.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	10. Practice better resource management as an example of prudent stewardship, particularly now in the face of funding cuts. By year-end 2008 the City should devise a plan for reducing the number of under utilized properties and failing schools.	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, 4, 8 and 10 of the 2007-2008 Civil Grand Jury Report entitled "Fits and Starts: The Response of San Francisco Government to Past Civil Grand Jury Recommendations" (Resolution No. 414-08). FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of accepted recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	10. Practice better resource management as an example of prudent stewardship, particularly now in the face of funding cuts. By year-end 2008 the City should devise a plan for reducing the number of under utilized properties and failing schools.	Department of Children, Youth and Their Families	Recommendation Implemented	DCYF concurs with this finding. DCYF has committed \$95,000 in funding to SFUSD to support a consultant to identify and analyze surplus property for redevelopment as teacher housing or other uses. A financial feasibility analysis and recommendations will be completed in June, 2009.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	10. Practice better resource management as an example of prudent stewardship, particularly now in the face of funding cuts. By year-end 2008 the City should devise a plan for reducing the number of under utilized properties and failing schools.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Disagree. Decisions about surplus school property fall under the purview of the SFUSD, not the Mayor's Office. Please see my previous response.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	10. Practice better resource management as an example of prudent stewardship, particularly now in the face of funding cuts. By year-end 2008 the City should devise a plan for reducing the number of under utilized properties and failing schools.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	10. Practice better resource management as an example of prudent stewardship, particularly now in the face of funding cuts. By year-end 2008 the City should devise a plan for reducing the number of under utilized properties and failing schools.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	2. Remove questions asking for race/ethnicity and parent education level from the Enrollment Application form. If this information is a legal requirement, it should be collected on a document separate from the application process.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	2. Remove questions asking for race/ethnicity and parent education level from the Enrollment Application form. If this information is a legal requirement, it should be collected on a document separate from the application process.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	3. The District should adopt an admission process that is transparent, easier to understand and administer. If children could go to their closest school to register and attend, the need for a 29-person EPC would be substantially reduced.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	3. The District should adopt an admission process that is transparent, easier to understand and administer. If children could go to their closest school to register and attend, the need for a 29-person EPC would be substantially reduced.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	

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CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	4. As an interim step, the SFUSD should abandon the existing School Selection process and Diversity Index effective with the 2009-2010 school year and replace it with a lottery based system without additional qualifiers except for sibling preference and children of staff, and medical and hardship waivers as found in the current system.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	4. As an interim step, the SFUSD should abandon the existing School Selection process and Diversity Index effective with the 2009-2010 school year and replace it with a lottery based system without additional qualifiers except for sibling preference and children of staff, and medical and hardship waivers as found in the current system.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	5. The District should immediately begin preparing a school assignment program strengthening the role of neighborhood schools with implementation to commence with the 2009-2010 school year and to be completed by the 2011-2012 school year.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	5. The District should immediately begin preparing a school assignment program strengthening the role of neighborhood schools with implementation to commence with the 2009-2010 school year and to be completed by the 2011-2012 school year.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	6. Using Geographic Information System (GIS) technology that the District already possesses, draw attendance zones with a priority on creating student diversity and proximity to home in each zone. Children who live in the attendance zone would receive priority enrollment at their Attendance Area/Neighborhood Elementary School.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	6. Using Geographic Information System (GIS) technology that the District already possesses, draw attendance zones with a priority on creating student diversity and proximity to home in each zone. Children who live in the attendance zone would receive priority enrollment at their Attendance Area/Neighborhood Elementary School.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	7. The District should form immediately a Task Force to study the range and emphasis of the existing Alternative Schools. The Task Force would have a short time frame and by March 15, 2009 would provide recommendations to reduce the Alternative Schools by one half with the redundant schools returning, if needed, to neighborhood service. If the Task Force fails to meet this timeline, the Superintendent would be expected to recommend these changes. Special emphasis should be placed on assessing if there is need for as many bilingual programs, a number of which are poorly attended. One of the goals of Alternative Schools should be to attract students by placing high demand programs in low demand schools.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	7. The District should form immediately a Task Force to study the range and emphasis of the existing Alternative Schools. The Task Force would have a short time frame and by March 15, 2009 would provide recommendations to reduce the Alternative Schools by one half with the redundant schools returning, if needed, to neighborhood service. If the Task Force fails to meet this timeline, the Superintendent would be expected to recommend these changes. Special emphasis should be placed on assessing if there is need for as many bilingual programs, a number of which are poorly attended. One of the goals of Alternative Schools should be to attract students by placing high demand programs in low demand schools.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	8. Reduce busing by creating attendance zone preferences for neighborhood children. Parents should be able to apply by lottery to a school anywhere in the City, but those choosing not to send their children to the neighborhood school would be responsible for arranging their child's transportation (Special Education Students) excepted.	San Francisco Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	8. Reduce busing by creating attendance zone preferences for neighborhood children. Parents should be able to apply by lottery to a school anywhere in the City, but those choosing not to send their children to the neighborhood school would be responsible for arranging their child's transportation (Special Education Students) excepted.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Please refer to SFUSD's original response to the Civil Grand Jury.	**	

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Status of the Recommendations
by the Civil Grand Jury
2007-08

CGJ Year	Report Title	Recommendation	Response Required	2009 Response (1)	2009 Response Text (2)	2010 Response (1)	2010 Response Text (2)
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	9. During the Grand Jury's inquiry the recurring theme from parents, teachers, principals, leaders of support groups and school officials alike was the need to create good schools system wide. This would provide the equity that all students deserve and these leaders seek. The Jury heard that student diversity is desirable, but not as important as quality schools for all, whatever the setting. With a new Superintendent and two new Board of Education members to be elected in the fall joining three recently elected members, now is the time to refocus on creating quality schools throughout the District.	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 disagrees wholly or partially with both Finding and Recommendation No. 9. That is, except for the assertion of one elementary school principal, the subject Civil Grand Jury report provides no factual support for Finding and Recommendation No. 9. Indeed, on May 27, 2008, the San Francisco Board of Education adopted a new Strategic Plan entitled "Beyond the Talk: Taking Action to Educate Every Child Now" that outlines the District's priorities. This plan is organized into three initiatives: (1) Performance Management Initiative (to increase the personal and professional capacity of all District employees); (2) Equity Centered-Professional Learning Initiative (to create and sustain professional learning communities); and (3) 21st Century Curriculum Initiative (to provide classroom instruction that is personalized, relevant, meaningful and engaging for each student). The Strategic Plan does not identify diversity as the first priority of the District. (Resolution No. 119-09)	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	9. During the Grand Jury's inquiry the recurring theme from parents, teachers, principals, leaders of support groups and school officials alike was the need to create good schools system wide. This would provide the equity that all students deserve and these leaders seek. The Jury heard that student diversity is desirable, but not as important as quality schools for all, whatever the setting. With a new Superintendent and two new Board of Education members to be elected in the fall joining three recently elected members, now is the time to refocus on creating quality schools throughout the District.	Department of Children, Youth and Their Families	Recommendation Implemented	Given how important a quality education is to improving the lives of San Francisco's children, youth and families, DCYF has actively worked on school improvement efforts since our inception in 1989. Historically and today, we work in close collaboration with San Francisco Unified School District (SFSUD), the Mayor's Office, other city departments, community partners, and families to support school improvement through our three core activities: 1) Funding: by providing grants to San Francisco Unified School District and community organizations to improve school services and quality; 2) Policy & Planning: by undertaking joint initiatives and planning efforts (most recently Partnership for Achievement); and 3) Public Information: by sharing information with children, youth and families as well as the community at large regarding school issues and improvement.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	9. During the Grand Jury's inquiry the recurring theme from parents, teachers, principals, leaders of support groups and school officials alike was the need to create good schools system wide. This would provide the equity that all students deserve and these leaders seek. The Jury heard that student diversity is desirable, but not as important as quality schools for all, whatever the setting. With a new Superintendent and two new Board of Education members to be elected in the fall joining three recently elected members, now is the time to refocus on creating quality schools throughout the District.	Office of the Mayor	Will Not Be Implemented: Not Warranted or Not Reasonable	Agree. Please see my previous response.	**	
2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	9. During the Grand Jury's inquiry the recurring theme from parents, teachers, principals, leaders of support groups and school officials alike was the need to create good schools system wide. This would provide the equity that all students deserve and these leaders seek. The Jury heard that student diversity is desirable, but not as important as quality schools for all, whatever the setting. With a new Superintendent and two new Board of Education members to be elected in the fall joining three recently elected members, now is the time to refocus on creating quality schools throughout the District.	San Francisco Board of Education	Recommendation Implemented	The recommendation that the District should refocus on creating quality schools throughout the District has been implemented. The District and BOE have taken the actions described below to focus on creating quality schools throughout the District. In May 2008, the board unanimously approved SFUSD's strategic plan, "Beyond the Talk". The plan outlined three big goals each supported by an initiative: - Goal 1: Make social justice a reality supported by the Equity Centered Professional Learning Community Initiative - Goal 2: Engage high achieving and joyful learners supported by the 21st Century Learning Initiative - Goal 3: Keep our promises to students and families supported by the Performance Management Initiative. The whole plan is centered around the an end goal of every student graduating from high school ready for college and career with a broad range of skills, capacities and dispositions necessary for 21st century success. In order to achieve that goal we must have a system of quality schools throughout the district. The balanced scorecard is a framework to help us put our strategy into action. It focuses schools, departments and individuals on common goals and objectives so that everyone understands their role in supporting the plan while also providing a mechanism to communicate progress and feedback up and down the system. The first year has really focused on initiating the plan by communicating a sense of urgency and moral purpose. <i>(Please contact the Controller's Office to obtain SFUSD's ist of progress and deliverables that have taken place this year)</i>	**	

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2007-08	San Francisco Kindergarten Admissions: Back to the Drawing Board	9. During the Grand Jury's inquiry the recurring theme from parents, teachers, principals, leaders of support groups and school officials alike was the need to create good schools system wide. This would provide the equity that all students deserve and these leaders seek. The Jury heard that student diversity is desirable, but not as important as quality schools for all, whatever the setting. With a new Superintendent and two new Board of Education members to be elected in the fall joining three recently elected members, now is the time to refocus on creating quality schools throughout the District.	Superintendent of Schools	Recommendation Implemented	The recommendation that the District should refocus on creating quality schools throughout the District has been implemented. The District and BOE have taken the actions described below to focus on creating quality schools throughout the District. In May 2008, the board unanimously approved SFUSD's strategic plan, "Beyond the Talk". The plan outlined three big goals each supported by an initiative: - Goal 1: Make social justice a reality supported by the Equity Centered Professional Learning Community Initiative - Goal 2: Engage high achieving and joyful learners supported by the 21st Century Learning Initiative - Goal 3: Keep our promises to students and families supported by the Performance Management Initiative. The whole plan is centered around the an end goal of every student graduating from high school ready for college and career with a broad range of skills, capacities and dispositions necessary for 21st century success. In order to achieve that goal we must have a system of quality schools throughout the district. The balanced scorecard is a framework to help us put our strategy into action. It focuses schools, departments and individuals on common goals and objectives so that everyone understands their role in supporting the plan while also providing a mechanism to communicate progress and feedback up and down the system. The first year has really focused on initiating the plan by communicating a sense of urgency and moral purpose. <i>(Please contact the Controller's Office to obtain SFUSD's ist of progress and deliverables that have taken place this year)</i>	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	1. The Controller and the Board of Supervisors' Budget Analyst should update the 2001-2002 analysis of the City's homeless spending.	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 Nos. 1, 2, 4, 5, 6, 7, 8 and 10 as well as Recommendation Nos. 1, 2 and 9 of the 2007-2008 Civil Grand Jury Report entitled "The homeless have homes, but they are still on the street;" FURTHER RESOLVED, Pursuant to Penal Code Section 933.05(c), the Board of Supervisors responds to the findings and recommendations to which it agrees by hereby urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	1. The Controller and the Board of Supervisors' Budget Analyst should update the 2001-2002 analysis of the City's homeless spending.	Budget Analyst	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Suopervisors Budget Analyst performs all work at the direction of the Board. If assigned to perform the recommended task(s) we will be happy to do so.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	1. The Controller and the Board of Supervisors' Budget Analyst should update the 2001-2002 analysis of the City's homeless spending.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	In general, the Controller's Office works with the Human Services Agency and the Department of Public Health to analyze program costs during the budget process. In addition, the Controller's City Services Auditor Division is likely to perform audits and analyses of homeless service providers and programs as part of its workplan in the coming years. Such analyses will be designed to meet current business needs and decisions about the City's programs but we note that they would not be designed to update the 2001-2002 analysis of homeless spending in the same format as was appropriate at that time.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	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 Nos. 1, 2, 4, 5, 6, 7, 8 and 10 as well as Recommendation Nos. 1, 2 and 9 of the 2007-2008 Civil Grand Jury Report entitled "The homeless have homes, but they are still on the street;" FURTHER RESOLVED, Pursuant to Penal Code Section 933.05(c), the Board of Supervisors responds to the findings and recommendations to which it agrees by hereby urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	Department of Public Health	Recommendation Implemented	As stated last year, we believe that the work we have done on this is sufficient and justifies the effectiveness of supportive housing.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	Human Services Agency	Will Be Implemented in the Future	The Human Services Agency has already established a workgroup of supportive housing providers to analyze and make recommendations to improve upon the system: 1) Gain a better understanding of how service delivery models vary and the efficacy of those models. 2) Gain a better understanding of the variables that drive operating and service costs at single adult supportive housing sites. 3) Define a shared and expanded set of key metrics for HSA -funded sites that will be used to capture meaningful clients outcomes and to evaluate contractor performance. 4) Provide a venue for supportive housing providers to exchange knowledge and share best practices and resources with peers, HSA and subject matter experts. H.S.A. anticipates a July 2009 date to implement the recommendations coming of the workgroup.	Recommendation implemented	The Single Adult Supportive Housing (SASH) Process continues. The SASH providers are planning to repeat and expand the demographic review of tenants in HSA-funded supportive housing to compare change over the past year and further understand the population. Housing retention remains high - 95%. Further exploration regarding service delivery models and per unit costs continues. There are quarterly meetings of providers in the master lease program and the federally funded Shelter Plus Care program to support system-wide discussion and improvement.

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2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not reasonable	MOCI does not fund supportive housing programs.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	Mayor's Office of Housing	Will Not Be Implemented: Not Warranted or Not Reasonable	Refer to HAS response.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	Office of the Mayor	Will Be Implemented in the Future	Agree. Please see my previous response.	Will Be Implemented in the Future	Agree. Please see my previous response.
2007-08	The Homeless Have Homes, But They Are Still on the Street	2. The City should order that comprehensive cost/benefit analysis be performed on current supportive housing programs to include: (A) costs of the supportive programs for various homeless populations compared to the cost avoidance through reduced use of emergency services, hospitals, jails, etc., and (B) comparative analysis of specific programs and supportive housing models to assess reasons that the cost of providing supportive housing differs substantially between different programs that seem equally successful in outcome.	San Francisco Redevelopment Agency	Requires Further Analysis	Please see HSA's response. SFRA is the capital provider for many of the City's supportive housing projects. SFRA will participate in the efforts of HSA and DPH is analyzing and making recommendations to improve the supportive housing system.	Will Not Be Implemented: Not Warranted or Not Reasonable	See 2009. DPH and HS have the lead. HS has completed cost study.
2007-08	The Homeless Have Homes, But They Are Still on the Street	3. The Department of Health and the Human Services Agency should develop and apply simple input/outcome measures of the success of supportive housing programs.	Department of Public Health	Recommendation Implemented	Implemented	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	3. The Department of Health and the Human Services Agency should develop and apply simple input/outcome measures of the success of supportive housing programs.	Human Services Agency	Recommendation Implemented	1. H.S.A. already has input/outcome measures defined in all contracts. Input objectives include target population and eligibility, targeted outreach/service engagement, property management standards, and on site case management and supportive services. Outcome measures are housing retention/stability, and client satisfaction/input. The supportive housing workgroup process referred to in #2 above will further develop the measures, quality of life objectives and outcomes reported, and tracked. 2. Human Services is working with DPH to standardize outcome measures between the two agencies.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	Department of Children, Youth and Their Families	Will Be Implemented in the Future	DCYF is ready and willing to participate in any efforts lead by our city colleagues to develop and monitor performance criteria for its supportive housing programs that support children, youth and families. DCYF does not provide capital funding for supportive housing. Our particular area of emphasis is related to service funding for residents – on site and in the community—to improve outcomes for children, youth and families. We will be participating in a meeting convened by HSA to discuss this issues in the next 60 days.	Will Be Implemented in the Future	DCYF is ready and willing to participate in any efforts lead by our city colleagues to develop and monitor performance criteria for its supportive housing programs that support children, youth and families. DCYF does not provide capital funding for supportive housing. Our particular area of emphasis is related to service funding for residents – on site and in the community—to improve outcomes for children, youth and families.
2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	Department of Public Health	Recommendation Implemented	Implemented	**	

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2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	Human Services Agency	Recommendation Implemented, Will Be Implemented in the Future	See answers to # 2 and #3. Note that there are challenges with tracking use of emergency services and other confidential and protected health services by clients in HSA housing programs. Confidentiality and HIPPA requirements will have to be considered when tracking or sampling for such data.	Recommendation Implemented	HSA has established a baseline of contract objectives and outcomes that emphasize the efforts supporting tenants to maintain housing stability. SASH Process analysis covers leasing (for master lease sites), operating and support services costs. HSA works jointly with the Department of Public Health, Mayor's Office of Housing and the San Francisco Redevelopment Agency regarding capital costs; the later two agencies are responsible for managing capital investments. DPH and HSA fund cost of services. All are involved in funding operating expenses.
2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not Reasonable	MOCI does not fund supportive housing programs.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	Mayor's Office of Housing	Recommendation Implemented	The Citywide Loan Committee, which MOH chairs, evaluates capital loan requests on the basis of comparisons between costs and performance of developers. HSA and DPH have separate evaluation processes for services and opearating support that take into account outcomes.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	4. The City should develop performance criteria for its supportive housing programs that emphasize inputs (e.g., intake criteria, building operating costs, and capital construction costs or master lease payments) and outcomes (in particular, housing retention rates, reduction in use of emergency services and increase in client incomes).	San Francisco Redevelopment Agency	Requires Further Analysis	SFRA has a process for evaluating building capital costs and building operating costs including a peer review and approval by the Citywide Loan Committee. SFRA staff work with HSA and DPH to review supportive housing programs and incorporates those findings in the loan evaluations.	Will Not Be Implemented: Not Warranted or Not Reasonable	See 2009. DPH and HS have the lead. HS has implemented rec.
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	Department of Children, Youth and Their Families	Will Be Implemented in the Future	Benchmarking is a performance management best practice employed by DCYF generally. DCYF is ready and willing to participate in any efforts lead by our city colleagues to undertake benchmarking across agencies, sectors, and funding sources specific to supportive housing.We will be participating in a meeting convened by HSA to discuss this issues in the next 60 days.	Requires Further Analysis	Benchmarking is a performance management best practice employed by DCYF generally. DCYF is ready and willing to participate in any efforts lead by our city colleagues to undertake benchmarking across agencies, sectors, and funding sources specific to supportive housing.
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	Department of Public Health	Recommendation Implemented	Implemented	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	Human Services Agency	Recommendation Implemented	Human Services outlines its benchmarks in all negotiated contracts with each provider. The benchmarks are then monitored in quarterly reports and a yearly-required monitoring process conducted by program and fiscal staff. We know of no private sector contractor, willing to work in the non-profit arena. Additionally, given the different set of constraints and requirements that the for-profit and non-profit sectors operate under, comparisons across the two sectors must be used with caution. Many outcome measures are already comparable among various housing programs and the supportive housing workgroup is developing recommendations to further that.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not Reasonable	MOCI does not fund supportive housing programs.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	Mayor's Office of Housing	Recommendation Implemented	MOH uses cost benchmarking data to make its funding decisions. This includes for-profit and non-profit agencies. There are not any agencies that we know of that provide comparable supportive housing without government subsidy	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	5. The City should require non-profits and city agencies to benchmark their performance against each other, against the private sector, and against non-profits which operate without significant government funding.	San Francisco Redevelopment Agency	Recommendation Implemented	SFRA already benchmarks performance of non-profit housing developers each and against private sector. SFRA reviews the cost of housing production as part of its loan evaluation process. SFRA also reviews the performance among licensed HOPWA service providers. There are no for-profit HOPWA service providers. .	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Department of Children, Youth and Their Families	Will Be Implemented in the Future	DCYF policy currently requires funding decisions to factor past and current performance in renewals or new funding awards. This practice will continue if improved or new performance measures are developed specifically for supportive housing and are applicable to any agencies DCYF funds.	Requires Further Analysis	DCYF policy currently requires funding decisions to factor past and current performance in renewals or new funding awards. This practice will continue if improved or new performance measures are developed specifically for supportive housing and are applicable to any agency DCYF funds.

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2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Department of Public Health	Recommendation Implemented	Implemented	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Department on the Status of Women	Will Not Be Implemented: Not Warranted or Not Reasonable	The decision to renew or terminate supportive housing solely on the outcome of the enhanced performance measures is not reasonable, because such measures are not the only way, or even the best way, to know if supportive housing is working. Quantitative measurements do not take into account the human condition or the unique and disparate influences on the lives of individuals. Setting measurable objectives and outcomes can provide baseline data and assist in tracking trends. However, to ascertain whether a program is successful, qualitative factors also must be taken into account. Any decision-making process should include site visits, interviews and/or other evaluative tools. We support a model similar to the Office of the Controller's Standard Fiscal and Compliance Citywide Non-Profit Monitoring Committee, an interagency body that employs site visits, self-evaluations, interviews, and group discussions, in addition to the careful review of standardized forms (e.g., in-take and exit) and accounting books. It is also important to consider communities served and organizational capacity. If the organization is underperforming, but is alone in serving a vulnerable population, it may behoove the City to work with that agency to build its capacity. Alternately, if several agencies are performing to standards, but are duplicating services, the ability to alter contracts in times of fiscal hardship may be necessary. Because the situation is so complex, it is not reasonable to implement this recommendation.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Human Services Agency	Recommendation Implemented	Human Services does base decisions about renewing and or terminating supportive housing contracts on how effective services have been delivered. We try to bid out contracts every 4-5 years to make sure the services needs are being met or improved upon.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not Reasonable	MOCI does not fund supportive housing programs	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	Mayor's Office of Housing	Recommendation Implemented	MOH bases its decisions on its funding on an objective evaluation of outcomes.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	6. City Departments and Agencies should base decisions about renewing or terminating supportive housing contracts solely on the outcomes of the enhanced performance measures.	San Francisco Redevelopment Agency	Requires Further Analysis	SFRA bases its renewal of individual supportive service contracts based upon maintaining RCF-CI licensing, units of service, compliance with targeted populations, and other contract specific requirements.	Will Not Be Implemented: Not Warranted or Not Reasonable	SFRA renews HOPWA service contracts, not supportive contracts.
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Department of Children, Youth and Their Families	Will Be Implemented in the Future	DCYF is actively committed to simplifying reporting efforts for non-profit service providers both within our own department and across public agencies. We are committed to this work to both reduce administrative burden and to improve the quality and utility of data collected for funders and providers. We are currently involved in two such efforts – in child care and family support—with First Five San Francisco and Human Services Agency. With regard to services for supportive housing programs serving children, youth and families, we would welcome participating in any such joint effort initiated by our city colleagues.	Will Not Be Implemented: Not Warranted or Not Reasonable	DCYF is actively committed to simplifying reporting efforts for non-profit service providers both within our own department and across public agencies. We are committed to this work to both reduce administrative burden and to improve the quality and utility of data collected for funders and providers. We are currently involved in twp such efforts – in child care, family support—with First Five San Francisco and Human Services Agency and one effort - Violence Prevention with Juvenile Probation and Department of Public Health. With regard to services for supportive housing programs serving children, youth and families, we would welcome participating in any such joint effort initiated by our city colleagues. However, DCYF is unable to implement this action because the action is not under DCYF's purview.
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Department of Public Health	Will Be Implemented in the Future	On target. DPH's Coordinated Case Management System, a web-based system focusing primarily on homeless adults, is currently in operation, linking DPH mental health, UCSF psych emergency, DPH supportive housing, SFFD EMS high users, sobering center files to a unique client record. By the end of this fiscal year, we expect that the DPH Lifetime Medical Record, Jail Health records, AIDS Office data, and the DPH placement database will also be integrated. Programming staff have been funded for the integration of HSA databases, including the shelter database (CHANGES), Care Not Cash housing records and benefit data into this clinical database; thus enabling data from CCMS to replace the Homeless Management Information System requirements by HUD. These hires have been held up with recent budget freezes, but are currently in process. We hope to have positions in place and fully-functioning by the end of 2008. CCSF should expect the full integration of homeless individual's medical/psych/social information to be accomplished by the end of FY09-10.	Will Be Implemented in the Future	Funding for 2 full-time MIS programmers was deleted from HSA budget and back-filled with part-time DPH MIS support, so progress has been made but plan not fully realized. CCMS now has CHANGES information and the Lifetime Clinical Record, but not the Jail Health, HSA housing, HIV health services. We are not in a position to be able to replace the Homeless Management Information System required by HUD, but hope to work closely with HSA to evaluate and plan homeless services based upon findings of records in CCMS. We have expanded the CCMS to encompass a broader population than the homeless. We are in process of identifying HUMS clients (high users of multiple systems) and creating a vulnerability index that weighs bio-psycho-social factors. Both will help us prioritize individuals into intensive services.

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2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Department of Telecommunicati ons and Information Systems	Will Be Implemented in the Future	The Department of Technology, as an Internal service department will consult and work with the agencies responsible for tracking and reporting on homeless housing clients as funding is made available to develop such a computerized tracking system.	Recommendation Implemented	The Department of Technology, as an internal service department, supports the agencies responsible for tracking and reporting on homeless housing clients as funding is made available to develop such a computerized tracking system.
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Department on the Status of Women	Will Not Be Implemented: Not Warranted or Not Reasonable	The Department on the Status of Women is in favor of simplifying the reporting requirements city-wide. The Department has developed statistical and qualitative reporting forms to collect a wide array of data and information from our grantees. Many of these grantees receive funding from other City agencies with separate protocols, and we understand that the burden of writing multiple reports takes resources away from clients. A uniform reporting process that takes into account the data needs of each granting agency would reduce this burden on the grantees and assist City agencies in collaboration and data-sharing. However, full implementation is not reasonable at this time. While a computerized tracking system would be a concrete tool for collecting and tracking data about who accesses services in San Francisco, the Department maintains certain reservations about its implementation. Though all homeless clients should be able to maintain confidentiality as they receive treatment and services from City agencies, the safety needs of domestic violence survivors makes this an essential aspect of any tracking system established. Stalking is a hallmark of the most lethal domestic violence cases, and stalkers are notoriously determined and technologically savvy in tracking down their victims. It is critical to ensure absolute confidentiality of clients when safety is an issue, as in cases of domestic violence. Victims who are aware of a computerized system may avoid accessing services so as to avoid the potential danger of their batterer locating them through it. Domestic violence advocates should be involved in the creation and implementation of a tracking system to ensure that system protocols do not endanger victims however unintentionally.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Human Services Agency	Recommendation Implemented	HAS's Homeless Management Information System (HMIS) is made up of two separate tracking systems - CHANGES which is used by single adult emergency shelters, and DOMUS which is used by family shelters, transitional and permanent supportive housing facilities. The client records in each of these two systems are kept in separate databases and each is accessed from a different entry point. HSA's computer system is in process of integrating with DPH's Coordinated Case Management System, thus enabling data from CCMS to replace the HMIS requirements by HUD. The long-term vision for CCMS is that it will be able to track individual homeless clients who become housed through City programs.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not reasonable	MOCI does not fund supportive housing programs. MOCI uses an online database for their homeless clients called Total Grant Solutions (TGS) that has been a model system for HUD. MOCI provides funding for operating costs of shelters and social services for homeless individuals and families, primarily thorough its Emergency Shelter Grant (ESG) program. MOCI recently executed the current FY 2008-2009 grant agreement with the U.S. Department of Housing and Urban Development (HUD) for ESG funding. The grant agreement states that HUD is currently in the process of developing standards for local Homeless Management Information Systems (HMIS) and the collection and reporting of client-level participation by homeless providers. Recipients of ESG funds will be expected to participate in the local Continuum of Care's HIMIS in order to ensure that the Congressional goal that localities collect an array of unduplicated data on the number and characteristics of homeless persons can be met. MOCI has initiated a discussion with the City's Human Services Agency to explore the joint use of the local HMIS. Require ESG funded agencies to enter client data on HMIS if they do not already do so.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Mayor's Office of Housing	Will Not Be Implemented: Not Warranted or Not Reasonable	MOH does not provide any funding of service providers for homeless clients. These are services monitored by DPH and HSA.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	Office of the Controller	Will Be Implemented in the Future	See the Department of Public Health's comprehensive response to this recommendation. In brief, DPH's coordinated case management system currently links many programs for homeless adults with a unique record and is expanding to include more programs. The department expects comprehensive integration of medical/psych/social information by the end of FY09-10. The Controller's office will assist where appropriate with this process.	Recommendation Implemented	See the Department of Public Health's prior year comprehensive response to this recommendation. In brief, DPH's coordinated case management system currently links many programs for homeless adults with a unique record and is expanding to include more programs. The department is working on comprehensive integration of medical/psych/social information by the end of FY09-10. The Controller's office is assisting in the ongoing implementation of these improvements through the city services auditor's performance management group.
2007-08	The Homeless Have Homes, But They Are Still on the Street	7. City Departments and Agencies should simplify reporting requirements for non-profit service providers and develop a computerized tracking system to help monitor homeless housing clients, in line with the recommendations of the Controller's April 2008 Care Not Cash audit.	San Francisco Redevelopment Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	SFRA clients may not be part of the City's homeless housing system. Clients are referred from DPH's Housing Wait List.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Department of Children, Youth and Their Families	Will Not Be Implemented: Not Warranted or Not Reasonable	From past data collection and coordination efforts for this population, we understand the need to carefully consider confidentiality and data collection for children, youth and families fleeing domestic violence. Given the confidentiality issues with the population and our limited role in supportive housing funding and service delivery this is not a reasonable reccomendation to pursue at this time.	**	

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2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Department of Public Health	Will Be Implemented in the Future	On target. See answer to number 7 above	Will Be Implemented in the Future	See answer 7 above.
2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Department of Telecommunicati ons and Information Systems	Will Be Implemented in the Future	The Department of Technology, as an Internal service department will consult and work with the agencies responsible for tracking and reporting on homeless housing clients as funding is made available to develop such a computerized tracking system.	Recommendation Implemented	The Department of Technology, as an internal service department, supports the agencies responsible for tracking and reporting on homeless housing clients as funding is made available to develop such a computerized tracking system.
2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Department on the Status of Women	Will Not Be Implemented: Not Warranted or Not Reasonable	Implementation is not reasonable. While a computerized tracking system would be a concrete tool for collecting and tracking data about who accesses services in San Francisco, the Department maintains certain reservations about its implementation. Though all homeless clients should be able to maintain confidentiality as they receive treatment and services from City agencies, the safety needs of domestic violence survivors makes this an essential aspect of any tracking system established. Stalking is a hallmark of the most lethal domestic violence cases, and stalkers are notoriously determined and technologically savvy in tracking down their victims. It is critical to ensure absolute confidentiality of clients when safety is an issue, as in cases of domestic violence. Victims who are aware of a computerized system may avoid accessing services so as to avoid the potential danger of their batterer locating them through it. Domestic violence advocates should be involved in the creation and implementation of a tracking system to ensure that system protocols do not endanger victims however unintentionally.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Human Services Agency	Recommendation Implemented	See answer to number #7. Emergency services are often designed with low access thresholds so a single identification per person is sometimes compromised in order to get a person to a service, such as a shelter bed, as quickly as possible.	**	
2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Mayor's Office of Community Development	Will Not Be Implemented: Not Warranted or Not reasonable	MOCI does not fund supportive housing programs. MOCI does, however, provide funding for operating costs of shelters and social services for homeless individuals and families, primarily thorough its Emergency Shelter Grant (ESG) program. MOCI recently executed the current FY 2008-2009 grant agreement with the U.S. Department of Housing and Urban Development (HUD) for ESG funding. The grant agreement states that HUD is currently in the process of developing standards for local Homeless Management Information Systems (HMIS) and the collection and reporting of client-level participation by homeless providers. Recipients of ESG funds will be expected to participate in the local Continuum of Care's HIMIS in order to ensure that the Congressional goal that localities collect an array of unduplicated data on the number and characteristics of homeless persons can be met. MOCI has initiated a discussion with the City's Human Services Agency to explore the joint use of the local HMIS. Require ESG funded agencies to enter client data on HMIS if they do not already do so.	**	
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2007-08	The Homeless Have Homes, But They Are Still on the Street	8. The City should create a computerized tracking system with an individual identification number of each homeless housing client, which would be linked with a medical case management system now in use by the Health Department.	Office of the Controller	Will Be Implemented in the Future	See Recommendation #7 above.	Recommendation Implemented	See the Department of Public Health's prior year comprehensive response to this recommendation. In brief, DPH's coordinated case management system currently links many programs for homeless adults with a unique record and is expanding to include more programs. The department is working on comprehensive integration of medical/psych/social information by the end of FY09-10. The Controller's office is assisting in the ongoing implementation of these improvements through the city services auditor's performance management group.
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2007-08	The Homeless Have Homes, But They Are Still on the Street	9. With the success of Housing First, the City should address the quality of life issues that concern the welfare of all San Francisco residents and should develop programs that enforce the law, demonstrate compassion, and move the affected population from harm reduction to meaningful living.	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 Nos. 1, 2, 4, 5, 6, 7, 8 and 10 as well as Recommendation Nos. 1, 2 and 9 of the 2007-2008 Civil Grand Jury Report entitled "The homeless have homes, but they are still on the street;" FURTHER RESOLVED, Pursuant to Penal Code Section 933.05(c), the Board of Supervisors responds to the findings and recommendations to which it agrees by hereby urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.	**	

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2007-08	The Homeless Have Homes, But They Are Still on the Street	9. With the success of Housing First, the City should address the quality of life issues that concern the welfare of all San Francisco residents and should develop programs that enforce the law, demonstrate compassion, and move the affected population from harm reduction to meaningful living.	Office of the Mayor	Recommendation Implemented	Agree. The Mayor's Office agrees with this recommendation and is working on a strategy to address these quality of life issues. In March 2008, I directed my staff to convene the San Francisco Streets and Neighborhoods Workgroup to make recommendations on how to positively impact the quality of life for both residents and visitors. These recommendations will guide the City in taking steps to reduce the harmful impact of behavioral conflicts that prevent a sidewalk or street from being welcoming and open to all; and encourage greater levels of civility, tolerance, responsibility, and understanding in public places.	**	

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