

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Education	Requires Further Analysis	Requires Further Analysis. SFUSD is currently negotiating a proposal to place Phoenix High School at the John Swett Elementary School facility located at 727 Golden Gate Avenue, San Francisco, CA. 94102. If successful, the proposal seeks to relocate Phoenix High School to the John Swett facility beginning in the 2006-2007 school year.	Recommendation Implemented	Phoenix was moved to the John Swett school site in August 2006.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, October 21, 2004 on the Civil Grand Jury Report. The San Francisco Unified School District representatives discussed new programs and changes implemented since July 2004, which include addition of information on County Community Schools on its web site and an intake center to evaluate students to properly place them in the right school. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Mayor	--	The recommendation does not apply to the Mayor's Office. San Francisco Unified School District has its own governing body and is not under the governance jurisdiction of the Mayor's Office.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not within the Mayor's jurisdiction. SFUSD is an entity separate that is not accountable to the Mayor's Office.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Superintendent of Schools	Requires Further Analysis	Requires Further Analysis. SFUSD is currently negotiating a proposal to place Phoenix High School at the John Swett Elementary School facility located at 727 Golden Gate Avenue, San Francisco, CA. 94102. If successful, the proposal seeks to relocate Phoenix High School to the John Swett facility beginning in the 2006-2007 school year.	Recommendation Implemented	Phoenix was moved to the John Swett school site in August 2006.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Education	Requires Further Analysis	Requires Further Analysis. See response to 1(a), above.	Recommendation Implemented	Phoenix was moved to the John Swett school site in August 2006.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, October 21, 2004 on the Civil Grand Jury Report. The San Francisco Unified School District representatives discussed new programs and changes implemented since July 2004, which include addition of information on County Community Schools on its web site and an intake center to evaluate students to properly place them in the right school. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Board of Education	Requires Further Analysis	Requires Further Analysis. See response to 1(a), above.	Recommendation Implemented	Phoenix was moved to the John Swett school site in August 2006.

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Education	Recommendation Implemented	As described above in 2005 Update to 1(d), above.	**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, October 21, 2004 on the Civil Grand Jury Report. The San Francisco Unified School District representatives discussed new programs and changes implemented since July 2004, which include addition of information on County Community Schools on its web site and an intake center to evaluate students to properly place them in the right school. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Board of Education	Recommendation Implemented	Recommendation Implemented. All one-room schools in the county system were closed and students were relocated to four consolidated county sites in the 2004-2005 school year, as described in the 2005 Update to 1(e), above.	**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Education	Recommendation Implemented	Recommendation Implemented. The Grand Jury received a copy of the budget in its preparation of the grand jury report. Additionally, SFUSD acknowledged that any other agencies will receive requested budget information as consistent with the Public Records Act, California Government Code Section 6250 et seq.	**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, October 21, 2004 on the Civil Grand Jury Report. The San Francisco Unified School District representatives discussed new programs and changes implemented since July 2004, which include addition of information on County Community Schools on its web site and an intake center to evaluate students to properly place them in the right school. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Warranted or Not Reasonable. As noted in the original response, this recommendation is unnecessary because the District's current budget system already separately tracks county community funds.	**	
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Warranted or Not Reasonable. County Community staff analyzed this recommendation and presented the information to the Board of Education Curriculum Committee. The County Community staff concluded that developing Community Day Schools was not necessary, for the reasons described in the 2005 Update to 3(a), above.	**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Warranted or Not Reasonable. County Community staff analyzed this recommendation and presented the information to the Board of Education Curriculum Committee. The County Community staff concluded that developing Community Day Schools was not necessary, for the reasons described in the 2005 Update to 3(a), above.	**	
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Board of Education	Recommendation Implemented	Recommendation Implemented. As described in the 2005 Update to 4(a), above.	**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Necessary or Warranted. As noted in the original response, the District will not create a separate educational plan for county community schools because Excellence for All applies to county community students.	**	
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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Necessary or Warranted. As noted in the original response, the District already provides opportunities for comprehensive and county community school educators to exchange information about their programs. Teachers and staff now have the additional resource of the SFUSD website that includes new detailed information about county community schools. Additionally, the District's Content Specialists regularly meet with the Curriculum Specialists for the County Community Schools; provide site visits to County Community sites; and participate in County Community professional development activities. County Community Department Coordinators attend the District's Department Head meetings.	**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Mayor	--	The recommendation does not apply to the Mayor's Office. San Francisco Unified School District has its own governing body and is not under the governance jurisdiction of the Mayor's Office.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not within the Mayor's jurisdiction. SFUSD is an entity separate that is not accountable to the Mayor's Office.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Necessary or Warranted. As noted in the original response, the District already provides opportunities for comprehensive and county community school educators to exchange information about their programs. Teachers and staff now have the additional resource of the SFUSD website that includes new detailed information about county community schools. Additionally, the District's Content Specialists regularly meet with the Curriculum Specialists for the County Community Schools; provide site visits to County Community sites; and participate in County Community professional development activities. County Community Department Coordinators attend the District's Department Head meetings.	**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Necessary or Warranted. As noted in the original response, the District recognizes the achievements and success of all of its county community and comprehensive school teachers and administrators. These teachers and administrators are all recognized as District staff, and are not treated as separate from each other.	**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, October 21, 2004 on the Civil Grand Jury Report. The San Francisco Unified School District representatives discussed new programs and changes implemented since July 2004, which include addition of information on County Community Schools on its web site and an intake center to evaluate students to properly place them in the right school. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Mayor	--	The recommendation does not apply to the Mayor's Office. San Francisco Unified School District has its own governing body and is not under the governance jurisdiction of the Mayor's Office.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not within the Mayor's jurisdiction. SFUSD is an entity separate that is not accountable to the Mayor's Office.
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Superintendent of Schools	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Necessary or Warranted. As noted in the original response, the District recognizes the achievements and success of all of its county community and comprehensive school teachers and administrators. These teachers and administrators are all recognized as District staff, and are not treated as separate from each other.	**	

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**** Response not required: Recommendation has been implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Board of Supervisors	--	The Board of Supervisors' Rules Committee held a hearing on Wednesday, September 22, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury and the Sheriff's Department were present for the hearing. Per Jack McNulty, Civil Grand Jury Foreperson, a written response from the Sheriff's Department had not been received and requested to continue the matter. The hearing is continued until October 6, 2004. The Board of Supervisors' Rules Committee continued the hearing on Wednesday, October 6, 2004 on the Civil Grand Jury Report. Sheriff Mike Hennessey commended the Civil Grand Jury for its findings and recommendations. The Sheriff discussed the Five Keys Program High School for incarcerated juveniles, which is a Charter High School in county jails, and several of the programs that they have in jails that could be a resource after release. Sheriff Hennessey also pointed out due to budget reductions they are faced with a 15% reduction in jail programs. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Mayor	Requires Further Analysis	Requires Further Analysis. This recommendation is considered annually during the budget cycle.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not reasonable. The Mayor's Office defers to the Sheriff's Department in establishing budget priorities and funding allocations.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Mayor	--	The Mayor's Office supports the implementation of this recommendation through the Adult Probation Department and the Juvenile Probation Department.	Recommendation Implemented	The Mayor's Office is providing funding support for re-entry programs. For example, the Sheriff's Department has set aside \$600,000 for community agencies to serve up to 100 prisoners who have been released beginning in October 2006.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Sheriff	--	This recommendation is directed to the Mayor.	Recommendation Implemented	Funding was received in September 2006 to assess the needs of recently released individuals. The program is called the No Violence Alliance, NoVA. To date, it has served more than 100 releasees.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Mayor	--	The Mayor's Office supports the response contained in the Sheriff departmental status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not reasonable. Does not pertain to the Mayor's Office.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	While we agree that a computer program that tracks recidivism would be extremely beneficial in planning and evaluating jail education programs, to our knowledge, no such program exists, as there is no standard definition of recidivism, and currently no way to track the whereabouts of individuals who leave the county jail. The Jail Management System, which is currently in the implementation stage, will be of some help in this regard, but unless and until all automated criminal justice information systems are standardized, there is no system that will allow us to know if a San Francisco releasee recidivates in another jurisdiction.	**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Mayor	--	The Mayor's Office supports the implementation of this recommendation through the Adult Probation Department, the Juvenile Probation Department and the Department of Human Services.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not reasonable. Does not pertain to the Mayor's Office.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Sheriff	--	This recommendation is directed to the Mayor.	Will Not Be Implemented: Not Warranted or Not Reasonable	If funding provided, the Department will attempt to create a program in this area, but it is not within the statutory duties of the Sheriff's Department.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Board of Supervisors	--	The Board of Supervisors' Rules Committee held a hearing on Wednesday, September 22, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury and the Sheriff's Department were present for the hearing. Per Jack McNulty, Civil Grand Jury Foreperson, a written response from the Sheriff's Department had not been received and requested to continue the matter. The hearing is continued until October 6, 2004. The Board of Supervisors' Rules Committee continued the hearing on Wednesday, October 6, 2004 on the Civil Grand Jury Report. Sheriff Mike Hennessey commended the Civil Grand Jury for its findings and recommendations. The Sheriff discussed the Five Keys Program High School for incarcerated juveniles, which is a Charter High School in county jails, and several of the programs that they have in jails that could be a resource after release. Sheriff Hennessey also pointed out due to budget reductions they are faced with a 15% reduction in jail programs. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Mayor	--	The Mayor's Office supports the response contained in the Sheriff and the Office of the Controller departmental status reports.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not reasonable. Does not pertain to the Mayor's Office.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation does not apply to the Controller's Office and should be addressed by the Office of the Sheriff.	**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Sheriff	Recommendation Implemented	At the time the Civil Grand Jury was studying this issue, the Sheriff's Department had a small mentoring program in place. While that program remains small, it has been expanded into the community. The Sheriff's Department is currently seeking opportunities for jail aftercare that may be available through Project Homeless Connect.	**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Board of Supervisors	--	The Board of Supervisors' Rules Committee held a hearing on Wednesday, September 22, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury and the Sheriff's Department were present for the hearing. Per Jack McNulty, Civil Grand Jury Foreperson, a written response from the Sheriff's Department had not been received and requested to continue the matter. The hearing is continued until October 6, 2004. The Board of Supervisors' Rules Committee continued the hearing on Wednesday, October 6, 2004 on the Civil Grand Jury Report. Sheriff Mike Hennessey commended the Civil Grand Jury for its findings and recommendations. The Sheriff discussed the Five Keys Program High School for incarcerated juveniles, which is a Charter High School in county jails, and several of the programs that they have in jails that could be a resource after release. Sheriff Hennessey also pointed out due to budget reductions they are faced with a 15% reduction in jail programs. Public comment was heard and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Mayor	--	The Mayor's Office supports the response contained in the Office of the Controller departmental status report, and supports the implementation of this recommendation through the Department of Human Services.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not reasonable. Does not pertain to the Mayor's Office.
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Office of the Controller	Recommendation Implemented	The recommendation has been implemented. In May 2002, this office issued a comprehensive performance audit of the City's system for delivering services to the homeless and recommended how the City can improve its system for planning, delivering, and evaluating homeless services in San Francisco. As part of the City Services Auditor Division's annual audit plan, we will be conducting audits of organizations that receive funds from the City to provide various services. Agencies providing services to the homeless will be included as those subject to audit.	**	

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Sheriff	--	This recommendation is directed to the Mayor, Board of Supervisors and Controller.	Recommendation Implemented	Monthly reports are provided by the contractor who provides the Citation Release and Homeless Release program.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	12/2004 - see June 30, 2005 response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation does not apply to the Controller's Office and should be addressed by MTA.	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation does not apply to the Controller's Office and should be addressed by MTA.	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Office of the Controller	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation does not apply to the Controller's Office and should be addressed by MTA.	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Office of the Controller	Requires Further Analysis	The City Services Auditor is preparing the FY06-07 audit plan and depending on the risk assessment results, the MTA's light-duty and battery pay plans and workers' compensation audit may be completed in FY06-07. A response will be forthcoming by November 2006.	Will Be Implemented in the Future	In 2006 we started a program to audit a number of payroll related issues throughout the City. We have not gotten to this one yet, but it is on our list.

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	San Francisco Municipal Transportation Agency Board of Directors	Will Not Be Implemented: Not Warranted or Not Reasonable	This recommendation is not within the jurisdiction of the MTA, however, we continue to welcome audits at any time.	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	San Francisco Municipal Railway	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3b. MUNI should evaluate the effectiveness of the current training program with an emphasis on accident prevention.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing August 12, 2004 on the Civil Grand Jury Report, On-Time Performance and Service Goals Remain a Fiction: MUNI's Mismanagement and Worker Problems. Representatives from the Civil Grand Jury addressed their findings and recommendations, and the Municipal Transportation Agency addressed certain disagreements with the Civil Grand Jury Report. Per Michael Burns, Executive Director, Municipal Transportation Agency, a formal written response to the Civil Grand Jury will be submitted within the required deadlines.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3b. MUNI should evaluate the effectiveness of the current training program with an emphasis on accident prevention.	San Francisco Municipal Transportation Agency Board of Directors	Recommendation Implemented	6/30/04 - see original response (Please contact the Municipal Transportation Agency to obtain a copy of the original response.)	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles- especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles- especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1b. The role of the court and the Family Law Facilitator and how they can be accessed should be explained- especially if it appears that the parents will be unwilling or unable to stipulate a plan for child support.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1b.The role of the court and the Family Law Facilitator and how they can be accessed should be explained-especially if it appears that the parents will be unwilling or unable to stipulate a plan for child support.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED Information regarding the services of the Family Law Facilitator (FLF) is included with all department Outreach materials. The FLF flyer is posted in all child support services lobbies (617 Mission, 170 Otis, 3210 Mission and Bayview Hunters' Point) as well as on internal bulletin boards. The FLF referral is part of the department's automated system. It is also available as a stand-alone document in order to provide information to that segment of the public that may not have a child support case. In collaboration with our office, the FLF has been provided an office at 617 Mission where they are available each between 8:30 am and 12:00 Noon. The department is currently in the process of providing the same service at the Bayview Branch office.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1b.The role of the court and the Family Law Facilitator and how they can be accessed should be explained-especially if it appears that the parents will be unwilling or unable to stipulate a plan for child support.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED – on-going since September 2003 The department's Outreach team distributes flyers, posters and other outreach materials and closely monitors each site to assure adequate supplies are maintained at various of community organizations frequented by its customers. Some of these are: The SF Public Library, Westside Community, Children's System of Care, Project Hope, Community College of San Francisco, Visitation Valley Community Center, California Correction Facility, San Bruno County Jail #7, Hawkins Health Clinic, at festivals, Filipino Pistahan Arts Festival, Sunset Community Festival, Harumbe in the Park Festival (Bayview), Chinese New Years Festival, Mayor's Summer Family Fair, Salvation Army Family Festival, Asian Heritage Month Festival, Providence Church, Chinese First Baptist Church and 3rd Baptist Church.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1d. SFDCCS should add to its long-range plan the production of multilingual educational videos and television and radio advertisements. By collaborating with other agencies and by accessing volunteer time, talent and dollars, DCSS can expand its services to clientele.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1d. SFDCSS should add to its long-range plan the production of multilingual educational videos and television and radio advertisements. By collaborating with other agencies and by accessing volunteer time, talent and dollars, DCSS can expand its services to clientele.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED – ongoing since April 2003 The SF DCSS has Public Service Announcements (PSAs) and public notices on the following television and radio channels: KPIX TV Channel 5, KGO TV Channel 7, KBHK TV UPN 44, KTSF TV Channel 26, CABLE TV 8 and 12, City Government Channel 26, Chinese Radio Station 1400am, Spanish Radio Station LaGrande 1010am, Articles also appear in the Spanish magazine, Avance	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1d. SFDCSS should add to its long-range plan the production of multilingual educational videos and television and radio advertisements. By collaborating with other agencies and by accessing volunteer time, talent and dollars, DCSS can expand its services to clientele.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED -Magazine display racks have been added to all SFDCSS offices (617 Mission, 170 Otis, 3120 Mission, Bayview Hunters Point) as well as in the FLF office and the court. SFDCSS Outreach staff regularly monitor and supplies each site.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. {Pattern reception area after that of the Contra Costa County DCSS.}	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. (Pattern reception area after that of the Contra Costa County DCSS.)	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED – August 2004 The lobby of the main SFDCSS office was provided a “face-lift” with warm pastel colors on the walls, new carpeting and comfortable attractive furniture, including coffee and end tables and plants that make the Lobby feel more like a living space than a “waiting area”. Child support materials and parenting magazines are neatly situated on each table. A bulletin board displays information updates on Californias’ Statewide Conversion (CCSAS), job opportunities and community based organization materials. Also in the main office a career link center has been established with two computers at for all clients, Non-Custodial Parents (NCPs) and Custodial Parties (CPs)) to access the Internet for job availabilities. SFDCSS is in the process of installing a career link center at the Bayview Branch Office.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. (Pattern reception area after that of the Contra Costa County DCSS.)	Mayor	--	The Mayor’s Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Board of Supervisors	--	The Board of Supervisors’ City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED-December 2005 SFDCSS has always utilized its Child Support Officers (CSO) to answer telephones. The reason for this is to allow the public to receive the maximum service level at the earliest possible point. At the time of the Civil Grand Jury visit, the SFDCSS policy was to use one full time CSO per team (5 CSOs) with a back-up for breaks and lunch. Based upon the Civil Grand Jury’s recommendations, the number of CSOs were doubled for coverage during the day. Currently the department is working with SF’s Department of Telecommunications and Information Services (DTIS) to implement an enhanced phone system, wherein each CSO is responsible for all calls on his/her caseload. At that time SFDCSS will have approximately 60 people covering phones on a daily basis.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Mayor	--	The Mayor’s Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Board of Supervisors	--	The Board of Supervisors’ City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED - In addition to verbally advising customers, SFDCSS includes a flyer (English and Spanish) in all of packets of Motions and Order's to Show Cause served on the NCP and CP that reads: "IMPORTANT NOTICE – It is important to keep a copy of the documents you provide this office for your records. If you are going to court, you need to make a copy of the documents you provide this office for your records. When opening a case, this office will make a copy of the records you provide. REMINDER, KEEP COPIES OF ALL YOUR DOCUMENTS". Since the SFDCSS automated system (CASES) does not have scanning capability, all pertinent documentation received is forwarded to Court to be placed in the court file under a corresponding Court docket number.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Department of Child Support Services were present at the hearing. Child Support Services agreed to all but 1 of 9 recommendations by the Civil Grand Jury and may be willing to revisit this recommendation providing funding is available. Some of the recommendations have also been implemented. The City Services Committee has filed the matter.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Department of Child Support Services	Recommendation Implemented	RECOMMENDATION IMPLEMENTED – December 2004 In December 2004, SFDCSS was awarded a Federal Grant (Enhanced Parental Involvement Collaboration [EPIC]) to conduct a pilot project. This project explores alternative measures at critical stages of the establishment process. The philosophy behind EPIC is that it is better to establish appropriate orders rather than attempt to enforce non-collectable based on unreasonable order amounts given case specifics. EPIC specifically addresses the issues of notice to the NCPs and educational, cultural, and economic barriers that prevent or deter NCPs from participating in the process. A major objective of the goal is to increase NCP participation in the establishment process. With the collaboration of the FLF, EPIC staff have been trained on how to assist NCPs in filing Answers. Due to initial success, at the end of the pilot project in April 2006, the concepts will be officially implemented into standard business practices of the department. Lastly, it has always been procedure that upon proof of service of a Summons and Complaint on an NCP, a Default Warning Letter is mailed to the NCP giving a 30 to 45 day advance notice to settle out of court or file an Answer. Prior to filing a Default Judgment, a CSO will attempt phone contact with the NCP.	**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Mayor	--	The Mayor's Office supports the response contained in the Department of Child Support Services status report.	Recommendation Implemented	All recommendations implemented. See department response.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Director, Department of Public Health	--	Although we did not set specific criteria during the merger, I am pleased with the successes that we have achieved: 1) Shorter response times to both life-threatening medical emergencies and to urgent calls. 2) Increased number of ambulances on San Francisco streets. 3) Single communication system for coordinating actions during emergencies. 4) Single chain of command for swift response during emergencies. The San Francisco Fire Department and the Department of Public Health continue to work together to make adjustments to improve the configuration of pre-hospital care response and transport units. Since the merger, the San Francisco Fire Department has used firehouses throughout the City and County of San Francisco to deploy ambulances. Paramedics have mirrored firefighters and work 24-hour shifts. On average, there are 20 – 24 ambulances on duty 24 hours a day and two additional short shift ambulances during peak periods. In addition, the SFFD has augmented response efforts with 22 Advanced Life Support [ALS] fire engines. The SFFD discovered that for many paramedics, 24-hour shifts caused fatigue and impacted job performance. After meeting with the two labor unions representing the paramedic classes, the SFFD rethought deployment and is moving back to shorter shifts and a dynamic deployment model. The paramedic firefighters will continue to work 24-hour shifts, and will be rotated to fire engines to operate as first response paramedics, this will complete the deployment of ALS engine companies throughout the City. Those paramedics who will now be working on short shift ambulances will work a combination of eight and ten hour shifts to accomplish a peak load staffing and utilize a dynamic deployment of moving ambulances to satisfy the constantly changing resource needs throughout the neighborhoods of the City. The first class of experienced paramedics from outside of the Fire Department was started in mid March 2006 with the goal of preparing this new workforce to respond and transport starting in late April to early May. This class of newly oriented paramedics will be followed by three more in succession to fill in the ranks of dynamic deployed ambulances. When the project has been completed in 18 – 24 months, there will be 20 peak load staffed ambulances, dynamically deployed; four 24- hour special operations ambulances, and 42 ALS engine companies. As the system develops in parallel to a new Performance Management Program, additional quality management personnel will be added.	Recommendation Implemented	Implemented The revised Reconfiguration Proposal which included criteria for deployment was adopted by both the Fire and Health Commission October, 2004.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	DPH merger of Paramedic Division into the SFFD on July 1, 1997 has been completed. Now into implementation phase of EMS reconfiguration.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	Recommendation Implemented. Refer to Fire Resolution 05-4, which provides how the EMS Reconfiguration is to be measured.

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Recommendation Implemented	Implemented The revised Reconfiguration Proposal which included criteria for deployment was adopted by both the Fire and Health Commission October, 2004.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Recommendation Implemented	Implemented The revised Reconfiguration Proposal which included criteria for deployment was adopted by both the Fire and Health Commission October, 2004.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Director, Department of Public Health	--	The Fire Department now submits a quarterly report with specific indicators to the Health Commission on the progress of the new configuration. The new Performance Management Program will augment existing efforts and improve quality assurance.	Recommendation Implemented	Implemented The Fire Department submits quarterly reports with specific indicators to the Health Commission on progress.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	Refer to 1a	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The commission continues to agree that it should be accountable for all goals established for the Fire Department and remains accountable for such.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Recommendation Implemented	The Fire Department submits quarterly reports with specific indicators to the Health Commission on progress.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b.Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Recommendation Implemented	The Fire Department submits quarterly reports with specific indicators to the Health Commission on progress.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c.The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Director, Department of Public Health	--	Not applicable to the Health Department	Will Not Be Implemented: Not Warranted or Not Reasonable	This is under the purview of the Mayor and Fire Commission, not the Health Department.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c.The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Fire Chief	--	Implementation independent of Department	Will Not Be Implemented: Not Warranted or Not Reasonable	Not in SFFD jurisdiction. Sections 3.1 and 4.108 of the City Charter confer exclusive Commission appointment privileges to the Mayor. The Fire Department does not have jurisdiction on this issue.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c.The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Fire Commission	--	(Did not comment)	Will Not Be Implemented: Not Warranted or Not Reasonable	The Mayor appoints Commissioners, and therefore the Commission cannot implement this recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c.The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is under the purview of the Mayor and Fire Commission, not the Health Department.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c.The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Will Not Be Implemented: Not Warranted or Not Reasonable	A number of criteria, including whether the person has a health background, are used to appoint a qualified Commissioner to the Fire Commission. However, having health expertise as the sole determinant in Commission appointment is not warranted because the Fire Commission provides general policy guidance as opposed to specific advice on public safety procedures implemented by the Fire Department.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Director, Department of Public Health	--	The Health Department agrees that joint meetings between the Commissions, as occurred during the pre-merger discussions, would be worthwhile. While no joint meetings have occurred this fiscal year, the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. Dr. John Brown, EMS Medical Director regularly attends the Fire Commission meetings.	Will Not Be Implemented: Not Warranted or Not Reasonable	When these recommendations were first released, the Health Department tried to pursue joint meetings. It quickly became apparent that joint meetings of these two busy Commissions would prove to be, if not impossible, at the least very difficult. As an alternative, both the SFFD and DPH agreed to attend relevant Commission meetings when EMS policy was discussed. The Fire Chief has regularly attended Health Commission meetings to represent SFFD and Dr. Brown, DPH's EMS Medical Director, regularly attends Fire Commission meetings. This arrangement has worked well for both agencies because the Fire and Health Commissions continue their commitment to making the merger a success.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Fire Chief	--	Implementation independent of Department	Will Not Be Implemented: Not Warranted or Not Reasonable	Not in SFFD jurisdiction. The Fire Department does not have jurisdiction on this issue.

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Fire Commission	--	(Did not comment)	Will Not Be Implemented: Not Warranted or Not Reasonable	The Commission disagrees with this recommendation. Medical oversight is provided by: The Department of Public Health Director; the Director of the San Francisco County Emergency Medical Services Agency (EMSA); the Department's two Medical Directors, all in communication with one another. The Department's Medical Directors and the EMS Division Chief and the EMS Operations Chief report to the Chief of Department and through her, report directly to the Fire Commission at regularly scheduled Commission meetings. Individual Commissioners recommended in November, 2003 that greater communication occur between the Chief of Department and the EMSA Director. There has been significant improvement in this area since the inception of Chief Hayes-White's administration, to the benefit of the Department's provision of EMS services.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Will Not Be Implemented: Not Warranted or Not Reasonable	When these recommendations were first released, the Health Department tried to pursue joint meetings. It quickly became apparent that joint meetings of these two busy Commissions would prove to be, if not impossible, at the least very difficult. As an alternative, both the SFFD and DPH agreed to attend relevant Commission meetings when EMS policy was discussed. The Fire Chief has regularly attended Health Commission meetings to represent SFFD and Dr. Brown, DPH's EMS Medical Director, regularly attends Fire Commission meetings. This arrangement has worked well for both agencies because the Fire and Health Commissions continue their commitment to making the merger a success.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Will Not Be Implemented: Not Warranted or Not Reasonable	When these recommendations were first released, the Health Department tried to pursue joint meetings. It quickly became apparent that joint meetings of these two busy Commissions would prove to be, if not impossible, at the least very difficult. As an alternative, both the SFFD and DPH agreed to attend relevant Commission meetings when EMS policy was discussed. The Fire Chief has regularly attended Health Commission meetings to represent SFFD and Dr. Brown, DPH's EMS Medical Director, regularly attends Fire Commission meetings. This arrangement has worked well for both agencies because the Fire and Health Commissions continue their commitment to making the merger a success.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Director, Department of Public Health	--	Not applicable to the Health Department.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not in either DPH or the Health Commissions purview. This is a Fire Department recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Fire Chief	Recommendation Implemented	Recommendation Implemented - Implemented as reported in June 2005 – The provision of Emergency Medical Services is an integral part of our core mission. This Administration continues to articulate that both the EMS and suppression missions define our organization. The message is clear and unequivocal; neither EMS nor Fire suppression has to win at the expense of the other. Our Department will only be successful if these two goals are integrated into a cohesive, unified vision for the future of our Department.	**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The Commission continues to stress the importance of the EMS mission of the Department. This is evidenced by Resolution 05-4.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not in either DPH or the Health Commissions purview. This is a Fire Department recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the Mayor's purview. This is a Fire Department recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Director, Department of Public Health	--	Not applicable to the Health Department.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is the responsibility of Fire, not DPH.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	The SFFD responds with the appropriate number and type of apparatus to the calls that are received. Until proven otherwise, every alarm is a true emergency. The Department currently responds, and will continue to respond, with all necessary apparatus and personnel, as determined by the Chief of Department and her Command Staff.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Commission	--	This recommendation has already been implemented as previously stated. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The EMS Reconfiguration has been developed by the Department and approved by the Commission as means of further enhancing the provision of Fire-based EMS service to the public. The Department continues to respond with appropriate staff and equipment to fire, medical and other emergencies.

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

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Health Commission	--	The Health Commission and the Health Department have been asked to provide a status report on implementation of recommendations included in the 2004 Grand Jury Report on the merger of EMS and the San Francisco Fire Department. You received a response memo from Dr. Mitch Katz, Director of Health, dated April 11, which addresses the status of the outstanding Health Department/Health Commission recommendations. I am writing to reiterate the Health Commission's commitment to implementing Recommendation 1d, which is that the Fire and Health Commissions meet at least quarterly. As Dr. Katz said in his response, no joint meetings have occurred this fiscal year, however the Fire Chief attended one Health Commission meeting to discuss system changes within the Fire Department. The Health Commission is committed to holding a joint meeting with the Fire Commission in the next year, and I will work closely with the President of the Fire Commission to schedule this.	Will Not Be Implemented: Not Warranted or Not Reasonable	Not Reasonable This is the responsibility of Fire, not DPH.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department and Department of Public Health status reports.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	2. Department leadership should confront the commonly held perception that Local 798, rather than the Chief, is "running the department."	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	The Chief of Department attempts to maintain productive working relationships with all employee groups; however, she is the sole arbiter of decisions that affect the operations and administration of the Department.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 16, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury presented their recommendations with a focus on harassment, alcohol and substance abuse. Fire Chief Joanne Hayes-White discussed the new EMS configuration plan, promotional exams, harassment and random drug testing. Fire Chief Hayes-White also provided the following target dates: - EEO training for the Fire Department by end of FY 2004-2005 - Develop random drug testing policy by October 2004 - Promotional exam for H30, Fire Captain Exam, to go before the Civil Service Commission by December 31, 2004	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	The Department's workload is reflective of the demands that the public places on its resources.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The EMS Reconfiguration has been approved by the Commission as a means of further enhancing the Department's provision of emergency medical services.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office. The Mayor defers to the Fire Chief in resource allocation decisions that support fire suppression and emergency medical services.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 16, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury presented their recommendations with a focus on harassment, alcohol and substance abuse. Fire Chief Joanne Hayes-White discussed the new EMS configuration plan, promotional exams, harassment and random drug testing. Fire Chief Hayes-White also provided the following target dates: - EEO training for the Fire Department by end of FY 2004-2005 - Develop random drug testing policy by October 2004 - Promotional exam for H30, Fire Captain Exam, to go before the Civil Service Commission by December 31, 2004	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Chief	Will Not Be Implemented: Not Warranted or Not Reasonable	Refer to 3a	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The Fire Commission has approved the EMS Reconfiguration to further enhance the Department's provision of emergency medical services to the public.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office. The Mayor defers to the Fire Chief in resource allocation decisions that support fire suppression and emergency medical services.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 16, 2004 on the Civil Grand Jury Report. Representatives from the Civil Grand Jury presented their recommendations with a focus on harassment, alcohol and substance abuse. Fire Chief Joanne Hayes-White discussed the new EMS configuration plan, promotional exams, harassment and random drug testing. Fire Chief Hayes-White also provided the following target dates: - EEO training for the Fire Department by end of FY 2004-2005 - Develop random drug testing policy by October 2004 - Promotional exam for H30, Fire Captain Exam, to go before the Civil Service Commission by December 31, 2004	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Chief	Will Be Implemented in the Future	On March 20, 2006 the Department launched implementation of EMS reconfiguration completion of reconfiguration is approximately 24 months and will result in peak period staffing and alternative staffing and shifts, both recommendations from Controller's Office.	Will Be Implemented in the Future	On March 20, 2006, the Department launched the implementation of the EMS reconfiguration. At the completion of this project, which is currently estimated to be June 30 2008, the Department will have implemented peak period staffing and dynamically deployed resources. Both of these operational changes were recommendations from the Controller's Audit.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Commission	--	(Did not comment)	Will Not Be Implemented: Not Warranted or Not Reasonable	This is a recommendation to the Board of Supervisors

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This finding does not apply to the Mayor's Office.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Fire Chief	Will Be Implemented in the Future	The report of the SFFD EMS Reconfiguration Committee and the subsequent adoption of its recommendations has compelled a change in focus from the recruitment and retention of currently cross trained Firefighter/Paramedics to the recruitment and retention of currently certified and licensed EMTs and Paramedics. A class of 24 single function Paramedics was hired into the Department on March 20, 2006 and will staff our transport tier. Future cross trained Firefighter Paramedics would be drawn from the ranks of Paramedics serving on the transport tier.	Will Be Implemented in the Future	As a result of the report of the SFFD EMS Reconfiguration Committee and the subsequent adoption of its recommendations, the Department has turned its focus from recruitment and retention of existing Firefighter Paramedics to hiring single function Paramedics and Emergency Medical Technicians who will staff the ambulance service tier. Future cross trained Firefighter Paramedics will be recruited from the ranks of paramedics from the ambulance transport tier. This new program as resulted in a reduction in training time and high academy completion rates.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Fire Chief	Will Be Implemented in the Future	Diversity in middle-management positions is critical to the long term health of any organization. While the cross-training of officers is a laudable goal, it is somewhat impractical. The Department believes that achieving diversity throughout its ranks is best accomplished by the steady promotion of Firefighter/Paramedics. Departments across the nation that have successfully integrated the EMS component have done so with "bottom-up" promotions and not a "top-down" imposition of policies. Future promotional examinations conducted by the Department will have significant emphasis on the EMS mission of the Department as well as the traditional fire suppression components.	Will Be Implemented in the Future	Diversity in middle management positions is critical to the long term health of any organization. While cross training officers is an important goal, training current officers is impractical. The Department believes that diversity will be best accomplished by the promotion of Firefighter Paramedics to higher ranks. Departments across the country that have successfully integrated EMS services have accomplished this integration through promotions rather than a "Top-Down" implementation of policies.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Fire Chief	Will Be Implemented in the Future	With the hiring of 24 single function Paramedics to staff our transport tier, the Department will be transitioning from 24 hour ambulance shifts to 10 hour ambulance shifts over the course of the next 24 months.	Will Be Implemented in the Future	As part of the change in ambulance service provision, the new ambulances are being assigned to work 10-hour shifts using peak period staffing and dynamic deployment.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Chief	Recommendation Implemented	Harassment of any kind, and for any reason, is not tolerated by this Department. This administration takes our obligation to provide a safe and supportive workplace, free from harassment of any kind very seriously, and has already demonstrated its commitment in the discipline and termination of members who have committed this infraction.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The Commission agrees with and has already implemented and pursued a policy that harassment of any type, including harassment of firefighter/paramedics, will not be tolerated.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Chief	Recommendation Implemented	This administration is keenly sensitive to the issue of harassment, and continues to take its obligation to provide a safe and supportive workplace, free from harassment of any kind very seriously, and has already demonstrated its commitment in the discipline and termination of members who have committed this infraction. All members, regardless of rank, are held accountable.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The Commission agrees with this recommendation, which has already been implemented.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Chief	Recommendation Implemented	The Fire Commission is unwavering in holding Department leadership responsible for providing a safe and supportive work environment, free from harassment of any kind. The current Administration welcomes the accountability required from this Fire Commission.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Commission	--	Agree as previously stated and previously implemented. At this time, no further Commission action is necessary or anticipated on this recommendation.	Recommendation Implemented	The Commission agrees with this recommendation, which has been implemented. The Department leadership continues to be vigilant in eliminating harassment.

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	6. The Department should provide comprehensive leadership and command training for all officers prior to their assumption of command. Periodic training should emphasize professionalism, responsibility and accountability and be given on a regular, ongoing basis. Training should include conflict resolution and team building.	Fire Chief	Recommendation Implemented	In the last nine months, management and supervisory classes were held for members accepting provisional promotions into the officer ranks. Curriculum included modules in customer service, professional demeanor, conflict resolution and teambuilding, administrative responsibilities, review of fire tactics, dealing with high risk, low frequency operations such as high-rise fires, BART / MUNI responses, management multi-casualty incidents and disaster operations. In addition, all supervisory level employees attended a Sexual Harassment training module in 2005. Accountability is a key element to the success of any organization, and is expected from every member of this Department regardless of rank. This administration continues to hold all its members accountable for performance and behavior. While the administration continues to hold all members accountable for their actions, promotional exams and permanent appointments are crucial to executing this recommendation. The Department looks forward to resolution between the Civil Service Commission and Local 798 regarding the promotional certification rule.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Civil Service Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The State Supreme Court heard oral arguments March 7, 2006. A decision is expected in the near future. Once the decision is rendered, an action plan will be developed to carry out the direction of the court. The decision and direction of the Court is not known at this point and therefore it is unreasonable to carry out this recommendation.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Fire Chief	Recommendation Implemented	The Department has worked in partnership with the employee groups to develop meaningful, measurable secondary criteria for promotional examinations and is working to assure that approved criteria will be in place after all legal issues are resolved and promotional exams are scheduled.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office. The City Charter states that the Mayor shall not dictate, suggest or interfere with the merit system activities of the Civil Service Commission.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Civil Service Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The State Supreme Court heard oral arguments March 7, 2006. A decision is expected in the near future. Once the decision is rendered, an action plan will be developed to carry out the direction of the court. The decision and direction of the Court is not known at this point and therefore it is unreasonable to carry out this recommendation.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Fire Chief	--	Implementation independent of Department.	Recommendation Implemented	The lawsuit delaying the implementation of promotional exams is resolved. The Department is currently in the process of administering an H 30 Captains Exam and anticipates that the list will be posted in April 2007.

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Requires Further Analysis	Currently, an item under discussion in the FY08 budget preparation process. However there is some legal issues that need to be resolved.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Civil Service Commission	Will Not Be Implemented: Not Warranted or Not Reasonable	The State Supreme Court heard oral arguments March 7, 2006. A decision is expected in the near future. Once the decision is rendered, an action plan will be developed to carry out the direction of the court. The decision and direction of the Court is not known at this point and therefore it is unreasonable to carry out this recommendation.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Fire Chief	--	Implementation independent of Department.	Recommendation Implemented	The dispute over the certification rule has been resolved by the California Supreme Court.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Mayor	--	The Mayor's Office supports the response contained in the Fire Department status report.	Will Not Be Implemented: Not Warranted or Not Reasonable	This is not within the purview of the Mayor's Office. The City Charter states that the Mayor shall not dictate, suggest or interfere with the merit system activities of the Civil Service Commission.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8a. The Department needs to determine the extent of on-duty alcohol consumption and substance abuse among Department personnel as soon as possible.	Fire Chief	Recommendation Implemented	In September 2005, the Department embarked upon a cutting edge, first of its kind in the State, Random On-duty Drug & Alcohol Testing Program. It has proved to be an effective mechanism for evaluating members and is a model program nationwide.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8b. The Department should negotiate for expanded and random drug and alcohol testing as soon as possible.	Fire Chief	Recommendation Implemented	See 8a	**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8c. The Department should establish an Internal Investigative Unit that reports directly to the Chief. Investigators trained in identifying people who are under the influence should staff this Unit. The investigators should have complete authority to make unannounced visits to fire stations and to conduct drug and alcohol tests. They should have access to lockers used by firefighters for storage of personal items.	Fire Chief	Recommendation Implemented	The Investigative Services Bureau (ISB) is the internal investigative unit of the Department. Members assigned to the ISB completed training in the identification of people under the influence of substances.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8d. The Department needs to implement a strong, clear, and effective drug policy.	Fire Chief	Will Be Implemented in the Future	The Department is finalizing an up-to-date overall Substance Abuse Policy that includes screening prior to hire, promotion, post accident, reasonable suspicion and random testing with anticipated completion by July 1, 2006.	Will Be Implemented in the Future	The San Francisco Fire Department implemented a random on duty alcohol and drug testing policy in September 2005. It is in the process of revising the Department's overall Substance Abuse Policy.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8e. The Department should institute an outreach program to help identify and refer for treatment those members with alcohol and substance abuse problems.	Fire Chief	Recommendation Implemented	An important component of the Department's new and renovated substance abuse policies is an outreach program designed to identify and find treatment programs for members with alcohol and substance abuse problems. Those members coming forth voluntarily will be provided with every resource available. In addition, the Department intends to provide a training module to raise awareness to its members of alcohol and substance abuse issues.	**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	Board of Education	Requires Further Analysis	Requires Further Analysis. The federal desegregation consent decree that governed student assignment for SFUSD expired in December 2005. The District is currently operating under the student assignment system designed to comply with the consent decree, but will be analyzing its options for a new student assignment system that will go into effect for the 2007-2008 school year. The Board of Education is currently reviewing options and information provided by the Community Advisory Committee on Student Assignment as well as experts on desegregation. The relationship between students' residential addresses and the schools they attend will be part of this discussion and analysis.	Recommendation Implemented	School capacity exceeds the number of students opting to attend school in the Bayview Hunters Point district. Further study of this issue is underway as part of the District's Student Enrollment, Recruitment & Retention Initiative.
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	SFUSD	Requires Further Analysis	Requires Further Analysis. The federal desegregation consent decree that governed student assignment for SFUSD expired in December 2005. The District is currently operating under the student assignment system designed to comply with the consent decree, but will be analyzing its options for a new student assignment system that will go into effect for the 2007-2008 school year. The Board of Education is currently reviewing options and information provided by the Community Advisory Committee on Student Assignment as well as experts on desegregation. The relationship between students' residential addresses and the schools they attend will be part of this discussion and analysis.	Recommendation Implemented	School capacity exceeds the number of students opting to attend school in the Bayview Hunters Point district. Further study of this issue is underway as part of the District's Student Enrollment, Recruitment & Retention Initiative.
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	Board of Education	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Warranted or Not Reasonable. As noted in the District's original response, the Master Facilities Plan did not identify a short-term need to develop new schools. Moreover, the Redevelopment Agency's economic impact analysis similarly did not project a short term need for new schools based on the development of the Hunters Point Shipyard. The District will continue to re-evaluate the need for new schools based on the changing circumstances in the District.	**	

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

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	San Francisco Redevelopment Agency	Will Not Be Implemented: Not Warranted or Not Reasonable	In 2004, the Agency hired Seifel Consulting Inc. ("SCI") to conduct a fiscal and economic impact analysis for Phase I of the Shipyard. Included in the study is an analysis of the SFUSD's June 2003 Facilities Master Plan. Additionally, SCI consulted with SFUSD regarding how to project student enrollment for the Phase I development at the Shipyard. Based upon SCI's analysis, approximately 494 SFUSD students are projected from Phase I. Additionally, by the year 2011, total public school enrollment in the SFUSD is projected to decrease by between 9 and 13 percent from its current enrollment of 60,900. Based on the aforementioned facts and data, SFUSD has not determined that additional schools will be required as a result of housing to be developed during Phase I of the Shipyard. Therefore, the Agency has determined that Recommendation 2 is currently not warranted and will not be implemented at this time. If in the future, SFUSD determines that additional schools are necessary in the Bayview Hunters Point region as a result of future development at the Shipyard, the Agency will cooperate with the school district to address the need for additional educational facilities.	**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	SFUSD	Will Not Be Implemented: Not Warranted or Not Reasonable	Will Not Be Implemented: Not Warranted or Not Reasonable. As noted in the District's original response, the Master Facilities Plan did not identify a short-term need to develop new schools. Moreover, the Redevelopment Agency's economic impact analysis similarly did not project a short term need for new schools based on the development of the Hunters Point Shipyard. The District will continue to re-evaluate the need for new schools based on the changing circumstances in the District.	**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	Board of Education	Recommendation Implemented	No new response required—Original response notes that the recommendation had already been implemented. The District annually informs families and students about the educational opportunities available in the District.	**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	SFUSD	Recommendation Implemented	No new response required—Original response notes that the recommendation had already been implemented. The District annually informs families and students about the educational opportunities available in the District.	**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	Board of Education	Recommendation Implemented	No new response necessary—original response notes that recommendation had already been implemented. The District continues to engage in detailed outreach to ensure that parents and guardians fill out free and reduced lunch applications, and does not deny any student a free or reduced price lunch due to their parent's failure to complete the required documentation.	**	

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

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	SFUSD	Recommendation Implemented	No new response necessary—original response notes that recommendation had already been implemented. The District continues to engage in detailed outreach to ensure that parents and guardians fill out free and reduced lunch applications, and does not deny any student a free or reduced price lunch due to their parent's failure to complete the required documentation.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Sheriff	Recommendation Implemented	The Policy and Procedures Manual sections regarding the grievance procedure was reviewed in September 2004.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	At this time, our information technology priority is the implementation of the Jail Management System, which will automate the core functions of the Sheriff's Department and assist the City in implementation of the JUSTIS system.	**	

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CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	The Sheriff's Department lacks the staff required to dedicate one deputy to input data; and does not agree that this is the best way to address grievances.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed.	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	Not all grievances are best addressed in writing.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.

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

CGJ Year	Report Title	Recommendation	Response Required	2006 Response (1)	2006 Response Text	2007 Response (1)	2007 Response Text
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	Placing grievances in a locked box impedes communication between deputies and prisoners and is inconsistent with expeditious resolution of grievances.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Sheriff	Will Not Be Implemented: Not Warranted or Not Reasonable	Grievances are not an accurate measure of staff performance.	**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Board of Supervisors	--	The Board of Supervisors' City Services Committee held a hearing on Thursday, September 23, 2004 on the Civil Grand Jury Report. Representatives from both the Civil Grand Jury and the Sheriff's Department were present at the hearing. The Sheriff's Department agreed with most of the findings and recommendations. The matter was continued until Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Board of Supervisors' City Services Committee continued the hearing on Thursday, October 21, 2004 to hear a progress report from the Sheriff's Department. The Department reported it is modeling a policy similar to Alameda County in order to track grievances, responses and corrective action taken. It will modify the grievance form and procedures, which will simplify the process for both the inmates and staff. What remains unresolved is the accessibility of a locked box where inmates drop off grievances. The Department is exploring alternatives to provide inmates confidential submission of grievances and the assurance of directing grievances to the appropriate individual(s). Target date for the completion of a revised policy and procedure is December 31, 2004. The Committee was satisfied with the progress report and the matter was filed	Will Not Be Implemented: Not Warranted or Not Reasonable	The Board of Supervisors held hearings on the Civil Grand Jury Reports: City Services and Rules Committees (2003-2004) and Government Audit and Oversight Committee (2004-2005 and 2005-02006). The Board supports the recommendation of the Civil Grand Jury, but does not have the operational authority to implement the recommendations. Therefore, pursuant to California Penal Code Sections 933.005(a) and (b), the Board will not be implementing the recommendation.
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Sheriff	Recommendation Implemented	The Prisoner Grievance Form has been simplified.	**	

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

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Board of Education	**		**	

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**** Response not required: Recommendation has been implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Board of Education	**		**	

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

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Board of Education	**		**	

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

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Board of Education	**		**	

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**** Response not required: Recommendation has been implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Board of Education	**		**	

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**** Response not required: Recommendation has been implemented or abandoned.

CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Board of Education	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Superintendent of Schools	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Education	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Supervisors	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Mayor	**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Superintendent of Schools	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Board of Supervisors	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Sheriff	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Sheriff	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Sheriff	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Board of Supervisors	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Office of the Controller	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Sheriff	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Board of Supervisors	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Mayor	**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Office of the Controller	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Sheriff	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Transportation Agency Board of Directors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	San Francisco Municipal Railway	**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	San Francisco Municipal Transportation Agency Board of Directors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	San Francisco Municipal Transportation Agency Board of Directors	**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Transportation Agency Board of Directors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Office of the Controller	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Transportation Agency Board of Directors	**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	Office of the Controller	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Transportation Agency Board of Directors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Office of the Controller	**		**	
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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Office of the Controller	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Railway	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Transportation Agency Board of Directors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Office of the Controller	Will Be Implemented in the Future	As noted previously, we have an ongoing audit program for payroll. We also have one for the MTA and anticipate auditing these and other pay practice issues in FY09.	Will be implemented in the future	We agree that these issues should be analyzed/audited however they are not currently on our near-term audit schedule due to other priorities. As noted previously, we have an ongoing audit program for payroll. We also have an audit program for the MTA. We may audit these and/or other pay and practice issues at the agency in FY10 or FY11 based on risk and scope analyses.

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	Office of the Controller	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	San Francisco Municipal Railway	**		**	
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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	Board of Supervisors	**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	San Francisco Municipal Railway	**		**	
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3b. MUNI should evaluate the effectiveness of the current training program with an emphasis on accident prevention.	Board of Supervisors	**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles- especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Board of Supervisors	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles- especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Department of Child Support Services	**		**	
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1b. The role of the court and the Family Law Facilitator and how they can be accessed should be explained- especially if it appears that the parents will be unwilling or unable to stipulate a plan for child support.	Board of Supervisors	**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Board of Supervisors	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Department of Child Support Services	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Mayor	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1d. SFDCSS should add to its long-range plan the production of multilingual educational videos and television and radio advertisements. By collaborating with other agencies and by accessing volunteer time, talent and dollars, DCSS can expand its services to clientele.	Board of Supervisors	**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Board of Supervisors	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Department of Child Support Services	**		**	
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. {Pattern reception area after that of the Contra Costa County DCSS.}	Board of Supervisors	**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. {Pattern reception area after that of the Contra Costa County DCSS.}	Mayor	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Board of Supervisors	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Department of Child Support Services	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Mayor	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Board of Supervisors	**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Department of Child Support Services	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Mayor	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Board of Supervisors	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Department of Child Support Services	**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Mayor	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Commission	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Health Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Health Commission	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Health Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Fire Chief	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Health Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Fire Chief	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Health Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Director, Department of Public Health	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Commission	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Health Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	2. Department leadership should confront the commonly held perception that Local 798, rather than the Chief, is "running the department."	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Board of Supervisors	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Mayor	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Board of Supervisors	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Board of Supervisors	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Chief	Recommendation Implemented	The SFFD has implemented the EMS Reconfiguration Plan, due for completion of its final phase in June 2008.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Commission	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Fire Chief	Recommendation Implemented/Will Be Implemented in the Future	1 & 2. The SFFD has hired, as part of its EMS Reconfiguration, more than 100 Paramedics and Emergency Medical Technicians. All of the Department's H-3 Firefighter/Paramedics are eligible to participate in the H-20 Lieutenant's test (officer) which will be held in May 2008. The EMS Reconfiguration project is designed to alleviate workload from the 24-hour ambulances. The final phase, which will occur before the end of this fiscal year, will reduce the number of 24-hour ambulances to four (as allowed by Prop F).	Recommendation Implemented	1 – The EMS Reconfiguration is in its final stage. Only three ambulances remain on 24-hour shifts and those are scheduled for deactivation prior to the end of 2009. H-3-Level I EMT and II Paramedics have been hired. Many H-3 Firefighter/Paramedics have successfully passed the Fire Lieutenant's exam and have been promoted to H-20 Lieutenant and are now working as mid-level managers.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Fire Chief	Recommendation Implemented/Will Be Implemented in the Future	1 & 2. The SFFD has hired, as part of its EMS Reconfiguration, more than 100 Paramedics and Emergency Medical Technicians. All of the Department's H-3 Firefighter/Paramedics are eligible to participate in the H-20 Lieutenant's test (officer) which will be held in May 2008. The EMS Reconfiguration project is designed to alleviate workload from the 24-hour ambulances. The final phase, which will occur before the end of this fiscal year, will reduce the number of 24-hour ambulances to four (as allowed by Prop F).	Recommendation Implemented	1 – The EMS Reconfiguration is in its final stage. Only three ambulances remain on 24-hour shifts and those are scheduled for deactivation prior to the end of 2009. H-3-Level I EMT and II Paramedics have been hired. Many H-3 Firefighter/Paramedics have successfully passed the Fire Lieutenant's exam and have been promoted to H-20 Lieutenant and are now working as mid-level managers.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Fire Chief	Recommendation Implemented/Will Be Implemented in the Future	1 & 2. The SFFD has hired, as part of its EMS Reconfiguration, more than 100 Paramedics and Emergency Medical Technicians. All of the Department's H-3 Firefighter/Paramedics are eligible to participate in the H-20 Lieutenant's test (officer) which will be held in May 2008. The EMS Reconfiguration project is designed to alleviate workload from the 24-hour ambulances. The final phase, which will occur before the end of this fiscal year, will reduce the number of 24-hour ambulances to four (as allowed by Prop F).	Recommendation Implemented	1 – The EMS Reconfiguration is in its final stage. Only three ambulances remain on 24-hour shifts and those are scheduled for deactivation prior to the end of 2009. H-3-Level I EMT and II Paramedics have been hired. Many H-3 Firefighter/Paramedics have successfully passed the Fire Lieutenant's exam and have been promoted to H-20 Lieutenant and are now working as mid-level managers.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Mayor	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Commission	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	6. The Department should provide comprehensive leadership and command training for all officers prior to their assumption of command. Periodic training should emphasize professionalism, responsibility and accountability and be given on a regular, ongoing basis. Training should include conflict resolution and team building.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Civil Service Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Civil Service Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Fire Chief	**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Mayor	Will Be Implemented in the Future	Agree with future implementation. Following a California Supreme Court decision regarding testing, the Fire Department immediately resumed the offering of examinations. It has completed the H30 Captain and the H40 Battalion Chief exams and will complete the H20 Lieutenant's exam by September 2008. The Mayor will continue to support further testing as budgetary constrains allow.	--	Department elected not to respond.
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Civil Service Commission	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Mayor	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8a. The Department needs to determine the extent of on-duty alcohol consumption and substance abuse among Department personnel as soon as possible.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8b. The Department should negotiate for expanded and random drug and alcohol testing as soon as possible.	Fire Chief	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8c. The Department should establish an Internal Investigative Unit that reports directly to the Chief. Investigators trained in identifying people who are under the influence should staff this Unit. The investigators should have complete authority to make unannounced visits to fire stations and to conduct drug and alcohol tests. They should have access to lockers used by firefighters for storage of personal items.	Fire Chief	**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8d. The Department needs to implement a strong, clear, and effective drug policy.	Fire Chief	Recommendation Implemented	The Department's Drug & Alcohol Testing Program including a Random On-Duty Drug and Alcohol testing is complete and fully implemented.	**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8e. The Department should institute an outreach program to help identify and refer for treatment those members with alcohol and substance abuse problems.	Fire Chief	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	Board of Education	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	SFUSD	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	Board of Education	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	San Francisco Redevelopment Agency	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	SFUSD	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	Board of Education	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	SFUSD	**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	Board of Education	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	SFUSD	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Sheriff	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Sheriff	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Sheriff	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Sheriff	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Board of Supervisors	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2008 Response (1)	2008 Response Text	2009 Response (1)	2009 Response Text
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Sheriff	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Sheriff	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Board of Supervisors	**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Sheriff	**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1a. SFUSD owns properties that are not presently being used for city schools. The Board and Administration should study the availability of suitable sites for relocation of Phoenix.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1b. SFUSD should move immediately to relocate the CCS Phoenix School campus.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Board of Education	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1c. Ideally, a new Phoenix School campus would be ready for the 2004- 2005 school year.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1d. A secondary priority is the relocation of the Community Youth Center's one- room school from its location on Polk Street, above a strip joint.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Board of Education	**		**		**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	1e. The five-year plan should include preparations to replace all one-room schools in the county system.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2a. SFUSD should make its budget readily available for inspection by authorized agencies, in particular, the Civil Grand Jury.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Board of Education	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2b. Budget information should be presented clearly, if possible, with explanatory summaries.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	2c. To insure the equitable distribution of funds and to avoid co-mingling of assets, two separate budgets should be kept for the separate school systems of city and county.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Board of Education	**		**		**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3a. Replace the minimum-service County Community Schools with the more challenging Community Day Schools.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	3b. Use all available funding for county schools by upgrading and making the necessary commitment to Community Day Schools.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Board of Education	**		**		**	

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2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4a. Add comprehensive information about CCS to the SFUSD website and printed materials.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4b. Devise a separate five-year plan for county schools-with special consideration to upgrading to Community Day Schools--and publicize it.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Board of Education	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4c. Educate district personnel about County Community Schools and familiarize them with descriptive publications and websites.	Superintendent of Schools	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Education	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Board of Supervisors	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Mayor	**		**		**	
2003-04	County Community Schools: Poor Stepchildren of the San Francisco Unified School District	4d. Celebrate the dedication and hard work of administrators, teachers and students in the county system. Give them the supplies they desperately need. "Nothing succeeds like success," but even the most dedicated laborers will burn out if their efforts are not recognized.	Superintendent of Schools	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Board of Supervisors	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	1a. The Mayor and Board of Supervisors should fund in-custody programs at current or higher levels.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2a. The Mayor's office should determine the needs of individuals exiting the jails to assist in formulating effective programs.	Sheriff	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2b. Develop a computer program to track recidivism of individuals entering and exiting the county jail system.	Sheriff	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	2c. Prioritize services needed by individuals released from the county jails when planning for the homeless.	Sheriff	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Board of Supervisors	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Office of the Controller	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3a. A mentor/sponsor program should be created to assist this population for a limited period after they return to the community from the jails.	Sheriff	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Board of Supervisors	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Mayor	**		**		**	
2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Office of the Controller	**		**		**	

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2003-04	Incarceration And Beyond: Where Do We Go From Here?	3b. An audit of all agencies currently charged with providing services to the homeless should be undertaken.	Sheriff	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1a. MUNI management should prepare detailed plans to attain the on-time performance of 85% and service delivery of 98.5% mandated by Proposition E.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1b. The Executive Director of MTA, the General Manager of MUNI, and other senior management personnel should adopt proactive and highly visible leadership roles, establish accountability at all levels of management, ensure that all policies are enforced, and inform all employees of policies and the consequences of failing to adhere to them. In order to enhance morale and job satisfaction, the administration should encourage open communication between workers and management.	San Francisco Municipal Railway	**		**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1c. Management should determine where MUNI ranks, <i>vis-a-vis</i> other agencies, in terms of the cost/benefits of its light-duty and battery-pay plans and workers' compensation benefits.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1d. Management should ensure that MUNI's training and accident prevention programs are consistent with current industry standards.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	

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CGJ Year	Report Title	Recommendation	Response Required	2010 Response (1)	2010 Response Text	2011 Response (1)	2011 Response Text	2012 Response (1)	2012 Response Text
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	1e. Management should consider employee comments and recommendations at all levels. Such action can lead to improved working conditions and morale and, ultimately, to improved service.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	Office of the Controller	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2a. Management should determine and control the cost of its benefit plans and act to prevent abuses.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	Office of the Controller	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2b. Management should consider basing pay under the light-duty plan on hours actually worked.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	Office of the Controller	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2c. Management must establish controls to ensure that those employees assigned to light-duty are eligible under the conditions of the plan and are actually performing their assigned tasks.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	Office of the Controller	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2d. The managers of the departments to which light-duty personnel are assigned should be responsible for their presence and performance.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2e. The Office of the Controller and the Budget Analyst's Office should conduct independent audits of the light-duty and battery pay plans and workers' compensation benefit programs to determine the actual costs of the plans and benefits and the feasibility of determining ways to reduce the overall costs of those programs.	Office of the Controller	Will Be Implemented in the Future	We agree that these issues should be analyzed/audited however they are not currently on our near-term audit schedule due to other priorities. As noted previously, we have an ongoing audit program for payroll. We also have an audit program for the MTA. We may audit these and/or other pay and practice issues at the agency in FY10 or FY11 based on risk and scope analyses.	Will Not be Implemented; Not Warranted or Not Reasonable	We agree that MTA payroll issues, including the light duty and battery programs, should be analyzed/audited however they are not specifically on our near-term audit schedule due to other priorities arising through our risk analysis. As noted previously, we have an ongoing audit program for City payroll and we have an audit program specifically for the MTA. If light duty and battery arise in our risk and scoping practices then an audit	**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	Office of the Controller	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	San Francisco Municipal Railway	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	2f. Compensatory plans should be examined to ensure that, although they may provide similar assistance, they do not duplicate the benefits.	San Francisco Municipal Transportation Agency Board of Directors	**		**		**	

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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	Board of Supervisors	**		**		**	
2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3a. MUNI should establish a program to record and analyze the causes of all incidents/accidents. The system would categorize each incident/accident by type, operator, transit line, division, claims and/or settlement costs and whether avoidable or unavoidable. The system should be designed to prevent multiple accident entries. The data should be readily available so that it can be used to establish procedures to reduce claims and their associated costs.	San Francisco Municipal Railway	**		**		**	
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2003-04	On-Time Performance And Service Goals Remain A Fiction: Muni's Mismanagement And Worker Problems	3b. MUNI should evaluate the effectiveness of the current training program with an emphasis on accident prevention.	Board of Supervisors	**		**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles-especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Board of Supervisors	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1a. Written materials (in translation when appropriate) to be presented and explained at in-take should include a flow chart outlining the process to be undertaken from start to finish. Specifics should describe all of the players in the process and their roles-especially including DCSS, their computer and phone systems, and all its divisions: in-take, DSOs, attorneys and the ombudsperson.	Department of Child Support Services	**		**		**	
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1b.The role of the court and the Family Law Facilitator and how they can be accessed should be explained-especially if it appears that the parents will be unwilling or unable to stipulate a plan for child support.	Board of Supervisors	**		**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Board of Supervisors	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Department of Child Support Services	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1c. Packet information should be reinforced by the use and distribution of posters, flyers and videos made available in libraries, churches, shops, hospitals and community agencies.	Mayor	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	1d. SFDCCS should add to its long-range plan the production of multilingual educational videos and television and radio advertisements. By collaborating with other agencies and by accessing volunteer time, talent and dollars, DCSS can expand its services to clientele.	Board of Supervisors	**		**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Board of Supervisors	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2a. In an attractive and efficient manner. DCSS should set up, monitor and stock regularly display racks of written materials and handouts at all DCSS offices, law facilitators offices and courtrooms.	Department of Child Support Services	**		**		**	
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	2b. Re-arrange the main-office entry so that DCSS looks more like a sanctuary than a jail. {Pattern reception area after that of the Contra Costa County DCSS.}	Board of Supervisors	**		**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3a. SFDCSS should plan for installation of a full-time phone team trained to deal with ordinary questions and problems of clients. CGJ recommends that it be patterned after that of the Contra Costa County DCSS. Otherwise, teams and the ombudsperson should make every effort to follow DCSS policy and answer phones in person as often as possible.	Board of Supervisors	**		**		**	
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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3b. CSOs and/or attorneys should advise parents to keep back-up copies of all paperwork and bring it with them to court. The committee recommends that DCSS arrange to store all back-up information on computer so that information will not be lost.	Board of Supervisors	**		**		**	

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2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Board of Supervisors	**		**		**	
2003-04	San Francisco Department Of Child Support Services: Putting The Children First	3c. DCSS should make every effort to reconcile cross-complaints by both parents and eliminate the need for a costly court appearance. However, when the court procedure is necessary, each parent should be given formal and timely notice.	Department of Child Support Services	**		**		**	
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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Director, Department of Public Health	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1a. SFFD and DPH should establish specific criteria for measuring the success of the merger. They should determine the steps necessary to complete the merger. Steps to be taken and the establishment of timelines should be delineated and agreed upon as soon as possible.	Fire Commission	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1b. Once criteria and timelines are established, the Chief and the Fire Commission should be held accountable by the Mayor for achieving them.	Director, Department of Public Health	**		**		**	
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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Director, Department of Public Health	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1c. The Mayor should appoint a health professional, preferably one with Emergency Medical Services experience, to the Fire Commission.	Fire Chief	**		**		**	
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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Director, Department of Public Health	**		**		**	
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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1d. The Fire and Health Commissions should meet jointly at least quarterly for better oversight of SFFD EMS.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Director, Department of Public Health	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Fire Chief	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Fire Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Health Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1e. Department leadership should define and communicate the values of the department so that EMS IS seen to be at least as important as fire suppression, as stated in the SFFD's mission statement. The Fire Commission, the Chief and Department leadership should promote and support EMS by communicating the value of its mission throughout the Department.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Director, Department of Public Health	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Fire Commission	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Health Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	1f. Given that most alarms are false and those that are not are medical in nature, SFFD should respond with appropriate staff and equipment.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	2. Department leadership should confront the commonly held perception that Local 798, rather than the Chief, is "running the department."	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Board of Supervisors	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Fire Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3a. Resource allocation and staffing should reflect the Department's change in workload from fire suppression to EMS.	Mayor	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Board of Supervisors	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Fire Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3b. The Mayor, Board of Supervisors and the Fire Commission should direct and support the Chief in making resource allocation changes that properly support the EMS mission.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Board of Supervisors	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Fire Commission	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	3c. The Board of Supervisors mandated the review of SFFD recently conducted by the Controller's Office. The Board should now act on and direct the Chief to implement the recommendations.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4a. Recruitment and retention of firefighter/paramedics is a critical problem that needs immediate attention. The Department should hire additional firefighter/paramedics and/or cross-train more existing personnel to be firefighter/paramedics as soon as possible.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4b. Officers should be cross-trained as well as rank and file firefighters. Officers who are already cross-trained should continue their paramedic licensure and use their paramedic skills in their command positions.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	4c. Alleviation of heavy ambulance workloads should be addressed as soon as possible. The necessity for a 24-hour ambulance shift should be reviewed as well as other options for transporting patients.	Mayor	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5a. Department leadership should identify the stations where harassment is occurring. Those engaging in harassing behavior should be appropriately disciplined. The range of discipline should include suspension with or without pay and/or firing, depending on the degree of harassment. Harassers who are not fired should be reassigned to different stations.	Fire Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5b. Ranking officers should be held accountable for their actions or inaction related to harassment. Officers who participate in or allow those under their supervision to participate in harassment should be disciplined. The range of discipline should include suspension without pay, demotion and/or firing, depending on the severity of the offense.	Fire Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	5c. The Fire Commission should hold Department leadership accountable for eliminating harassment.	Fire Commission	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	6. The Department should provide comprehensive leadership and command training for all officers prior to their assumption of command. Periodic training should emphasize professionalism, responsibility and accountability and be given on a regular, ongoing basis. Training should include conflict resolution and team building.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Civil Service Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7a. Department leadership should develop and submit secondary promotional criteria to the Civil Service Commission for approval as soon as possible. Although there is a legal appeal in process and the Department will not be able to act until this appeal is resolved, it is imperative that the Department be ready to proceed with examinations and selections after the appeal is adjudicated.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Civil Service Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Fire Chief	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7b. The Mayor should investigate why promotional examinations have not been given in the SFFD and determine what the financial ramifications are.	Mayor	--	Department elected not to respond.	Will be Implemented in the Future	Examinations were held up for many years due to litigation. Since 2006, the Fire Exam unit has administered eight promotional exams, with a ninth in process. Future exam administration will be contingent on sufficient resources. It is not necessary for the Mayor to investigate why promotional examinations have not been given in the SFFD.	Will Not Be Implemented: Not Warranted or Not Reasonable.	<p>The Fire Department was unable to administer promotional examinations between 1998 and 2005 because of litigation brought on by Firefighters' Union Local 798 against the Civil Service Commission. The subject of the complaint was whether the Civil Service Commission had unilateral authority to adopt the certification rule of Statistically Valid Grouping (a.k.a. Sliding Band) for making selections from promotional eligible lists. Local 798 did not agree with the certification rule nor with Civil Service Commission's assertion of authority to implement this rule. The case went all the way to the California Supreme Court in favor of the City. That decision was issued early summer of 2006.</p> <p>Immediately after the Fire Department was advised of that decision, job analysis and exam development began for the rank of H-30 Captain in late summer of 2006. The resulting eligible list for that H-30 Captain exam became available for appointments in the spring of 2007. Since then, including this exam, there have been a total of 10 exams completed as follows: Two H-30 Captains, one H-40 Battalion Chief, one H-20 Lieutenant, one H-33 EMS Captain, one H-4 Fire Inspector, one H-6 Fire Investigator, one H-50 Assistant Chief, one H-22 Lieutenant, Fire Prevention, and one H-24 Lieutenant, Fire Investigation. Additionally, second administrations of H-40 and H-20 are in development.</p> <p>Based on this explanation, the Mayor's Office believes that it is not necessary to investigate why promotional examinations have not been given. It is apparent that the SFFD has resumed the administration of all promotional exams and has achieved a regular schedule of administration in accordance with Civil Service Rules.</p>
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Civil Service Commission	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	7c. The Mayor should investigate why the Civil Service Commission implemented a new certification rule that neither management nor labor want.	Mayor	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8a. The Department needs to determine the extent of on-duty alcohol consumption and substance abuse among Department personnel as soon as possible.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8b. The Department should negotiate for expanded and random drug and alcohol testing as soon as possible.	Fire Chief	**		**		**	

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2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8c. The Department should establish an Internal Investigative Unit that reports directly to the Chief. Investigators trained in identifying people who are under the influence should staff this Unit. The investigators should have complete authority to make unannounced visits to fire stations and to conduct drug and alcohol tests. They should have access to lockers used by firefighters for storage of personal items.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8d. The Department needs to implement a strong, clear, and effective drug policy.	Fire Chief	**		**		**	
2003-04	The Merger of Emergency Medical Services and the San Francisco Fire Department: Match Made in Heaven or Shotgun Wedding?	8e. The Department should institute an outreach program to help identify and refer for treatment those members with alcohol and substance abuse problems.	Fire Chief	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	Board of Education	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	1. SFUSD should provide the Bayview Hunters Point district with neighborhood schools commensurate to its population of eligible local students.	SFUSD	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	Board of Education	**		**		**	

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2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	San Francisco Redevelopment Agency	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	2. SFUSD and the Redevelopment Agency should forge a plan to build additional schools in the Bayview Hunters Point region in order to address projected needs arising from development of new housing.	SFUSD	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	Board of Education	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	3. SFUSD should undertake greater outreach in order to insure that eligible students get enrolled in Dream Schools and that students not eligible are given every opportunity to attend their current school next year with equal or improved resources.	SFUSD	**		**		**	
2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	Board of Education	**		**		**	

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2003-04	The More Things Change. The More They Stay The Same: The City and County of San Francisco and the San Francisco Unified School District Are Failing to Address the Educational Needs of the Bayview Hunters Point Community	4. SFUSD should undertake greater outreach in order to insure that students who are eligible for free or low-cost lunches are receiving them.	SFUSD	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1a. The Department should review and amend, if needed, the current "Policy and Procedure" manual.	Sheriff	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1b. The Department should purchase/develop software to automate the grievance procedure.	Sheriff	**		**		**	

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2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1c. The Department should assign a full-time employee to input data. A senior officer should be assigned to oversee the program and provide periodic reports to designated senior staff.	Sheriff	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1d. Every grievant should receive a written response to a complaint within ten (10) days of the date of filing.	Sheriff	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Board of Supervisors	**		**		**	

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2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1e. Grievance forms should be placed by the inmate in a locked box or other secure location.	Sheriff	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1f. A history of grievances against a deputy should be maintained and forwarded when the deputy moves to another facility.	Sheriff	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Board of Supervisors	**		**		**	
2003-04	The San Francisco Sheriff's Department Grievances: A Solution	1g. The grievance form should be simplified.	Sheriff	**		**		**	

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