

**2022-2023**

**CIVIL GRAND JURY**



**HANDBOOK**



**Contents**

History, Governance, and Structure .....	1
Organizational Chart .....	2
City Charter and Administrative Code .....	3
The Mayor .....	4
Mayoral Offices .....	4
The Board of Supervisors .....	6
Districts and Current Incumbents .....	6
Supervisory District Map .....	11
Clerk of the Board .....	12
Board of Supervisors Functional Chart .....	13
Board of Supervisors Committees .....	14
Legislative Actions .....	15
Approval Powers .....	15
City Agencies and Departments .....	17
Boards and Commissions .....	29
Directors and Administrators .....	49
Budget Process .....	54
Long-Term Financial Planning Process .....	54
Annual Budget Process .....	57
Budget Documents and Resources .....	62
Other Government Entities .....	64
Federal Lands .....	64
Special Districts .....	65
School and Community College Districts .....	65



## **HISTORY, GOVERNANCE, AND STRUCTURE**

On July 9, 1846, seventy soldiers and marines from the United States Ship Portsmouth came ashore, marched into the plaza, planted the Stars and Stripes, and proclaimed Yerba Buena for the United States of America. On January 30, 1847, the appointed executive, Alcalde Lt. Washington Bartlett decreed that Yerba Buena, with its population now at 459, should henceforth be known as San Francisco.

In January 1848, with James Marshall's discovery of gold at Coloma in the Sierra foothills, San Francisco's destiny was forged. The news traveled like wildfire and gold-seekers from every corner of the world soon poured through the Golden Gate on their way to the gold fields. By 1849 there were 50,000 people living in San Francisco. The pueblo dissolved and the City was born.

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches, respectively.

The Mayor and all 11 members of the Board of Supervisors serve four-year terms. Mayoral elections are held during odd-numbered years, while Board of Supervisors elections are held in even-numbered years. Elections for the Board of Supervisors are staggered, with five or six seats being open each election. Supervisors serve four-year terms, and any vacancies are filled by mayoral appointment. Both the Mayor and members of the Board of Supervisors are limited to two terms.

Each of the City's 11 districts is represented by a member of the Board of Supervisors.

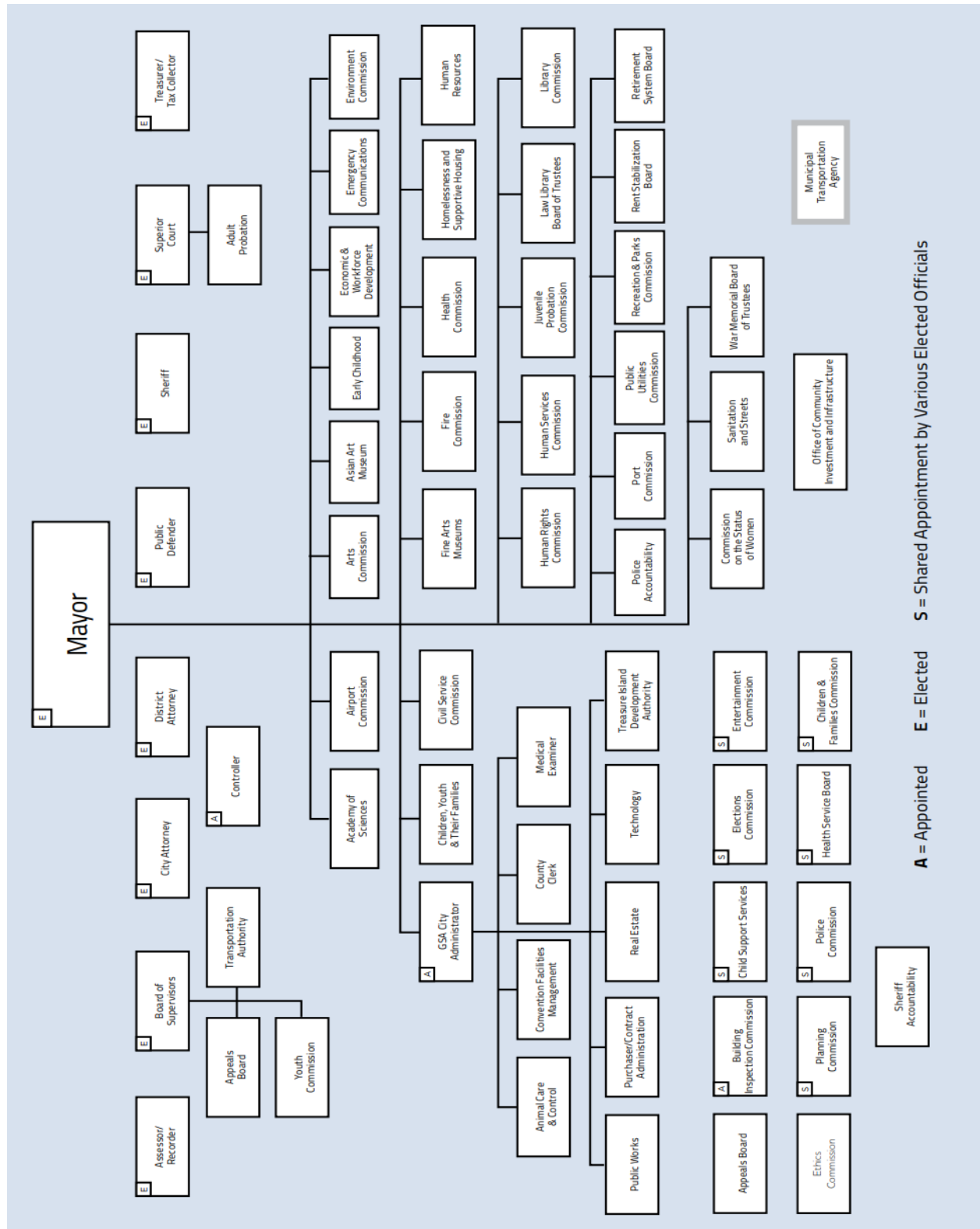
The Mayor is the executive authority and appoints the heads of most city departments. Many departments are also advised by commissions or boards whose members are citizens appointed by the Mayor or, in some cases, by a combination of the Mayor, the Board of Supervisors, and other elected officials. Appointed commissions provide policy oversight and advice to the executive and the departments.

Elected officials include the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges, and Treasurer.

# SECTION 1: INTRODUCTION TO THE CITY AND COUNTY OF SAN FRANCISCO

2022-2023

## ORGANIZATIONAL CHART



**CITY CHARTER AND ADMINISTRATIVE CODE**

The San Francisco Charter is the fundamental law of the consolidated City and County of San Francisco. It delineates the rights, powers and authority granted to the separate branches of the government. It can only be amended by a majority of the voters.

The San Francisco Administrative Code is a compilation of the ordinances enacted by the Board of Supervisors. It establishes rules, regulations, and the conduct of the administration of our city government.

The San Francisco Charter and Administrative Code may be viewed online at [https://codelibrary.amlegal.com/codes/san\\_francisco/latest/overview](https://codelibrary.amlegal.com/codes/san_francisco/latest/overview).

## **THE MAYOR**

The Mayor is the head of the executive branch of the City and County of San Francisco. Because of San Francisco's status as a consolidated city and county, the Mayor also serves as the head of government of the county.

The Mayor has the duty to enforce all city laws, administer and coordinate city departments and intergovernmental activities, set forth policies and agendas to the Board of Supervisors, and prepare and submit the city budget at the end of each fiscal year.

The Mayor has the powers to either approve or veto bills passed by the San Francisco Board of Supervisors, participate in meetings of the Board of Supervisors and its committees, appoint a replacement to fill vacancies in all city elected offices until elections, appoint a member of the Board as acting mayor in his/her absence, and to direct personnel in the case of emergency.

If the Mayor is deemed unable to fulfill his/her duties, the position may be filled by (in this order) the President of the Board of Supervisors; the Chair of the Finance Committee of the Board of Supervisors; the most senior member of the Board of Supervisors; the City Administrator.

The web address for the Office of the Mayor is <https://sfmayor.org/>.

## **MAYORAL OFFICES**

### **Mayoral Appointments**

The Mayor has the authority to make numerous appointments and is committed to placing well qualified citizens of every race, ethnicity, sexual orientation, and disability on City bodies.

### **Mayor's Office of Disability**

This office serves as the City's ADA Coordinator with staff extensively knowledgeable in civil rights law and architectural access standards including the American with Disabilities Act.

### **Mayor's Office of Housing and Community Development**

This office provides financing for the development, rehabilitation and purchase of affordable housing and partners with the community to strengthen low-income neighborhoods and communities.



**Mayor's Office of Legislative and Government Affairs**

This office advocates for the City's interest at the local, regional, state, and federal levels of government.

**Mayor's Office of Neighborhood Services**

This office helps citizens receive the highest levels of service possible from all areas of City government.

**Mayor's Office of Protocol**

This office advises the Mayor and city officials on diplomatic and consular matters.

**Mayor's Office of Public Policy and Finance**

This office works closely with City Departments and agencies to responsibly build and maintain a balanced budget for the City and County of San Francisco.

## **THE BOARD OF SUPERVISORS**

The Board of Supervisors (BOS or “Board”) is the legislative branch of government in the City and County of San Francisco. The Board of Supervisors responds to the needs of the people of San Francisco by adopting legislation, establishing policies, and assisting constituents. As stated in the City Charter, the Board of Supervisors provides for the public’s access to government meetings, documents, and records.

The Board is comprised of 11 members. Each member is elected on a non-partisan basis from a district where he or she lives.

The Board’s regular meetings are held at 2:00 p.m., on Tuesdays of each week, unless it is a holiday or the day following a holiday. In December of each year, the Board approves a regular meeting schedule for the following year. The schedule includes a summer and winter recess. The Board does not meet during the week after Thanksgiving or between December 24 and December 31. (Board of Supervisors Rules of Order, Rule 4.2). The Board’s summer recess is typically from the last week of July until Labor Day.

Meetings are televised live on SFGovTV, the Government Channel 26, in San Francisco.

Each Supervisor has an office on the second floor of City Hall.

The web address for the Board of Supervisors is <https://sfbos.org/>.

## **DISTRICTS AND CURRENT INCUMBENTS**

As of May 2022:

<b>District 1</b> Inner Richmond, Central Richmond, Outer Richmond, Vista del Mar, Lone Mountain, Golden Gate Park, Lincoln Park, and University of San Francisco	<b>Connie Chan</b> (415) 554-7410  Legislative Aides: Kelly Groth Frances Hsieh Winston Parsons Angelina Yu
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<b>District 2</b> Marina, Cow Hollow, Pacific Heights, Seacliff, Lake District, Presidio Heights, Jordan Park, Laurel Heights, Presidio, and part of Russian Hill	<b>Catherine Stefani</b> (415) 554-7752  Legislative Aides: Emily Abraham Dominica Donovan Giles Feinberg Andrew Mullan
<b>District 3</b> North Beach, Chinatown, Telegraph Hill, North Waterfront, Financial District, Nob Hill, Union Square, Maiden Lane, and part of Russian Hill	<b>Aaron Peskin</b> (415) 554-7450  Chief of Staff: Sunny Angulo Legislative Aides: Sarah Souza Calvin Yan
<b>District 4</b> Central Sunset, Outer Sunset, Parkside, Outer Parkside, Pine Lake Park, and the Farallon Islands	<b>Gordon Mar</b> (415) 554-7460  Legislative Aides: Karen Chan Li Miao Lovett Alan Wong Edward Wright

<p><b>District 5</b> Inner Sunset, Haight Ashbury, Lower Haight, Fillmore, Western Addition, part of Cathedral Hill, Parnassus Heights, North Panhandle, Anza Vista, Lower Pacific Heights, Japantown, Hayes Valley, part of Ashbury Heights, and part of UCSF Parnassus Heights</p>	<p><b>Dean Preston</b> (415) 554-7630</p> <p>Legislative Aides: Melissa Hernandez Preston Kilgore Kyle Smeallie</p> <p>Administrative Aide: Jennifer M. Bolen</p>
<p><b>District 6</b> Union Square, Tenderloin, Civic Center, Mid-Market, Cathedral Hill, South of Market, South Beach, Mission Bay, Treasure Island, Yerba Buena Island, and Alcatraz</p>	<p><b>Matt Dorsey</b> (415) 554-7970</p> <p>Legislative Aides: Chuck Obermeyer Madison Tam</p>
<p><b>District 7</b> Inner Parkside, Golden Gate Heights, Clarendon Heights, part of Twin Peaks, West Portal, Forest Knolls, Midtown Terrace, Forest Hill, Miraloma Park, Sunnyside, Sherwood Forest, Westwood Highlands, Westwood Park, St. Francis Wood, Monterey Heights, Mt. Davidson, Balboa Terrace, Ingleside Terrace, Stonestown, Lakeside, Lake Shore, Merced Manor, Parkmerced, Lake Merced, City College, San Francisco State, part of Ashbury Heights, and part of UCSF Parnassus Heights</p>	<p><b>Myrna Melgar</b> (415) 554-6516</p> <p>Chief of Staff: Jen Low</p> <p>Legislative Aides: Lila Carrillo Jennifer Fieber Megan Imperial</p>

<b>District 8</b> The Castro, Noe Valley, Diamond Heights, Glen Park, Corona Heights, Eureka Valley, Dolores Heights, Mission Dolores, Duboce Triangle, Buena Vista Park, and part of Twin Peaks	<b>Rafael Mandelman</b> (415) 554-6968  Legislative Aides: Jacob Bintliff Ross Green Jackie Prager Jackie Thornhill
<b>District 9</b> Mission District, Bernal Heights, and the Portola	<b>Hillary Ronen</b> (415) 554-5144  Legislative Aides: Jennifer Ferrigno Ana Herrera Santiago Lerma Nikita Saini
<b>District 10</b> Potrero Hill, Central Waterfront, Dogpatch, Bayview-Hunters Point, Bayview Heights, India Basin, Silver Terrace, Candlestick Point, Visitacion Valley, Little Hollywood, Sunnysdale, and McLaren Park	<b>Shamann Walton</b> (415) 554-7670  Legislative Aides: Percy Burch Abe Evans Tracy Gallardo Natalie Gee

**District 11**

Excelsior, Ingleside, Oceanview, Merced Heights,  
Ingleside Heights, Mission Terrace, Outer Mission,  
Cayuga, and Crocker Amazon

**Ahsha Safai**

(415) 554-6975

**Legislative Aides:**

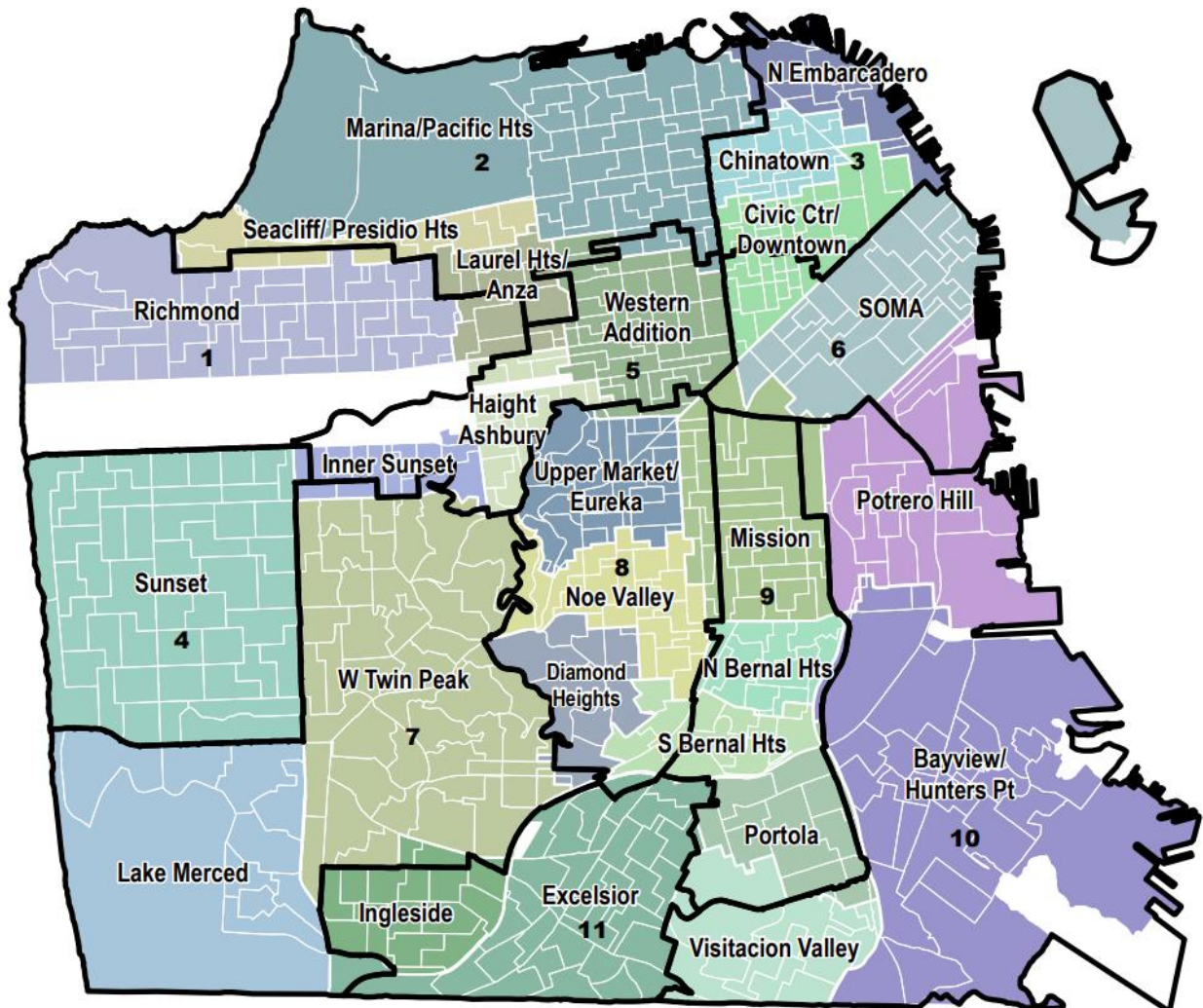
Bill Barnes

Sam Berenson

Lauren Chung

Ernest Jones

SUPERVISORIAL DISTRICT MAP



**CLERK OF THE BOARD**

The Clerk of the Board is the steward of the legislative record and manages the business and staff of the Department.

The Clerk of the Board's primary role is to provide administrative support to the Board of Supervisors and its divisions:

- **Assessment Appeals Board** is an independent agency established to decide disputes between the Assessor's Office and property owners. It is the duty of the Assessment Appeals Board to equalize the valuation of the taxable property within the City and County for the purpose of taxation.
- **Budget and Legislative Analyst** provides independent fiscal and policy analyses, special studies, and management audit reports of City departments and programs to the Board.
- **Local Agency Formation Commission (LAFCo)**. Local Agency Formation Commissions are independent regulatory bodies that oversee changes to the boundaries of cities and special districts. Since the City and County of San Francisco are consolidated, and there is no unincorporated territory in its jurisdiction, the San Francisco LAFCo (SF LAFCo) doesn't oversee annexations or boundary changes like other LAFCOs. SF LAFCo advises the Board, the San Francisco Public Utilities Commission, and other agencies on all aspects of development, implementation, and operation and management of the Community Choice Aggregation energy program, CleanPowerSF. SF LAFCo also has the authority to conduct special studies and can ensure the logical and reasonable development of communities and their municipal service needs. Some examples of SF LAFCo special studies include studies on energy services, tidal wave power, refuse, undergrounding of utility wiring, open source voting and increasing voter participation.
- **Sunshine Ordinance Task Force** advises the Board and provides information to other City departments on appropriate ways to implement the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) to ensure that deliberations of commissions, boards, councils, and other agencies of the City and County are conducted before the people, and that City operations are open to the people's review.
- **Youth Commission** is a body of 17 San Franciscans between the ages of 12 and 23 responsible for advising the Board and the Mayor on policies and laws related to young people.

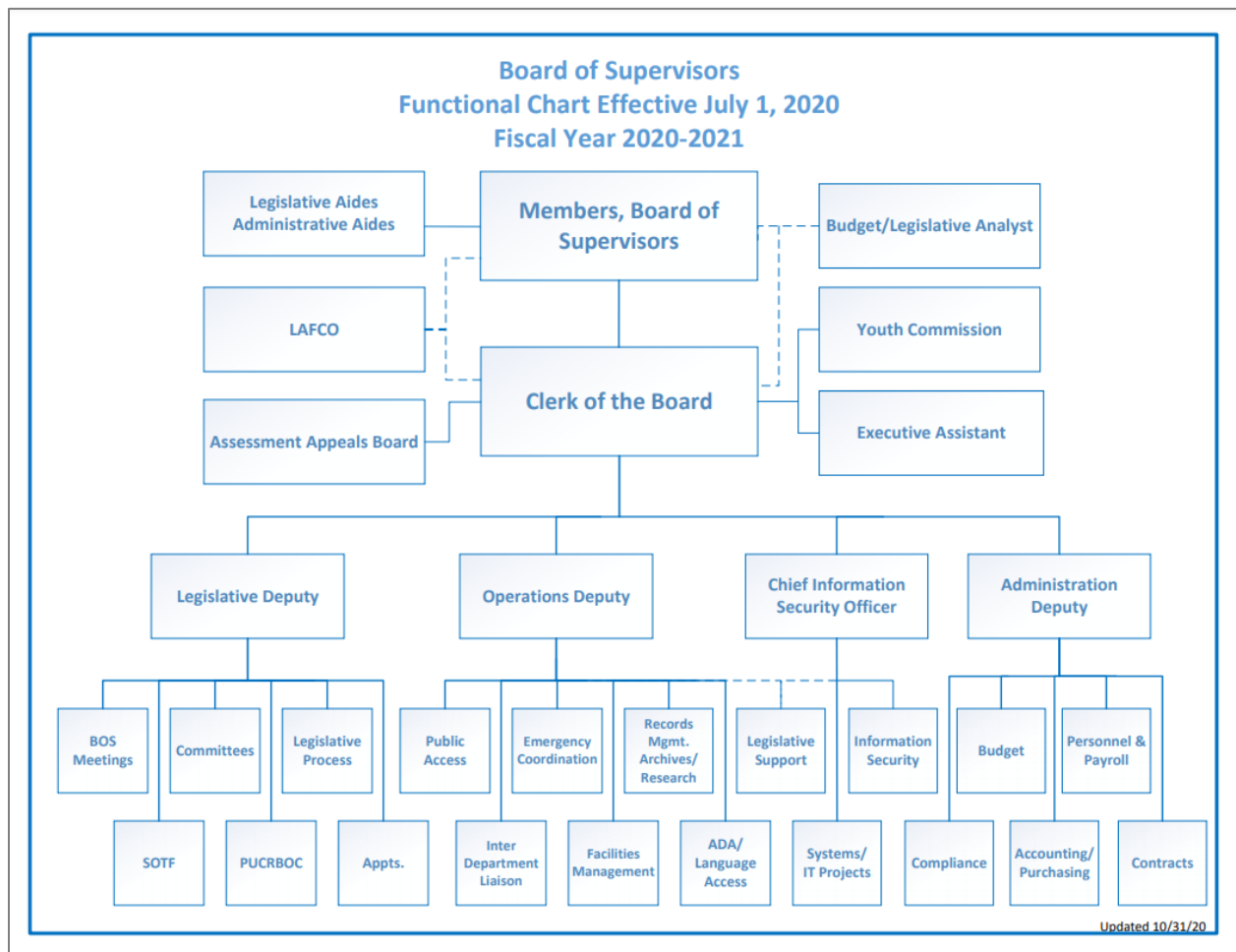
The Clerk of the Board schedules meetings of the full Board and of its committees, including preparing agendas and posting meeting materials. This includes scheduling of the Government



Audit and Oversight Committee hearings on the Civil Grand Jury reports and subsequent Resolution(s) to the full Board.

The Clerk of the Board is also the official custodian of the City and County of San Francisco seal, under the authority of Administrative Code Sec. 1.6.

**BOARD OF SUPERVISORS FUNCTIONAL CHART**



**BOARD OF SUPERVISORS COMMITTEES**

<b><u>Committee Membership</u></b> Effective: May 6, 2022	<b><u>Meeting Days</u></b>	<b><u>Clerk</u></b>
<b>Budget &amp; Finance Committee</b> Supervisors Ronen, Safai, Mar	Every Wednesday 10:30 a.m.	Brent Jalipa (415) 554-7712
<b>Budget &amp; Appropriations Committee</b> Supervisors Ronen, Safai, Mar, Chan, Walton	Every Wednesday 1:00 p.m.	Brent Jalipa (415) 554-7712
<b>Government Audit &amp; Oversight Committee*</b> Supervisors Preston, Chan, Mandelman  *Hears the Civil Grand Jury reports	1 <sup>st</sup> and 3 <sup>rd</sup> Thursday 10:00 a.m.	John Carroll (415) 554-4445  Jessica Perkinson (415) 554-7722
<b>Land Use &amp; Transportation Committee</b> Supervisors Melgar, Preston, Peskin	Every Monday 1:30 p.m.	Erica Major (415) 554-4441
<b>Public Safety &amp; Neighborhood Services Committee</b> Supervisors Mar, Stefani	2 <sup>nd</sup> and 4 <sup>th</sup> Thursday 10:00 a.m.	Alisa Somera (415) 554-7711
<b>Rules Committee</b> Supervisors Peskin, Mandelman, Chan	Every Monday 10:00 a.m.	Victor Young (415) 554-7723
<b>Youth, Young Adults, and Families Committee</b> Supervisors Ronen, Safai, Melgar	2nd Friday 10:00 a.m.	Erica Major (415) 554-4441

First-named Supervisor is Chair; second-named Supervisor is Vice-Chair of the Committee.

## **LEGISLATIVE ACTIONS**

Legislation consists of Ordinances (municipal regulations or laws), Resolutions (formal expressions of intent, opinion, or will), and occasionally, formal Motions (proposals for action that are the sole authority of the Board).

**Ordinances** are prepared and approved as to form by the City Attorney. A Supervisor may request a draft of an Ordinance by submitting a request on an “Introduction Form” to the Clerk of the Board, who then requests the City Attorney to prepare the Ordinance. The Supervisor may also make the request directly to the City Attorney.

**Resolutions** are generally prepared by the office of the sponsoring Supervisor or prepared by staff within a City department. (The Government Audit and Oversight Committee will issue a resolution on each Civil Grand Jury report in which the Board is named as a respondent after concluding its hearings.)

**Motions** are generally prepared by the office of the sponsoring Supervisor or prepared by staff within a City department.

Six votes (a majority of the Board) are required to pass Ordinances, Resolutions, and Motions, unless a greater number is required by State law, Charter provision, Municipal Code, Ordinance, or Board Rule. The Board’s Rules of Order contains an index on votes required for various matters. A majority vote of the members present during a meeting is required to amend proposed legislation and to approve most parliamentary motions.

A copy of the Board of Supervisors’ Legislative Process Handbook is saved in the Google Drive Reference Library folder.

## **APPROVAL POWERS**

The following is a general list of what is within the purview of the Board of Supervisors:

- Labor Law, such as Prevailing Wage Ordinance, Minimum Wage Ordinance, Paid Sick Leave Ordinance, Health Care Security Ordinance
- Health Codes, such as sugar-sweetened beverage warning
- Bond Issuance and Appropriation (after the department’s policy body has approved)
- Grant Acceptance (after the department’s policy body has approved)
- Environment Codes
- Building Codes

- Campaign and Governmental Conduct Codes
- Lawsuit Settlements (The City v. \_\_\_\_\_ or \_\_\_\_\_ v. The City)
- Land Transfers
- Citywide Annual Budget
- Annual Salary Ordinance

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**CITY AGENCIES AND DEPARTMENTS**

**Academy of Sciences**

The Academy of Sciences is an aquarium, planetarium, rainforest, and natural history museum in the heart of San Francisco's Golden Gate Park. It is a leading institution for biodiversity research and exploration, environmental education, and sustainability across the globe.

Although the Academy consists of divisions that run its operations, programs, and research departments, the only portion of the Academy that receives funding from the City and County of San Francisco through the annual budget is the Steinhart Aquarium.

**Adult Probation**

The San Francisco Adult Probation Department (ADP) is an integral partner in the City's criminal justice system and contributes to public safety through its court services, evidence-based supervision, and treatment referral functions. ADP supervises approximately 6,500 adult clients who are on court-ordered formal probation supervision, post release community supervision, mandatory supervision, and diversion programs.

**Airport**

The San Francisco International Airport (SFO) strives to be an exceptional airport in service to its communities. SFO is the Bay Area's largest airport by passenger volume.

**Asian Art Museum**

The Asian Art Museum (AAM) makes Asian art and culture accessible to everyone by connecting art to life. The Museum's mission is to inspire new ways of thinking by connecting diverse communities to historical and contemporary Asian art and culture through world-class collections, exhibitions, and programs.

**Assessor-Recorder**

The Department of the Assessor-Recorder (ASR) carries out the property tax-related functions governed by the State Constitution and local laws. The Department's core responsibility is to identify and assess the value of all taxable property in the City and County of San Francisco and apply all legal exemptions. Property tax funds public education and is the single largest revenue source supporting the City's general operations. The Department also records and maintains official records of the City and collects transfer tax from changes in property ownership.

**Building Inspection**

The Department of Building Inspection (DBI) ensures that life and property within the City and County of San Francisco are safeguarded and provides a public forum for community

involvement in that process. DBI oversees the effective, efficient, fair, and safe enforcement of Building, Housing, Plumbing, Electrical, and Mechanical Codes, along with Disability Access Regulations.

**Child Support Services**

The Department of Child Support Services (CSS) works to empower parents to provide economic support for their children, thereby contributing to the well-being of families and children.

**Children, Youth and Their Families**

The Department of Children, Youth and Their Families (DCYF) has administered San Francisco's powerful investments in children, youth, transitional age youth, and their families through the Children and Youth Fund since 1991. With a deep commitment to advancing equity and healing trauma, DCYF brings together government agencies, schools, and community-based organizations to strengthen communities to lead full lives of opportunity and happiness. The Department strives to make San Francisco a great place to grow up.

**City Administrator's Office**

The City Administrator's Office (ADM) comprises over 25 departments and programs that provide a broad range of services to other city departments and the public. Examples of the Agency's functions include public safety, internal services, civic engagement, capital planning, asset management, code enforcement, disaster mitigation, tourism promotion, and economic development.

The City Administrator's Office provides services through the following divisions:

- **311 Customer Service Center (311)** provides general information and creates trackable service requests over the phone, via the mobile app, and online 24 hours a day to San Francisco residents, visitors, and business.
- **Animal Care and Control** is responsible for the City's stray, injured, abandoned, and mistreated animals.
- **Office of Cannabis** coordinates with other city departments to review cannabis business license applications and ensure compliance with all applicable laws and regulations.
- **Civic Engagement and Immigrant Affairs (OCEIA)** promotes civic participation and inclusive policies that improve the lives of San Francisco's residents, especially underserved and vulnerable immigrant communities.

- **Community Challenge Grant Program** provides matching grants to local residents, businesses, nonprofits, and other community groups to make physical improvements to their neighborhoods.
- **Committee on Information Technology** is the City’s governing body for technology, advising the Mayor and Board of Supervisors, and guiding the City’s technology policy.
- **Contract Monitoring Division** ensures all city contracts comply with the Equal Benefits Ordinance and Local Business Enterprise and Non-Discrimination in Contracting Ordinance.
- **Convention Facilities** operates the Moscone Center and coordinates with the San Francisco Travel Association to promote San Francisco as a tourist and convention destination.
- **County Clerk’s Office** issues marriage licenses and municipal identification cards; performs civil ceremonies; and registers, certifies, and maintains records for domestic partnerships, notary publics, vital records, and other forms.
- **Digital Services Program** implements the Digital Services Strategy, which helps streamline city services to be more consumer-focused, seamless, and intuitive for residents and visitors.
- **Entertainment Commission** promotes entertainment and nightlife as part of the City’s culture and economy, provides permits to the entertainment industry, and helps coordinate city services for major events.
- **Fleet Management** provides procurement, maintenance, and fueling services for city vehicles.
- **Grants for the Arts** provides funding for the arts in San Francisco, supporting the full spectrum of arts and cultural nonprofit organizations in the City.
- **Office of Labor Standards Enforcement (OLSE)** enforces labor laws adopted by local voters and the Board of Supervisors.
- **Mayor’s Office on Disability (MOD)** ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to people with disabilities.
- **Medical Examiner** is mandated by state law to investigate sudden, unexpected, suspicious, and violent deaths in the City. The office also conducts drug and poison analysis.

- **Purchasing (Office of Contract Administration)** supports the procurement of the material, equipment, and services essential to government operations.
- **Real Estate Division** provides facilities maintenance, property management, consulting, and transaction services for the City’s real estate portfolio.
- **ReproMail** provides design, print, and mail services for all city departments.
- **Risk Management** protects the City’s financial interests through strategic risk analysis, facilitation of risk transfer, and creation and maintenance of collaborative risk management culture within all city departments.
- **Office of Resilience and Capital Planning** authors the biennially updated 10-year capital expenditure plan, develops annual capital budgets, staffs the Capital Planning Committee and Lifelines Council, and implements disaster mitigation programs, especially related to earthquake safety and sea-level rise.
- **Treasure Island Development Authority (TIDA)** manages the redevelopment of former Naval Station Treasure Island and provides municipal services during the interim reuse of the Island.
- **Permit Center** supports residents’ and businesses’ application processes for and assistance with construction, special events, and business permitting. The team is also responsible for developing and implementing projects to simplify the permitting process.
- **Office of Transgender Initiatives** works with community and the City to advance equity for transgender and gender nonconforming people.

The City Administrator is appointed by the Mayor and confirmed by the Board of Supervisors to a five-year appointment.

**City Administrator’s Office – Technology**

The Department of Technology is transforming City technology infrastructure, platforms, and applications through the delivery of secure, human-centric solutions that foster innovation and promote public safety, digital equity, and new government business services.

**City Attorney**

The City Attorney’s Office (CAT) provides legal services to the Mayor’s Office, the Board of Supervisors, other elected City officials, and all the departments, boards, and commissions that comprise the government of the City and County of San Francisco.



**City Planning**

The Planning Department works to make San Francisco the world's most livable urban place—environmentally, economically, socially, and culturally.

**Community Investment and Infrastructure**

The Office of Community Investment and Infrastructure (OCII) is the Successor Agency to the San Francisco Redevelopment Agency (SFRA), which was dissolved under State law. OCII is responsible for development in Mission Bay, Transbay, and the Hunters Point Shipyard/Candlestick Point neighborhoods which collectively provide over 22,000 new housing units and 14 million square feet of new commercial space; the management of significant assets in the City; and the development of over 7,000 affordable housing units and over 375 acres of parks.

**Controller**

The Department of the Controller's Office works to ensure the City's financial integrity and to promote efficient, effective, and accountable government. The Controller's Office strives to be a model for good government and to make the City a better place to live and work.

The Department of the Controller's Office provides services through the following divisions:

- **Accounting** controls the financial activities of the City, which include the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City.
- **Administration** manages the department's internal financial, human resources, technology, and operational support services.
- **Budget and Analysis** provides fiscal management and oversight, budgetary planning, and public policy analysis to support the development and management of the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, and regularly projects and reports on financial, operational, and economic issues for a wide range of customers. A number of property tax functions, including calculation of the tax rate and allocation of revenues, are also housed in the division.
- **City Services Auditor** conducts financial and performance audits of city departments, agencies, concessions, and contracts. The division also runs the City's Whistleblower Program.
- **City Performance** provides technical assistance, analysis, and training for city departments to improve public service delivery. The division has broad authority for benchmarking, performance management, and best practices.

- **Economic Analysis** reports on pending city legislation that has potentially substantial economic impacts on the City, monitors the local economy, and produces research and special reports at the request of City officials.
- **Payroll** provides payroll services for city employees and ensures compliance with city, state, and federal tax, wage, and timekeeping regulations.
- **Public Finance** administers the City's General Fund debt obligations and generally oversees the City's broader debt portfolio. The division provides low-cost debt financing of large-scale, long-term capital projects while managing market and credit risks.
- **Systems** manages major citywide systems that city departments use to support financial, payroll, procurement, human resources, learning management, employee and retiree benefits, budgeting, and reporting needs.

The Controller is appointed by the Mayor and confirmed by the Board of Supervisors to a ten-year appointment.

#### **County Education**

Funding for support staff at the San Francisco Unified School District's (SFUSD) County Education Office is legally required of San Francisco under the California Constitution.

#### **District Attorney**

To promote justice by fostering accountability and repairing harms; to address root causes of crime and prevent recidivism; to center and support crime victims and survivors; to reduce mass incarceration and develop effective alternatives to incarceration; to eliminate racial and class inequities in the criminal legal system, and to promote public safety by using innovative, evidence-based approaches.

#### **Early Childhood**

In FY 2022-23, First 5 San Francisco Children and Families Commission (CFC) and the Office of Early Care and Education (OECE) will unite under a new Department of Early Childhood, dedicated to early education, health, and well-being. Accordingly, the new Department of Early Childhood is charged with developing and implementing an integrated early childhood funding portfolio on behalf of young children and their families in San Francisco. The overarching aim and purpose of this work is to elevate public attention to the wide-ranging issues and challenges faced by new parents and their children in San Francisco from the prenatal period through the early childhood years. The new department will partner with public agencies and community organizations on developing equity-focused solutions that make San Francisco the best place in the nation for young children and their families. The new department will also

seek out innovative science and research for better ways to support children’s achievement and success. Joint strategic planning activities for the new department launched early in 2021 and will continue throughout FY 2021-22 in order to finalize the vision, mission, strategies and measurable outcomes by which progress will be gauged over time.

**Economic and Workforce Development**

The Office of Economic and Workforce Development (OEWD) advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

**Elections**

To provide equitable access to election-related services and voting and to conduct elections that are free, fair, and functional. Administers elections and complies with all applicable federal, state, and local laws, including the Voting Rights Act, the Help America Vote Act, the Americans with Disabilities Act, and the City’s Language Access Ordinance.

**Emergency Management**

The Department of Emergency Management (DEM) leads the City in planning, preparedness, communication, response, and recovery for daily emergencies, large-scale citywide events, and major disasters. DEM is the vital link in emergency communication between the public and first responders, providing key coordination and leadership to city departments, stakeholders, residents, and visitors.

**Environment**

The mission of the San Francisco Department of the Environment (ENV) is to provide solutions that advance climate protection and enhance the quality of life for all San Franciscans. ENV implements change-making environmental policies and delivers programs and services directly to residents and businesses that help promote zero waste, protect human health, increase energy efficiency, prevent pollution, enhance biodiversity, and reduce personal vehicle trips. ENV also works in partnership with city agencies and the public to implement San Francisco’s ambitious Climate Action Strategy (0-80-100-ROOTS) to reduce greenhouse gas emissions and strengthen community resilience.

**Fine Arts Museums**

The Fine Arts Museums of San Francisco (FAM) was formed in 1972 with the merger of the de Young and Legion of Honor museums. The Fine Arts Museums’ mission is to connect the Museum’s visitors with local and global art in order to promote their knowledge of and curiosity about the past, deepen their engagement with the art and ideas of today, and

stimulate their creative agency in their own futures. FAM is further envisioned as a forum that stimulates community and visitor conversations and explorations by applying inclusive and equitable perspectives to the Museum’s collections and the histories they embody, and to support Museum’s staff to realize their potential in an inclusive and equitable workplace.

**Fire Department**

The mission of the San Francisco Fire Department is to protect the lives and property of the people of San Francisco and its visitors from fires, natural disasters, accidents, hazardous materials incidents, and other causes requiring a rapid and skilled emergency response; serve the needs of its most vulnerable residents through community paramedicine, and save lives and reduce suffering by providing emergency medical services; prevent harm through prevention services and education programs; and to provide a work environment that is free from harassment and discrimination, and values health, wellness, cultural diversity, and equity.

**Health Service System**

The San Francisco Health Service System (SFHSS) is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of employees, retirees, and their families.

**Homelessness and Supportive Housing**

The Department of Homelessness and Supportive Housing (HSH) strives to make homelessness in San Francisco rare, brief, and one-time, through the provision of coordinated, compassionate, and high-quality services.

**Human Resources**

The Department of Human Resources (DHR) uses fair and equitable practices to hire, develop, support, and retain a highly-qualified workforce.

**Human Services Agency**

The Human Services Agency (HSA) is committed to delivering essential services that support and protect people, families, and communities. The Agency partners with neighborhood organizations and advocates for public policies that improve the well-being and economic opportunity for all San Franciscans.

The Human Services Agency is made up of three departments:

- **Department of Benefits and Family Support**, formerly called the Department of Human Services, offers programs and services that promote health, nutrition, safety, financial security, and more.

- **Department of Disability and Aging Services** coordinates services for older adults, veterans, people with disabilities, and their families to maximize safety, healthy, and independence.
- **Office of Early Care and Education** helps ensure access to high-quality early care and education for all children. OECE will become its own department, independent of the Human Services Agency, in July 2022.

### **Juvenile Probation**

It is the mission of the San Francisco Juvenile Probation Department to serve the needs of youth and families who are brought to our attention with care and compassion; to identify and respond to the individual risks and needs presented by each youth; to engage fiscally sound and culturally humble strategies that promote the best interests of the youth; to provide victims with opportunities for restoration; to identify and utilize the least restrictive interventions and placements that do not compromise public safety; to hold youth accountable for their actions while providing them with opportunities and assisting them to develop new skills and competencies; and contribute to the overall quality of life for the citizens of San Francisco within the sound framework of public safety as outlined in the Welfare & Institutions Code.

### **Law Library**

The Law Library (LLB) provides the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so they may preserve their rights and conduct their legal affairs.

### **Municipal Transportation Agency**

The Municipal Transportation Agency (MTA) connects San Francisco through a safe, equitable, and sustainable transportation system. The MTA's goals are to create a safer transportation experience for everyone; make transit and other sustainable modes of transportation the most attractive and preferred means of travel; improve the quality of life and environment in San Francisco and the region; and create a workplace that delivers outstanding service.

The MTA plans, designs, builds, operates, regulates, and maintains one of the most diverse transportation networks in the world. The MTA operates five modes of public transit, including bus, trolleybus, light rail trains, historic streetcars, and the City's iconic cable cars, and provides infrastructure for safe walking, bicycling, and driving. In addition, the MTA manages traffic engineering and enforcement, on- and off-street public parking, paratransit services and permitting, and regulates private transit vehicles, including taxis.

**Police Accountability**

The Department of Police Accountability (DPA) is committed to providing the City and County of San Francisco with independent and impartial law enforcement oversight through investigations, policy recommendations, and performance audits to ensure that the City reflects the values and concerns of the community it serves.

**Police Department**

The San Francisco Police Department (SFPD) is committed to ensuring safety while maintaining respect for all. The Department provides responsive policing through collaboration with the community; and works to maintain and build trust and respect.

**Port**

The Port of San Francisco (PRT) manages the waterfront as a gateway to a world-class city and advances environmentally and financially sustainable maritime, recreational, and economic opportunities to serve the City, Bay Area region, and California.

**Public Defender**

The Public Defender's Office (PDR) delivers competent, effective, and ethical legal representation to over 20,000 indigent persons accused of crimes or involved in conservatorship matters in San Francisco.

**Public Health**

The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

**Public Library**

The Public Library (LIB) is dedicated to providing free and equal access to information, knowledge, independent learning, and reading for the community. The Library consists of the Main Library at Civic Center, 27 branch libraries geographically distributed throughout San Francisco, four Bookmobiles that travel around the City, and digital library collection via [sfpl.org](http://sfpl.org). In addition to the Library's collection of over 3.8 million items in various formats and more than 50 languages, the Library offers high-speed internet through free wireless and public access computers as well as educational, cultural, and literary programming.

**Public Works**

The City Administrator's Office – San Francisco Public Works (DPW) cares for and builds the City's assets for the people of San Francisco.

**Recreation and Parks**

The Recreation and Park Department (REC) strives to foster the well-being of San Francisco's diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities. RPD maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, six municipal golf courses, and other recreational facilities and urban forestry areas.

**Retirement System**

The Retirement System (RET) works to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits.

**Sanitation and Streets**

The Department of Sanitation and Streets (SAS) will finalize the vision, mission, strategies, and measurable outcomes in FY 2022-23, once its operations begin.

**Sheriff Accountability**

The Sheriff's Department of Accountability (SDA) will finalize the vision, mission, strategies, and measurable outcomes in FY 2021-22.

**Sheriff**

The San Francisco Sheriff's Office (Sheriff) provides for the safe, secure, humane, and constitutional detention of persons arrested or under court order; operates county jail facilities, including educational, vocational, and transitional programs; operates alternative sentencing for in-custody and out-of-custody community programs; provides law enforcement services for a number of City and County facilities and the surrounding area; provides bailiffs to ensure the security of all juvenile, adult, civil, and criminal courts; and executes criminal and civil warrants and court orders.

**Status of Women**

The Department on the Status of Women (WOM) advances the equitable treatment and the socioeconomic, political, and educational advancement of women and girls in San Francisco through policies, legislation, and programs that focus primarily on women in need.

**Superior Court**

The Superior Court (CRT) assures equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law in the City and County of San Francisco.

The Superior Court of California, County of San Francisco is a state entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the judicial branch, which includes the Superior Court, as a separate and equal branch of government under the Judicial Council of California.

**Treasurer-Tax Collector**

The Department of the Treasurer-Tax Collector (TTX) serves as the banker, collection agent, and investment officer for the City and County of San Francisco.

**War Memorial**

The War Memorial and Performing Arts Center manages, maintains, and operates safe, accessible, world-class venues to promote cultural, educational, and entertainment opportunities in a cost-effective manner for enjoyment by the public, while best serving the purposes and beneficiaries of the War Memorial Trust.



## **BOARDS AND COMMISSIONS**

Many City departments have a commission, committee, board, or other body that oversees the work of the department. These may be created by the Charter, ordinance, resolution, formal action of a legal body, or by a federal, state, or local grant whose members are appointed by City officials, employees, or agents. These bodies provide policy direction and oversight; approve the respective department's budget proposals to the Mayor; and advise the Mayor and the Board on policy matters. Their meetings are open to the public until closed session is publicly posted and announced.

311 maintains a publicly accessible, online database of information concerning all appointments to the City and County of San Francisco Boards, Commissions, Advisory Committees, Councils, and Task Forces.

### **Advisory Committee of Street Artists and Crafts Examiners**

The San Francisco Arts Commission certifies artists to sell their work in designated spaces throughout the City. Advisory Committee members play an integral part in upholding the quality of the program; attend public screenings where the members evaluate the arts and crafts of applicants; monitor artists and their displays for program compliance; attend studio visits as necessary as part of the evaluation process.

### **Advisory Council to the Disability and Aging Services Commission**

The Advisory Council advises the Disability and Aging Services Commission on all matters relating to the development and administration of its area plan and the operations conducted thereunder, including needs assessment, priorities, programs, and budgets, and such other matters relating to the well-being of all senior citizens 60 years of age and older within the scope and spirit of Federal, State and local regulations, laws and ordinances. The Advisory Council member is responsible for representing the needs and concerns of all senior citizens in the City and County of San Francisco, duties of which are outlined in the Bylaws.

### **Airport Commission**

The Airport Commission consists of five members appointed by the Mayor to four-year terms. Originally part of the San Francisco Public Utilities Commission, the Airport Commission was established by City Charter in 1970. In accordance with the Charter, the Airport Commission is primarily a policy-making body, establishing the policies by which the airport operates. The Commission is prohibited by Charter from involving itself in the day-to-day operation of the airport. That function is vested in the Airport Director.

**Animal Control and Welfare Commission**

The Commission of Animal Control and Welfare holds hearings and makes recommendations about animal-related issues to the Board of Supervisors.

**Area Plan Infrastructure Finance Committee**

The Committee develop policy criteria and recommendations on the use of Infrastructure Finance Districts (IFDs) in newly adopted Area Plans, including within the Eastern Neighborhoods Area Plans, determine the appropriate steps to form IFDs, and to supervise the formation of a pilot Infrastructure Finance District (IFD) in Rincon Hill.

**Arts Commission**

The San Francisco Arts Commission champions the arts as essential to daily life by investing in a vibrant arts community, enlivening the urban environment, and shaping innovative cultural policy. The Department values the transformative power of art as critical to strengthening neighborhoods, building infrastructure, and fostering positive social change. Additionally, the Department strives to ensure a vibrant San Francisco where creativity, prosperity, and progress go hand in hand.

**Asian Art Commission**

The Asian Art Commission is responsible for the determination of policy for and the administration of the Asian Art Museum of San Francisco.

**Assessment Appeals Board No. 1**

The duty of each Assessment Appeals Board is to equalize the valuation of the taxable property within the City and County for the purposes of taxation in the manner and subject to the limitations contained in Article XIII of the California State Constitution.

**Assessment Appeals Board No. 2**

This board is limited to appeals for property under \$50 million in assessed value. Deals with property located in blocks 877-3700 and blocks 3900 and above and all residential property. Cannot hear possessory interest property appeals.

**Assessment Appeals Board No. 3**

This board is limited to appeals for property under \$50 million in assessed value. Deals with property located in blocks 877-3700 and blocks 3900 and above and all residential property. Cannot hear possessory interest property appeals.

**Ballot Simplification Committee**

The Committee writes short descriptions of local ballot measures that are printed in the voter guides mailed to each registered voter.

**Bayview Hunters Point Citizens Advisory Committee**

The Bayview Hunters Point Citizens Advisory Committee (the “CAC”) provides policy advice to the City on planning and land use matters for Zone 2 and Survey Area C of the Bayview Hunters Point Redevelopment Project Area. The CAC consists of 12 members. The Supervisor of District 10, the Mayor, and the City Administrator (the “appointing authorities”) each appoints four members. Of the four members appointed by each of the appointing authorities, three have the power to vote on committee actions (voting members), and one does not have the power to vote on committee actions (a non-voting member).

**Behavioral Health Commission**

The Mental Health Board of San Francisco represents and ensures the inclusion of the diverse voices of consumers, citizens, and stakeholders in advising how mental health services are administered and provided. Through its state and city mandates, the Mental Health Board advises, reviews, advocates, and educates; with the aim of having that advice integrated, incorporated, and reflected in implementation of mental health policy; with the ultimate goal of ensuring quality mental health services.

**Bicycle Advisory Committee**

The Bicycle Advisory Committee meets to consider bicycle transportation projects and policies and to make recommendations to the Board of Supervisors, the Municipal Transportation Agency, the County Transportation Authority, the San Francisco Police Department, and other City and County of San Francisco agencies. The Bicycle Advisory Committee members are appointed by the Board of Supervisors.

**Board of Appeals**

The Board of Appeals (BOA or PAB) provides the public with a final administrative review process for the issuance, denial, suspension, revocation, and modification of city permits as well as for certain decisions of the Zoning Administrator, Planning Commission, and Historic Preservation Commission.

**Building Inspection Commission**

This is a policy making and supervisory body mandated by the City Charter. It is a seven-member citizen Commission that manages the Department of Building Inspection and the bodies subordinate to the Commission by overseeing the effective, efficient, fair and safe

enforcement of the City and County's Building, Housing, Plumbing, Electrical and Mechanical Codes, along with Disability Access Regulations.

**Cannabis Oversight Committee**

The Oversight Committee represents a convening of representatives of Cannabis Business operators, workers, patients, and other key stakeholders in the Cannabis industry to oversee the Office of Cannabis' implementation of Police Code Article 16 by evaluating data on the industry's growth. The Committee will advise the Board on amendments to local laws and regulations, including those governing the Equity Program, to facilitate socially responsible growth of the cannabis industry by creating living wage jobs and economic opportunities consistent with the Board's intent in adopting Police Code Article 16.

**Central Market and Tenderloin Area Citizen's Advisory Committee**

The Citizen's Advisory Committee shall be an advisory body whose purpose is to make recommendations to the Mayor, Board of Supervisors and City Administrator on policies and programs that mitigate the effects of development, bolster economic development, local employment, and community sustainability and seek to stabilize and protect existing tenants, community based organizations and small businesses in and around the Central Market Street and Tenderloin Area.

**Central Subway Project Community Advisory Group**

The purpose of the Central Subway community Advisory Group is to provide community input and feedback at key milestones throughout the project. The CAG consists of representatives from neighborhoods along the entire Third Street Light Rail Project alignment: Visitation Valley, Bayview Hunter's Point, Mission Bay/Potrero Hill, South of Market, Downtown, Union Square and Chinatown. The diverse membership represents citywide, neighborhood, environmental, transportation, commuter, historical and planning interests.

**Child Care Planning and Advisory Council**

Child Care Planning and Advisory Council (CPAC) creates and drives the childcare and early education agenda to meet the needs of children birth to age 12 and their families in San Francisco.

**Children and Families Commission**

The mission of the San Francisco Children and Families Commission (First 5) is to advance a shared commitment to support young children, from birth to five, and their families with abundant opportunities to be healthy, to learn, and to grow.

**Children, Youth, and Their Families Oversight and Advisory Committee**

The Committee advises the Department of Children, Youth and Their Families (DCYF) on the use of the Children's Fund. The Committee seeks to play an active role in the creation of the Children Needs Assessment (CNA) and Children Services Allocation Plan (CSAP). The Committee publicly monitors the City's children, youth and family policies, programs, and services, advocating for a dedicated commitment to children, youth, and families from every city department.

**Citizen's Committee on Community Development**

The Citizen's Committee on Community Development (CCCD) is the advisory body charged with public oversight of HUD-based funding allocations and policy matters directly related to community development efforts in the City.

**Citizen's General Obligation Bond Oversight Committee**

The Citizens' General Obligation Bond Oversight Committee (CBOBOC) provides advisory input to the Controller on matters set forth in the Ordinance, including requiring that the Committee: (1) review the Controller's service standards and benchmarks to ensure their accuracy and usefulness; (2) review all audits to assure they meet requirements set forth in the Ordinance; (3) review complaints received through the Controller's Whistleblower hotline and their disposition; and (4) when appropriate, hold public hearings regarding the results of benchmark studies and audits. The Civil Grand Jury has a seat in CBOBOC.

**City Hall Preservation Advisory Commission**

The Commission was established for the purpose of ensuring that City Hall is maintained and preserved in a manner befitting its historic and architectural significance. The Commission is intended to be an advisory body responsible for ensuring that the building's historical character and beauty are preserved henceforth and that the facilities are maintained according to the highest standard and not allowed to fall into disrepair.

**Civil Service Commission**

The Civil Service Commission (CSC) establishes, ensures, and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco, and strives to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

**Commission on Community Investment and Infrastructure**

The Commission on Community Investment and Infrastructure (CCII) is the governing body for the Office of Community Investment and Infrastructure, which is the Successor Agency to the

San Francisco Redevelopment Agency. CCII exercises land use, development, and design approval authority for the Major Approved Development Projects (Mission Bay, Hunters Point Shipyard/Candlestick Point, and Transbay); fulfills retained affordable housing obligations; and manages the former Redevelopment Agency assets in place of the former San Francisco Redevelopment Agency Commission.

**Commission on the Environment**

The Commission on the Environment sets policy for the Department of the Environment and advises the Mayor and Board of Supervisors on environmental matters. The commission develops policies and programs in zero waste, toxics reduction, environmental justice, energy efficiency, commute alternatives, climate change, and the city's urban forest.

**Commission on the Status of Women**

The Commission on the Status of Women (COSW) is a commission of the City and County of San Francisco whose purpose is to ensure women and girls equal economic, social, political and educational opportunities throughout the city.

**Committee on Information Technology**

The Committee on Information Technology (COIT) is the City's governing body for technology, advising the Mayor and Board of Supervisors, and guiding the City's technology policy. COIT develops and approves information and communication technology (ICT) plans, budgets, and projects for all City departments.

**Community Challenge Grant Program Advisory Committee**

The Advisory Committee consists of individuals actively involved in their neighborhood and knowledgeable of other San Francisco neighborhoods and/or districts.

**Disability and Aging Services Commission**

The Disability and Aging Services Commission is a chartered commission of the City and County of San Francisco. Its purpose is to formulate, evaluate and approve goals, objectives, plans and programs and to set policies consistent with the overall objectives of the City and County that are established by the Mayor and the Board of Supervisors.

**Eastern Neighborhoods Citizens Advisory Committee**

The CAC shall be the central community advisory body charged with providing input to City agencies and decision makers with regard to all activities related to implementation of the Eastern Neighborhoods Area Plans.

**Elections Commission**

The Elections Commission sets general policy for the Department of Elections.

**Entertainment Commission**

The Commission promotes entertainment and nightlife as part of the City's culture and economy, provides permits to the entertainment industry, and helps coordinate city services for major events.

**Ethics Commission**

The mission of the Ethics Commission (ETH) is to promote and practice the highest standards of ethical behavior in government. The Commission acts as a filing officer, administers campaign finance, lobbying, and ethics programs; advises city departments on ethical matters, conducts policy analysis and issues reports; and performs audits, investigations, and administrative enforcement.

**Family Violence Council**

The San Francisco Family Violence Council works to prevent, and improve the City's response to, family violence. The Family Violence Council recommends programs, policies, and coordination of City services to the Mayor and Board of Supervisors, in order to reduce the incidence of family violence in San Francisco and optimize the system responses when family violence occurs. The Council increases awareness and understanding of family violence by publishing an annual report with data from numerous City government and non-profits. The Family Violence Council works through a unique collaboration of government and community-based organizations.

**Film Commission**

The purpose of the Commission is to develop, recognize, and promote film activities in the City. The members work together to explore and promote long-term goals for filmmaking as a major emphasis of the City's economic and cultural base and encourage the recognition of film arts as an art form with widespread economic components. The powers of the Commission include, but are not limited to: stimulating community awareness of the film art forms; promoting long-range investment in projects originating in the San Francisco area, such as scripts, film proposals, treatments, and shorter works; promoting awareness of film training and economic opportunities in the schools; promoting the San Francisco Bay Area as film destination; accepting gifts, devises and bequests as provided in Administrative Code Sections 10-116 through 10.116-3.

**Fire Commission**

The Fire Commission oversees the Fire Department and ensures that the Department effectively implements the mission of the Fire Department to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; save lives by providing emergency medical services; prevents fires through prevention and education programs; and provide a work environment that values diversity and is free of harassment and discrimination.

**Food Security Task Force**

The Food Security Task Force (FSTF) is an advisory body to the Board of Supervisors and is charged with the responsibility of creating a city-wide plan for addressing food security. The group tracks vital data regarding hunger and food security including the utilization and demand for federal food programs, community-based organizations, meal programs, and programs targeting particular populations.

**Free City College Oversight Committee**

The Free City College Oversight Committee was established to provide advice to the Board of Supervisors; the Mayor; the Department of Children, Youth, and Their Families; all other relevant City departments; and City College regarding the implementation of the Memorandum of Understanding (MOU) between the City and City College, which was authorized by Resolution No. 335-19. The Committee's advice may include recommendations regarding the use of funds disbursed, proposed changes in uses of the funds, and potential expansions of the Free City College Program. When providing advice and recommendations, the Committee considers the audit reports provided by the Controller, pursuant to Administrative Code, Section 10.100-288, as well as reports that the Chancellor of City College has provided to the Committee under the MOU.

**Golden Gate Bridge Highway and Transportation District**

The District's mission statement is "The mission of the Golden Gate Bridge, Highway and Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor."

**Golden Gate Park Concourse Authority**

The Concourse Authority (GGPCA) is the public agency responsible for developing and implementing comprehensive transportation and capital improvements in Golden Gate Park.



**Health Authority – San Francisco**

The Health Authority has been established as the Local Initiative under the Medi-Cal program. The purpose of the Health Authority is to create an efficient, integrated health care delivery system in order to provide, as contracted by the California State Department of Health Services with the Authority, access to comprehensive health care services for Medi-Cal beneficiaries and such other persons as the Health Authority deems appropriate; to provide quality care that is compassionate, respectful and culturally and linguistically appropriate, and to ensure preservation of the safety net. The Powers and Responsibilities are stated in Section 69.3 of the Administrative Code.

**Health Commission**

The Health Commission governs and is the policy-making body of the Department of Public Health.

**Health Service Board**

The Health Service Board contracts for and administers health plans for members and their dependents; establishes and maintains detailed historical costs for medical and hospital care and reviews such costs annually; makes rules and regulations for administering the business of the Health Service System; and acts upon appeals from Health Service System members and those who have contracted to render medical care to the members.

**Historic Preservation Commission**

In November 2008, San Francisco voters approved the creation of the Historic Preservation Commission, which replaces the Landmarks Preservation Advisory Board.

**Historic Preservation Fund Committee**

The Historic Preservation Fund Committee provides recommendations to the Mayor's Office of Economic and Workforce Development prior to the dispersal of any amount of the Developer Payment. The Committee holds a duly noticed public meeting before making recommendations about any disbursement of the Developer Payment.

**Housing Authority Commission**

The Board of Commissioners oversees the San Francisco Housing Authority (SFHA) and is responsible for establishing policy and approving SFHA's annual budget. The Board of Commissioners also hires the Executive Director, who serves as the agency's Chief Executive Officer. The Executive Director oversees the day-to-day operations of the Housing Authority and implements policies and programs established by the Board.

**Housing Conservatorship Working Group**

The Housing Conservatorship Working Group was established by the Board of Supervisors to conduct an evaluation of the effectiveness of the implementation of the Housing Conservatorship pilot program and to prepare and submit reports to the Mayor, Board of Supervisors, and the California Legislature on its findings and recommendations regarding program implementation. The Task Force consists of 12 members. Members of the Working Group shall serve at the pleasure of their respective appointing authorities. Sunset Date: December 31, 2023.

**Human Rights Commission**

The Human Rights Commission (HRC), established in 1964 by City Ordinance, provides leadership and advocacy in securing, protecting, and promoting human rights for all people.

**Human Services Commission**

The five Human Services Commission members formulate, evaluate, and approve goals, objectives, plans and programs and set policies consistent with the overall objectives of the City. The Commission members make recommendations to the Mayor about who to appoint to the position of Executive Director.

**Immigrant Rights Commission**

The Immigrant Rights Commission is a 15-member advisory body to the Mayor and Board of Supervisors on issues and policies related to immigrants who live or work in San Francisco.

**In-Home Supportive Services Public Authority**

The In-Home Supportive Services (IHSS) Public Authority provides assistance in finding personnel for the IHSS programs through the establishment of a central registry, and related functions; and performs other functions, as may be necessary for the operation of the Authority or related to the delivery of IHSS in San Francisco.

**Juvenile Probation Commission**

The Commission oversees the Juvenile Probation Department, including review of current policies and procedures to ensure that the Department promotes the safety and welfare of juveniles entering the juvenile justice system and follows state and court mandates for protection of the juveniles. The Commission also serves as a resource for positive change in the lives of youth and their families, accountability to victims, and the protection of the public.

**Library Commission**

The San Francisco Public Library Commission is a seven-member commission appointed by the Mayor of San Francisco. The Commission sets policy and is responsible for the library budget for the San Francisco Public Library system.

**Local Agency Formation Commission**

The Local Agency Formation Commission (LAFCo) is responsible for reviewing and approving proposed jurisdictional boundary changes, including annexations and detachments of territory to and/or from cities and special districts, incorporations of new cities, formations of new special districts, and consolidations, mergers and dissolution of existing districts. In addition, LAFCo must review and approve contractual service agreements, determine spheres of influence for each city and district, and may initiate proposals involving district consolidation, dissolution, establishment of subsidiary districts, mergers, and reorganizations (combinations of these jurisdictional changes).

**Local Homeless Coordinating Board**

The Local Homeless Coordinating Board is the lead entity for the San Francisco Continuum of Care. The Local Board works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, people who are homeless or formerly homeless, and the community at large. All efforts are aimed at permanent solutions, and the range of services is designed to meet the unique and complex needs of individuals who are threatened with or currently experiencing homelessness.

**Market/Octavia Community Advisory Committee**

The Market/Octavia Community Advisory Committee (MOP-CAC) is a representative body that provides advice to the Planning Director, the Interagency Plan Implementation Committee, the Planning Commission, and the Board of Supervisors regarding implementation of the Market/Octavia Plan and the plan's community improvements.

**Mayor's Disability Council**

The mission of the Mayor's Disability Council is to advise the Mayor on disability issues, work with the Mayor's Office on Disability to ensure ADA compliance, and provide a public forum to discuss disability issues.

**Monuments and Memorials Advisory Committee**

The Monuments and Memorials Advisory Committee (MMAC) hosts hearings with community members and establishes the criteria and guidelines by which to determine the future of historic monuments in the City's art collection. This initiative is a partnership between the San

Francisco Arts Commission, the Human Rights Commission, and the Recreation and Park Department. The MMAC's charge is to examine the history of monuments in the public realm in San Francisco, the individuals, events, and ideals they venerate, and how the narratives associated with these monuments align—or do not—with San Francisco's values today. The focus of the advisory body's research is on the monuments and memorials within the Civic Art Collection.

**Municipal Green Building Task Force**

The Board of Supervisors established the Municipal Green Building Task Force to oversee and assist in enhancing the environmental performance of City construction projects pursuant to Environment Code Chapter 7. The Task Force reviews municipal construction projects subject to this Chapter during their design and construction to ensure that the responsible City departments are complying with the requirements of Chapter 7; and may advise the Department of the Environment on matters of policy related to this Chapter. The Task Force facilitates communication about green building issues throughout the City, and acts as an educational forum to increase knowledge and share project-related successes and lessons learned.

**Municipal Transportation Agency Board of Directors and Parking Authority Commission**

The SFMTA Board of Directors is responsible for establishing policies that govern the Municipal Railway. The Board also has jurisdiction over traffic related changes, parking enforcement and the taxicab industry. Board members also serve as members of the Parking Authority Commission which manages City-owned garages and parking lots.

**Municipal Transportation Agency Citizens' Advisory Council**

The Citizens' Advisory Council, an advisory body to the SFMTA, provides recommendations to the Agency with respect to any matter within the jurisdiction of the Agency.

**Office of Early Care and Education Citizens' Advisory Committee**

The Office of Early Care and Education Citizens' Advisory Committee (OECE CAC) is a nine-member group of qualified individuals appointed by the Mayor and Board of Supervisors. Committee members provide strategic input and guidance through regularly scheduled CAC meetings. Membership includes parents, caregivers, and other individuals who have an expertise in serving children and families.

**Oversight Board**

The Oversight Board is one of two governing bodies for the Office of Community Investment and Infrastructure, which was created by the City and County of San Francisco as the Successor

Agency to the San Francisco Redevelopment Agency. The Oversight Board oversees certain fiscal management of former Redevelopment Agency assets other than affordable housing assets. In performing that function, the Oversight Board owes a fiduciary duty to the holders of enforceable obligations with the former Redevelopment Agency and to the taxing entities that are entitled to an allocation of property taxes. The City, through the Mayor's Office of Housing, manages the former Redevelopment Agency's affordable housing funds and assets. The Commission on Community Investment and Infrastructure, the other governing body of the Successor Agency, exercises land use, development and design approval authority for the Major Approved Development Projects (Mission Bay, Hunters Point Shipyard/Candlestick Point, and Transbay); fulfills retained affordable housing obligations and manages the former Redevelopment Agency assets in place of the former San Francisco Redevelopment Agency Commission.

**Paratransit Coordinating Council Executive Committee**

The Paratransit Coordinating Council (PCC) Executive Committee advises the SFMTA, Board and staff, on issues that pertain to the SFMTA's paratransit program. Most PCC Executive Committee members are persons with disabilities and seniors or representatives of organizations serving persons with disabilities and seniors who are elected annually in November at the PCC annual meeting. Some additional members are appointed to represent public entities such as transit agencies, the Mayor's Office, Office on Aging, and usually are staff members from these agencies.

**Park, Recreation, and Open Space Advisory Committee**

The Park, Recreation, and Open Space Advisory Committee (PROSAC) members serve as liaisons between the Recreation and Park Commission and the residents, neighborhood groups, and organizations dedicated to park and recreational issues in their districts. PROSAC members provide the Recreation and Parks Department with written feedback regarding proposed Strategic, Capital and Operational Plans, and all updates to such plans.

**Planning Commission**

The Planning Commission oversees the Planning Department. The Commission must review all proposed amendments to the Planning Code. It is also responsible for periodically recommending amendments to the City's General Plan to the Board of Supervisor and for providing findings regarding consistency with the General Plan before the Board may take action on certain matters. The Commission has review authority over all permits regulated by the Planning Department (Charter Section 4.105), though may delegate some of this review function to staff. Particular emphasis is given to representing the diversity of City neighborhoods.

**Police Commission**

The mission of the Police Commission is to set policy for the Police Department and to conduct disciplinary hearings on charges of police misconduct filed by the Chief of Police or Director of the Department of Police Accountability, impose discipline in such cases as warranted, and hear police officers' appeals from discipline imposed by the Chief of Police.

**Port Commission**

The Port Commission is responsible for administrative control of the Port including all real and personal property in the Port's jurisdiction. The Charter and Burton Act grant the Port Commission the exclusive power to use, conduct, operate, maintain, manage, regulate and control the Port of San Francisco and to do all things it deems necessary in connection with the use, conduct, operation, management, maintenance, regulation, improvement and control of the Port which may further the interests of the Port.

**Public Utilities Commission**

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

**Public Utilities Commission Citizens' Advisory Committee**

The Public Utilities Commission Citizens' Advisory Committee provides recommendations to the General Manager of the Public Utilities Commission, the Public Utilities Commission, and the Board of Supervisors on the success of the Department in achieving the Goals and Objectives set out in Section 8B.122 of the City Charter (with the exception of 8B.122(a)(2)). At a minimum, these functions will include review of and recommendations for the Public Utilities Commission's long term strategic, financial, and capital improvement plans.

**Public Utilities Commission Rate Fairness Board**

The Public Utilities Commission Rate Fairness Board advises the Public Utilities Commission on water, sewer, and power rate matters.

**Public Utilities Commission Residential Users Appeal Board**

The purpose of the Public Utilities Commission Residential Users Appeal Board (RUAB) is to determine the correctness of the determination of the volume of wastewater discharged to the City's sewer system for the purpose of assessing such user's sewer service charges.

**Public Utilities Commission Revenue Bond Oversight Committee**

The Public Utilities Commission Revenue Bond Oversight Committee oversees the City's use of utility revenue bond funds and reports on the expenditure of revenue bond proceeds or the repair, replacement, upgrading, and expansion of the City's water collection, power generation, water distribution, and wastewater treatment facilities.

**Recreation and Park Commission**

The Recreation and Parks Department is governed by a seven-member Commission appointed by the Mayor to four-year terms. In accordance with the Charter, the Recreation and Park Commission is primarily a policy-making body, establishing the policies by which the Recreation and Parks Department operates. The Commission is responsible for the over 220 parks, playgrounds, and open spaces throughout San Francisco and two outside the City limits. These include destinations such as Camp Mather, Golden Gate Park, Harding Golf Course, Coit Tower, and the Palace of Fine Arts.

**Reentry Council of the City & County of San Francisco**

The purpose of the Reentry Council of the City & County of San Francisco is to coordinate local efforts to support adults exiting San Francisco County Jail, San Francisco juvenile justice out-of-home placements, the California Department of Corrections and Rehabilitation facilities, and the United States Federal Bureau of Prison facilities. The Council coordinates information sharing, planning, and engagement among all interested private and public stakeholders to the extent permissible under federal and state law.

**Rent Arbitration Board**

The Residential Rent Stabilization and Arbitration Board's (RNT) mission is to protect tenants from excessive rent increases and unjust evictions, while assuring landlords fair and adequate rents; to provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; to promote the preservation of sound, affordable housing; and to maintain the ethnic and cultural diversity that is unique to San Francisco.

**Rent Board Commission**

The Rent Board Commission is composed of tenant, landlord, and neutral representatives appointed by the Mayor. The Commission considers appeals of decisions issued by the Rent Board's Administrative Law Judges (ALJ). The Commission can uphold the Administrative Law Judge's decision, remand the case to the ALJ for a partial or new hearing, or decide to hear the case themselves. The Commission's decision is final unless a Writ of Administrative Mandamus is timely filed with the Superior Court.

**Retirement Board**

The Retirement Board of the San Francisco Employees' Retirement System oversees Plan administration, pension fund investment, member benefits, and actuarial funding.

**Sentencing Commission**

The Sentencing Commission was created by County Ordinance 10-12 which amended the San Francisco Administrative Code by adding Article 25, Sections 5.250 through 5.250-3. The membership of the Commission was developed to ensure representation from city and county partners directly involved in the criminal justice system and those who come in contact with it. In addition to this practical and service experience, the Commission includes experts in sentencing and statistical analysis. These are essential components to the Commission membership and will contribute to the development of sustainable improvements to our sentencing practices. While this membership will serve as a core of the Sentencing Commission's work, members will invite broader participation to present to and inform the proceedings of the Commission.

**Shelter Monitoring Committee**

The Shelter Monitoring Committee is an independent vehicle charged with documenting the conditions of shelters and resource centers to improve the health, safety, and treatment of residents, clients, staff, and the homeless community. The Committee's mission is to undertake this work recognizing individual human rights and promoting a universal standard of care for shelters and resource centers in the City and County of San Francisco.

**Single Room Occupancy Task Force**

The Single Room Occupancy Task Force (SRO Task Force) is organized to advise San Francisco policy makers on policies, codes, and legislation that impact residents, owners, and managers of SRO Hotels and to serve as a conduit for discussion and consensus between tenants, owners, managers, and City policy makers in making informed decisions impacting SRO hotels. Additionally, the Task Force helps relevant City departments stay informed about issues that affect SROs, to see and overcome barriers presented by existing policies and practices, and to develop and carry out SRO policies in a unified and consistent fashion. The purpose of the SRO Task Force is to help ensure a unified SRO hotel strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, owners, managers, tenants, and the community at large.

**Small Business Commission**

The Small Business Commission (SBC) oversees the Office of Small Business, which is the City's central point of information and referral for entrepreneurs and small businesses located in the



City and County of San Francisco. By championing "business-friendly" policies, marketing the contributions of the small business sector, and developing appropriate assistance programs, the SBC and the Office of Small Business work to support and enhance an environment where small businesses can succeed and flourish. The SBC reviews pertinent small business legislation and policy matters and makes recommendations to the sponsor of the legislation, including the Mayor, Board of Supervisors, or other city agency.

**SoMa Community Stabilization Fund Community Advisory Committee**

The purpose of the SoMa Community Stabilization Fund Community Advisory Committee is to advise the Mayor and the Board of Supervisors on recommended expenditures of the SoMa Community Stabilization Fund (the "Fund"). The Fund was created to receive stabilization impact fees of \$14 per square foot on certain residential developments in the Rincon Hill Area Plan to mitigate the impacts of residential development and provide community stabilization benefits in SoMa including affordable housing, economic development, and community cohesion. SoMa shall mean the area bounded by Market Street to the North, The Embarcadero to the East, King Street to the South, and South Van Ness and Division Streets to the West.

**Southeast Community Facility Commission**

The Southeast Community Facility Commission (SECFC) was established by the City as a mitigation measure in return for the Bayview Hunter's Point community's acceptance of the Southeast Water Treatment Plant in the midst of their neighborhood.

**South of Market Community Planning Advisory Committee**

The general purpose of the Committee is to provide input to the Board of Supervisors, the Mayor, and City agencies regarding the implementation of the Central SoMa Plan, Western SoMa Area Plan, and East SoMa Area Plan. The City agencies to which the Committee may provide input include, but are not limited to, the Planning Department, the Mayor's Office of Housing and Community Development, the Office of Economic and Workforce Development, the Municipal Transportation Agency, the Recreation and Parks Department, Public Works, the Arts Commission, and the Interagency Planning and Implementation Committee.

**Sugary Drinks Distributor Tax Advisory Committee**

The general purpose of the Advisory Committee is to make recommendations to the Mayor and the Board of Supervisors on the effectiveness of the Sugary Drinks Distributor Tax in Business Tax and Regulations Code Article 8.

**Sunshine Ordinance Task Force**

The role of the Sunshine Ordinance Task Force is to advise the Board of Supervisors and provide information to other City departments on appropriate ways in which to implement the Sunshine Ordinance (Chapter 67 of the Administrative Code).

**Sweatfree Procurement Advisory Group**

The Sweatfree Procurement Advisory Group evaluates the implementation, administration, and enforcement of San Francisco's Sweatfree Contracting Ordinance. The Advisory Group also evaluates the industries engaged in the manufacture and sale of goods to determine whether contracts for any goods in addition to apparel, garments, and textiles should be targeted for enforcement and the Advisory Group determines how the City and County may maximize its purchase of goods produced in San Francisco.

**Transbay Citizens Advisory Committee**

The purpose of the Committee is to advise the Office of Community Investment and Infrastructure and other public agencies or community groups, as appropriate, on all matters of public interest pertaining to the planning and implementation of the Transbay Redevelopment Plan, including the impact of the Transbay Transit Terminal on the Transbay Redevelopment Project Area. The Committee shall exist for the entire period required to implement the Transbay Redevelopment Plan.

**Treasure Island Development Authority**

The seven-member panel manages the redevelopment of former Naval Station Treasure Island and provides municipal services during the interim reuse of the Island.

**Treasure Island/Yerba Buena Island Citizens Advisory Board**

The purpose of the Treasure Island/Yerba Buena Island Citizens Advisory Board (CAB) is to gather public input and opinion from diverse communities in the City and County of San Francisco and to provide additional expertise to the Treasure Island Development Authority (TIDA). Specifically, the CAB will provide recommendations to TIDA concerning the final reviews and implementation of the Draft Base Reuse Plan dated July 1996, policies and objectives for interim reuses, and other matters of importance to the future of Treasure Island and all citizens of San Francisco as the Board of Directors of TIDA may refer to the CAB from time to time. In providing advice and recommendations, the CAB shall strive to reflect the values and interests of the various communities in the City.

**Urban Forestry Council**

The purpose of the Urban Forestry Council is to guide the stewardship of San Francisco's trees by promoting a healthy and sustainable urban forest that benefits all San Franciscans while ensuring public health and safety. To meet this purpose, the Council works with all the affected stakeholders to: develop and adopt a comprehensive urban forest plan; educate the public on urban forestry issues; develop and adopt tree care standards; identify funding and staffing needs and opportunities for urban forestry programs; report on the state of the urban forest; help secure and encourage commitment of adequate resources for tree programs; and facilitate coordination among agencies with tree management responsibilities.

**Veterans Affairs Commission**

The Commission holds hearings and submits recommendations to the Board of Supervisors and the Mayor regarding the problems, interests, and needs of veterans. The Commission also makes recommendations concerning the coordination of economic development, health care, and social services programs as they relate to veterans who are residents of the City and County of San Francisco.

**War Memorial Board of Trustees**

The War Memorial Board of Trustees is responsible for the administration, management, maintenance, and operation of the War Memorial buildings and grounds which include the War Memorial Opera House, the War Memorial Veterans Building (including the Herbst Theatre and the Green Room), Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, the Memorial Court, and the grounds immediately adjacent to each building. The Board administers the War Memorial Trust Agreement. The Board formulates policy for operation of the Performing Arts Center. The Board reviews and approves the department's annual operating and capital budgets, all lease agreements for use of the Performing Arts Center buildings and grounds and all agreements for contractual services.

**Workforce Investment San Francisco**

Workforce Investment San Francisco (WISF) is designated as the City's Workforce Investment Board. The WISF plays an integral role in partnering with the Office of Economic and Workforce Development in overseeing and setting the direction for San Francisco's Workforce System. The WISF is responsible for: establishing the direction of workforce development in support of San Francisco's vision for economic competitiveness; creating strategic workforce connections between industry, business, labor, educational institutions, and community-based organizations to serve the needs of workers and employers in the region; ensuring that the workforce system provides job seekers with education and training to achieve self-sufficiency;

and creating a framework to merge public and private resources and expertise to create an integrated workforce development and business service system.

**Youth Commission**

The Youth Commission is a body of 17 San Franciscans between the ages of 12 and 23. Created by the voters under a 1995 amendment to the City Charter, the Commission is responsible for advising the Board of Supervisors and the Mayor on policies and laws related to young people. The Youth Commission is also charged with providing comment and recommendation on all proposed laws that would primarily affect youth before the Board takes final action.

**DIRECTORS AND ADMINISTRATORS**

Academy of Sciences (SCI)	Scott Sampson, Ph.D.
Adult Probation (ADP)	Cristel Tullock
Airport (AIR/SFO)	Ivar Satero
Arts Commission (ART)	Ralph Remington
Asian Art Museum (AAM)	Jay Xu
Assessor-Recorder (ASR)	Joaquin Torres
Board of Appeals (BOA/PAB)	Julie Rosenberg
Board of Supervisors (BOS)	
District 1	Connie Chan
District 2	Catherine Stefani
District 3	Aaron Peskin
District 4	Gordon Mar
District 5	Dean Preston
District 6	Matt Dorsey
District 7	Myrna Melgar
District 8	Rafael Mandelman
District 9	Hillary Ronen
District 10	Shamann Walton
District 11	Ahsha Safai
Clerk of the Board	Angela Calvillo
Building Inspection (DBI)	Patrick O’Riordan

# SECTION 1: INTRODUCTION TO THE CITY AND COUNTY OF SAN FRANCISCO

## 2022-2023

Child Support Services (CSS)	Karen Roye
Children, Youth and Their Families (DCYF)	Maria Su
City Administrator's Office (ADM)	Carmen Chu
311 Customer Service Center (311)	Nancy Alfaro
Animal Care and Control (ACC)	Virginia Donohue
Office of Cannabis	Nikesh Patel
Office of Civic Engagement and Immigrant Affairs (OCEIA)	Adrienne Pon
Convention Facilities	
County Clerk	Diane Rea
Entertainment Commission	Maggie Weiland
Grants for the Arts (GFTA)	Vallie Brown
Office of Labor Standards Enforcement (OLSE)	Patrick Mulligan
Mayor's Office on Disability (MOD)	Nicole Bohn
Medical Examiner	Christopher Liverman
Purchasing/Office of Contract Administration (OCA)	Sailaja Kurella
Real Estate Division	Andrico Penick
Office of Transgender Initiatives (OTI)	Pau Crego
Treasure Island Development Authority (TIDA)	Robert P. Beck
City Administrator's Office – Technology (TIS)	Linda Gerull
City Attorney (CAT)	David Chiu
City Planning (CPC)	Rich Hillis
Civil Service Commission (CSC)	Sandra Eng

# SECTION 1: INTRODUCTION TO THE CITY AND COUNTY OF SAN FRANCISCO

## 2022-2023

Office of Community Investment and Infrastructure (OCII)	Thor Kaslofsky
Controller (CON)	Ben Rosenfield
Office of Public Finance	Anna Van Degna
County Education	
City College of San Francisco (CCSF)	David Martin
San Francisco Unified School District (SFUSD)	Vincent Matthews
County Transportation Authority (SFCTA)	Tilly Chang
District Attorney (DAT)	Chesa Boudin
Early Childhood	Ingrid Mezquita
Office of Economic and Workforce Development (ECN/OEWD)	Kate Sofis
Film Commission	(Acting) Manijeh Fata
Office of Small Business	Katy Tang
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Mary Ellen Carroll
Environment (ENV)	Tyrone Jue
Ethics Commission (ETH)	LeeAnn Pelham
Fine Arts Museums (FAM)	Thomas Campbell
Fire Department (FIR)	Jeanine Nicholson
Health Service System (HSS)	Abbie Yant
Homelessness and Supportive Housing (HOM)	Shireen McSpadden
Housing Authority	Tonia Lediju
Human Resources (HRD/DHR)	Carol Isen

# SECTION 1: INTRODUCTION TO THE CITY AND COUNTY OF SAN FRANCISCO

## 2022-2023

Human Rights Commission (HRC)	Sheryl Davis
Office of Racial Equity	Shakirah Simley
Human Services Agency (HSA)	Trent Rhorer
Benefits and Family Support (BFS)	
Disability and Aging Services (DAS)	Kelly Dearman
Office of Early Care and Education (OECE)	Ingrid Mezquita
Juvenile Probation (JPD)	Katherine Miller
Law Library (LLB)	Marcia Bell
Mayor (MYR)	London N. Breed
Communications	Jeff Cretan
Housing and Community Development (MOHCD)	Eric Shaw
Protocol	
Public Policy and Finance	Ashley Groffenberger
Municipal Transportation Agency (MTA)	Jeffrey Tumlin
Police Accountability (DPA)	Paul Henderson
Police Department (POL)	William (Bill) Scott
Port (PRT)	Elaine Forbes
Public Defender (PDR)	Mano Raju
Public Health (DPH)	Dr. Grant Colfax
Public Library (LIB)	Michael Lambert
Public Utilities Commission (PUC)	Dennis Herrera
Public Works (DPW)	Carla Short



Recreation and Parks (REC/RPD)	Phil Ginsburg
Rent Stabilization and Arbitration Board (RNT)	Christina Varner
Retirement System (RET)	Jay Huish
Sanitation and Streets (SAS)	
Sheriff (SHF)	Paul Miyamoto
Sheriff Accountability (SDA)	
Status of Women (WOM)	Kimberly Ellis
Superior Court (CRT)	T. Michael Yuen
Treasurer-Tax Collector (TTX)	José Cisneros
War Memorial (WAR)	John Caldon

## **BUDGET PROCESS**

### **LONG-TERM FINANCIAL PLANNING PROCESS**

The Constitution of the State of California requires all cities to adopt a balanced budget wherein revenues match expenditures. To ensure that San Francisco can meet its immediate needs while planning for long-term growth, the City has adopted a process that develops annual budgets alongside multi-year financial plans. This process assumed its current form with the passage of Proposition A on November 3, 2009, which replaced annual budgeting with two-year budgeting, and required additional long-term financial planning.

The sections below provide an understanding of the processes that guide San Francisco's multi-year and annual financial plans.

#### **Multi-Year Financial Planning Process**

The City operates on a two-year budget, which is guided by two fundamental components. The first consists of the City's revenue and expenditure projections, which are developed via four analytical assessments. The second consists of the City's financial and reserve policies, which assume unexpected fiscal pressures that may not be accounted for in the revenue and expenditure projections. In addition, the City's long-term information technology and capital needs are assessed through citywide processes. The components and processes that guide San Francisco's multi-year plans are described in more detail below.

#### **Two-Year Budget Cycle**

On November 3, 2009, voters approved Proposition A, amending the City Charter to stabilize spending by requiring two-year budgeting for all city departments and multi-year financial planning.

In Fiscal Year (FY) 2010-11, the City adopted two-year budgets for the following four departments: Airport, Port, Public Utilities Commission, and Municipal Transportation Agency. These four departments intended to propose fixed, two-year budgets for FY 2020-21 and FY 2021-22, but given likely changes in revenue projections in these fiscal years, they proposed a rolling two-year budget. The rest of the City's departments will submit rolling two-year budgets over the same period. Two-year budgeting has been in effect for all departments since FY 2012-13.

**Long-Term Operating Revenue and Expenditure Projections**

The City's budget process is guided by operating revenue and expenditure projections. The Controller's Office, Mayor's Office, and the Board of Supervisors are responsible for the City's long-term financial planning. These three offices cooperate to produce four reports, including a Five-Year Financial Plan each odd calendar year, the Joint Report each even calendar year, and the Six- and Nine-Month Reports each February and May. Together, these reports provide the basis for developing the City's budget. The reports are described below and can be accessed online at [sfcontroller.org](http://sfcontroller.org).

The Controller's Six-Month Budget Status Report, published annually in early February, projects the year-end status of the City's General Fund and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

The Four-Year Budget Projection ("Joint Report"), published each even calendar year, reports on projected citywide revenues and expenditures for the following four fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future. Beginning in FY 2011-12, the Joint Report was extended to forecast four years into the future (prior to FY 2011-12, the report projected three years into the future.) This change was required by Proposition A, which also required adoption of a biennial Five-Year Financial Plan. The Joint Report now serves as an "off-year" update to the Five-Year Financial Plan and projects out the remaining four years of the prior year's plan. This report was last published on March 31, 2021, as an update to the City's Five-Year Financial Plan for FY 2021-22 through FY 2025-26.

The Five-Year Financial Plan, published first in December of each odd calendar year and then updated in March, forecasts expenditures and revenues over a five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for city departments. On January 15, 2021, the Mayor proposed the City's sixth Five-Year Financial Plan for Fiscal Years 2021-22 through 2025-26, which was updated on March 31, 2021, and adopted by the Board of Supervisors on April 21, 2021.

The Controller's Nine-Month Budget Status Report, published annually in early May, reports financial activity from July through March and includes the projected year-end status of the City's General Fund and key special revenue and enterprise funds. A comprehensive review of revenue and spending to date and discussions with financial officers at major city departments drive the report's year-end projections.

Taken as a whole, these reports are used by the Mayor’s Office to prepare a balanced budget to propose to the Board of Supervisors each year and to plan for long-term financial needs. The reports provide information on the financial resources available to fund the City’s programs and projections of future costs.

**Capital and Information Technology Projections**

As noted above, the City also engages in long-term planning for the City’s infrastructure and information technology (IT) needs. Managed by the City Administrator, the City has completed comprehensive assessments of the City’s near- and long-term capital and IT needs through the creation of the Ten-Year Capital Plan and the Information and Communications Technology (ICT) Plan, each of which is issued biennially in odd calendar years in conjunction with the City’s Five-Year Financial Plan.

The Capital Plan is prepared under the guidance of the Capital Planning Committee (CPC), while the Committee on Information Technology (COIT) oversees the ICT Plan. Both committees work to identify, assess, and prioritize needs for the City as they relate to capital and IT investments. They also present departments with the opportunity to share information about the impact to operating costs that projects generate.

Funding for capital and technology is appropriated through the City’s budget process. While the creation of the Capital and ICT Plans does not change their basic funding mechanisms, the priorities in the capital and IT budgets do reflect the policies and objectives identified in each respective plan.

**Financial Policies and Enhanced Reserves**

The City’s budget is further guided by financial policies that plan for unforeseen financial circumstances that cannot be factored into revenue and expenditure projections. Proposition A charges the Controller’s Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery, and requires the City to adopt budgets consistent with these policies once approved.

In May 2010, legislation was adopted to codify the City’s practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and to help the City mitigate the impact of multi-year downturns. This included augmentation of the existing Rainy Day Reserve and the creation of a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams.

Finally, independent auditors who certify the City's annual financial statements and credit ratings from the national bond rating agencies provide additional external oversight of the City's financial matters.

Mission-driven budgeting, as described by the City Charter, requires department budget requests to include goals, programs, targeted clients, and strategic plans. The requested budget must tie program funding proposals directly to specific goals. In addition, legislation passed by the Board of Supervisors requires performance standards to increase accountability. The City and County of San Francisco operates under a budget that balances all operating expenditures with available revenue sources and prior-year fund balance.

Governmental financial information statements are reported using the modified accrual basis of accounting. Revenues are recognized when they are measurable and available, and are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred as under accrual accounting. However, debt service expenditures and expenditures related to vacation, sick leave, and claims and judgments are recorded only when payment is due.

## **ANNUAL BUDGET PROCESS**

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting, except for capital project funds and certain debt service funds that generally adopt project-length budgets.

The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues.

The budget includes: the programs, projects, services, and activities to be provided during the fiscal year; the estimated resources (inflows) available for appropriation; and the estimated changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented, and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

### **Two-Year Budget Cycle**

As described in the previous section, in November 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by FY 2012-13. In FY 2010-11, the City adopted two-year budgets covering FY

2010-11 and FY 2011-12 for four early implementation departments: the Airport, Municipal Transportation Agency, Public Utilities Commission, and Port Commission. FY 2012-13 was the first year that all city departments submitted a two-year budget for FY 2012-13 and 2013-14. Also, for the first time that year, the four early-implementation departments had a “fixed” two-year budget. This means that in the second year, these departments could only amend their budget if proposed revenues or expenditures were 5.0 percent above or below projections. All other departments retained a variable two-year budget and thus are open to changes and must be rebalanced as part of the next two-year budget. Moving to a fixed two-year budget for all departments would require the passage of legislation by the Board of Supervisors. The two-year budget is developed, approved, and implemented pursuant to the process described below.

**Key Participants**

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community policy meetings, stakeholder working groups convened by the Mayor’s Office, public budget hearings, and communication with elected officials are all carefully considered in formulating the Mayor’s proposed budget.
- City departments prioritize needs and present balanced budgets for review and analysis by the Mayor’s Office of Public Policy and Finance.
- The multi-year budget projections described in the previous section as well as the Capital Planning Committee (CPC) and Committee on Information Technology (COIT) provide guidance to the Mayor’s Office on both long-term fiscal trends as well as citywide priorities for capital and IT investments.
- The Mayor, with the assistance of the Mayor’s Office of Public Policy and Finance, prepares and submits a balanced budget to the Board of Supervisors on an annual basis.
- The Board of Supervisors is the City’s legislative body and is responsible for amending and approving the Mayor’s proposed budget. The Board’s Budget and Legislative Analyst also participates in reviews of city spending and financial projections and makes recommendations to the Board on budget modifications.
- The Controller is the City’s Chief Financial Officer and is responsible for projecting available revenue to fund city operations and investments in both the near- and long-term. In addition, the City Services Auditor Division of the Controller’s Office is

responsible for working with departments to develop, improve, and evaluate their performance standards.

### **Calendar and Process**

Beginning in September and concluding in July, the annual budget cycle can be divided into three major stages (see calendar at the end of this section):

- Budget Preparation: budget development and submission to the Board of Supervisors
- Approval: budget review and enactment by the Board of Supervisors and budget signing by the Mayor
- Implementation: department execution and budget adjustments.

### **Budget Preparation**

Preliminary projections of Enterprise and General Fund revenues for the next fiscal year by the Controller's Office and Mayor's Office staff begin in September. Around this time, many departments begin budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued by the Mayor's Office and the Controller's Office with detailed guidance on the preparation of department budget requests. The instructions contain a financial outlook, policy goals, and guidelines as well as technical instructions.

Three Categories of budgets are prepared:

- General Fund department budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll, and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise department budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services that are used to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.
- Capital and IT budgets: Capital and IT budget requests are submitted to the CPC and COIT for review. The recommendations for each committee are taken into account during the budget preparation process. The City's Ten-Year Capital Plan is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund and Enterprise department budgets.

Between December and early February, departments prepare their budget requests and submit them to the Controller by mid-February. The Controller consolidates and verifies all of the

information that departments have submitted. The Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review in early March.

From March through June, the Mayor and the Mayor's Office of Public Policy and Finance analyze each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year.

Concurrently, the Controller's Office certifies all revenue estimates.

From February through May, the Mayor and Mayor's Office of Public Policy and Finance staff conduct a comprehensive outreach process to understand the budget priorities of San Francisco's communities and address these priorities in the budget. For the proposed budget for FY 2021-22 and FY 2022-23, the Mayor held two town halls open to all members of the public. Additionally, the Mayor and the Mayor's Office of Public Policy and Finance met with dozens of community groups to understand community members' neighborhood and citywide priorities for the upcoming budget. All San Franciscans also had the opportunity to email their budget priorities and feedback to the Mayor's Office of Public Policy and Finance. All feedback was used to make decisions about the upcoming budget that reflect the needs and priorities of San Francisco community members.

Total budget requests must be brought into balance with estimated total revenues, which requires the Mayor's Office of Public Policy and Finance to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

**Approval**

Upon receiving the Mayor's proposed budget, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into the new fiscal year, the Interim Budget—usually the Mayor's proposed budget—is passed by the Board as a continuing resolution and serves as the operating budget until the budget is finalized in late July. The Mayor typically signs the budget ordinance into law by August.

The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst (BLA), which develops recommendations on departmental budgets. Informed by departmental discussions that center on justifications for proposed expenses and



comparison with prior year spending, the BLA forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure reductions, along with department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and Finance Committee uses to guide funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by June 30th.

As required by the City Charter, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed by any member of the Board of Supervisors and can reflect further public input and/or Board policy priorities. At the second reading, the Board votes on the amended budget again, and, if passed, the budget is forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through another reading a week later. Final passage by the Board must occur before the August 1 deadline.

The Mayor has 10 days to approve the final budget, now called the Budget and Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making it effective immediately, or may veto any portion, whereupon the budget returns to the Board of Supervisors. The Board has ten-days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon Board vote, the budget is immediately enacted, thus completing the budget process for the fiscal year.

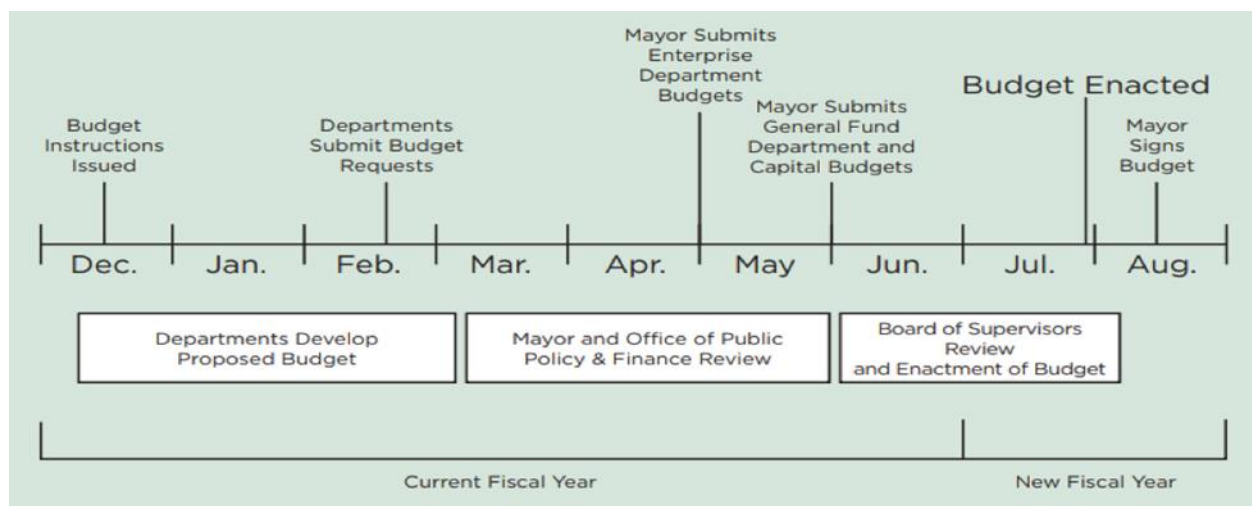
Should the Mayor opt not to sign the budget within the ten-day period, the budget is automatically enacted but without the Mayor's signature of approval. Once the Budget and Appropriation Ordinance is passed, it supersedes the Interim Budget.

### **Implementation**

Responsibility for execution of the budget rests largely with departments. The Mayor's Office and the Controller's Office monitor department spending throughout the year and take measures to mitigate overspending or revenue shortfalls. Both offices, as well as the Board of

Supervisors, also evaluate departments' achievement of performance measures on a periodic basis.

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests, and through grant appropriation legislation. Supplemental appropriation requests are made when a department finds that it has inadequate resources to support operations through the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require approval by the Board of Supervisors before going to the Mayor for final signature.



## BUDGET DOCUMENTS AND RESOURCES

The City provides a variety of high-level and detailed information about its budget as part of its open government initiatives. Copies of these documents are distributed to the SFPL Main Library. They may also be viewed at the following City Hall locations and websites:

### Mayor's Office of Public Policy and Finance

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

<https://sfmayor.org/budget-documents>

### Controller's Office

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

<https://sfcontroller.org/>

**Clerk of the Board of Supervisors**

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

<https://sfbos.org/>

**SF Open Book**

<https://openbook.sfgov.org/>

SF Open Book provides a clear look at San Francisco's fiscal and economic health.

**SF Open Data**

<https://datasf.org/opendata/>

SF Open Data is the central clearinghouse for data published by the City and County of San Francisco.

**SF Performance Scorecards**

<https://sfgov.org/scorecards/>

SF Performance Scorecards provides regularly updated information on the efficiency and effectiveness of San Francisco government in eight highlighted service areas, including livability, public health, safety net, public safety, transportation, environment, economy, and finance.

A copy of the Mayor's Proposed Budget is saved in the Google Drive Reference Library folder.

A copy of the City's Proposed Five-Year Financial Plan is also saved in the Google Drive Reference Library folder.

**OTHER GOVERNMENT ENTITIES**

**FEDERAL LANDS**

Sections of former military bases and properties, such as the Presidio, Treasure Island, and the former shipyards at Hunter's Point have been deeded to the City and County of San Francisco for various uses. The portions of these properties that the City controls or expends money on are within the jurisdiction of the Civil Grand Jury. Portions of these properties that remain under the control of the Federal Government are not within the jurisdiction of the Civil Grand Jury. The City Attorney can assist with determining jurisdictional issues related to federal lands.

The Golden Gate National Recreation Area (GGNRA) is a U.S. National Recreation Area protecting 80,002 acres of ecologically and historically significant landscapes surrounding the San Francisco Bay Area. Much of the park is land formerly used by the United States Army. GGNRA is managed by the National Park Service and is not under the jurisdiction of the San Francisco Civil Grand Jury.

The GGNRA is not one continuous locale, but rather a collection of areas that stretch from northern San Mateo County to southern Marin County, and includes several areas of San Francisco. It contains famous tourist attractions such as Muir Woods National Monument, Alcatraz, Fort Mason, and the Presidio of San Francisco.

The Presidio remains Federal Land and is patrolled by Federal Police. The Presidio has some contractual arrangements with the City for fire protection that may be examined by the Civil Grand Jury, but little else is open to the Civil Grand Jury.

Treasure Island and Yerba Buena Island (YBI) are former Naval Stations with approximately 30% still considered Federal property. The Treasure Island Development Authority (TIDA) is a non-profit, public benefit agency dedicated to the economic development of Treasure Island. The Authority is vested with the rights to administer Tidelands Trust property and is also responsible for administering vital municipal services to Treasure and Yerba Buena Islands during interim reuse of the property. TIDA/The City have taken ownership of 70% of the property on Treasure Island, while YBI parcels have been transferred to Treasure Island Community Development (TICD), the Island's Master Developer. The Navy is currently remediating the island so the City and County can take over complete ownership. A portion of YBI belongs to the Coast Guard and will not be transferred to the City and County of San Francisco. The Civil Grand Jury can investigate TIDA; however, issues relating to Tidelands Trust may be off limits as those are federally regulated.

**SPECIAL DISTRICTS**

A special district is an independent governmental unit that exists separately from, and with substantial administrative and fiscal independent from, general purpose local governments. Special districts are established by the voters, including approval of all taxes.

There are two types of special districts:

- Enterprise districts, which rely on revenue from services and property taxes
- Non-enterprise districts, which rely solely on funding from property taxes

There are several special districts in San Francisco:

- Bay Area Air Quality Management District
- Bay Area Rapid Transit (BART)
- Golden Gate Bridge Highway and Transportation District
- San Francisco Community Health Authority
- San Francisco County Transportation Authority
- Transbay Joint Powers Authority

As with federal lands, special districts are within the jurisdiction of the Civil Grand Jury if funding comes from the City's budget. The City Attorney can assist with determining jurisdictional issues related to special districts.

**SCHOOL AND COMMUNITY COLLEGE DISTRICTS**

The San Francisco Unified School District and the San Francisco Community College District, which operates City College, are within the jurisdiction of the Civil Grand Jury. Note that the Jury may not investigate policy decisions of these districts but may investigate programs and expenditures of funding.



**Contents**

The Civil Grand Jury .....	1
Watchdog Function .....	2
Jurisdiction .....	3
Legal Authority .....	4
Grand Jury Concepts .....	11
Confidentiality .....	11
Independence .....	12
Collegiality .....	12
Continuity .....	12
Ethics .....	13
Conduct .....	14
Absences .....	14
Resignations .....	14
Removal for Misconduct .....	14
Replacements .....	15
Conflicts of Interest and Recusals .....	16
Statement of Economic Interests .....	17
Form 700 Cover Page Instructions .....	17
County Jail Inspections .....	21
Facilities Locations and Descriptions .....	21
How to Schedule the Jail Inspection .....	21
During the Jail Inspection .....	22
Attachment A: Jail Inspection Handbook for Grand Jurors .....	23





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**THE CIVIL GRAND JURY**

California’s Constitution requires that each county empanel a grand jury. In the City and County of San Francisco, the Civil Grand Jury is comprised of 19 members who represent the local citizens by investigating, evaluating, and reporting on the operations and actions of various officers, departments, and agencies of local government. Service on the Civil Grand Jury is an honor and is invaluable to the community.

Grand juries serve three primary functions: (1) to be presented with evidence that may lead to an indictment of an individual on felony charge(s); (2) to weigh allegations of misconduct against public officials and determine whether to present formal accusations requesting their removal from office; and (3) to act as the public’s “watchdog” by investigating and reporting upon the affairs of local government.

In San Francisco, as in many other counties, there is a separate Criminal (Indictment) Grand Jury empaneled as needed at the request of the District Attorney. In rare occasions, the Civil Grand Jury may uncover what it believes to be criminal conduct. Such information must be turned over to the District Attorney. The Civil Grand Jury has no authority to pursue criminal investigations or charges.

Further, the City Charter precludes the Civil Grand Jury from the allegation of misconduct role. There is a separate process for such circumstances.

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**WATCHDOG FUNCTION**

The Civil Grand Jury scrutinizes the conduct of public business of County government. The goal is to improve the efficiency and effectiveness of City government and to promote government transparency and accountability.

Each Civil Grand Jury determines which officers, departments, and agencies it will investigate during its term of office. During their investigations, grand jurors inspect and audit books, records, and financial expenditures; interview civil servants and others who may have pertinent information; visit government facilities; and issue reports that must include findings and recommendations. The City Attorney and Presiding Judge review the Jury's reports to make certain that the reports fall within the jurisdiction of the Jury. Once approved by the Presiding Judge, the reports are sent to the appropriate department heads and then released publicly two business days later.

By law, affected departments are required to respond to each finding and recommendation within a specified period. The format for the responses is prescribed in statute. The Board of Supervisors, specifically the Government Audit and Oversight (GAO) Committee, is required to hold a public hearing on each Civil Grand Jury report. The GAO Committee sends a resolution to the full Board for consideration and adoption.

The Civil Grand Jury is required to operate within the legal parameters prescribed in statute. There is a Deputy City Attorney designated as the Jury's legal advisor. The Deputy City Attorney should be consulted on jurisdictional issues; answers legal questions and provides advice; reviews final draft reports for statutory compliance; and resolves issues that arise between City departments and the Jury. Attorney-client privilege applies between the City Attorney and the Civil Grand Jury.

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**JURISDICTION**

The Civil Grand Jury may investigate the operations of any City department, agency, board, commission, and special district as identified in the previous section. Generally, the rule “follow the money” applies. If City funds are expended, the Civil Grand Jury may investigate the use of those funds.

Note that large areas of the City and County are considered federal lands and are excluded from the jurisdiction of the Civil Grand Jury. If the federal governing authority contracts with the City to provide services on federal lands, the Civil Grand Jury may investigate the use of those City funds/services only.

Jurisdictional questions or issues should be directed to the Jury’s Deputy City Attorney.

**LEGAL AUTHORITY**

Laws governing the grand jury are found primarily in statute, case law (binding opinions), and Attorney General Opinions (non-binding but authoritative).

Most of the statutory provisions dealing with the grand jury can be found in California Penal Code Sections 888-940. Government Code Sections 3060-3075 provide for the accusation, a judicial process for the removal of a person from public office.

As the law can be confusing, the Jury should consult and follow the legal advice of its Deputy City Attorney.

LEGAL AUTHORITY	CITATION
The Grand Jury:	
• May not exceed its budget	Penal Code §914.5
• Must choose its officers, except the foreperson, who is appointed by the Court (Penal Code § 912)	Penal Code §916
• Must determine its own rules of procedure	
• Must follow “The Rule of 12,” i.e., use a supermajority vote to adopt its rules of procedure, release reports, and engage in all public actions	
• Must follow “The Rule of Two,” i.e., conduct interviews with at least two grand jurors in attendance	
• Must support the final report’s findings with documented evidence/verified facts	
• Must include recommendations for resolving all problems identified in the final report, including financial means when applicable	
• Must take entity finances into account when writing recommendations	
• May select a foreperson pro tempore	Penal Code §916.1

## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

2022-2023

• Must disclose real and perceived conflicts of interest, including employment by a local government entity within the past three years, and must recuse from any involvement in an investigation of or report on that entity	Penal Code §916.2
• May inquire into the case of every person imprisoned in the county jails on a criminal charge and not indicted	Penal Code §919(a)
• Must inquire into the condition and management of the public prisons within the county	Penal Code §919(b)
• Must inquire into the willful or corrupt misconduct of public officers *	Penal Code §919€
<i>* The City Charter precludes this function.</i>	
• May inquire into ownership of land that should escheat to the State of California	Penal Code §920
• Must keep secret all grand jury evidence, discussions, and votes (A juror who, except when required by the Court, discloses evidence presented before the grand jury, juror statements, or how the jury voted is guilty of a misdemeanor.)	Penal Code §924.1 Penal Code §924.2
• May pass on civil investigative records and files to the next grand jury	Penal Code §924.4
• Must investigate and report on at least one county officer, department, or function	Penal Code §925
• May investigate and report on incorporated cities or joint powers agencies	Penal Code §925a
• May hire experts, such as auditors or forensic accountants, upon the court's prior approval	Penal Code §926

## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

**2022-2023**

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| <ul style="list-style-type: none"><li>• Must investigate and report on the need for an increase or decrease in salaries of county elected officials when requested by the Board of Supervisors</li></ul>                 | Penal Code §927 |
| <ul style="list-style-type: none"><li>• May investigate and report on the need for an increase or decrease in salaries of county elected officials, even if not requested to do so by the Board of Supervisors</li></ul> |                 |
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| <ul style="list-style-type: none"><li>• May investigate and report on the needs and performance of all county officers and offices, including whether to create or abolish a county office</li></ul> | Penal Code §928 |
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| <ul style="list-style-type: none"><li>• May not disclose the identity of witnesses (i.e., may not include the names of any persons who provided information to the grand jury in the final reports)</li></ul> | Penal Code §929 |
| <ul style="list-style-type: none"><li>• May not disclose raw (unverified) evidence in a report, unless approved by the court</li></ul>  |                 |
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| <ul style="list-style-type: none"><li>• May order the District Attorney to sue to recover money owed the county</li></ul> | Penal Code §932 |
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| <ul style="list-style-type: none"><li>• Must submit to the Presiding Judge at least one final report with findings and recommendations that pertain to the operation of county government</li></ul> | Penal Code §933(a) |
| <ul style="list-style-type: none"><li>• May submit final report to the Presiding Judge at any time during its term</li></ul>  |                    |
| <ul style="list-style-type: none"><li>• Must be available for 45 days after the end of the term to clarify recommendations in the report</li></ul>  |                    |
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| <ul style="list-style-type: none"><li>• May invite the subject of a report to come before the grand jury to read and discuss relevant findings in the report (exit interview)</li></ul> | Penal Code §933.05(d) |
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| <ul style="list-style-type: none"><li>• Must meet with the subject of an investigation</li></ul> | Penal Code §933.05€ |
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| <ul style="list-style-type: none"><li>• Must provide relevant parts of the report to the subject entity two business days before its public release</li></ul> | Penal Code §933.05(f) |
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## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

**2022-2023**

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| • May investigate and report on housing authorities   | Penal Code §933.1                     |
| • May investigate and report on special districts, including school districts, and on the Local Agency Formation Commission (LAFCo) | Penal Code §933.5                     |
| • May investigate and report on nonprofits corporations established by or operated on behalf of a local public entity               | Penal Code §933.6                     |
| • May seek input from authorized advisor (e.g., Deputy City Attorney)   | Penal Code §934                       |
| • May not allow the judge or City Attorney to be present during grand jury sessions, unless advice is requested                     |                                       |
| • May request the court or the Attorney General to allow the hiring of special counsel or special investigators                     | Penal Code §936,<br>Penal Code §936.5 |
| • May not allow any non-juror to be present during grand jury deliberations or vote   | Penal Code §939                       |
| • May request the Court to subpoena witnesses   | Penal Code §939.2                     |
| • Foreperson may administer an oath to tell the truth to a witness  | Penal Code §939.4                     |
| • May not use another grand jury's recommendations as its own recommendation (Each grand jury must conduct its own investigation.)  | Penal Code §939.9                     |
| • May bring an accusation (formal charges) to remove a person from public office for corrupt or willful misconduct in office *      | Gov. Code §§3060 – 3075               |

*\* The City Charter precludes this function.*

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| • May request that the District Attorney petition the Superior Court to order a public recount of ballots tabulated by a voting system | Elec. Code §15640(a) |
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## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

**2022-2023**

• Must file a Statement of Economic Interest Form 700	Chapter 1, Article 3, of the San Francisco Campaign and Governmental Conduct Code
• May direct a local entity to produce its records (The grand jury is entitled to review records under authority granted by the Penal Code rather than under the Public Records Act.)	<i>City of Woodlake v. Tulare County Grand Jury</i> (2011) 197 Cal.App.4 <sup>th</sup> 1293
• May not disclose the nature, scope, strategy, or direction of an investigation (The court may not, except under exceptional circumstances, reveal the nature, scope, strategy, or direction of a grand jury investigation.)	<i>Los Angeles Times v. Superior Court</i> (2003) 114 Cal.App.4 <sup>th</sup> 247
• May not allow a witness to have counsel present during a grand jury interview	<i>Farnow v. Superior Court</i> (1990) 226 Cal.App.3d 481
• May not review school district personnel records or evaluate district personnel	<i>Board of Trustees of Calaveras Unified School District v. Leach</i> (1968) 258 Cal. App2d 281
• May admonish a witness not to disclose what they learn about a grand jury investigation	86 Ops.Cal.Atty.Gen. 101 (2003)
• May not hire experts to investigate a nonprofit corporation established by or operating on behalf of a public entity because nonprofits are not listed in PC §926, which allows the hiring of experts for the examination of counties, cities, joint power agencies, and districts	84 Ops.Cal.Atty.Gen. 169 (2001)



## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

**2022-2023**

<ul style="list-style-type: none"><li>• May examine peace officer personnel records, including citizens' complaints, without a subpoena or court order, and may require that the records not have the officers' names or statements redacted</li></ul>	79 Ops.Cal.Atty.Gen. 185 (1996)
<ul style="list-style-type: none"><li>• May investigate the manner in which a school district performs its duties and functions, but may not inquire as to the merit, wisdom, or expediency of substantive policy determinations within the discretion of the district</li></ul>	78 Ops.Cal.Atty.Gen. 290 (1995)
<ul style="list-style-type: none"><li>• May investigate the operational procedures, but not the substantive policy concerns of special districts</li></ul>	64 Ops.Cal.Atty.Gen. 900 (1981)
<ul style="list-style-type: none"><li>• May not investigate and report on the courts, judges, or court personnel</li></ul>	76 Ops.Cal.Atty.Gen. 70 (1993)
<ul style="list-style-type: none"><li>• May transmit information and evidence to the succeeding grand jury</li></ul>	72 Ops.Cal.Atty.Gen. 128 (1989)
Grand jury proceedings are conducted in private. At the end of its term, the Court discharges the jury.	Penal Code §915
The grand jury is entitled to free access to public prisons and public records. *	Penal Code §921
* The grand jury is not entitled to records that are not public or are otherwise protected by law, such as juvenile records, some personnel records, or medical records.	
A grand juror's statements and vote on grand jury business are confidential.	Penal Code §924.3
The Superior Court may approve release of evidentiary material (e.g., final report) but may require redaction of privileged information, such as the names of witnesses and defamatory or libelous materials.	Penal Code §929

## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

**2022-2023**

The Superior Court may prohibit the grand jury from releasing raw evidence (such as transcripts of testimony or summaries of interviews) in its report.	<i>McClatchy Newspapers v. Superior Court</i> (1988) 44 Cal.3d 1162
The grand jury is an arm of the Court but has full independence of action when performing its watchdog functions.	<i>People v. Superior Court (1973 Grand Jury) (Santa Barbara County)</i> (1975) 13 Cal.3d 430
The Superior Court may refuse to file a report that exceeds the grand jury's lawful authority – one that is outside the jurisdiction of the grand jury. However, the Court may not “suppress a report simply because it considers it ill-advised, insufficiently documented, or even libelous.”	
Grand jurors may be sued for defamation in connection with their final reports.	<i>Gillett-Harris-Duranceau &amp; Associates v. Kemple</i> (1978) 83 Cal.App.3d 214
An individual grand juror has no authority to act independently. The grand jury functions as one body under its rules of procedures and as decided by the grand jurors at their panel sessions.	<i>Clinton v. Superior Court</i> (1937) 23 Cal.App.2d 342
A county must indemnify (pay a settlement or judgment) and pay for the defense of grand jurors sued for defamation from statements made within a final report that is within the jury's jurisdiction. Jurors are considered county employees for this purpose.	81 Ops.Cal.Atty.Gen. 199 (1998)
A county employee, but not an elected officer, may serve on the grand jury, but may not participate in any investigation with which they have a conflict.	64 Ops.Cal.Atty.Gen. 88 (1978)
A grand jury's term ends when its successor is impaneled and sworn. The reference in PC §905.5 to service during the “fiscal year” does not prohibit the term from continuing after June 30, if the grand jury has not yet been discharged.	72 Ops.Cal.Atty.Gen. 128 (1989)

## **GRAND JURY CONCEPTS**

Grand jurors should pay particular attention to the important concepts of confidentiality, independence, collegiality, continuity, and ethics.

### **CONFIDENTIALITY**

Each member of the grand jury takes the following oath when they are impaneled:

*I do solemnly swear (affirm) that I will support the Constitution of the United States and of the State of California, and all laws made pursuant to and in conformity therewith, will diligently inquire into, and true presentment make, of all public offenses against the people of this state, committed or triable within this county, of which the grand jury shall have or can obtain legal evidence.*

*Further, I will not disclose any evidence brought before the grand jury, nor anything which I or any other grand juror may say, nor the manner in which I or any other grand juror may have voted on any matter before the grand jury. I will keep the charge that will be given to me by the court. (PC §911)*

All grand jury business is confidential. Each grand juror vows to keep secret all evidence brought before the grand jury, anything said within the grand jury, and the way any grand juror voted on any matter before the grand jury. This oath of confidentiality is binding for life. A grand juror who violates this secrecy is guilty of a misdemeanor.

Grand jury proceedings are conducted in closed session. The minutes of the grand jury meetings may not be inspected by anyone, nor are its records available to the public. The grand jury is exempt from the California Public Records Act (*McClatchy Newspapers v. Superior Court*, 44 Cal.3d 1162, 1183 (1988)), which means it is not required to provide public notice or access to its meetings and proceedings.

Further, the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67) does not apply to the meetings or business of the Civil Grand Jury. The Sunshine Ordinance provides that “public information” shall mean the content of “public records” as defined in the California Public Records Act (San Francisco Administrative Code Section 67.20(b)). Because *McClatchy Newspapers v. Superior Court* concluded that judicial records – including grand jury records – are not public records under the California Public Records Act, California Government Code Section 6252, judicial records – including grand jury records – also are not subject to the Sunshine Ordinance.

This secrecy guards the public interest and protects the confidentiality of the sources. It also grants grand jurors a secure space to freely share their thoughts and ideas.

### **INDEPENDENCE**

The Civil Grand Jury is an independent body. The Jury chooses its officers, except for the foreperson who is appointed by the Court. The Jury develops its own rules of procedures. And the Jury determines which City agencies, issues, or complaints to investigate.

### **COLLEGIALITY**

By law, the grand jury is a collegial rather than a hierarchical body. No one grand juror outranks another. Each member has an equal voice and deserves equal respect. Grand jurors should be courteous and reasonable; feel free to express their views during deliberations; be willing to listen to the views of others; and be able to disagree openly without being disagreeable.

Additionally, the grand jury functions as one body. No one grand juror has any authority alone. The law requires supermajority votes for almost all grand jury actions. Grand jurors should actively and consistently participate throughout the term.

Civil Grand Jury work is TEAM work! Remember to keep your sense of humor.

### **CONTINUITY**

For the Civil Grand Jury, continuity means a collaboration of grand jurors – past, present, and future – doing what they can to maintain and improve grand jury functions from year to year. Elements of continuity include serving multiple terms, indexing of reports, and monitoring report responses.

**ETHICS**

The Civil Grand Jury must balance between independence and responsibility. The Jury has an ethical obligation to use its resources wisely, carry out relevant investigations, and produce reliable, documented, verified reports.

Civil Grand Jury service calls for integrity and impartiality. Biases and conflicts of interest must be promptly disclosed to the foreperson and may be grounds for recusal. Any appearance of impropriety can undermine Jury's credibility just as easily as actual impropriety.

Civil Grand Jury service also calls for professionalism. Grand jurors must treat each other with respect. Some best practices are:

- Establish and maintain a bond of trust, confidence, and mutual respect with fellow grand jurors.
- Exercise discretion in conducting business of the Civil Grand Jury.
- Do not use your status as a grand juror to exert influence, obtain favors, or accept gifts.
- Express yourself calmly and reasonably, without monopolizing meetings, resorting to personal anecdotes, or digressing from topic.
- Avoid any behavior or comments that might disparage or embarrass the Civil Grand Jury or its public image.
- Follow the Rule of Two by working in pairs or on teams to avoid any misrepresentation.
- Direct all inquiries from the public or the media to the foreperson, and do not make public statements concerning Civil Grand Jury matters.
- Maintain objectivity.
- Consider every issue on its merits and show no favoritism toward any group or individual.
- Maintain confidentiality and only discuss Civil Grand Jury matters with fellow grand jurors where privacy is assured.
- Request to be excused when personally unable or unwilling to put forth the commitment of a Civil Grand Juror.

The concepts of confidentiality, independence, collegiality, continuity, and ethics are covered more in-depth in the CGJA Grand Jurors' Training Manual.

## **CONDUCT**

All members of the Civil Grand Jury have agreed to devote a minimum of 10 hours per week for Civil Grand Jury duties. Civil Grand Jury plenary meetings, committee meetings, interviews, research, and report writing all take time. Grand jurors are expected to participate actively in Civil Grand Jury activities; attendance must be regular and punctual. Grand jurors are expected to follow the rules and be a team player. The Civil Grand Jury must act as one body. Finally, grand jurors should have fun and enjoy learning all about our amazing City.

## **ABSENCES**

If a grand juror's frequent absences are detracting from the Civil Grand Jury's work, the Foreperson will contact the Court through the Grand Jury Administrative Analyst and discuss the situation with the Presiding Judge.

## **RESIGNATIONS**

A grand juror who must resign from the Civil Grand Jury must do so in writing to the Court, through the Grand Jury Administrative Analyst. The grand juror must include the reason(s) for the resignation.

A resigning grand juror is required to follow these exit procedures:

- Return the key card to Room 11, the Civil Grand Jury office.
- Return the CCSF Chromebook and all accessories.
- Return their business cards.
- Return all committee records and reports pertinent to any Civil Grand Jury business, including personal notes from interviews, hearings, meetings, and any other confidential matters.
- Submit a completed Form 700 for leaving office.
- Submit remaining expense reimbursement requests.

## **REMOVAL FOR MISCONDUCT**

Only the Superior Court may remove a grand juror for misconduct. If necessary, the Foreperson will contact the Court through the Grand Jury Administrative Analyst to discuss the situation.

The Court may undertake an investigation to determine if misconduct exists. In cases where there is a breach of confidentiality, the Court may pursue a charge of a misdemeanor.

A grand juror who has been removed must follow the exit procedures listed in the previous subsection.

## **REPLACEMENTS**

Vacancies on the Jury are filled by alternate jurors. Alternate jurors are contacted in the order by which their names appear on the randomized list that was generated during jury selection.

When a vacancy occurs, the Grand Jury Administrative Analyst will contact the next alternate juror in line to offer the sworn position. The alternate juror will join Jury as soon as possible, usually at the next plenary meeting. The Foreperson or designee will orient the new grand juror.

If the Foreperson leaves the jury for any reason, the Presiding Judge will appoint a new Foreperson as quickly as possible.

## **CONFLICTS OF INTEREST AND RECUSALS**

Recusal is required when a grand juror has an actual or perceived conflict of interest with a topic of investigation, an individual appearing before the Civil Grand Jury, or with any matter placed before the Jury for a vote.

Common sources of conflict include, but are not limited to:

- Prior or current employment
- Membership in political or community groups
- Publicly expressed support, opposition, or statements on a topic under consideration or investigation by the Civil Grand Jury
- Investments in public or private enterprise from which the grand juror may benefit financially, whether disclosed on the Form 700 or not
- Personal or familial relationships

California Penal Code Section 916.2(a) states, “Notwithstanding any other provision of law, a grand juror who is a current employee of, or a former or retired employee last employed within the prior three years by, an agency within the investigative jurisdiction of the civil grand jury shall inform the foreperson and court of that fact and shall recuse themselves from participating in any grand jury civil investigation of that agency, including any discussion or vote concerning a civil investigation of that agency.”

Any grand juror who fits this description must submit a Conflict of Interest (COI) Statement to the Court during the first quarter of the term by emailing the Grand Jury Administrative Analyst at [cgrandjury@sftc.org](mailto:cgrandjury@sftc.org).

If a conflict exists and is not reported, the grand juror risks compromising the integrity and validity of the Civil Grand Jury’s investigations and final reports. Any refusal to recuse should be immediately discussed with the Jury’s Deputy City Attorney.

When a grand juror is recused, the foreperson should accommodate the grand juror by scheduling such items last on the agenda. A recused grand juror may not be present when an issue on which a conflict exists is discussed.

Questions regarding conflicts of interest and recusals should be directed to the Jury’s Deputy City Attorney.



**STATEMENT OF ECONOMIC INTERESTS**

The Civil Grand Jury is subject to the California Fair Political Practices Act requirement to disclose potential conflicts of interest as related to financial and real property holdings. As required by the San Francisco Campaign and Governmental Conduct Code Section 3.1-180, each grand juror must file a Statement of Economic Interests Form 700 (Form 700) three times during their term:

- Assuming Office Statement – due within 30 days of assuming office
- Annual Statement – due April 1
- Leaving Office Statement – due on your last day as a Civil Grand Juror

The Grand Jury Administrative Analyst will remind grand jurors when it is time to file their Form 700s.

Civil grand jurors fall into disclosure category 2: “persons in this category shall disclose all investments and business positions in business entities, and income from any sources which have done business within the City and County in the previous two years and income from all individuals who are employees of the City and County and all interests in real property.”

A fillable PDF Form 700 may be downloaded from the California Fair Political Practices Commission website at <http://www.fppc.ca.gov/Form700.html>.

All statements must have an original “wet” signature and are filed with the Superior Court. Please mail completed Form 700s to the attention of the Grand Jury Administrative Analyst, 400 McAllister Street, Room 008, San Francisco, CA 94102.

Questions about what to disclose on the Form 700 should be directed to the Jury’s Deputy City Attorney.

**FORM 700 COVER PAGE INSTRUCTIONS**

Type or print your name (last, first, middle) at the top of the cover page.

<b>CALIFORNIA FORM 700</b> FAIR POLITICAL PRACTICES COMMISSION		<b>STATEMENT OF ECONOMIC INTERESTS COVER PAGE</b> <i>A PUBLIC DOCUMENT</i>		Date Initial Filing Received <i>Filing Official Use Only</i>
<i>Please type or print in ink.</i>				
NAME OF FILER (LAST)	(FIRST)	(MIDDLE)		
Snow	Jon	Stark		

## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

2022-2023

### Part 1. Office, Agency, or Court

- Agency Name = “San Francisco Civil Grand Jury”
- Your Position = “Civil Grand Juror”

<b>1. Office, Agency, or Court</b>	
Agency Name <i>(Do not use acronyms)</i> <u>San Francisco Civil Grand Jury</u>	
Division, Board, Department, District, if applicable <u></u>	Your Position <u>Civil Grand Juror</u>
▶ If filing for multiple positions, list below or on an attachment. <i>(Do not use acronyms)</i>	
Agency: <u></u>	Position: <u></u>

### Part 2. Jurisdiction of Office

- Select the box for City, and type or print “San Francisco.”
- Select the box for County, and type or print “San Francisco.”

<b>2. Jurisdiction of Office</b> <i>(Check at least one box)</i>	
<input type="checkbox"/> State	<input type="checkbox"/> Judge, Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction)
<input type="checkbox"/> Multi-County <u></u>	<input checked="" type="checkbox"/> County of <u>San Francisco</u>
<input checked="" type="checkbox"/> City of <u>San Francisco</u>	<input type="checkbox"/> Other <u></u>

### Part 3. Type of Statement

- Select at least one box. The period covered by a statement is determined by the type of statement you are filing:
  1. Assuming Office Statement
    - Date assumed = the date your term began
    - Report investments, interests in real property, and business positions held on the date you assumed the position.
    - Report income (including loans, gifts, and travel payments) received during the 12 months prior to the date you assumed the position.
    - Report interests held by your spouse or registered domestic partner.
  2. Annual Statement
    - Period covered = the date your term began through December 31
    - Report investments, interests in real property, business positions held, and income (including loans, gifts, and travel payments) received during the period covered by the statement.
    - Report interests held by your spouse or registered domestic partner.

**3. Leaving Office Statement**

- Date left = the date you stop performing the duties of your position or the date your term ends
- Report investments, interests in real property, business positions held, and income (including loans, gifts, and travel payments) received January 1 through the date you stop performing the duties of your position/the date your term ends.
- Report interests held by your spouse or registered domestic partner.

<b>3. Type of Statement</b> <i>(Check at least one box)</i>	
<input type="checkbox"/> <b>Annual:</b> The period covered is January 1, 2020, through December 31, 2020. -or- The period covered is ____/____/____, through December 31, 2020. <input type="checkbox"/> <b>Assuming Office:</b> Date assumed ____/____/____ <input type="checkbox"/> <b>Candidate:</b> Date of Election ____ and office sought, if different than Part 1: ____	<input checked="" type="checkbox"/> <b>Leaving Office:</b> Date Left <u>06</u> / <u>30</u> / <u>2020</u> <i>(Check one circle.)</i> <input checked="" type="radio"/> The period covered is January 1, 2020, through the date of leaving office. -or- <input type="radio"/> The period covered is ____/____/____, through the date of leaving office.

**Part 4. Schedule Summary**

- Review each schedule to determine if you have any reportable interests.
- Indicate the total number of completed pages including the cover page, and:
  - Check the box for each schedule you used to disclose interests; or
  - Check the box for “None - No reportable interests on any schedule” if you have nothing to disclose on any schedule.
- Do not attach any blank schedules.

<b>4. Schedule Summary (must complete)</b> ➤ <i>Total number of pages including this cover page:</i> <u>5</u>	
<b>Schedules attached</b>	
<input checked="" type="checkbox"/> <b>Schedule A-1 - Investments</b> – schedule attached <input type="checkbox"/> <b>Schedule A-2 - Investments</b> – schedule attached <input checked="" type="checkbox"/> <b>Schedule B - Real Property</b> – schedule attached	<input checked="" type="checkbox"/> <b>Schedule C - Income, Loans, &amp; Business Positions</b> – schedule attached <input checked="" type="checkbox"/> <b>Schedule D - Income – Gifts</b> – schedule attached <input type="checkbox"/> <b>Schedule E - Income – Gifts – Travel Payments</b> – schedule attached
-or- <input type="checkbox"/> <b>None</b> - No reportable interests on any schedule	

**Part 5. Verification**

- Mailing Address. The Form 700 is a public document. You may use your Civil Grand Jury Office mailing address:  
**400 McAllister Street, Room 008**  
**San Francisco, CA 94103**
- Daytime Phone Number = you may use your own or the Civil Grand Jury office number:  
**(415) 551-3635**

## SECTION 2: INTRODUCTION TO THE CIVIL GRAND JURY

2022-2023

- Email Address = your sfcgj.org email address
- Sign and date the statement.
- All statements must have an original “wet” signature.
- When you sign your statement, you are stating, under penalty of perjury, that it is true and correct.
- Only the filer has authority to sign the statement.
- An unsigned statement is not considered filed, and you may be subject to late filing penalties.

### 5. Verification

MAILING ADDRESS	STREET	CITY	STATE	ZIP CODE
<i>(Business or Agency Address Recommended - Public Document)</i>				
400 McAllister Street, Room 008		San Francisco	CA	94102

DAYTIME TELEPHONE NUMBER	EMAIL ADDRESS
(415 ) 551-3635	jonsnow@sfcgj.org

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed 06/30/2020

*(month, day, year)*

Signature

Jon Snow

*(File the originally signed paper statement with your filing official.)*

## **COUNTY JAIL INSPECTIONS**

California Penal Code Section 919(b) mandates that the Civil Grand Jury inquire into the conditions of any public prison within the county. Sections 919(a), 925, and 925(a) authorize the Civil Grand Jury to investigate county and city jails and other detention facilities.

A supermajority vote of 12 grand jurors is needed to authorize the jail inspection, and a minimum of two grand jurors must attend. Best practice suggests that a minimum of supermajority attend the jail inspection to broaden the viewpoints for possible investigative topics.

The Custody Operations Division of the San Francisco Sheriff's Office operates the two county jails that are currently in service.

### **FACILITIES LOCATIONS AND DESCRIPTIONS**

#### **Intake and Release Center**

425 7<sup>th</sup> Street, San Francisco 94103

San Francisco's Intake and Release Center is where the Sheriff's Office books people after they are arrested. After booking, people are either released or transferred to one of the county jails.

#### **County Jail #2**

425 7th Street, San Francisco 94103

San Francisco County Jail #2 can house up to 392 people and is the only San Francisco County jail that houses women.

#### **County Jail #3**

1 Moreland Drive, San Bruno 94066

San Francisco County Jail #3 is San Francisco's largest facility, housing up to 768 people and offering some of the most extensive and original programs and classes. While located in San Bruno, County Jail #3 is under the jurisdiction of the City and County of San Francisco.

### **HOW TO SCHEDULE THE JAIL INSPECTION**

The Speakers, Tours, and Training Committee, Tour Leader, or the Foreperson schedules the county jail inspection. The most current contact information can be found in the Speakers and Tours Contact Information spreadsheet that is saved in the Google Drive Forms and Templates folder.

### DURING THE JAIL INSPECTION

Grand jurors should take note of the condition of the facility, cleanliness, staff presence, safety, security, and the orderliness of the operation.

Suggested areas to examine include:

- Administrative segregation
- Booking
- Court holding
- Dining hall
- Exercise area
- Housing
- Intake/holding
- Kitchen
- Laundry
- Medical
- Program area
- Safety cell
- Sobering cell
- Storage cell
- Visiting areas

The California Board of State and Community Corrections (BSCC) provides a Jail Inspection Handbook for Grand Jurors (Attachment A). A copy of the Jail Inspection Handbook is also saved in the Google Drive Reference Library folder.

Grand jurors will be accessing non-public areas and may be exposed to incidental nudity, genitalia, and some ill or exhibitionistic behavior.

Please remember:

- Wear appropriate, non-revealing clothes with shoes.
- Do not wear:
  - Hats, bandanas, or other head coverings except for religious headwear
  - Clothes that show your underwear
  - Spaghetti strap, strapless, halter, bare midriff, or sleeveless shirts or tops
  - Gang-related clothing, colors, or accessories
  - Orange, red, all-blue, or all-green clothes that could be confused for an incarcerated person's clothes
  - Sexually provocative clothing that reveals genitalia, buttocks, or breasts
  - See-through or excessively tight clothing
  - Mini-skirts or shorts
  - Clothes that are printed with obscene or offensive words or drawings
- Do not bring food, drinks, alcohol, drugs, tobacco products, or any medications.
- Do not bring cellphones, cameras, or any other electronic devices.
- Leave backpacks and purses outside of the facility.
- You may bring your keys, money, and ID and store them in the facility lockers. The Sheriff's Office is not responsible for lost or stolen items.

# **Jail Inspection Handbook for Grand Jurors**



Provided by  
**California Board of  
State and Community Corrections**  
[www.bscc.ca.gov](http://www.bscc.ca.gov)

## Table of Contents

<b>Introduction .....</b>	<b>3</b>
<b>Detention Facilities .....</b>	<b>3</b>
<b>Preparing for the Inspection .....</b>	<b>4</b>
<b>The Inspection Process .....</b>	<b>5</b>
Inspection Documents .....	5
Facility Tour .....	6
<b>Interviews .....</b>	<b>6</b>
Entry Interview .....	6
Interviews with Staff .....	7
Interviews with Inmates .....	7
Exit Interview/Conference .....	8
<b>Expansion of Scope .....</b>	<b>8</b>
<b>Inspection Forms .....</b>	<b>8</b>
 <b>DETENTION FACILITY INSPECTION FORM .....</b>	 <b>9</b>

**PRESENTATION NOTES PAGES**



# INSPECTION HANDBOOK FOR GRAND JURORS

## Introduction

The California Board of State and Community Corrections (BSCC)<sup>1</sup> is a state regulatory agency that establishes and promulgates standards for the construction, operation and administration of local detention facilities. These standards are found in **Title 15** and **Title 24**, of the **California Code of Regulations (CCR)**.

Section 919 (b) of the Penal Code mandates that the grand jury inquire into the conditions of any public prison within the county. Sections 919 (a), 925, and 925(a) authorize the grand jury to investigate county and city jails and other detention facilities. This inspection handbook may assist grand jurors in carrying out their duties to look at the jails and prisons in the county's jurisdictional area.

As jurors, you are the civil watchdog, the ears and eyes of your community. Safety and security are vital elements in operating a detention facility. You will want to look at these issues as well as at facility programs in your effort to ensure that the inmates (adults and/or juveniles) in the facility are treated in a safe and humane manner.

## Detention Facilities

There are basically four categories of detention facilities (adult and juvenile) found in counties where inmates (adult and juvenile) may be detained. On occasion juveniles (minors) are held in adult facilities<sup>2</sup>. For the purposes of this handbook the following definitions are provided:

- **Prison** is a secure facility operated by the State of California<sup>3</sup> or a contracted prison provider that houses sentenced offenders under the jurisdiction of the California Department of Corrections and Rehabilitation, Adult Operations Division, or the Division of Juvenile Justice;
- **Jail** is defined as a locked adult detention facility which holds both non-sentenced and convicted adult criminal offenders. May be administered by a County or a City;
  - ❖ Type I – holds inmates up to 96 hours
  - ❖ Type II – holds inmates pending arraignment, during trial, and after sentencing
  - ❖ Type III – holds only convicted or sentenced inmates

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<sup>1</sup> Formerly known as, the Corrections Standards Authority.

<sup>2</sup> **The county Juvenile Justice and Delinquency Prevention Commission inspects juvenile facilities on an annual basis.** This Commission will also inspect adult facilities that have held juveniles within their inspection year. (You will find their inspection information and materials on the Web at <http://www.bscc.ca.gov/programs-and-services/fso/resources>.)

<sup>3</sup> Federal Prisons within the County do not fall under the authority of California Grand Juries.

- ❖ Type IV – work furlough facility
- ❖ Temporary Holding Facility – holds inmates up to 24 hours
- ❖ Lockup – locked room or secure enclosure under the control of a peace officer or custodial officer – primarily for the temporary confinement of those recently arrested
- ❖ Court Holding Facility – located in a courthouse – used to hold inmates for a court appearance, not more than 12 hours
- **Juvenile Hall** is a locked juvenile detention facility, which holds both non-sentenced and adjudicated (convicted) juvenile offenders; and
- **Juvenile Camp** is a minimum to maximum secure facility (un-locked to locked) for sentenced juvenile offenders.

Note: BSCC only inspects facilities operated by a city or county government. Some state facilities hold arrestees but as a state facility, they are not inspected by the BSCC. Other local facilities may hold arrestees but do not have a “jail.” Such facilities include holding cells at state universities, local city or county facilities holding only state inmates under contract, courts without holding cells, or police substations without a jail. BSCC recommends each Grand Jury consult with their legal advisor to determine their responsibility or ability to inspect or investigate these facilities.

### **Preparing for the Inspection**

It is important to prepare carefully for the inspections of these facilities. Advance notice should be given to the facility administrator so you may schedule a mutually convenient date for the inspection. The facility administrator is the sheriff, the chief of police, or the chief probation officer, depending on the type of facility you plan to inspect.

The facility administrator may not be available to meet with you during the inspection and may assign the task to the facility manager or supervisory staff who will be your contact person. Facility managers have different titles, such as commander, deputy chief, superintendent, or facility manager. Keep the name, title and phone number of your contact person in your inspection file.

If mutually convenient, a pre-inspection meeting is a good idea. This allows for introductions and discussion of key expectations. Be on time. Arrive prepared. Have questions and a list of materials you may want for the inspection. Set mutually accepted ground rules.

Follow up with a letter verifying the inspection date and provide the names of jurors who will be participating in the inspection. Request any written material that you would like to have made available on the day of the inspection and specific staff you would like to interview. In a jail you would probably want to meet with medical and mental health staff and the program staff, in addition to the facility’s operational staff.

It is important to remember that the Penal Code provides you with a great deal of leeway in terms of your inquiry. You are not required to inspect every aspect of the facility each time you

conduct an inspection. It is a good idea to discuss these matters with your full grand jury prior to the inspections to determine if the other jurors have specific issues or needs regarding the inspection.

Call two to three days prior to the inspection to confirm your appointment. Let your contact know how many grand jurors to expect and if you are planning to have a meal at the facility. Be on time for your appointment and have proper identification. Facility security is an important issue; you would not want to be turned away because you lack proper identification. It is important to be professional and courteous. Wear comfortable shoes for walking. Take only what you need into the facility. Purses and briefcases should not be brought into the facility.

## **The Inspection Process**

### **Inspection Documents**

It is a good idea to review local inspection reports and specific facility documents before touring the facility. You can request and review available documents before arriving at the facility and can examine the rest once you arrive. Review of the documents listed below will provide you with information about the facility operation and areas of concern and areas of non-compliance with the California Code of Regulations, as well as local and state ordinances. These documents will also highlight areas where the facility has developed innovative programs and streamlined procedures. Note any non-compliance issues and check these areas during your inspection. You should plan to review the following documents:

- Previous Grand Jury Inspection Reports – What concerns were identified? Have problem areas been corrected?
- Latest BSCC inspection report - What concerns were identified? Have problem areas been corrected?
- Local Inspection Reports including:
  - Fire authority
  - Health administrator: (Medical and Mental Health Inspections and Environmental Health Inspections)
  - Building and Grounds/Public Works
  - Registered Dietician (All adult except a temporary holding facility; all juvenile facilities)
  - Education, Juvenile Justice Committee, Superior Court (juvenile only)
- Policy and Procedure Manual – Review the policies and procedures that are the focus of your inspection. This will assist you in determining if there is a discrepancy between policy, procedure, and practice.

- Grievances – Ask to review a sampling of grievances filed by inmates. This will give you an idea of concerns expressed by inmates.
- Serious Incident Reports – Ask to review a sampling of serious incident reports. These will alert you to incidents involving injuries, restraints, emergencies, escapes and other serious or critical incidents.

## **Facility Tour**

It is suggested that you begin the facility tour at the booking/receiving area. This will provide you with an opportunity to become acquainted with booking, the intake process, intake health screening and any other steps an inmate goes through when entering the facility.

Ask questions and observe security as you proceed through the facility. Be sure to tour the following areas: booking, intake/holding, medical, housing units, dining hall, classrooms, visiting area, personal and institutional storage areas, kitchen, sobering cell (if present), safety cell (if present), court holding areas located in the facility (if any) and exercise areas.

Note the following items as you tour the facility:

- Condition of the exterior and interior of the building noting graffiti, peeling paint, unpleasant odors, or other signs of deterioration;
- Condition of the grounds, exercise areas, playing fields, and exercise equipment;
- General cleanliness of the facility including windows, lighting, lockers, desks, conditions of the mattresses, bedding and pillows;
- Condition of sleeping room door panels;
- Temperature of living units and classrooms;
- Safety and security issues including fencing, outdoor lighting, location of the weapons locker; and
- If a court holding area is present in the facility, ensure access to toilet and drinking water.

## **Interviews**

### **Entry Interview**

Upon arrival at the facility, meet with your contact person. Let your contact know how long you plan to be at the facility and your general plan of action. Arrange a time for the exit interview.

This is a good time to ask if there are specific areas of concern or areas that need particular observation. As jurors you can be extremely helpful in looking at problematic issues as well as providing feedback and suggestions.

At the time of your inspection there may not be inmates in the facility. If there are inmates present be sure to complete an interview with a sampling of them. Interviews with inmates and staff are a vital part of the inspection process and will provide you with data about the day-to-day operation of the facility. Interviews should be conducted with privacy in mind. You can conduct interviews in the day room, exercise area, dining hall or wherever you can find a fairly secluded spot which still provides you safety and observation by the security staff. It is not necessary to have staff and inmates brought to an interview room.

It is important that you do not share your impressions of the facility with inmates or staff. You may clarify your impressions during the exit interview with the facility manager or administrator.

### **Interviews with Staff**

Attempt to interview both supervisory and line supervision staff. Supervisors can answer questions regarding staff training, number of personnel, staff experience and turnover, use of overtime and "as needed" or part time staff. Supervisory staff can give you their opinion on whether there are a sufficient number of supervisors and line staff and they can provide you with an overall view of how the living units operate.

Line supervision staff (corrections officers, deputies) can provide you with information about their years of experience and training, their work assignment, what works well, what needs to change, how the unit runs, programs for inmates, and issues that come up during meals, school, and visiting.

For a more complete understanding of the facility operation it is recommended that you also conduct interviews with the program manager medical and mental health personnel, the school teachers and the cook and kitchen staff.

At a later date, a grand jury committee may decide to conduct a separate interview in the grand jury room with an individual staff member to obtain additional information if needed.

The grand jury can make recommendations in their findings that advocate for staff.

### **Interviews with Inmates**

Per Penal Code Section 916, use two jurors for each individual interview with an inmate. An inmate may become intimidated if more than two jurors are present during the interview. It is a good idea to ask open-ended questions. Sample questions include:

- What do you like best about this facility?
- What is your daily schedule?
- How do you arrange to see the medical personnel?
- What is the grievance process?

- What do you do during the day?
- How did you learn about the rules?
- What would you like to see changed in this facility?
- How do you get along with staff?

It is **not** appropriate to discuss the inmate's offense, case or other personal matters. Your interview should focus on the experience of the inmate in the facility. If the inmate attempts to engage in a discussion of his/her case, give you mail to send, or asks you to make a phone call, make it clear that you cannot discuss these matters.

### **Exit Interview/Conference**

The exit interview is a critical part of the inspection. During this meeting you can ask additional questions for clarification of issues and to obtain additional information on what you have observed. If the Grand Jury becomes aware of non-compliance issues with the BSCC standards, local ordinances, etc., determine a mutually agreeable date that the Grand Jury can expect to have these issues addressed and corrected. Tell your contact when he/she can expect your written follow-up in the Grand Jury's Final Report.

### **Expansion of Scope**

Some other areas related to jails and detention facilities that a grand jury may want to consider for further study are:

- Staff training – amount of hours, manual, rules of procedure, etc.;
- Privately administered jails or detention facilities that contract with the County or State;
- Outside contracting for services such as counseling, drug programs, job placement, etc.;
- Method of selecting firms, including non-profits – by bid, requests for proposal, etc.;
- Are contracts renewed without review and evaluation criteria; and/or
- Conduct an audit of the various inmate Trust Funds.

### **Inspection Forms**

A general inspection guideline form now follows; it can be used when conducting an inspection on any of the types of facilities defined above. You are cautioned to confine your examination of the discussion sections in this form to the facility type, which is being inspected. For example, the jails differ in operations from a small police department's lockup, which doesn't have a jail, and jails differ from juvenile halls.

# Detention Facility Inspection Form

Please fill out those sections that apply to the facility you are inspecting.

Facility Name:	Inspection Date:
Facility Capacity:	Last Inspection Date:
Address:	Telephone Number:
	FAX Number:
Facility Administrator:	Staff Interviewed:
Type of Facility:	
Jail <input type="checkbox"/> Lockup/Temporary Holding <input type="checkbox"/> Court Holding <input type="checkbox"/> Juvenile Hall <input type="checkbox"/>	
Juvenile Camp <input type="checkbox"/> Other <input type="checkbox"/>	
Committee Inspection Team Members:	
Findings and Recommendations:	

<b>AREA INSPECTED/REVIEWED</b> (Please Check)		
<b><u>Quality of Life</u></b>	<b><u>Programs</u></b>	<b><u>Persons Interviewed</u></b>
<input type="checkbox"/> Physical Plan <input type="checkbox"/> Meals/Nutrition <input type="checkbox"/> Mental Health <input type="checkbox"/> Physical/Dental Health <input type="checkbox"/> Religious Services <input type="checkbox"/> Visiting <input type="checkbox"/> Volunteer Involvement <input type="checkbox"/> Other	<input type="checkbox"/> Educational <input type="checkbox"/> Vocational <input type="checkbox"/> Community Services <input type="checkbox"/> Domestic Violence <input type="checkbox"/> Victim/Gang Awareness <input type="checkbox"/> Substance Abuse <input type="checkbox"/> Other	<input type="checkbox"/> Inmates <sup>4</sup> <input type="checkbox"/> Facility Manager <input type="checkbox"/> Medical <input type="checkbox"/> School Staff <input type="checkbox"/> Mental Health Staff <input type="checkbox"/> Line Staff <input type="checkbox"/> Food Services Staff <input type="checkbox"/> Other

## GENERAL INFORMATION

What is the capacity of the facility?

Has the facility exceeded capacity since the last inspection?

What is the inmate classification system? Describe.

Since the last inspection indicate the following:

- ☐ Number of suicides \_\_\_\_\_
- ☐ Number of attempted suicides \_\_\_\_\_
- ☐ Number of deaths from other causes \_\_\_\_\_
- ☐ Number of escapes \_\_\_\_\_

Date of last fire/emergency drill \_\_\_\_\_

---

<sup>4</sup> The generic term inmate is defined as someone who has been confined to an institution, either adult or juvenile.



## **INDIVIDUAL CELLS/ROOMS**

Condition of walls:

Personal possessions allowed in cell/room (Art, Books, etc.):

Graffiti present:

Ample bedding:

## **LOCAL INSPECTIONS**

Fire Inspection Conducted: YES/NO – Date:

Medical/Mental Health: YES/NO – Date:

Environmental Health: YES/NO – Date:

Nutritional Health: YES/NO – Date:

Corrections Standards Authority YES/NO – Date:

Other (Describe): YES/NO – Date:

## **STAFFING**

Is there enough staff to monitor inmates?

Does staff communicate in language that an inmate can understand?

Diversity of staff:

Impression of staff/inmate interactions:

**CONDITION OF GROUNDS** (Lawns, Recreation Area, Blacktop, Asphalt, Other)

**EXTERIOR OF BUILDING(S)** (general condition, paint, roof, drains/gutters, other)

**INTERIOR OF BUILDING(S)**

Walls, paint, floors, drains, plumbing fixtures working, air vents, windows:

Are cleaning fluids and chemicals labeled and safely stored?

Weapons locker present:

Recreation/sports equipment:

Are the hallways clear, are doors propped open or closed?

Holding areas (cells/rooms) – [if present], is there access to drinking water and toilet?

Are there individual cells/rooms, or dormitories:

Beds – Type of bed and is it off the floor?

Adequate lighting:

Temperature:

## **ORIENTATION OF INMATES**

Are inmates oriented to rules and procedures?

Are rules and grievance procedures posted?

Are rules and grievance procedures understood by inmates?

Inmates interviewed?            Number interviewed: \_\_\_\_\_

## **MEALS/NUTRITION**

The kitchen area – Is it clean? Are knives and chemicals locked?

Have the inmates working in the kitchen been trained?

Have the inmates had a medical clearance/review before assignment?

Are meals served in the cell, dayroom or at a central cafeteria?

Are inmates permitted to converse during meals?

Length of time allowed for eating?

## **PERSONAL APPEARANCE OF INMATES**

What is the appearance of inmates (dirty, unkempt, well groomed, etc.)?

Showers – frequency, privacy, maintained, supervised by staff?

Any there any reported assaults by inmates on inmates?

Condition of clothing (does the clothing fit; is it appropriate for the weather, etc.)?

## **PROGRAMS**

Exercise -- is it inside or out? How frequently is it offered? How much time is each inmate offered? Do men get more exercise time than the women?

Are there clergy available to inmates upon request? Is there access to religious services?

Are anger management and other applicable programs available?

Are medical services available? How frequently is medical staff onsite? How long do inmates wait to be seen? Is a physician available by phone or come onsite?

Are mental health services available? How frequently is mental health staff onsite? How long do inmates wait to be seen?

Are vocational classes available? If so, what types, cooking, gardening, painting, computers, etc.?

Is there a program to involve community volunteers?

Is there a work program?

## **DISCIPLINE OF INMATES**

How often is discipline enacted? What is the range of discipline options?

## **GRIEVANCES**

What are the most common types of grievances filed by inmates? Is there a record kept based on type and number?

## **TELEPHONE**

Do inmates have access to telephones?

## **CORRESPONDENCE**

Is there limited free postage for inmates without money?

Incoming/outgoing – are inmates aware that mail can be read?

Confidential correspondence – letter to attorneys', legislators, BSCC, etc., How is it handled?

## **VISITING**

Is there adequate space, convenient times, or accommodations to family's schedule, etc.?

Are there provisions for special visits with attorneys/clergy?

Does staff supervise visits?

Do all inmates have access to visiting? – If not give reasons:

## **EDUCATIONAL PROGRAM**

College level/high school level/other:

Name of school district providing educational services:

Teachers – number of full-time, number of substitutes:

Number of inmates in educational program:

Atmosphere of classroom:

Are there adequate supplies (books, paper, computers, etc.)?

Activities and coursework assigned by teachers?

Relationship between educational program staff and facility staff:

## **JUVENILES IN ADULT FACILITY**

What is the proximity to adult inmates?

Is staff available to supervise juveniles?

Is the juvenile provided a snack if requested?

Is there access to drinking fountains or water?

Are there provisions to provide clothing or blankets to assure comfort?

## **CONDITIONS OF SECURE DETENTION OUTSIDE A LOCKED ENCLOSURE (e.g., CUFFING RAIL)**

Is there a contact with other juveniles?

Is there constant supervision by staff?

Is there access to toilet and washing facilities?

Is there access to drinking fountain?

## **CONDITIONS OF NON-SECURE DETENTION**

Is there constant supervision?

Are males and females in same room?

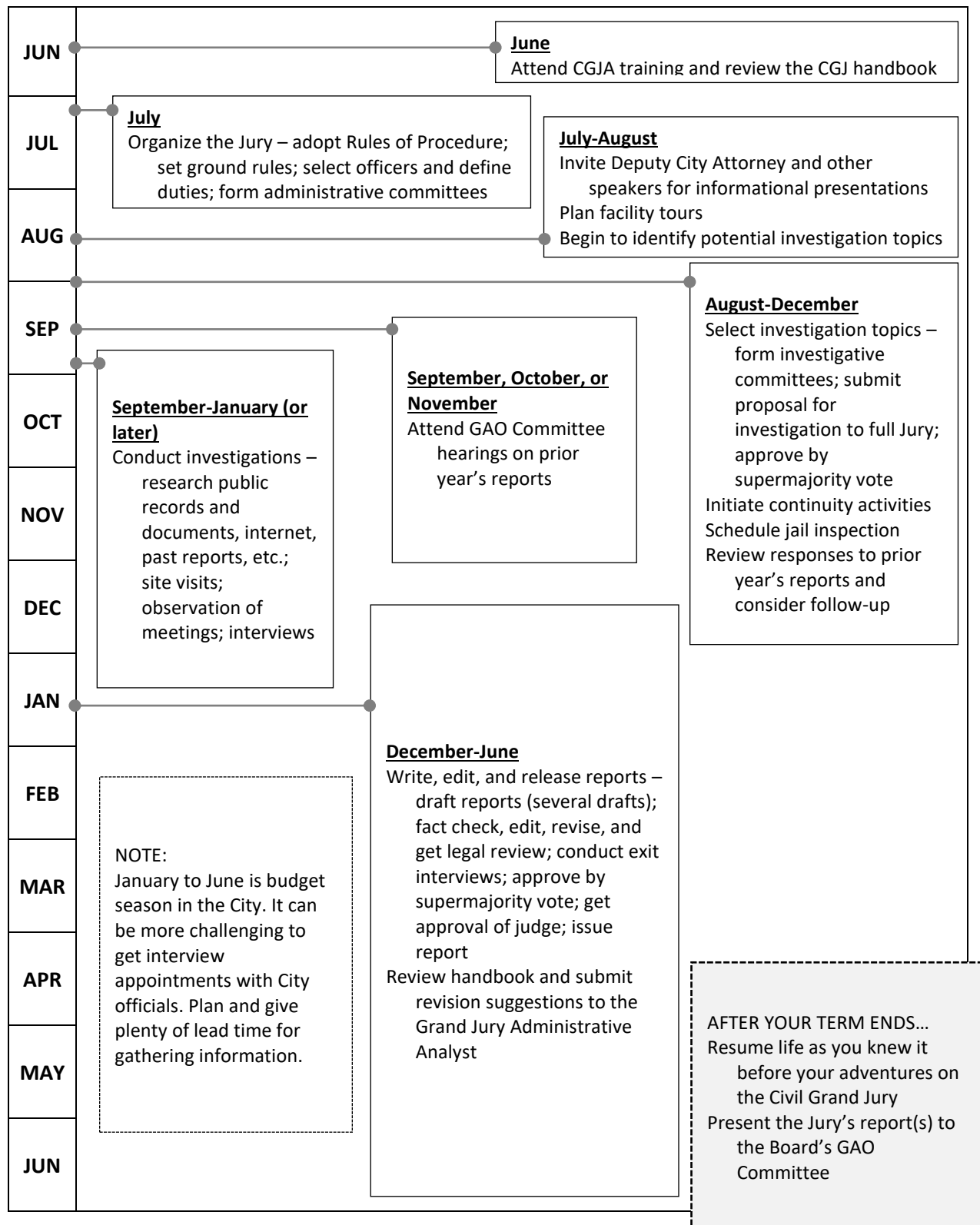
## Contents

The Grand Jury Year – Typical Timeline .....	1
The First 8 Weeks .....	2
Rules of Procedure .....	12
Meetings .....	13
Meeting Spaces .....	13
Officers .....	15
Committees .....	17
sfcgj.org .....	19
Grand Juror Email Account .....	20
Email Signature and Confidentiality Disclaimer .....	20
Chromebooks .....	21
Informational Presentations .....	22
Tours .....	23
Citizen Complaints .....	24
Attachment A: 2021-22 Civil Grand Jury Rules of Procedure .....	25





## THE GRAND JURY YEAR – TYPICAL TIMELINE



This timeline provides a general overview of the key activities during the term of the Civil Grand Jury. It is meant to be a guide and may be adapted and adopted by a supermajority vote of the Jury.

The first few weeks of the Jury's term should be spent organizing the Jury: adopting the Rules of Procedure; setting ground rules; selecting officers and defining duties; and forming committees. The sooner the Jury gets organized, the sooner the Jury can get started on investigations and report writing.

### THE FIRST 8 WEEKS

A suggested Best Practice by the 2021-22 Civil Grand Jury

<u>Week 1</u>	
sfcgj.org account	<p>Sign in to your sfcgj.org account.</p> <p>Check out the various Google Workspace applications.</p> <p>Set up your email signature to include a confidentiality disclaimer.</p>
Form 700	Begin working on your Form 700, due on July 30.
Rules of Procedure	<p>Review and adopt temporary Rules of Procedure.</p> <p>Document: Rules of Procedure (Attachment A; also in Google Docs)</p>
Meeting Schedule	<p>Agree on meeting cadence – when to meet, what time, how often, for how long.</p> <p>Document: Plenary Meeting Agenda (Google Docs)</p>
Officers	<p>Identify roles and purpose:</p> <ul style="list-style-type: none"> <li>• Foreperson – administrative head of the Jury; interface to external resources; appoints other officers</li> <li>• Foreperson Pro Tem – backup for Foreperson; assists in administration of the Jury</li> </ul>

- Recording Secretary – takes minutes; may be tasked with overseeing creation of plenary meeting agendas
- Corresponding Secretary – handles Jury correspondence, prepares thank you notes to speakers; prepares Friday Brief document; receives citizen complaints
- Parliamentarian – runs plenary meetings in coordination with the Foreperson; trains the Jury on Rules of Procedure

Two recommended approaches to electing officers:

1. Prior to the first plenary meeting, Foreperson solicits the whole Jury via email for interested parties. Foreperson leads process of the Jury voting on filling each role.
2. During the first plenary meeting, Foreperson solicits the whole Jury to express interests in various roles. Foreperson leads process of the Jury voting on filling each role.

### Administrative Roles and Committees

Determine what committees to form.

Recommended roles and committees:

- Chair, Rules Committee – oversees ad hoc group to review existing Rules and make updates as necessary (sunset)
- IT – provides technology training and assistance (sunset)
- Librarian – organizes shared drives; sets up folders; acts as a resource for finding materials (sunset)
- Speakers, Tours, and Training – arranges for presenters at plenary meetings and tours of City and County facilities
- Social – arranges for Jury social events
- Pre-investigation Oversight – provides support for pre-investigation committees; sets common standards and deadlines
- Investigation Oversight – provides support for investigation committees; sets common standards and deadlines
- Editorial – oversees editorial work on all reports; sets standards and reviews reports (sunrise)
- Continuity – follows up on status of prior report recommendations

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	Complete Jury Committee Assignments Interest and Capabilities Form. (Google Form)
Jury Training	There will be some grand jurors who are unfamiliar with the Google Workspace. At least one tech-savvy grand juror should be tasked with conducting user training.
Speakers and Tours	<p>Schedule speakers for informational presentations as soon as possible, even before the Speakers, Tours, and Training Committee is formed.</p> <p>Some recommended speakers:</p> <ul style="list-style-type: none"><li>• Deputy City Attorney</li><li>• Controller</li><li>• Legislative Analyst Harvey Rose</li><li>• Mayor</li><li>• City Administrator</li><li>• Legislative Deputy Director</li><li>• City Librarian</li></ul> <p>Topics for the Deputy City Attorney should include what the Deputy City Attorney's role is to the Jury, conflicts of interest and bias, and what to disclose on the Form 700.</p>
Other	<p>Review this handbook and the CGJA Grand Jurors' Training Manual.</p> <p>Get to know each other!</p>

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Week 2

Form 700	Review with the Deputy City Attorney to ensure all grand jurors understand how to correctly fill out the Form 700.
Rules of Procedure	Review temporary Rules of Procedure.
Officers	Elect/appoint: <ul style="list-style-type: none"> <li>• Foreperson Pro Tem</li> <li>• Recording Secretary</li> <li>• Corresponding Secretary</li> <li>• Parliamentarian</li> </ul>
Administrative Roles and Committees	Approve committees and appoint committee chairs and members.
Jury Training	Continue to provide Google Workspace user training.
Citizen Complaints	Determine how the Jury will handle citizen complaints. Document: Citizen Complaint Acknowledgment Letter (Google Docs)
Potential Investigation Topics	Determine a process for identifying potential investigation topics. Document: Investigation Proposal Form (Google Forms)
Speakers and Tours	Continue to schedule speakers for informational presentations.
Other	Continue review of this Handbook and the CGJA training manual. Continue getting to know one another.

Week 3

Rules of Procedure	Rules Committee reviews suggested changes to the Rules of Procedure. Jury votes to amend the Rules and make the changes permanent.
Administrative Roles and Committees	Committees have their first meeting and define roles, responsibilities, jurisdictions, and purpose. Establish Executive Committee meeting schedule. Document: Executive Committee Meeting Agenda (Google Docs)
Jury Training	IT Committee takes over Google Workspace user training.
Potential Investigation Topics	Pre-investigation Oversight Committee reviews process for identifying potential investigation topics.
Speakers and Tours	Speaker, Tours, and Training Committee takes over scheduling of speakers for informational presentations. Committee plans and schedules tours of City and County facilities.
Other	Continue review of this Handbook and the CGJA training manual. Continue getting to know one another.

Week 4

Form 700	Submit your Assuming Office Statement of Economic Interest by July 30.
Executive Committee Work	Foreperson confers with committee chairs to consolidate committee membership and other resources.
Rules Committee Work	Committee reviews any additional suggested changes to the Rules of Procedure.  Jury votes to amend the Rules and make the changes permanent.
IT Committee Work	Committee continues to provide Google Workspace user training.
Potential Investigation Topics	Start thinking about potential investigation topics.  Read prior jury reports and responses to recommendations.  Pay attention to the news.
Pre-investigation Oversight Committee Work	Committee begins collecting pre-investigation topic ideas to present to the full Jury.
Speakers, Tours, and Training Committee Work	Committee continues to invite and schedule speakers for informational presentation.  Committee continues to plan and schedule tours of City and County facilities.
Social Committee Work	Committee presents ideas for get-togethers and other bonding activities.
Other	You should already know the contents of this handbook and the CGJA training manual by heart. (Just kidding!)  Refer to this handbook and the CGJA training manual, as needed, throughout your term.

Week 5

Executive Committee Work	Foreperson continues to confer with committee chairs to consolidate committee membership and other resources.
Rules Committee Work	Committee reviews any additional suggested changes to the Rules of Procedure.  Jury votes to amend the Rules and make the changes permanent.
IT Committee Work	Committee continues to provide Google Workspace user training.
Potential Investigation Topics	Continue to think about potential investigation topics.  Continue to read prior jury reports and responses to recommendations.  Continue to pay attention to the news.  Form pre-investigation committees. Appoint chairs and members.
Pre-investigation Oversight Committee Work	Committee continues to collect pre-investigation topic ideas.  Committee organizes pre-investigation topic ideas received and presents to the full Jury.
Speakers, Tours, and Training Committee Work	Committee continues to invite and schedule speakers for informational presentation.  Committee continues to plan and schedule tours of City and County facilities.  Committee reaches out to the Sheriff's Office to schedule jail inspection.
Social Committee Work	Committee presents additional ideas for get-togethers and other bonding activities.



Week 6

Executive Committee Work	Foreperson continues to confer with committee chairs to consolidate committee membership and other resources.
Potential Investigation Topics	<p>Continue to think about potential investigation topics.</p> <p>Continue to read prior jury reports and responses to recommendations.</p> <p>Continue to pay attention to the news.</p>
Pre-investigation Committee Work	Committees focus on getting pre-investigation ideas to completion.
Pre-investigation Oversight Committee Work	<p>Committee continues to collect pre-investigation topic ideas.</p> <p>Committee organizes pre-investigation topic ideas received and presents to the full Jury.</p>
Speakers, Tours, and Training Committee Work	<p>Committee continues to invite and schedule speakers for informational presentation.</p> <p>Committee continues to plan and schedule tours of City and County facilities, including the jail inspection.</p> <p>Committee asks for internal training ideas on performing research, preparing reports, etc.</p>

Week 7

Executive Committee Work	Foreperson continues to confer with committee chairs to consolidate committee membership and other resources.
Potential Investigation Topics	Decide/vote on investigation topics, based on pre-investigation committee reports.
Pre-investigation Committee Work	Committees focus on getting pre-investigation ideas to completion.
Pre-investigation Oversight Committee Work	Committee organizes pre-investigation topic ideas received and presents to the full Jury.
Speakers, Tours, and Training Committee Work	<p>Committee continues to invite and schedule speakers for informational presentation.</p> <p>Committee continues to plan and schedule tours of City and County facilities, including the jail inspection.</p> <p>Committee organizes internal training on performing research, preparing reports, etc.</p>

### Week 8

Executive Committee Work	Foreperson continues to confer with committee chairs to consolidate committee membership and other resources.
Potential Investigation Topics	Decide/vote on investigation topics, based on pre-investigation committee reports.  Form investigation committees. Appoint chairs and members.
Pre-investigation Committee Work	Committees complete all pre-investigation work.
Pre-investigation Oversight Committee Work	Committee organizes pre-investigation topic ideas received and presents to the full Jury.
Speakers, Tours, and Training Committee Work	Committee continues to invite and schedule speakers for informational presentation.  Committee continues to plan and schedule tours of City and County facilities, including the jail inspection.  Committee organizes internal training on performing research, preparing reports, etc.

**RULES OF PROCEDURE**

Pursuant to Penal Code Section 916, each grand jury shall determine and adopt its own Rules of Procedure, which govern how meetings run, how decisions are made, how communication happens, etc. Adoption of its Rules of Procedure, and all public actions of the grand jury, requires a supermajority vote.

Most juries adopt the previous jury's Rules as a starting point.

See Attachment A, 2021-22 Civil Grand Jury Rules of Procedure, which is also saved in the Google Drive Forms and Templates folder.

**MEETINGS**

The first few meetings of the Jury's term should be devoted to deciding the protocols and the procedural, administrative, and decision-making rules that the Civil Grand Jury will agree to follow. In other words, getting organized.

Drafts of suggested meeting agendas, with notes from the 2021-22 Jury, are saved in the Google Drive Forms and Templates folder.

**Plenary Meetings**

Plenary meetings, meetings of the entire Civil Grand Jury, are held every Monday except on Court holidays, typically from 3:00 p.m. to 7:00 p.m. Typically, the Jury invites speakers for informational presentations from 3:00 p.m. to 4:00 p.m., and closed session begins at 4:00 p.m. The Jury may meet on the Tuesday following a Monday Court holiday. A list of the 2022-23 Court holidays is in Section 5 of this handbook.

Best practices for plenary meetings include:

- Grand jurors submit agenda items to the foreperson by noon of the preceding Friday.
- Foreperson circulates the agenda by email in advance of the meeting.
- Committee chairs submit calendaring information for all interviews and inspections, including exact locations, dates, and times and provide copies of any documents under review.
- Distribute materials for any action items in advance.

**Committee Meetings**

Committee meetings are scheduled as needed.

Best practices for committee meetings include:

- Committee Chair circulates the agenda in advance.
- Committee Secretary keeps minutes of the meeting.
- Parliamentary rules follow that of the plenary.

**MEETING SPACES****Civil Grand Jury Office (Room 11)**

The Civil Grand Jury has a private office and conference room in Room 11, on the lower level of the Civic Center Courthouse at 400 McAllister Street. Room 11 is accessible Mondays through Fridays, except on Court holidays, from 8:00 a.m. to 5:00 p.m.

Access to Room 11 is via key card. Each grand juror is provided with a key card, which opens the door to the Civil Grand Jury Office Room 11 only. Each grand juror must return the key card to the Grand Jury Administrative Analyst at the end of the term. If lost, there is a fee for a replacement.

The Jury maintains the schedule for the use of Room 11 in Google Calendar.

Inside Room 11, there is a desktop computer, printer, copier/scanner, mini PC and TV, projector and projection screen, conference phone, Wi-Fi access, and file cabinets. Standard office supplies are also available.

In one of the file cabinet drawers, each grand juror has a folder where they can leave their materials. If the Grand Jury Administrative Analyst has any documents for a grand juror, they will be placed in the grand juror's folder. There is also a folder labeled "Admin Support" where grand jurors may leave whatever they have to submit to the Grand Jury Administrative Analyst.

The Room 11 telephone number is (415) 551-3645. The Polycom conference phone number is (415) 551-3643.

Room 11 provides workspace and a conference room for up to ten people.

**City Hall Room 305**

City Hall Room 305 is reserved for the Civil Grand Jury plenary meetings only. The standing reservation is Mondays from 3:00 p.m. to 7:00 p.m., excluding Court holidays. Room 305 is equipped with a Polycom conference phone and a presentation system. The Polycom conference phone number is (415) 554-5952.

The Civil Grand Jury has a locked file cabinet in Room 305. The Foreperson has the key and will open the cabinet for the plenary meetings. There is also a set of folders for each grand juror in the file cabinet where they can leave their name tags and tents and other materials.

**As of May 2022, Room 305 is closed. The Grand Jury Administrative Analyst will notify the Foreperson when Room 305 reopens. Until then, the Civil Grand Jury will hold its plenary meetings by videoconference through Google Meet.**

**OFFICERS**

The Foreperson is appointed by the Presiding Judge of the Superior Court. The Jury selects its other officers, which might include a Foreperson Pro Tempore (Pro Tem), Recording Secretary, Corresponding Secretary, and Parliamentarian.

**Foreperson**

Statutory duties of the Foreperson include administering oaths to witnesses before the grand jury and acting as Jury spokesperson for 45 days after the end of the Jury's term to clarify recommendations in the Jury's reports.

Any additional duties of the Foreperson are decided by the Jury, as a whole. Additional duties usually include:

- Presiding over plenary meetings.
- Preparing the plenary meeting agenda and circulating the agendas in advance.
- Making sure that all grand jurors have the opportunity to express their views.
- Helping to settle disputes among grand jurors.
- Ensuring the Jury stays within its budget.
- Acting as the sole liaison with the Deputy City Attorney and Grand Jury Administrative Analyst/Superior Court.
- Serving as the sole spokesperson for the Jury.
- Signing all official correspondence on behalf of the Jury.
- Appointing members of committees, taking consideration each grand juror's strengths, preferences, and conflicts of interest.
- Charging committees with their areas of responsibility.
- Ensuring that committees are progressing satisfactorily.

**Foreperson Pro Tem**

The Pro Tem assists the Foreperson in the administration of the Jury and serves as Foreperson in the Foreperson's absence.

**Recording Secretary**

Duties of the Recording Secretary usually include:

- Taking plenary meeting minutes, including exact time when the meeting convenes; the roll; all motions, seconded, and voted; committee reports, with annotations of actions taken or to be taken; and a summary of pertinent discussions.
- Recording plenary meeting attendance to document grand juror per diem payment claims.
- Preparing and circulating a roster of grand jurors' names and contact information.
- Ensuring that complete and accurate files are maintained on all investigations.

**Corresponding Secretary**

Duties of the Corresponding Secretary usually include:

- Handling the Jury's correspondence, such as thank you notes to guest speakers.
- Receiving citizen complaints and requests for investigations.
- Preparing responses to complaints and requests based upon the action of the Jury.
- Filling in during the Recording Secretary's absence.
- Preparing the Friday Brief. (A sample Friday Brief is saved in the Google Drive Forms and Templates folder.)

**Parliamentarian**

Duties of the Corresponding Secretary usually include:

- Running the plenary meetings in coordination with the Foreperson.
- Training the Jury on the Rules of Procedure.



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**COMMITTEES**

The accomplishments of the Civil Grand Jury depend upon the successful functioning of its committees. To complete effective investigations, the Jury must break into committees in order to maintain a manageable case load. The Jury forms two types of committees, administrative and investigative. Administrative committees manage the administrative work of the Jury and are not involved in investigations. Investigative committees carry out the investigations and draft the reports on approved topics.

Typical committees include:

**Executive Committee**

The Executive Committee consists of the Civil Grand Jury officers and the Chairs of each administrative and investigative committee.

**Rules Committee**

The Rules Committee reviews and updates the Jury's Rules of Procedure.

**Information Technology (IT) Committee**

The IT Committee provides technical training and assistance to the Jury. The IT Committee is also the Jury Administrator of the sfcgj.org environment. This committee creates structure in the shared drive for organizing documents and prepares a data and email management plan for when accounts are deleted at the end of the Jury's term. The Jury may appoint a Librarian to organize the shared drive and be a resource for finding materials in the shared drive.

**Speakers, Tours, and Training Committee**

The Speakers, Tours, and Training Committee schedules speakers and facility tours. This committee also coordinates with the Sheriff's Office to arrange the mandated jail inspection. This committee also updates the Speakers and Tours Contact Information (Google Sheets).

**Social Committee**

The Social Committee organizes the Jury's social events and bonding activities.

**Pre-investigation Oversight Committee**

The Pre-investigation Oversight Committee provides support for pre-investigation committees and sets common standards and deadlines.

**Investigation Oversight Committee**

The Investigation Oversight Committee provides support to investigation committees and sets common standards and deadlines.

**Editorial Committee**

The Editorial Committee ensures that the Civil Grand Jury's activities are on track by maintaining the Jury's annual calendar. This committee creates the templates for the reports and provides both a format and detailed instructions. The Editorial Committee reviews, edits, and oversees the release process of the Jury's reports. This committee is responsible for ensuring that reports are internally consistent, logically organized, factually supported, and persuasive.

**Continuity Committee**

The Continuity Committee follows up on the implementation of the recommendations of previous Civil Grand Jury reports. Much of the effectiveness of the grand juries is lost unless each jury follows up on the work of its predecessors. The Continuity Committee also interviews former grand jurors relating to any follow-up work they may have done as private citizens and coordinates with the San Francisco Chapter of the California Grand Jurors' Association's Implementation Review Committee. The Continuity Committee may, with the concurrence of the Jury, do a follow-up report or a new report on a topic covered in a prior report.

**Pre-investigation Committee**

Pre-investigation Committees are formed very early in the term to consider subjects of interest and see if they could result in meaningful final reports. Pre-investigation Committees recommend topics to the Jury for consideration. Once the full Jury votes and approves the topics and the parameters of the investigation, the Pre-investigation Committees become Investigation Committees. Pre-investigation Committees are commonly very fluid as topics may change and evolve during the process.

**Investigation Committee**

Investigation Committees conduct investigations on approved topics; interview City officials; review relevant documents; develop findings and recommendations; write draft reports for consideration by the full Jury; and revise draft report based on input from the full Jury and Editorial Committee. The final work product of the Civil Grand Jury are the reports that result from the investigations of the Investigation Committees.

**SFCGJ.ORG**

The City and County provides the Civil Grand Jury with a secure online work environment, sfcgj.org, through Google Workspace, which includes business email, video and voice conferencing and recording, team messaging, shared calendars, word processing, spreadsheets, presentation builder, professional surveys builder, website builder, shared notes, and 2 TB of cloud storage per user.

sfcgj.org is not a public website. It is the internal and confidential online work environment for the Civil Grand Jury. It is set up to mirror the philosophy of the Civil Grand Jury, where everything is visible and shared within the Jury, and completely blocked to those outside of it. No electronic access to files or groups are allowed outside of the Jury, i.e., people who do not log in to sfcgj.org have no access to the files, folders, or groups on it.

sfcgj.org has two Administrator accounts: administrator@sfcgj.org and adminjury@sfcgj.org.

The administrator@sfcgj.org account is used by The Grand Jury Administrative Analyst to create the sfcgj.org accounts of the incoming grand jurors and to delete the accounts of the outgoing grand jurors (if not already deleted by the outgoing Jury's IT Committee). This account is also used for billing and procurement purposes.

The adminjury@sfcgj.org account is shared by the IT Committee for system, group, and user administration. The IT Committee assists the Jury in all issues concerning the sfcgj.org environment and the various Google Workspace applications. At the end of the Jury's term, the IT Committee deletes all files within sfcgj.org. Best practice suggests that the IT Committee prepare a document and email management plan before accounts are deleted at the end of the Jury's term, on June 30.

Both administrator accounts have "Super Admin" permissions. However, aside from the purging of the accounts of the outgoing grand jurors and the initial set-up of the accounts of the incoming grand jurors, the Grand Jury Administrative Analyst intends to use only the Admin functions (Billing) and will not be a part of the collaborative functions (Mail, Calendar, etc.). Likewise, the IT Committee must guarantee that it will not access the billing function.

**GRAND JUROR EMAIL ACCOUNT**

Grand jurors will be provided with an sfcgj.org email address and temporary password.

At initial login, grand jurors should:

- 1) Change their temporary password.
- 2) Set up their email signature to include a confidentiality disclaimer. The confidentiality disclaimer must be added to all mail applications and devices that grand jurors use to send email. This requires individually adding the disclaimer to all IOS or Android phone and tablet mail settings. (See email signature and confidentiality disclaimer below.)
- 3) Send a test email to a member of the Jury's IT Committee to confirm that their email and signature are working.
- 4) Make sure their name, as well as the names of all fellow grand jurors, appear in the Directory. Click on the Google App icon (9 dots at the top right of your screen, to the left of the Civil Grand Jury log), choose Contacts, and find Directory. Select the entire list and "Add to My Contacts" to add fellow grand jurors to your personal directory.

It is imperative that the grand juror keep their personal Google account separate from their sfcgj.org Google account.

**EMAIL SIGNATURE AND CONFIDENTIALITY DISCLAIMER**

**Arya Stark**  
**Juror, 2022-2023 Civil Grand Jury**  
**City and County of San Francisco**

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**CHROMEBOOKS**

Civil grand jurors may borrow a Chromebook for use during their term. The Chromebooks are the property of the City and County of San Francisco (CCSF).

Each Chromebook comes with:

- One AC adapter power cord
- One wireless optical mouse
- One surge protector
- One nylon carrying case

The CCSF Chromebooks are to be used only for Civil Grand Jury business. Grand jurors may not use the CCSF Chromebooks for personal, commercial, or political purposes.

Each grand juror is responsible for the CCSF Chromebook assigned to them. Each grand juror is responsible for the basic care and security of the CCSF Chromebook and for taking reasonable precautions to protect the CCSF Chromebook from damage or theft.

Loss, theft, or damage to the CCSF Chromebook must be reported to the Grand Jury Administrative Analyst immediately. If a device is stolen, the grand juror is responsible for filing a police report indicating the cause of the loss, theft, or damage. A copy of the police report must be provided to the Grand Jury Administrative Analyst immediately.

Each grand juror is liable for the full repair or replacement cost of the Chromebook.

Upon resignation, removal from the Jury, or discharge by the Court at the end of the term, grand jurors must follow the exit procedures and return the CCSF Chromebook and accessories to the Grand Jury Administrative Analyst.

**INFORMATIONAL PRESENTATIONS**

The Civil Grand Jury may invite City officials to appear before the Jury for an informational session. The goal of an informational session is to ask questions of the City official with the objective of gathering knowledge and perspective. Only the invited City official may be present; aides or others whom the City official may want to include cannot be present. An informational session is not an interview and should not be treated as such. An informational session is typically held before the plenary meeting begins.

The informational presentations may cover broad/general topics relating to the presenter's department, budget, operations, goals, and key plans. The Civil Grand Jury may not reveal investigative topics or ask specific questions relating to potential investigations. The same individual may be interviewed one or more times during the course of an investigation.

As scheduling can be difficult, the Jury is encouraged to identify the City officials it wants to appear before the Jury and begin the scheduling process very early in the term.

## **TOURS**

A tour is when members of the Civil Grand Jury visit a facility within its jurisdiction to learn about its operation. The Jury may vote to take a tour; 12 grand jurors must approve the tour, and at least two grand jurors must attend. Tours do not have to result in investigations. Tours can be part of pre-investigations or simply matters of interest.

Tours are arranged by the Speakers, Tours, and Training Committee.

If the Jury does not have such a committee, the Jury may appoint a Tour Leader. Duties of the Tour Leader usually include:

- Planning tours agreed upon by the Jury, and inspections required by the Penal Code.
- Determining how many grand jurors intend to take the tour, what they would like to see, and whether any grand jurors have special needs.
- Coordinating with the facility contact person regarding any special accommodations needed, whether a private room is required for Jury debriefing at the close of the tour, or if questions are preferred during the tour or afterwards.
- Recording and submitting attendance to the Grand Jury Administrative Analyst.
- Keeping tour on schedule.
- Updating the Speakers and Tours Contact Information spreadsheet.

Best practices for arranging tours include:

- Request for a behind-the-scenes tour, not the tour for the public.
- Ask for a brief presentation and time for Q&A with the director or primary contact.
- Have a date and back-up dates in mind.
- Ask about transportation and parking options.
- Ask that a draft agenda for your tour be sent in advance.
- Confirm the agenda, date, and number of participating grand jurors before your tour.
- Send a thank you message to your contact person the day after your tour.

The San Francisco Public Utilities Commission (SFPUC) facilitates and hosts a tour of Hetch Hetchy for the Civil Grand Jury. The tour includes an overnight stay in cabins on the dam, shuttle rides between SFPUC and Hetch Hetchy, and a behind-the-scenes look at the Tesla Ultraviolet Water Treatment Facility, Moccasin Powerhouse, and Hetch Hetchy Reservoir. Going on the Hetch Hetchy tour is the best bonding experience grand jurors can have.

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**CITIZEN COMPLAINTS**

The citizen complaint process is not a penal code requirement but is based on best practices.

The Civil Grand Jury represents the citizens of San Francisco, and as such, may allow a mechanism for local citizens to submit complaints or potential topics for investigation. The Civil Grand Jury is not required to investigate every complaint it receives and has complete discretion in deciding which complaint, if any, to investigate. Citizen complaints, whether acted upon or not, help the Civil Grand Jury identify issues to investigate or provide additional information about topics of general concern.

While the Civil Grand Jury is not obligated to respond to citizen complaints, a response is commonly done. However, no information as to the decision of the Jury regarding a possible investigation may be included in the response. As with all other grand jury business, complaints are confidential and should not be discussed outside of the Jury. A Citizen Complaint Acknowledgment Letter template is saved in the Google Drive Forms and Templates folder.

The Civil Grand Jury must adhere to its jurisdiction when considering citizen complaints. The Jury cannot investigate criminal activity or disputes between private parties. The Jury may refer the person making the complaint to an agency that could provide assistance but must always honor confidentiality.

The process for receiving and responding to citizen complaints is outlined below:

- 1) The Grand Jury Administrative Analyst receives the complaint and forwards it to the Foreperson.
- 2) The Foreperson presents the complaint to the Jury at the next plenary meeting.
- 3) The Civil Grand Jury votes to decide whether to pursue the complaint or not.
- 4) A response, signed by the Foreperson, is sent to the complainant.
- 5) A copy of the response is submitted to the Grand Jury Administrative Analyst for recordkeeping purposes.
- 6) The Grand Jury Administrative Analyst maintains a log of all complaints and responses.



## **ATTACHMENT A: 2021-22 CIVIL GRAND JURY RULES OF PROCEDURE**

### Statutory Authority

#### **California Penal Code §916**

“Each grand jury shall choose its officers, except the foreperson, and shall determine its rules of proceeding. Adoption of its rules of procedure and all public actions of the grand jury, whether concerning criminal or civil matters unless otherwise prescribed in law, including adoption of final reports, shall be only with the concurrence of that number of grand jurors necessary to find an indictment pursuant to Section 940. Rules of procedure shall include guidelines for that grand jury to ensure that all findings included in its final reports are supported by documented evidence, including reports of contract auditors or consultants, official records, or interviews attended by no fewer than two grand jurors and that all problems identified in a final report are accompanied by suggested means for their resolution, including financial, when applicable.”

### Background

Each Grand Jury decides for itself what procedures to follow, both at Plenary meetings and in Committee. See California Penal Code §916. These rules of procedure cannot extend our jurisdiction or relieve us of duties imposed by law. They represent our compact specifically describing how we will engage and interact with each other, with our investigations, and with those involved with our investigations.

### A Few Common Definitions for Our Understanding and Reference

**Rule of 12:** By law, all “public actions” of the Jury such as the determination to conduct an investigation or release a report require the affirmative votes of 12 Jurors. See Penal Code §916 and §940. The Rule of 12 does not apply to non-public actions, such as votes on internal, procedural matters within Plenary meetings, or meetings of Committees and Subcommittees. Votes on such internal matters will require a simple majority of those in attendance. Additionally, any adoption, changes, modifications, etc. to these Rules do in fact also require the affirmation votes of 12 jurors.

**Rule of 2:** Also by law, at least 2 Jurors must attend each interview if the interview information and data are to be relied upon in a final report. See Penal Code §916. This rule especially applies to work within Committee, Subcommittees, and investigations. In particular, each investigation committee shall have at least two active jurors involved in investigation activity at all times.

**Quorum:** We hereby adopt the rule that at least twelve (12) Jurors must be present to conduct a Plenary meeting of our Jury; and that at least a simple majority of members must be present to conduct a meeting of a Committee or Subcommittee of our Jury. The Foreperson will work to provide reasonable accommodations as requested by the Jury.

**Rules of Order:** The Foreperson is charged with preserving harmony and basic parliamentary procedures in plenary meetings – e.g., motions, seconds, discussion, votes, floor appeals, requests for roll calls. We may look to, but need not be bound by, Rosenberg’s Rules of Order as a guide to running our meetings. We will elect a Parliamentarian who will hold the Jury accountable to its Rules of Procedure.

It is requested that Jury be on camera when motions move to vote.

**Verification / Validation:** Follow the Rule of 2. Verify and validate facts and understandings by triangulation, using at least two sources, and depending on the significance of the fact in question, optimally three if practicable to obtain.

**Code of Ethics:** Do not conduct Grand Jury business as an individual; work in pairs or on teams to avoid any misrepresentation. Do not use status as a Grand Juror to exert influence, obtain favors, or accept gifts.

### **I. Communicating: Professional and Personal**

The Civil Grand Jury speaks with one voice in external situations through the Foreperson as the spokesperson. In the case that the Foreperson is either unavailable or is recused the Foreperson Pro Tem will act as spokesperson. Except as provided in Penal Code §933 (a), individual Jurors may not speak publicly about Grand Jury matters.

In our internal deliberations we will strive to let each Juror’s voice be heard, fairly and fully, so that the Foreperson’s public statements truly reflect the views of the Jury as a whole.

#### **A. Conduct and Collegiality**

We will strive to maintain a professional and ethical demeanor in all Jury activities. We will act in a collegial manner. Collegiality incorporates mutual respect for both similarities and differences in background, expertise, judgment, and assigned responsibilities.

In deliberations, all Jurors have equal rights and responsibilities. We will not discourage other Jurors from thoroughly considering the evidence before casting a vote. We will carefully consider the views and opinions of fellow Jurors.

We will encourage debate and solicit diverse and differing points of view. We will express opinions and views calmly, emphatically, and reasonably, but no Juror should be dictatorial. We will keep open minds.

Only one Juror at a time will speak at Plenary meetings and in Committees.

To be recognized to speak, a Juror will stand the name tent on end and wait to be acknowledged by the Parliamentarian in the order in which the name tent went up.

While a speaker has the floor, we will not engage in side discussions. Grand Jury meetings will allow sufficient time for all members to express opinions. We will keep to the topic. We will “park or table or take offline” discussions that are not on topic.

Routine meetings may be conducted with a certain degree of informality. Those at which outside speakers or witnesses appear will be conducted with the dignity expected in a court of law. Audible expressions and gestures from Jurors, denoting either approval or disapproval of witness or testimony, violate decorum. We will be sensitive to listening thoughtfully and building off what has already been stated, vs. restating points that have already been made.

### **B. Written, Oral, Electronic, Telephonic Communications**

Among each other, we will endeavor to be open, constructive, supportive, and not judgmental. We will and can agree to disagree.

We will use appropriate and standard business-like tone and language. We will employ selected and agreed electronic and technological tools for collaboration, sharing, for efficiency and record-keeping. In doing so, we will employ best practices in the use of tools such as email; for example, we will be cognizant in the use of “Reply All,” CCs (carbon copy), and BCCs (blind carbon copy) and strive to promote transparency.

We will endeavor to adhere to a 24-hour rule — checking phone, email and other contact tools regularly — so that responses to questions or requests for help or information are acknowledged or answered within 24 hours.

Cell phones and other devices that distract will be silenced during meetings and interviews.

## **II. Meetings and Decorum (Plenary and Committee)**

Jury service compensation is per diem — no matter the number of meetings and activities attended in any single day. The per diem is paid for attendance at regular Civil Grand Jury meetings, hearings, training, and Committee meetings, if two jurors are present. Per diem is paid for tours and inspections authorized by the full Civil Grand Jury. Attendance email must be submitted for each Civil Grand Jury activity. No per diem or expense claims may be paid without an attendance email.

### **A. Attending / Plenary**

Jurors are required to attend all Plenary meetings in person, or, if approved by the Foreperson in advance, by technological means (e.g., by phone or video conference). Absences must be requested not later than 24 hours in advance and approved by the Foreperson. Notwithstanding, given the current COVID environment, electronic attendance (e.g. Google Meets, Zoom) is allowed when jurors provide advance notice to the foreperson of their intention to do so.

We will not use proxy votes. No juror may vote for another.

A Juror may vote in absentia if attending the meeting via electronic means (e.g., conference call or video conference).

## **B. Absences, Leave of Absence, Resignations, Removal**

Each Juror's attendance must be regular and punctual. If we will be absent from a Plenary meeting, we will notify the Foreperson as soon as possible. If we will be absent from a Committee meeting, we will notify the Committee Chair as soon as possible. Excusing such absences is the purview of the person chairing the meeting in question. If absences from Committee meetings, whether excused or unexcused, become excessive then the Committee Chair will notify the Foreperson of this fact.

A Foreperson or Committee Chair will make arrangements for their absences as well.

A written request for a Leave of Absence must be submitted to the Civil Grand Jury Foreperson. A Leave of Absence shall not exceed a period of 4 weeks and will be permitted to occur only one time during the tenure of the Juror requesting a leave.

We will avoid missing meetings without prior notification. Operational limits for excused and unexcused absences, other details, resignation, and dismissal processes are noted in our Handbook. Excessive absences affecting the work of the Jury may be cause for removal or resignation.

## **C. Committee Actions and Meetings**

We will abide by the operational guidelines for Committee work and engagements found in our Handbook. We will use our internal calendar, sanctioned web tools, and/or email to ensure that all meetings and interviews are announced and published to all Jurors. All Jury meetings are open to all sitting Jurors. If a Juror who is not a Committee member chooses to attend a Committee meeting, please notify the Committee Chair in advance.

Date, time, and location of Committee meetings will be decided by a simple majority of the Committee members.

## **III. Conflict of Interest, Bias, Conflict Resolution**

Conflict of interest laws are based on the idea that government officials owe loyalty to the public interest and that personal or financial considerations cannot enter the decision-making process.

An actual or apparent conflict may undermine Jury credibility, even if no conflict of interest actually exists. We therefore adopt the following rules, which are in addition to the requirements of Penal Code §916.2, relating to Jurors' current or prior employment by agencies within our investigative jurisdiction.

### **A. Conflict of Interest**

We will not vote on, or attempt to influence, matters in which we have a personal or economic interest. We will consider conflict of interest individually and as a group before an investigation is undertaken, and during and after the investigation. If a Juror determines that a perceived or actual conflict of interest exists, he/she/they will follow the recusal processes outlined in the Handbook, especially refraining from any discussion, reviews, or voting.

### **B. Bias**

We will avoid displaying bias with each other, to the general public, and in our engagements and investigations. We will not use our status for personal gain, advantage or to influence or obtain favors. We will focus on facts, data, and objective, balanced observations; we will not be swayed by sentiment, private grievances, false accusation, and the like.

### **C. Recusal During a Virtual Meeting**

Jurors who need to recuse due to an actual or perceived bias or conflict of interest should leave the meeting when the topic in question is discussed; another juror can text them when it is time to rejoin the meeting.

### **D. Conflict Resolution**

We will focus on issues, our work at hand and not focus on persons or personalities. We will seek consensus before conflict.

Problems between Jurors will be handled through a discussion between the Foreperson and the involved Juror(s). If necessary, the Foreperson may consult the supervising judge. Should conflicts remain unresolved, affecting the work of the Jury, a Juror may resign or may be asked to resign, in the best interests of the Jury's work and mandates regarding the public's business. Resignations shall be handled as described in the Handbook.

## **IV. Projects / Investigations / Reports**

Rules of procedure shall include guidelines for the Grand Jury to ensure that all findings included in its final reports are supported by documented evidence, including reports of contract auditors or consultants, official records, or interviews attended by no fewer than two Grand Jurors and that all problems identified in a final report are accompanied by suggested means for their resolution, including financial, when applicable. See Penal Code §916.

### **A. Investigation Proposals, Investigations, Reports**

The Investigation Committee will make every effort to give advance notice to inform the plenary, ideally one (1) week, for fellow Jurors to review and study investigation proposals, investigation materials, and the like, before materials are presented for discussion and approval by the Plenary Jury.

In the interest of allowing jurors ample time to review the upcoming agenda and related materials/attachments, jurors/committees will advance their materials to the foreperson for inclusion in the agenda by 5PM, four calendar days prior to that day's meeting. Further, the agenda itself should be posted no later than noon two days prior. Thus, for our standing 3PM weekly Monday meeting, jurors and/or committees must submit their materials, etc. by 5PM on Thursday evening, and the related agenda be made available the following day on Saturday by noon.

A super majority affirmative vote is needed before a Committee of the Jury initiates an investigation. This affirmative vote would also authorize the scheduling of any interviews or document/data requests the Committee might decide are needed.

We will keep the Plenary informed of the progress of investigations. Should an investigation's scope change significantly, we will request reviews and re-approvals for the new scope or direction. Ideally, updates should occur at least once per month.

We will ensure that all Jury statements and conclusions contained in reports are substantiated by demonstrable facts, are accompanied by appropriate recommendations, and are consistent with the Jury's statutory authority.

## **B. Interview Confidentiality**

All Civil Grand Jury proceedings are secret. We will guard the public interest and maintain confidentiality, during and after our tenure, as required by law and our Juror's oath. We understand that raw evidentiary materials may never be disclosed (*McClatchy v Superior Court* 1988).

Interviews may be conducted remotely, using the same technology employed for meetings. After scheduling a remote interview, the Civil Grand Jury will need to send a meeting invitation to the interviewee in advance, with log-in instructions if needed. The invitation should advise the interviewee that in order to protect confidentiality during the interview, the interviewee must be in a secure location where they cannot be overheard and will be alone.

In any interview (or meeting) using remote technology, every participant must be able to hear all the other attendees. Before the interview begins, each of the participants must make sure that their microphones and cameras are working properly.

As the interview begins, the Civil Grand Jury's interview team should confirm that the interviewee is alone in a room where the interview will not be interrupted or overheard. The interviewee should be directed not to record the interview. The team may record it, as long as all participants agree on the record, as required by state law.

As the interview begins, the lead interviewer should read the confidentiality admonition to the interviewee. As the interview closes, the lead interviewer should remind the interviewee of the admonition and, immediately after the interview ends, send a copy of it to them.

Two or more Jurors must participate at all times during the interview. They, too, must be in private rooms where they will not be interrupted or overheard.

### **C. Information Confidentiality**

The Jurors should save confidential materials in the appropriate cloud Drive and provide access to materials by a restricted shared link.

### **D. Accuracy, Integrity, Verification**

We will remain objective and refrain from making assumptions or jumping to conclusions.

We will buttress all recommendations with supported findings and facts that inform our recommendations. We will verify facts gathered in the course of an investigation, using more than one source (triangulation) prior to finalizing and publishing the report.

We will abide by the operational procedures in the Handbook to manage and deliver investigations and reports.

## **BEST PRACTICES FOR PLENARY AND COMMITTEE MEETING**

- We will start and stop all meetings on time.
- We will turn off and put away our mobile devices or, if using them for the purpose of taking notes or accessing relevant information, keep use of mobile devices to the business at hand.
- We will minimize our personal materials on the desk at plenary meetings.
- We are committed to being on time for all meetings and staying until the meeting is concluded.
- We will advise the Committee Chair or Foreperson if we will be late, will be leaving early, or need to be excused from attendance at the plenary.
- Everyone participates. No one dominates.
- One speaker at a time. Do not interrupt.
- While a speaker has the floor, we will not engage in side discussions.
- Speak so that everyone can hear you.
- Speak respectfully. Everyone has an equal voice and deserves equal respect.
- Keep your comments brief (i.e. 2 min.) and keep an open mind.
- To be recognized to speak, a Juror will type Raising Hand (RH) in the chat feature, physically raise hand on camera, and/or the meeting's Chair to establish the best format at the beginning of the meeting.
- Work for consensus:
  - Work to hear disagreements.
  - Work to resolve disagreements.
  - If necessary, seek assistance from others.
  - Be prepared to accept and support resolutions.
- Before moving to motion, the floor should be open to any final thoughts or questions.
- Ask for and give help; welcome help when offered.

***Prevail graciously. Concede cheerfully.***



## Contents

Investigations .....	1
Data Resources .....	2
Access to Records .....	4
Subpoenas.....	5
Interviews.....	5
Confidentiality Admonition and Oath.....	6
Documentation and Recordkeeping .....	7
Verifying Information.....	8
Ending the Investigation .....	9
Reports.....	10
Steps to Issuing a Report .....	11
Responses to Reports .....	13
Board of Supervisors Hearings.....	15



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**INVESTIGATIONS**

An investigation is a systematic process of gathering facts and information. It is the process of determining who, what, when, where, why, and how. An investigation culminates in a report.

Penal Code Section 933(a) requires that “each grand jury shall submit to the Presiding Judge of the Superior Court a final report of its findings and recommendations that pertain to county government matters during the fiscal or calendar year.”

This statutory requirement provides the Civil Grand Jury with the authority to evaluate government, to determine whether adequate processes and procedures are in place, and to recommend improvements. The Jury may investigate any branch of the City and County government to ensure that it is being administered efficiently, honestly, and in the best interest of its residents.

The investigation process begins with topic selection. Topics for investigation may come from the individual jurors, common interest, an allegation of substandard performance within the City, the political landscape, previous Civil Grand Jury reports, or citizen complaints.

The Jury determines the method for identifying topics. A suggested method is to:

- Brainstorm and list the many areas of interest to the jurors.
- Sort the various topics into logical groupings and assign to pre-investigation committees.
- Pre-investigation committees do preliminary research, without conducting any interviews.
- Pre-investigation committees make recommendations to the entire Jury of potential topics.
- Remember that this process is fluid as new information frequently changes the direction of potential investigations.
- Ultimately, the Jury will vote and those topics that receive a supermajority vote will move forward as investigations.
- Consult your Deputy City Attorney for any jurisdiction or conflicts of interest issues.

Pre-investigation activities are not public actions unless the Jury determines by supermajority vote to make them public actions. That is, a pre-investigation committee may only review documents, records, and other materials that are publicly available. A pre-investigation committee may not request records from any City agency or interview any City official without the approval of a supermajority of the Jury.

Once the Jury has selected its topics for investigation, the Jury divides to form investigation committees. The investigation committees are charged with planning and carrying out the investigation. This charge includes the authority to initiate public actions as part of the investigation.

### **DATA RESOURCES**

The City and County of San Francisco continually develops new ways of delivering government services. The City's commitment to innovation, transparency, and government efficiencies has resulted in sites like DataSF.org. Many published reports can be found on individual City department websites as well.

The Civil Grand Jury should first consult these sites to determine what information is already in the public domain. Commonly, this is done in the pre-investigation phase. In the investigation phase, it may be necessary to revisit the sites to obtain specific information. If the information is already in the public domain, there is no need to ask a City department to supply it. However, the Jury may use that information to formulate specific questions for City department staff.

While the amount of data may be overwhelming and intimidating, the City's open government initiatives have resulted in a variety of user-friendly ways to access the information and generate reports. Be patient and study the information available.

### **SF Open Book**

<http://openbook.sfgov.org/>

SF Open Book offers a clear look at San Francisco's fiscal and economic health. Jurors can find reports under the following categories:

- Spending and Revenue: Browse actual City spending and revenue, using an interactive tool.
- City Performance Scorecards: View timely information on the efficiency and effectiveness of San Francisco government.
- Budget: Browse planned spending and revenue from approved budgets using an interactive tool.
- Workplace Demographics: Explore demographic data for the City's workforce.
- Employee Compensation: View summary information about how much City employees are paid.
- Supplier Payments: View reports of purchase orders and payments to City suppliers and contractors.

- F.A.Q.: Learn more about the City's budget and spending.

**SF Open Data**

<https://datasf.org/opendata/>

SF Open Data is the City and County of San Francisco's official open data portal and is part of the broader open data program, DataSF. Jurors can find reports under the following categories:

- Economy and Community
- City Management and Ethics
- Transportation
- Public Safety
- Health and Social Services
- Geographic Locations and Boundaries
- Energy and Environment
- Housing and Buildings
- City Infrastructure
- Culture and Recreation

**SF Performance Scorecards**

<https://sfgov.org/scorecards/>

SF Performance Scorecards provide timely information on the efficiency and effectiveness of San Francisco government in eight highlighted service areas:

- Livability: Streets, Parks, Libraries
- Public Health: SF Health Network, Population Health
- Safety Net: Social Services, Homelessness, Seniors and Children
- Public Safety: Crime and 911, Emergency Response
- Transportation: Transit, Safety
- Environment: Water, Wastewater, Power, Landfill and Diversion
- Economy: Employment, Real Estate, Tourism
- Finance: Fiscal stability, Operational Budget, Long-Term Liabilities

**Other Sources of Information**

- City department website, particularly the Office of the Controller's website
- Audits, internal and external
- Transcripts or video from public hearings, such as the Board of Supervisors hearings
- Previous Civil Grand Jury reports, particularly the bibliography
- Media coverage or blogs (but be cautious)

**ACCESS TO RECORDS**

Penal Code Section 921 states, “The grand jury is entitled to free access, at all reasonable times, to the public prisons, and to the examination, without charge, of all public records within the county.”

The Civil Grand Jury is not entitled to records that are not public or are otherwise protected by law, such as juvenile records, some personnel records, civil service testing records, or medical records. In these cases, the need for confidentiality outweighs the need for disclosure to the Civil Grand Jury.

Best practices for requesting documents or information include:

- Check the City’s many websites first. Pay particular attention to the Controller’s website. Many documents pertinent to the Civil Grand Jury’s investigations can be found and downloaded from various San Francisco government websites.
- Determine the person who is most knowledgeable, the subject matter expert, about the issue being investigated. Since there are usually multiple issues in an investigation, there may be multiple subject matter experts involved.
- Be very (very!) specific when requesting documents or information from a City department. For examples, when requesting financial documents, identify the specific financial documents you wish to review – monthly cash flow statements, balance sheets, profit and loss statements for a certain period, annual financial reports for a certain year – rather than a blanket request for “all financial documents.” City departments are exceptionally responsive to requests from the Civil Grand Jury – the Jury may end up with boxes of documents if the request is overly broad or vague.
- Determine the best delivery method for obtaining copies of the documents: electronically via e-mail, hard copies in person, etc. Most Juries keep their key documents electronically in the Google Drive, with a paper file for backup.
- Remind the City department that the request and the response are confidential.
- Be aware of the information that the City department may be required to redact by law. City departments routinely redact “personal information” on public document requests, which does not apply to Civil Grand Jury requests. If the Jury believes that redactions are overly wide-ranging, the City Attorney must be consulted. If documents are extremely confidential, the Jury may be asked to review the documents at the department offices. Take notes and do not make copies; this avoids issues about whether confidential information was disclosed inappropriately.

**SUBPOENAS**

The Grand Jury has subpoena power. Penal Code Section 939.2 states, “A subpoena requiring the attendance of a witness before the grand jury may be signed and issued by the district attorney, his investigator or, upon request of the grand jury, by any judge of the superior court, for witnesses in the state, in support of the prosecution, for those witnesses whose testimony, in his opinion is material in an investigation before the grand jury, and for such other witnesses as the grand jury, upon an investigation pending before them, may direct.” Note that for the Civil Grand Jury, it is the Deputy City Attorney who would prepare the subpoena.

On rare occasions and only when all other attempts have failed, the Civil Grand Jury may need to request that the Court issue a subpoena if a witness is reluctant to produce documents or appear for an interview.

If the Civil Grand Jury is contemplating a subpoena, the Deputy City Attorney must be consulted. Typically, the Deputy City Attorney can contact the City department and resolve the issue without having to issue a subpoena. In some cases, particularly with custodians of record, a subpoena may be needed to satisfy legal requirements.

If needed, the Deputy City Attorney will draft the subpoena for the Court’s review. Supporting documentation to explain why the subpoena is required must also be submitted. If the Court is satisfied with the information presented, the Court will issue the subpoena. The Court is not obligated to issue the subpoena.

If issued, the Foreperson delivers the subpoena to the City department head. The department head signs receipt of the subpoena. Once the material is delivered to the Civil Grand Jury, the Foreperson acknowledges the receipt of materials and releases the custodian of records from the subpoena.

**INTERVIEWS**

Penal Code Section 933.05(e) requires that “during an investigation, the grand jury shall meet with the subject of that investigation regarding the investigation, unless the court, either on its own determination or upon request of the foreperson of the grand jury, determines that such a meeting would be detrimental.” The subject of the investigation is the Department or Agency Head.

The purpose of this initial meeting is two-fold: to tell the Department Head that the Civil Grand Jury is undertaking an investigation on the department; and to interview the Department Head about the topic. Note that the Jury must be careful to maintain confidentiality and may never disclose the strategy of the investigation, the proposed recommendations, or information that it has gathered from other sources.

The Department or Agency Head is a powerful ally for the Civil Grand Jury. The Civil Grand Jury is highly respected, and these City officials are used to cooperating with the Jury's investigations. The City official can provide the Civil Grand Jury with other individuals who are responsible for the issues involved in the investigation and can, when necessary, provide additional data or records that are not on the various websites.

After the Civil Grand Jury has met with the Department or Agency Head, interviews with other City officials and staff will provide the bulk of the material for the report.

Preparation is the key to a successful interview. Doing your homework is essential.

To obtain contact information for City staff, ask the Department Head during the initial interview. A City Department Head Contact Sheet is saved in the Google Drive Reference Library folder. The City also provides an employee directory, searchable by name, at <http://mission.sfgov.org/IntranetDirectory/>.

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See your CGJA Grand Jurors' Training Manual  
for more on the subject of  
"Grand Jury Interviews"

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#### **CONFIDENTIALITY ADMONITION AND OATH**

An interview is confidential for both parties. The Civil Grand Jury cannot disclose anything about its investigations. Conversely, the interviewees cannot disclose anything about the Civil Grand Jury inquiry.

To minimize "leaks" and loose conversation about the investigation, best practice recommends that grand jurors begin each interview with a reminder that the Civil Grand Jury is governed by



the California Penal Code and its strict requirements of secrecy. The Civil Grand Jury does this by an admonition.

An admonition is a written, signed statement about the dual confidentiality of the interview and information obtained in the interview. The Investigation Committee Chair explains the admonition to the interviewee and has the interviewee sign two copies. The Investigation Committee Chair then signs both copies, retaining one and providing one to the interviewee. Any juror can administer the admonition.

The following admonition has been suggested by the California Attorney General and used by previous Juries:

“All grand jury proceedings are conducted in secret sessions. You and each of the grand jurors participating in today’s session have an obligation to observe the rule of secrecy. Records of this proceeding may only be obtained by subpoena, court order, or a transcript if one is made public.

You are admonished not to reveal to any person, except as directed by the court, which questions were asked or what responses were given or any other matters concerning the nature or subject of the grand jury’s investigations which you learned during your appearance before the grand jury, unless and until such time as a transcript (if any), or a final report, of this grand jury proceeding is made public or until authorized by this grand jury or the court to disclose such matters. A violation of this admonition is punishable as contempt of court.”

The Admonition Form is saved in the Google Drive Forms and Templates folder.

The Foreperson has the authority to administer an oath, a verbal acknowledgement to tell the truth and to maintain confidentiality. Oaths are generally used by the Indictment Grand Jury for the swearing of witnesses. An oath sets a very different tone and is generally not used by the Civil Grand Jury. The Deputy City Attorney should be consulted if the Civil Grand Jury is considering an oath rather than an admonition.

## **DOCUMENTATION AND RECORDKEEPING**

An interview may be conducted months before the investigation committee begins the process of writing the report. Memory fades. Accurate record-keeping is essential.

Best practices for documentation and recordkeeping include:

- Writing up and keeping detailed notes/minutes of all interviews
- Reviewing notes/minutes immediately afterwards for accuracy
- Keeping a chronological log of each interview, including the dates of each interview and what information was obtained from whom
- Saving the business cards (You will need the contact information later, I promise.)

The investigation file, which may be a combination of electronic documents on Google Drive and a paper file, includes interview notes; documents, photos, public records, and other research materials; business cards and contact information for interviewees; a chronological list of interviews and interviewees; and drafts of reports or sections of reports. The investigation file is the single most important resource for writing the report.

All investigation files are purged at the end of the Jury's term.

### **VERIFYING INFORMATION**

It is crucial that all information included in any Civil Grand Jury report be accurate. It is the responsibility of the investigation committee to verify information by triangulating, confirming it through at least three independent sources. (Never assume that you have the accurate information just because someone told you in an interview!)

Triangulating can be done in a variety of ways:

- Ask more than one interviewee to provide the information.
- Ask the Department or Agency Head to verify the information.
- Check publicly available sources, such as departmental websites.
- Research if others have reported on the information or cited the information in a report, study, or other published medium.
- Check with the Legislative Analyst's Office or the Controller's Office if the information has been included in audits or reports.
- Consult previous Civil Grand Jury reports on similar topics.

The Editorial Committee will likely want to see the work that was done to verify the facts as part of their role in ensuring accuracy and consistency in the final report.

The Exit Interview serves as the final way to confirm findings.

**ENDING THE INVESTIGATION**

The investigation committee will complete its work and will begin the process of drafting a report, when and how this happens will depend on the individual investigation. The end of the investigation is the beginning of writing the report.

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See your CGJA Grand Jurors' Training Manual  
for more on the subject of  
"Grand Jury Investigations"

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**REPORTS**

The result of a Civil Grand Jury investigation is a report that includes findings and recommendations. Penal Code Section 916 requires that “rules of procedure shall include guidelines for that grand jury to ensure that all findings included in its final reports are supported by documented evidence, including reports of contract auditors or consultants, official records, or interviews attended by no fewer than two grand jurors and that all problems identified in a final report are accompanied by suggested means for their resolution, including financial, when applicable.”

The purpose of a Civil Grand Jury report is to evaluate government operations; to identify things that can be improved; to applaud things that are going well; to recommend change or a different way to do things; and to share what the Civil Grand Jury has learned about how the City government works. It is through its reports the Civil Grand Jury can affect positive change in City government and can fulfill its statutory charge.

A report may be issued at any time during the Civil Grand Jury’s term. The Civil Grand Jury must approve the report by supermajority vote. The latest that the Jury can approve a report is the end of its term on June 30. The issuance of an approved report may occur after June 30.

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See your CGJA Grand Jurors’ Training Manual  
for more on the subject of  
“Grand Jury Reports”

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Grand jurors are strongly encouraged to attend the CGJA Report Writing Workshop.

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### STEPS TO ISSUING A REPORT

1. **Plenary Approval.** At least 12 jurors must vote to approve a report for issuance (PC §916).

Throughout the investigation process, the investigation committee should regularly provide status updates to the entire Civil Grand Jury. The best reports are those that result from an open and honest writing process that includes active debate and discussion. The final report draft should reflect the input from the investigation committee, the editorial committee, and the other members of the plenary.

Best practice suggests that the Jury set a timeline early in the term to ensure that investigations are completed, and final reports are ready for the plenary vote before June 30.

2. **City Attorney Review.** The report must be reviewed by the Deputy City Attorney for legal issues.

After plenary approval, the Foreperson sends the report to the Deputy City Attorney for review. The Deputy City Attorney notes possible legal issues with recommendations or confirms the report and returns it to the Foreperson with an Approval Memo.

This step may take up to two weeks.

This final City Attorney review focuses only on issues that could undermine the Civil Grand Jury report. Best practice suggests that investigation committees consult the Deputy City Attorney throughout the investigation and report-writing process – as issues arise, for legal questions, or for informal reviews of the draft report.

3. **Exit Interview.** Permitted in statute, it is strongly recommended that the investigation committee conduct an exit interview.

During the exit interview, the investigation committee must focus on findings only; recommendations must not be revealed to the City departments.

If issues are discovered during the exit interview, the report goes back for re-writing, editing, supermajority vote/plenary approval, and Deputy City Attorney review/approval.

4. **Presiding Judge Approval.** The Civil Grand Jury must submit to the Presiding Judge of the Superior Court a final report of its findings and recommendations (PC §933(a)).

The Presiding Judge's review is limited to issues of jurisdiction, i.e., that the Civil Grand Jury has the authority to investigate the topic it has chosen.

The Presiding Judge cannot make any changes to the report. The Civil Grand Jury cannot change the report after the Presiding Judge orders publication. The Presiding Judge is not required to order publication. Should the Presiding Judge approve the report for publication, the Court will issue a publication order.

This step requires three weeks lead time.

When a report has been reviewed and approved by the Deputy City Attorney, the Foreperson sends the following items to the Grand Jury Administrative Analyst as attachments to an email:

- ✓ Primary contact person for the report
- ✓ Desired public release date (allow three weeks out)
- ✓ Final report, in PDF
- ✓ City Attorney Approval Memo, in PDF
- ✓ Report Transmittal letter, signed by the Foreperson\*
- ✓ Respondents List (names, titles, email, and physical addresses), in Excel
- ✓ Matrix of Findings and Recommendations, in Excel
- ✓ Press Release, in Word
- ✓ Distribution list for press release (email addresses), in Excel

\* Please send just one transmittal letter for one of the report respondents. The Grand Jury Administrative Analyst will use the Word Mail Merge feature to create to all the other transmittal letters for the other report respondents.

All documents must be received by the Grand Jury Administrative Analyst three weeks before the requested publication date.

Report Transmittal Letter, Respondents List, Matrix of Findings and Recommendations, and Press Release templates are saved in the Google Drive Forms and Templates folder.

5. **Confidential Release.** Two business days before public release, the report must be provided to the affected City agency or department (PC §933.05(f)). The report is confidential during this time; the affected City agency or department is prohibited from discussing its contents until the report's public release.

The Grand Jury Administrative Analyst sends the report as an attachment to an email, accompanied by the transmittal letter which outlines the required response timelines, and a spreadsheet listing the report findings and recommendations which the respondent may use to enter their responses.

The Mayor and the Board of Supervisors also receive a copy of the report during the confidential release period, whether they are named report respondents or not.

6. **Public Release.** On the day of public release, the Grand Jury Administrative Analyst posts the report on the Civil Grand Jury website. This constitutes publication.

A press release written by the investigation committee and approved by the plenary announces the publication of the Civil Grand Jury report. After posting of the report on the Civil Grand Jury website, the Grand Jury Administrative Analyst emails the press release, which includes a link to the report, to the email distribution list of media contacts provided by the Jury.

### **Bound Reports**

After all the reports are issued, the Grand Jury Administrative Analyst will ask the Foreperson for a Transmittal Letter addressed to the Presiding Judge. (See bound reports from prior years for sample letters.)

The bound reports are given to each juror, filed with the Clerk of the Court (PC§933(b)), sent to the State Archivist (PC§933(b)), sent to the Government Desk of the San Francisco Public Library Main Branch, and distributed to members of the public upon request.

### **RESPONSES TO REPORTS**

Affected City agencies and departments are required to respond, in writing, to the report of the Civil Grand Jury. The affected City agency or department is required to respond to the Presiding Judge within 60 days of the issuance of the report; the Board of Supervisors and other governing bodies are required to respond within 90 days (PC §933(c)).

**SECTION 4: INVESTIGATIONS AND REPORTS****2022-2023**

The Office of the City Attorney prepared the table below defining the 60- and 90-day response requirement.

ENTITY NAMED IN GRAND JURY REPORT	60 DAYS	90 DAYS
<b>Agency/Department Headed by Elected Official</b>		
Assessor/Recorder	X	
City Attorney	X	
District Attorney	X	
Public Defender	X	
Sheriff	X	
Treasurer/Tax Collector	X	
<b>Mayor *</b>	X	
<b>Board of Supervisors</b>		X
<b>All Other City Agencies, Departments, Boards, or Commissions</b>	X	
<b>Local Agency Formation Commission (LAFCo)</b>		X
<b>School District</b>		
Board of Education		X
Superintendent	X	
<b>Special District or Joint Powers Agency</b>		
Board of Directors		X
Chief Executive Officer (or equivalent)	X	
<b>San Francisco Housing Authority</b>		
Housing Authority Commission		X
Executive Director	X	
<b>San Francisco County Transportation Authority (SFCTA)</b>		
SFCTA Board		X
Citizens' Advisory Committee	X	
Executive Director	X	

\* Although Penal Code Section 933(c) does not prescribe a time frame for submission of the Mayor's comments, the default rule for executive branch department and commission responses is 60 days. Providing the Mayor's response within 60 days alongside these responses would also fulfill the State legislature's intent to afford San Francisco's "governing body," the Board of Supervisors, an opportunity to review the responses of all other elected officials and department heads or commissions in formulating its own comments to the Presiding Judge.



When a report response is received, the Grand Jury Administrative Analyst provides a copy of the response to the Foreperson of the sitting Jury, the Foreperson of the Jury that issued the report, and to the Investigation Committee Chair. The Grand Jury Administrative Analyst posts the response on the Civil Grand Jury website. The Court files a copy of the report response with the corresponding Civil Grand Jury report.

The Grand Jury Administrative Analyst also adds the response to the comprehensive Matrix of Findings and Recommendations. The updated matrix is forwarded to the Board of Supervisors Government Audit and Oversight Committee, the Mayor's Office of Public Policy and Finance, and the sitting and former Forepersons.

Report responses are presented publicly at the Board of Supervisors Government Audit and Oversight Committee hearings.

#### **BOARD OF SUPERVISORS HEARINGS**

As required by San Francisco Administrative Code Section 2.10(a), "a public hearing by a committee of the Board of Supervisors shall be conducted to consider a final report of findings and recommendations that is submitted by the civil grand jury to the Board of Supervisors. The Clerk of the Board of Supervisors shall notify the current foreman of the civil grand jury and the immediate past foreman of the civil grand jury of any such hearing that is scheduled by the Board of Supervisors."

The Government Audit and Oversight (GAO) Committee hears each Civil Grand Jury report. The Clerk of the Board, through the GAO Committee Clerk, schedules the hearing and sends notice of the hearing date to the current and former forepersons when a report is on the GAO Committee's agenda.

During the hearing, members of the Civil Grand Jury (at minimum, the Foreperson and members of the investigation committee) present the report. The heads of the affected City departments will be on hand to respond if asked to do so by the GAO Committee. The Civil Grand Jury cannot introduce new findings or recommendations at the hearing.

The GAO Committee may direct a variety of follow-up actions to the report. Two department responses may trigger an additional GAO hearing, six months after the first:

1. The recommendation has not been, but will be, implemented in the future.
2. The recommendation requires further analysis.

The GAO Committee then develops a resolution on each report that is sent to the full Board of Supervisors for consideration. Typically, no presentation or comment from the Civil Grand Jury is requested or required at the full Board of Supervisors meeting. The Board of Supervisors will send its response through a resolution to the Presiding Judge after the hearings.

Previous hearings are available to view at <http://civilgrandjury.sfgov.org/hearings.html>

**Contents**

Grand Jury Administrative Analyst .....	1
Grand Jury Budget .....	2
Civil Grand Jury Pay.....	3
Per Diem.....	3
Transportation Expense Reimbursement .....	6
2022-23 Court Holidays .....	10
Purchasing Items.....	11
Professional Services.....	12
Deputy City Attorney .....	14
Other Available Resources.....	15
California Grand Jurors’ Association (CGJA) .....	15
San Francisco Chapter of the CGJA.....	15



**GRAND JURY ADMINISTRATIVE ANALYST**

The Civil Grand Jury is supported by the Grand Jury Administrative Analyst, the Jury's primary contact for its administrative needs. The Administrative Analyst's office is located at the Civic Center Courthouse, 400 McAllister Street, Room 607 (on the 6<sup>th</sup> floor).

Office number: (415) 551-3622  
Cell phone number: (415) 654-4572 – accepts text messages  
E-mail address: alubos@sftc.org

The duties and responsibilities of the Administrative Analyst are to:

- Provide day-to-day administrative support
- Approve and process per diem and transportation expense claim payments
- Track budget and monitor expenditures
- Maintain administrative rights to the Jury's Google Drive
- Schedule ancillary training, such as the report writing workshop
- Manage and update the Civil Grand Jury website
- Update the Civil Grand Jury handbook
- Maintain a citizens' complaint log
- Provide business cards for grand jurors
- Ensure completion of Form 700s
- Issue final reports
- Hold monthly meetings with the Foreperson for status and feedback
- Assist the Jury as requested by the Foreperson

The Administrative Analyst forwards mail received from the public to the Foreperson, answers the Civil Grand Jury phone number, (415) 551-3635, and forwards messages to the Foreperson.

The Administrative Analyst maintains confidentiality at all times. The Administrative Analyst will not discuss jury business or citizen complaints with anyone outside of the Jury; distribute the Jury's contact information; tell anyone what the Jury is investigating; or do any of the Jury's work.

**GRAND JURY BUDGET**

The Civil Grand Jury's funding comes to the Court from the City and County General Fund via a Memorandum of Understanding. Annually, the Superior Court is required to report on expenditures to the Mayor and to the Controller.

The budget covers the Civil Grand Jury's per diem, transportation expense reimbursements, Google Workspace licenses, final report reproduction, and training expenses.

The Civil Grand Jury members are held to the same standards as judicial branch employees and are required to submit proper supporting documentation to be eligible to receive pay or reimbursements.

Penal Code Section 914.5 requires that the Civil Grand Jury not exceed its budget.

**CIVIL GRAND JURY PAY**

Penal Code Section 931 states that, “all expenses of the grand jurors incurred under this article shall be paid by the treasurer of the county.” Civil grand jurors are entitled to a per diem and reimbursement for authorized transportation expenses. If a grand juror chooses to receive pay, the grand juror must submit proper documentation. Payment checks are generated in Sacramento on the business day closest to the 15<sup>th</sup> of the month and sent to the grand juror’s home address.

All payments to civil grand jurors are subject to judicial branch rules, as outlined in the Trial Court Financial Policies and Procedures Manual. Reimbursement requests that are not consistent with these procedures will be denied and cannot be paid. All expenditures from the Civil Grand Jury budget are subject to audit by the Superior Court and/or the City and County of San Francisco.

The Code of Civil Procedure Section 215(a), states, “Except as provided in subdivision (b), on and after July 1, 2000, the fee for jurors in the superior court, in civil and criminal cases, is fifteen dollars (\$15) a day for each day’s attendance as a juror after the first day. (b) A juror who is employed by a federal, state, or local government entity, or by any other public entity as defined in Section 481.200, and who receives regular compensation and benefits while performing jury service, may not be paid the fee described in subdivision (a).” Section 481.200 states, “‘Public entity’ includes the state, the Regents of the University of California, a county, a city, district, public authority, public agency, and any other political subdivision or public corporation in the state.”

A grand juror who is an active government employee is not entitled to receive the per diem pay. A grand juror who is an active government employee may receive reimbursement for expenses.

**PER DIEM**

Civil grand jurors are eligible to receive \$15 for each day of Civil Grand Jury business, such as plenary meetings, committee meetings, interviews, inspections, tours, and report writing/editing/reviewing sessions (PC § 890). To qualify as a day of Civil Grand Jury business, the Rule of Two applies (e.g., at least two grand jurors must participate in the activity). Grand jurors are not entitled to the per diem for any activity that a grand juror undertakes alone, such as researching, writing, editing, or attending meetings not related to Civil Grand Jury business.

Grand jurors are not entitled to the per diem for any business conducted on a weekend or court holiday.

The per diem payment process is initiated when a Meeting Attendance email is submitted to and received by the Administrative Analyst. The Committee Secretary or Committee Chair documents committee meeting attendance. The Civil Grand Jury Recording Secretary documents plenary meeting attendance and all other meetings, interviews, trainings, and tours undertaken by the plenary.

Meeting Attendance shall be emailed to the Administrative Analyst within one week of the meeting, interview, training, or tour.

**The Meeting Attendance Email**

1. The subject of the email must clearly state that you are submitting attendance. Indicate the type and the date of the meeting or activity.

*For example: Plenary Meeting Attendance, [Date of Meeting]*

*[Committee Name] Meeting Attendance, [Date of Meeting]*

*Jail Inspection, [Date of Inspection]*

2. Include all the following information in the body of the email:
  - a. Type of meeting/activity
  - b. Date of the meeting/activity
  - c. Time the meeting was called to order
  - d. Time the meeting was adjourned
  - e. Meeting chair
  - f. Meeting secretary
  - g. First and last names of all the grand jurors who were present, listed in alphabetical order by last name.
3. Copy all the other grand jurors who were present for the meeting or activity.
4. Remember:
  - a. The Rule of Two applies – at least two grand jurors must be present during the meeting/activity.
  - b. The meeting/activity must not have been on a weekend or a court holiday.
  - c. Submit attendance in a timely manner, within one week of the meeting/activity.
  - d. Emails with missing information will not be processed.

A sample Meeting Attendance email is on the next page.



From: [starly@sfcgi.org](mailto:starly@sfcgi.org)  
To: [alubos@sftc.org](mailto:alubos@sftc.org)  
Cc: [pbaelish@sfcgi.org](mailto:pbaelish@sfcgi.org); [rbaratheon@sfcgi.org](mailto:rbaratheon@sfcgi.org); [rbolton@sfcgi.org](mailto:rbolton@sfcgi.org); [sclegane@sfcgi.org](mailto:sclegane@sfcgi.org);  
[tgreyjoy@sfcgi.org](mailto:tgreyjoy@sfcgi.org); [clannister@sfcgi.org](mailto:clannister@sfcgi.org); [jlannister@sfcgi.org](mailto:jlannister@sfcgi.org); [tlannister@sfcgi.org](mailto:tlannister@sfcgi.org);  
[jmormont@sfcgi.org](mailto:jmormont@sfcgi.org); [esand@sfcgi.org](mailto:esand@sfcgi.org); [dseaworth@sfcgi.org](mailto:dseaworth@sfcgi.org); [jsnow@sfcgi.org](mailto:jsnow@sfcgi.org);  
[astark@sfcgi.org](mailto:astark@sfcgi.org); [bstark@sfcgi.org](mailto:bstark@sfcgi.org); [sstark@sfcgi.org](mailto:sstark@sfcgi.org); [dtargaryen@sfcgi.org](mailto:dtargaryen@sfcgi.org);  
[btarth@sfcgi.org](mailto:btarth@sfcgi.org); [mtyrell@sfcgi.org](mailto:mtyrell@sfcgi.org)  
Subject: Plenary Meeting Attendance, July 1, 2019

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Type of meeting: Plenary  
Date: July 1, 2019  
Time called to order: 3:00 p.m.  
Time adjourned: 6:30 p.m.  
Meeting chair: Jon Snow, Foreperson  
Meeting secretary: Samwell Tarly

Grand jurors present:

- ✓ Petyr Baelish
- ✓ Robert Baratheon
- ✓ Ramsay Bolton
- ✓ Sandor Clegane
- ✓ Theon Greyjoy
- ✓ Cersei Lannister
- ✓ Jamie Lannister
- ✓ Tyrion Lannister
- ✓ Jorah Mormont
- ✓ Ellaria Sand
- ✓ Davos Seaworth
- ✓ Jon Snow
- ✓ Arya Stark
- ✓ Bran Stark
- ✓ Sansa Stark
- ✓ Daenerys Targaryen
- ✓ Samwell Tarly
- ✓ Brienne of Tarth
- ✓ Margaery Tyrell

**TRANSPORTATION EXPENSE REIMBURSEMENT**

Grand jurors can receive reimbursement for reasonable transportation costs for each day of Civil Grand Jury business. Grand jurors are not eligible to reimbursement for any other events, such as social gatherings, meetings of the Civil Grand Jury Association, trainings not provided by the Court, or any other events not related to Civil Grand Jury business. Questions about eligibility for reimbursement should be directed to the Administrative Analyst in advance of the event.

**Public Transit**

Grand jurors are required to use the most economical means of transportation, which is generally public transit, MUNI or BART within the City limits. Grand jurors will be reimbursed for individual trips only. A monthly Fast Pass or equivalent will not be reimbursed. Proof of payment is required. Acceptable proofs of payment include: a MUNI ticket showing the date and time of travel; a BART ticket showing the date and time of travel; a printout of a Clipper Card statement noting the date and time of travel.

Good idea: A cash-only Clipper Card that is used exclusively for Civil Grand Jury business streamlines this process as a printout of monthly rides eliminates the need of keeping track of individual MUNI or BART tickets. Clipper Cards are also accepted at City-run parking garages.

**Personal Vehicle Use**

If public transit is not an option, grand jurors may be entitled to receive mileage reimbursement for a round-trip journey from home to the place of Civil Grand Jury business after submitting justification. Mileage is reimbursed at the IRS rate, currently \$0.58 per mile for 2020. This rate is updated annually in January and grand jurors will be notified of changes.

Parking violations, moving violations, and towing charges are not reimbursable under any circumstances. When using personal vehicle for official business, all passengers in the vehicle must be on official business.

**Parking**

If public transit is not an option for a day of Civil Grand Jury business, a grand juror may be able to receive reimbursement for parking expenses by submitting receipts and a justification of why public transit was not used. The requirement to use the most economical means available applies. A receipt is required for all parking expenses that exceed \$3.50. For parking meters, a receipt is required, such as a printout of a credit/debit card statement showing the charge.

**Shared Ride Services**

A grand juror may be able to receive reimbursement for shared ride services (e.g. Uber or Lyft) if public transit or private vehicle transportation is not an option. A justification for the use of shared ride services is required, along with a printout showing the date and time of the ride. The requirement to use the most economical means of transportation remains. Whenever possible, grand jurors should share rides, either with other grand jurors or by using the pool services of Uber or Lyft.

**Travel Expense Claim (TEC) Form**

To request reimbursement, grand jurors must submit a completed Travel Expense Claim (TEC) Form with the supporting expense receipts to the Administrative Analyst. Instructions for completing the TEC Form are included with the form. An incomplete TEC Form will be rejected and returned to the grand juror.

Grand jurors must include the following:

- Month and year in which the expenses were incurred (box 1)
- Date and time of departure and return (box 2). If departure and return are on the same date, enter the departure time above and the return time below on the same line.
- Location where the expenses were incurred (box 3). For example: MUNI to plenary meeting at City Hall; MUNI to interview at 400 McAllister St.; parking at Civic Center Garage parking for plenary meeting at City Hall; parking meter for committee meeting at 101 Grove St.
- Transportation codes and costs (box 7 A, B, C, D)
- Business purpose for expense or use of vehicle, remarks, and details (box 11). If claiming reimbursement for shared ride services, enter the reason that public transportation could not be used in this box.
- Personal vehicle license number if claiming mileage reimbursement (box 14)
- Grand juror's certification, signature, and date (box 16).

Grand jurors are responsible for forwarding the completed TEC Form to the Administrative Analyst and for providing corresponding attendance sheets to justify Civil Grand Jury business. Grand jurors shall submit all requests for reimbursement within 30 days of incurring the expense.

Completed TEC Forms and receipts may be submitted to the Administrative Analyst in the "Admin Support" folder in the file cabinet in the file cabinet in the Civil Grand Jury Office.

A sample request for reimbursement on a TEC Form is on the next page.

# SECTION 5: ADMINISTRATIVE AND LEGAL SUPPORT

# 2022-2023

STATE OF CALIFORNIA TRAVEL EXPENSE CLAIM										See Instructions and Privacy Statement in Tab 2 and 3		Page 1 of 1											
JCC Electronic Revised 12/2018																							
CLAIMANT'S NAME John Doe					SSN* (Only if no Fiscal Supplier/Clerk listed below)					DIVISION													
POSITION/TITLE Civil Grand Juror					UNIT/OFFICE OR DISTRICT (as applicable) San Francisco Civil Grand Jury					E-MAIL ADDRESS J.Doe@sfoaj.org													
RESIDENCE ADDRESS 123 45th Avenue					HEADQUARTERS ADDRESS 400 McAllister Street, Room 008					TELEPHONE NUMBER 415-551-3835													
CITY San Francisco			STATE CA		ZIP CODE 94122		CITY San Francisco			STATE CA		ZIP CODE 94102											
(1) MONTH/YEAR 01 2019		(3) LOCATION WHERE EXPENSES WERE INCURRED			(4) LODGING		(5) MEALS BREAKFAST LUNCH DINNER			(6) INCIDENTALS		(7) TRANSPORTATION				(8) BUSINESS EXPENSE		(9) TOTAL EXPENSES FOR DAY					
DATE		TIME										(A) COST OF TRANS.		(B) TYPE USED		(C) CARFARE TOLLS PARKING		(D) PRIVATE CAR USE MILES AMOUNT					
7		1600 1835										CC		B								5.00	
9		1100 1330										CC		B								8.50	
14		1600 1800														P		18.00		12		6.96	
28		1545 1755														C		8.59				19.79	
																C		11.20					
										</													

When reviewing grand juror reimbursement requests, the Administrative Analyst is responsible for:

- Ensuring expenditure is reasonable, necessary, and for an official business purpose
- Reviewing and auditing for compliance with judicial branch policies
- Requesting additional documentation, information, justification from grand juror as needed
- Deducting unallowable expenses
- Ensuring all appropriate/required supporting documentation is submitted and maintained in department files
- Approving or denying claim
- Processing the reimbursement request in a timely manner

The Travel Expense Claim Form is saved in the Google Drive Forms and Templates folder.

**Business Meals**

The Foreperson may request that a business meal be provided during the plenary meeting, typically two to three times during the term. The Foreperson must obtain prior approval from the Grand Jury Administrative Analyst. Reimbursement for a business meal is limited to up to \$20 per person. Any amount beyond this maximum is not reimbursable.

To request for reimbursement, the Foreperson must submit:

1. A completed TEC Form for the business meal
2. A Meeting Attendance email
3. A receipt for the meal, not to exceed \$20 per person
4. A justification of why the business meal was needed

In no circumstance will a business meal be provided for any Civil Grand Jury event other than a Plenary Meeting, and only on an infrequent basis.

**2022-23 COURT HOLIDAYS**

Independence Day .....	Monday, July 4, 2022
Labor Day .....	Monday, September 5, 2022
Native American People's Day .....	Friday, September 23, 2022
Veterans' Day .....	Friday, November 11, 2022
Thanksgiving Day .....	Thursday, November 24, 2022
Day After Thanksgiving .....	Friday, November 25, 2022
Christmas Day (observed) .....	Monday, December 26, 2022
New Year's Day (observed) .....	Monday, January 2, 2023
Martin Luther King, Jr. Day .....	Monday, January 16, 2023
Lincoln's Birthday .....	Monday, February 13, 2023
Presidents' Day .....	Monday, February 20, 2023
Cesar Chavez Day .....	Friday, March 31, 2023
Memorial Day .....	Monday, May 29, 2023

**PURCHASING ITEMS**

If there is a need to purchase other items, the Foreperson will make a request to the Administrative Analyst. Pre-approval is required in all circumstances. Judicial branch procurement policies and procedures must be followed.

**PROFESSIONAL SERVICES**

Penal Code Section 926(a) states, “If, in the judgment of the grand jury, the services of one of more experts are necessary for the purposes of Sections 925, 925a, 928, 933.1, and 933.5 or any of them, the grand jury may employ one or more experts, at an agreed compensation, to be first approved by the court. If, in the judgment of the grand jury, the services of assistants to such experts are required, the grand jury may employ such assistants, at a compensation to be agreed upon and approved by the court. Expenditures for the services of experts and assistants for the purposes of Section 933.5 shall not exceed the sum of thirty thousand dollars (\$30,000) annually, unless such expenditures shall also be approved by the board of supervisors.”

The Grand Jury cannot pursue the use of a consultant without the prior approval of the Court. The Jury must adhere to standard contract and purchasing requirements as set by the judicial branch. Contracts that are less than \$500 require the Court to obtain three written bids from qualified vendors. Contracts that are more than \$500 require the Court to obtain three written bids from approved qualified vendors, using a master schedule or similar agreement. (Note that if the Court does not have approved qualified vendors in the specific area requested, the contracting process cannot move forward.) Contracts that are more than \$10,000 require a competitive request for proposal process.

The Foreperson must submit a formal request to the Administrative Analyst to pursue a contract for consultants, experts, or professional services. The Court interprets the phrase in Penal Code Section 926(a), “...the grand jury may employ one or more experts, at an agreed compensation, to be first approved by the court...” to mean that the Court approval of the process of engaging an expert comes before the agreed-upon compensation. The Court’s intent is to avoid a situation where a Jury may do a lot of work on a proposal that is not within its jurisdiction, resulting in the Court denying a request.

The Administrative Analyst will determine if the Foreperson’s request is justified; if adequate funding is available in the budget; and if there is sufficient time to complete the required contracting process.

If the Administrative Analyst gives preliminary approval, the Foreperson will continue with the process described below and will provide a formal request to engage a consultant or acquire professional services.



The Foreperson must explain that:

- The Civil Grand Jury has voted to approve the topic of the investigation, without disclosing the topic, and provide a statement that the investigation is within the jurisdiction of the Civil Grand Jury.
- In the course of its investigation, the Civil Grand Jury has come across data that requires specific expert analysis that cannot be provided by any of the grand jurors in order for the investigation to move forward. Here, a high-level description of the data is required, such as indicating that there are reports from a structural engineer, complex actuarial tables, forensic issues, or whatever the data may be, that are a significant component of the investigation (justification).
- The results of the expert analysis will be used by the Civil Grand Jury in developing the findings in its report.
- The contract will not exceed \$30,000. A more specific amount is preferred but is not required.
- Confidentiality issues have been addressed. From the Court's perspective, this is the most important point and any analysis you have from the City Attorney would be helpful; if you don't yet have it, a statement that you will get it will suffice.

The Administrative Analyst will forward the Foreperson's request to the Presiding Judge. If approved, the Foreperson must work with the Administrative Analyst to find appropriate consultant(s) and execute the contract.

**DEPUTY CITY ATTORNEY**

The Office of the City Attorney has assigned a specific Deputy City Attorney to advise the Civil Grand Jury. The Office of the City Attorney is the civil legal advisor to the City and County of San Francisco, all of its departments, officers, commissions, and other special districts. The Deputy City Attorney assigned to the Civil Grand Jury, maintains an “ethical wall” and does not disclose confidential Civil Grand Jury information. If the Civil Grand Jury investigates City departments that are assigned to the Civil Grand Jury Deputy City Attorney, the Office of the City Attorney will re-assign representation as required to prevent any conflict of interest.

The Deputy City Attorney provides information and acts as the primary legal advisor when requested by the Civil Grand Jury. The Deputy City Attorney will communicate with the Jury through the Foreperson. The Deputy City Attorney may be consulted on any issues of jurisdiction and can provide legal advice as needed. The Deputy City Attorney is required to review final reports for issues of jurisdiction and defamation. The Deputy City Attorney may assist in drafting contracting documents, nondisclosure agreements, subpoenas, and other legal documents as needed.

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**OTHER AVAILABLE RESOURCES**

**CALIFORNIA GRAND JURORS' ASSOCIATION (CGJA)**

The California Grand Jurors' Association is a private nonprofit organization composed of current and former grand jurors from throughout the state. It is dedicated to promoting the understanding of the unique practices of grand juries in California and to educating the public and prospective grand jurors about the beneficial oversight function of this system. The association provides various training, such as the Report Writing Workshop, and is available throughout the year for additional assistance.

The California Grand Jurors' Association web address is: <http://cgja.org/>.

**SAN FRANCISCO CHAPTER OF THE CGJA**

The San Francisco Chapter of the California Grand Jurors' Association is comprised of current and past grand jurors in San Francisco. Its mission is to promote government accountability by improving resources available to San Francisco's Civil Grand Jury and educating the public about the substantial local government oversight and reporting powers of the Jury.

