Public Integrity Reviews 2026 Update

Implementation Status of Recommendations

Office of the Controller
City Services Auditor
Audits Division

September 16, 2026

Chronology of Public Integrity Reports About Corruption in the City Prior to 2020

In January 2020, former Public Works Director Mohammed Nuru (Nuru) was criminally charged with a scheme to defraud the City & County of San Francisco (City) of his honest services by providing official action in exchange for bribes. As part of his guilty plea in 2022, Nuru admitted to accepting bribes, beginning in 2008, in exchange for official actions related to refuse rates and city contracts at Public Works, Airport, and Port. Nuru later admitted to accepting bribes from Walter Wong, Nick Bovis, Florence Kong, Balmore Hernandez, William Gilmartin, Alan Varela, Ken Wong, Recology employees Paul Giusti and John Porter, and Chinese developer Zhang Li. Nuru's admissions implicated Sandra Zuniga (former Director of the Mayor's Office of Neighborhood Services), who laundered money for him, Tom Hui (former Director of Building Inspection), who also accepted meals from developer Li, and Linda Crayton (a former Airport Commissioner), who met with Nuru and Bovis about payments in exchange for official assistance obtaining an Airport lease.

In response to the criminal charges against Nuru, the City Attorney's Office (City Attorney) and the Controller's Office (Controller) launched a joint investigation into public corruption identified in the criminal complaint. The City Attorney focused on employee and contractor wrongdoing, and the Controller undertook a public integrity review of contracts, purchase orders, and grants to identify red flags possibly indicating process failures. Criminal charges against additional city employees and contractors expanded the scope of review to additional departments and programs. This joint undertaking has resulted in a series of 13 Public Integrity assessments and audits related to alleged corruption. The Controller has also issued 3 status updates, reporting on the status of recommendations made. This is the last update on the status of recommendations issued as part of this series of issued reports.

List of Public Integrity Reports Issued from 2020 to 2025

The Controller has issued 11 preliminary Public Integrity assessments, 2 audit reports, and 3 status update reports to date. Each assessment or audit report identifies areas for further review and makes recommendations for the City to ensure increased transparency in its operations and to address internal control weaknesses and risks in a timely manner. The Controller provides this final update on the implementation status of the 22 recommendations that were issued after or still open at the time of the last update in August 2024.

Date Issued	Title of Public Integrity Assessment or Audit Report	Recommendations					
		Number of Recs	Implemented and Closed	Partially Implemented and Closed	In Progress	Will Not Be Implemented	Open as of 7/31/26
6/29/20	San Francisco Public Works Contracting	8	6	2	-	-	0
9/24/20	Gifts to Departments Through Non-City Organizations Lack Transparency and Create "Pay to Play" Risk*	10	9	1	-	-	0
11/5/20	San Francisco’s Debarment Process*	1	1	-	-	-	0
1/11/21	Ethical Standards for Contract Award Processes of the Airport Commission and Other Commissions and Boards	10	7	3	-	-	0
4/14/21	Refuse Rate-Setting Process Lacks Transparency and Timely Safeguards*	5	5	-	-	-	0
9/16/21	Department of Building Inspection’s Permitting and Inspections Processes*	8	8	-	-	-	0
12/9/21	Significant Changes Are Needed to the Design, Monitoring, and Control of the San Francisco Public Utilities Commission’s Social Impact Partnership Program*	7	7	-	-	-	0
4/8/22	San Francisco Department of the Environment’s Relationship with Recology and Lack of Compliance With Ethics Rules*	9	9	-	-	-	0
5/16/22	Refuse Rate-Setting Process Update Based on Additional Reviews and Meetings With Recology*	6	6	-	-	-	0
7/13/23	Recology San Francisco Generally Managed the Landfill Disposal Fees Appropriately but Did Not Always Comply With It's City Contract	9	7	-	-	2	0
10/17/23	The Community Challenge Grant Program's 2023 Solicitation Process Was Deeply Flawed and Needs To Be Redone Properly	3	3	-	-	-	0
3/28/24	Criminal Conduct by Former San Francisco Public Utilities Commission General Manager Harlan Kelly Undermined the Integrity of City Procurements Despite Existing Rules Governing Gifts, Disclosures, and Sole Source Waivers	3	2	-	1	-	1
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	12	9	1	1	1	1
	Total	**91**	**79**	**7**	**2**	**3**	**2**

* Refer to 2024 Status Update Report for detailed implementation status of reports closed previously.

Overview of the Public Integrity Series Recommendations

Altogether, the Controller has made a total of 91 recommendations as part of the public integrity series of assessments and audits to address the cultural and structural weaknesses that enabled corruption to go unchecked prior to 2020. These reviews were designed to provide timely transparency into the City's findings and how it responded to the allegations – long before the criminal cases were over. The reports were also intended to restore public trust in city government and provided important information to the public. The majority of the recommendations from reports have now been implemented.

At the time of the last status update in August 2024, all but 10[1] of 79 recommendations had been implemented. Since then, the Controller and the City Attorney have issued 1 additional Public Integrity assessment related to the status of city funding to Dwayne Jones and affiliated companies. The 13th and last assessment in the series included 12 recommendations. This report will address 22 of the 91 total recommendations that were open as of August 2024 and issued after August 2024.

All the civil and criminal cases discussed in this series have been resolved. Most of the individual defendants have served their sentences, and all but 1 of the suspended contractors is again eligible to bid on city contracts.

Of the 91 recommendations made in 13 Public Integrity assessments and audits, 86 (95%) of the recommendations are closed. Closed recommendations indicate that the response provided by the departments described sufficient action to implement the recommendation or an acceptable alternative or a change occurred to make the recommendation no longer applicable or feasible. The new Inspector General may evaluate the closed and open recommendations for follow-up to confirm the department's reported implementation status.

[1] Of the 10 open recommendations, 9 were in progress, while 1 was partially implemented and continued to progress toward full implementation.

New Developments Since the Last Update in August 2024

Since August 2024, the last of the criminal defendants charged for conduct prior to 2020 have been sentenced, the last civil lawsuit related to this series has been settled, and most of the city contractors who were suspended or debarred for willful misconduct related to bribery of city officials are again eligible to bid on city contracts. Most significantly since the last update:

- In January 2025, Walter Wong, a permit expediter and city contractor, was sentenced to 1 year of probation. Wong received credit for cooperating with the federal criminal investigation, including testifying at the trial of Harlan Kelly, former San Francisco Public Utilities Commission (SFPUC) General Manager.
- In July 2025, Rodrigo Santos, his business partner Albert Urrutia, and their company settled the City's civil lawsuit against them and agreed to pay the City $1.425 million in restitution for municipal code violations and unfair business practices related to their work on residences in San Francisco. Santos was the former president of the Building Inspection Commission who served a 30-month prison sentence for fraud on his clients and tax evasion. The civil settlement agreement with the City also bars Santos from holding an engineering license for 5 years.
- In December 2025, Stanley Ellicott, a former finance manager at the Department of Human Resources, pled guilty to all charges against him, including new allegations of embezzlement from the City from 2019 through his arrest in 2024. While Ellicott continued to embezzle funds from the City after Nuru's arrest in 2020, Ellicott was originally charged with a kickback scheme involving city grants from the City Administrator's Office prior to 2020.
- In January 2026, Ellicott was sentenced to 3 years in prison and ordered to pay the City $600,000 in restitution.
- In February 2026, Rudy Pada, former plan checker at the Department of Building Inspection, was sentenced to a year and a day in prison and fined $10,000 for accepting bribes from developers from 2003 to 2017. Pada received credit for cooperating with the federal criminal investigation.
- The criminal charges against Recology were dismissed in October 2024 as part of its deferred prosecution agreement.
- The City's civil injunction against Recology expired in June 2025.
- Nick Bovis was removed from the suspension list in June 2026.
- Zhang Li and his company Z&L Properties deferred prosecution agreement with the City expired in July 2026.

Future Public Integrity Assessments

The Controller and City Attorney have continued to provide joint Public Integrity assessments and audits of alleged corruption occurring after 2020 and will continue to provide public reports of our findings when city officials or contractors are accused of criminal wrongdoing. Although the City has taken numerous steps to strengthen transparency and implement controls to prevent corruption, some bad actors have continued to defraud the City even after public reporting on the 28 individuals and companies that were criminally charged for corruption occurring before 2020. Criminal prosecutions alone cannot ensure public integrity. Combatting corruption and ensuring integrity in city government is an ongoing effort that relies on the work of all of the City's accountability departments, including District Attorney, City Attorney, Ethics Commission, Civil Service Commission, Human Resources Department, Department of Police Accountability, and the Controller's Office, including the new Inspector General.

Inspector General

San Francisco's first Inspector General, Alex Shepard, started in January 2026 and will further support the City's overall commitment to preventing, detecting, and investigating fraud, waste, and abuse. Proposition C (approved by San Francisco voters in November 2024) amended the City's Charter to create an Inspector General within the Controller's Office. The Inspector General can independently initiate investigations and make policy recommendations to city departments, the Mayor, and the Board of Supervisors. The Inspector General may choose to further evaluate the status of any recommendation implemented or rejected as part of the public integrity reports. The Inspector General is mandated by the Charter to provide public reports twice a year.

For more information, visit **sf.gov/inspectorgeneral** or email **inspectorgeneral@sfgov.org**.

Final Status Report on 22 of the 91 Recommendations Still Open or Issued After the Last Update in August 2024

Report Date	Report Name	Recommendation	Status
6/29/20	San Francisco Public Works Contracting	3. The Ethics Commission should expeditiously enable and require that all Statements of Economic Interests (Form 700s) are filed electronically by all required filers, and conduct annual compliance reviews of these filings. The Mayor and Board of Supervisors should prioritize funding and other support necessary to accomplish this goal.	**Implemented and Closed (2026)** Since the Ethics Commission launched an electronic filing system in January 2022, over 6,000 city employees have filed Statements of Economic Interest (Form 700) online. The new system made the filing process more efficient and streamlined compliance tracking. To further strengthen oversight, the Ethics Commission developed procedures for conducting annual post compliance reviews and completed a pilot of this process in June 2023. The Ethics Commission also formalized its annual compliance review protocols and established standardized follow-up procedures related to ethics training. The department has also been able to hire and onboard a Client Support Specialist as part of the FY 2024-25 budget, a critical role in maintaining and enhancing Form 700 compliance. However, the City eliminated 2 of the Ethics Commission's 3 senior compliance positions as part of the fiscal year 2025-26 and fiscal year 2026-27 budgets. This will necessarily limit the level of Form 700 compliance work the department is able to accomplish moving forward.

Report Date	Report Name	Recommendation	Status
6/29/20	San Francisco Public Works Contracting	7. To promote data-driven decisions and transparency, city departments should be required to use the City's centralized systems throughout the purchasing life cycle, from planning through contract award. To enable this change, these systems should be improved to better meet department needs.	**Partially Implemented and Closed (2026)** Use of the City's centralized PeopleSoft system, from bid opportunity posting through contract award, is left up to each department. The Controller's Systems Division used its SF Financials and SF Procurement advisory boards to promote use of the systems. This recommendation has been partially implemented as the systems are ready for department use. A decision by policymakers is needed to require that departments use the systems.
1/11/21	Ethical Standards for Contract Award Processes of the Airport Commission and Other Commissions and Boards	9. To promote data-driven decisions and consistency and transparency in city contracting: a. City departments should work with the Controller's Office to develop and implement plans for enhancing the City's financial system to accommodate management of departmental revenue contracts, including bid opportunities, outreach, contract award, revenue collection, and revenue recognition. b. The Controller's Office should, to enable this change, improve the City's financial system to better meet departments' needs.	**Partially Implemented and Closed (2026)** Use of the City's centralized PeopleSoft system, from the posting of bid opportunities to contract award, and to revenue collection and recognition, is currently at the discretion of individual city departments. There is no citywide policy requiring departments to use PeopleSoft for these purposes or establishing a process for implementing system changes. To make these system changes and mandate departments to use PeopleSoft or any centralized business platform, a project sponsor, such as a central agency or department, and policymakers' decisions are required. The project sponsor would work with department business stakeholders to ensure the changes would be sufficient for them to use PeopleSoft or another centralized business platform. This recommendation has been partially implemented as the Controller's Systems division is able to enhance the City's financial system.

Report Date	Report Name	Recommendation	Status
1/11/21	Ethical Standards for Contract Award Processes of the Airport Commission and Other Commissions and Boards	10. The City should: a. Direct departments to require proposers to submit key information about their affiliates and subcontractors, including identification of owners, directors, and officers, for contracts subject to the Campaign and Governmental Conduct Code, Section 1.126(f)(4), in their response to the competitive solicitation process and enter this information in the City's financial system. b. Consider requiring departments to obtain this information for contracts not subject to Section 1.126(f)(4).	**Partially Implemented (10.b implemented in 2026) and Closed** To advance system enhancements that would enable the identification of affiliates and subcontractors across city operations, the project requires the support of a project sponsor, such as a central agency or department. This sponsor would play a critical role in working with department business stakeholders to document requirements, ensuring that the solution aligns with broader transparency, compliance, and equity objectives. The sponsor's leadership would help drive cross-departmental coordination and establish the foundation for a scalable, sustainable approach to subcontractor visibility. The Controller Office's Systems Division will be ready to reconfigure the City's centralized PeopleSoft system or another centralized business platform to collect the key contract information when the business stakeholders reach a policy decision to mandate the applicable data during the competitive solicitation process. This recommendation has been partially implemented as the Controller's Systems division is able to reconfigure the City's financial system to collect key information from proposers. A decision by policymakers is needed to require departments to require proposers to provide this information. The Ethics Commission developed a system for filing disclosure forms and worked with the Mayor's Office, Board of Supervisors, and Department of Technology to implement the system. The system went live in January 2026.

Report Date	Report Name	Recommendation	Status
7/13/23	Recology San Francisco Generally Managed the Landfill Disposal Fees Appropriately but Did Not Always Comply With Its City Contract	6. SF Environment should establish better internal protocols and processes to comprehensively manage and monitor the contractor's compliance with all Agreement provisions. Such processes should include: a. Designating a contract manager with specific roles and responsibilities. b. Developing a procedure that uses underlying data to validate and track the detailed fee schedule, monthly tonnage, and intercompany fees submitted by Recology SF. c. Establishing better internal schedules for checking in on the status of contract deliverables. d. Communicating noncompliance or other issues to other city bodies that may need information for the City's refuse rate-setting process.	**Implemented and Closed (2026)** SF Environment hired a landfill contract manager in August 2024, whose responsibilities include developing and managing procedures to track the landfill tonnage and oversee contract required reporting by review content and ensure on-time report delivery. The landfill contract manager's review of the reports includes verifying the fee schedule, tracking monthly tonnage, and checking intercompany tipping fee calculations. The contract manager also monitors the agreement provisions and communicates with the Refuse Rate Administrator about possible reporting errors and compliance issues.
7/13/23	Recology San Francisco Generally Managed the Landfill Disposal Fees Appropriately but Did Not Always Comply With Its City Contract	9. Determine whether the City should adopt other public entities' landfill agreement provisions by assessing the costs and benefits of doing so. Potentially beneficial changes to the City's agreement include revising the fee adjustment basis, adding penalties for noncompliance, adopting new performance standards, and requiring more detailed reporting and submission of underlying data.	**Implemented and Closed (2026)** SF Environment has reviewed landfill agreement provisions from 6 other public entities and identified beneficial provisions to include in the 2025 San Francisco Landfill Request for Proposals draft, including removal of the tonnage limit, simplification of the tipping fee, non-compliance penalties, and more detailed reporting requirements.

Report Date	Report Name	Recommendation	Status
10/17/23	The Community Challenge Grant Program's 2023 Solicitation Process Was Deeply Flawed and Needs to Be Redone Properly	2. The Office of the City Administrator should develop written procedures to document the role of the program's staff related to the grant solicitation process and ensure that all required steps taken during a solicitation process are adequately documented. These procedures should be communicated to staff and stored in a centralized location accessible to staff.	**Implemented and Closed (2026)** The Community Challenge Grant Program's (CCG) solicitation process handbook was completed in February 2025 and outlines all required solicitation process steps. The handbook has been shared with staff and is stored in a centralized directory accessible to CCG and City Administrator staff.
3/28/24	Criminal Conduct by Former San Francisco Public Utilities Commission General Manager Harlan Kelly Undermined the Integrity of City Procurements Despite Existing Rules Governing Gifts, Disclosures, and Sole Source Waivers	1. The San Francisco Public Utilities Commission and its oversight Commission should: • Foster an ethical organizational culture of transparency in which policy compliance is valued and create controls to restrict the ability of senior management to override departmental and city policies. • Remind employees of the availability of the Controller's Whistleblower Program and stress the need to protect the anonymity of whistleblowers.	**Implemented and Closed (2026)** SFPUC is committed to embedding the importance of adhering to laws, rules, and policies into its organizational culture. SFPUC leadership communicates this commitment through coordinated messaging from various leaders and divisions, including the General Manager, Filing Officer, and Human Resources Service, to ensure a clear, consistent, and sustained approach to compliance and accountability. SFPUC ensures that all staff receive proper communications covering topics related to ethics requirements and other related laws and policies. In an effort to create controls that restrict the ability of senior management to override policies, the department has reminded all staff of the availability of the Controller's Whistleblower Program and whistleblower protections.

Report Date	Report Name	Recommendation	Status
3/28/24	Criminal Conduct by Former San Francisco Public Utilities Commission General Manager Harlan Kelly Undermined the Integrity of City Procurements Despite Existing Rules Governing Gifts, Disclosures, and Sole Source Waivers	2. The San Francisco Public Utilities Commission should reinforce the importance of departmentwide compliance with the following city laws and rules: • Campaign and Governmental Conduct Code, Section 3.214, as it requires city employees to disclose relationships with individuals who have a financial interest in a governmental decision being made by the employee. • Campaign and Governmental Conduct Code, Section 3.216, as it addresses acceptance of gifts from restricted sources. • Campaign and Governmental Conduct Code, Section 3.218, which prohibit affording competitive advantages to one supplier. City contracting regulations around competitive solicitation waivers and delegated departmental purchasing authority restrictions, including the prohibition of order splitting.	**Implemented and Closed (2026)** SFPUC is committed to embedding the importance of adhering to laws, rules, and policies into its organization. SFPUC leadership communicates this commitment through coordinated messaging from various leaders and divisions, including the General Manager, Filing Officer, and Human Resources Service, to ensure a clear, consistent, and sustained approach to compliance and accountability. SFPUC actively ensures that all staff receive proper communications, cover topics related to Campaign and Governmental Conduct Code, Form 700 filing and ethics training requirements, and Summary of Ethics Laws. SFPUC adopted the Competitive Selection Process Communications Policy, which prohibits members of SFPUC from engaging in communications regarding any specific business opportunity at SFPUC at any time except in a public meeting. The policy further restricts communications between SFPUC officials/employees and proposers on SFPUC contracts during a "Restricted Communications Period." SFPUC began including an ongoing list of all contracts previously published on the Contract Advertisement Report that have not yet been awarded or terminated with each Contract Advertisement Report to communicate to Commissioners and the public which solicitations are subject to the Restricted Communications Period. Each individual who participates in the development or review of a solicitation is required to execute a "Conflict of Interest and Confidentiality Agreement" to protect the fairness and integrity of the solicitation process. SFPUC's Contract Administration Bureau, in consultation with the City Attorney's Office, ensures that all information related to a solicitation is shared publicly and all potential proposers have equal information.

Report Date	Report Name	Recommendation	Status
3/28/24	Criminal Conduct by Former San Francisco Public Utilities Commission General Manager Harlan Kelly Undermined the Integrity of City Procurements Despite Existing Rules Governing Gifts, Disclosures, and Sole Source Waivers	3. The Office of Contract Administration should update its guidance to clarify what may or may not constitute justification for a sole source waiver. This guidance should include that poor planning for procurements is not an appropriate justification.	**In Progress** The Office of Contract Administration will update Administrative Code Chapter 21 Rules and Regulations by December 2026 to include the recommended sole source procurement guidance.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	1. The Human Rights Commission[1] and Office of Economic and Workforce Development should comply with requirements of Chapter 21G of the San Francisco Administrative Code related to solicitation for all future grants.	**Implemented and Closed (2026)** The Human Rights Commission (HRC)[2] conducted subsequent Request for Proposals (RFPs) in compliance with Chapter 21G of the San Francisco Administrative Code in coordination with the City Attorney. The RFPs were conducted in accordance with all competitive solicitation requirements, including public posting, evaluation transparency, and documentation of selection criteria. The Office of Economic and Workforce Development (OEWD) worked with the City Attorney on subsequent RFPs to ensure compliance with Chapter 21G. OEWD added more objectivity to the evaluation process and improved maintenance of supporting grant award justification documentation to improve the open and competitive solicitation process.

[2] Effective July 1, 2025, the Human Rights Commission (HRC) was combined with the Department of Status of Women into 1 entity, Agency for Human Rights. For this report, this department is referred to as Human Rights Commission (HRC).

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3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	2. The Human Rights Commission and Office of Economic and Workforce Development should ensure grant documents do not contain misstatements, including any boilerplate or default language. (The funding department is responsible for ensuring the factual accuracy of all recitations in grant documents.)	**Implemented and Closed (2026)** HRC worked with the City Attorney to develop revised grant plan templates to include standardized descriptions of contract requirements. HRC implemented a quality assurance (QA) review for all grant documents to prevent factual inaccuracies and boilerplate errors. The QA process includes internal review by both Programs and Finance staff for accuracy, scope alignment, and template compliance before final routing. OEWD increased scope review to include Contracts and Grants staff, key program staff, and City Attorney, before final routing. In collaboration with the City Attorney, OEWD improved boilerplate language to note the actual procurement and award information to ensure accuracy and alignment of scope.

Report Date	Report Name	Recommendation	Status
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	3. The Human Rights Commission and Office of Economic and Workforce Development should ensure the scope of work in each grant agreement describes the unique services covered by the grant, in part to prevent grantees from billing two or more city departments for the same expenses.	**Implemented and Closed (2026)** HRC revised its Appendix B grant plan template to require that each scope of work state specific, measurable services tied to the funded RFP service area. Grant plans now go through a QA review by both Programs and Finance staff for scope alignment and template compliance before routing. Grantees disclose all other city contracts and grants in Appendix D, including PeopleSoft Agreement IDs and service descriptions, so overlapping funding is identified before execution. At the invoice stage, HRC tests every claimed cost for eligibility against the approved scope, service area, activities, budget, and term. These controls apply to all department grants. OEWD implemented an internal requirement for detailed budget narratives to ensure services are allowable, aligned with the scope of work, and not duplicative. OEWD is considering ways to collaborate with other departments in absence of a citywide grant management system. Such collaboration could include controls to reduce or prevent duplicate billing.

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3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	4. The Human Rights Commission and Office of Economic and Workforce Development should adhere to the Controller's Office Accounting Policies and Procedures regarding invoice reviews.	**Partially Implemented and Closed (2026)** HRC – Recommendation implemented and closed for HRC. OEWD – Recommendation is in progress. HRC's invoice review process aligns with the Controller's Office Accounting Policies and Procedures and is documented in HRC's Invoicing policy, which consolidates guidance in effect since 2025 and supersedes prior HRC invoice guidelines. Every invoice passes a 2-stage review. The Grant Manager reviews completeness, allowability, alignment with the approved budget and scope, and documentation sufficiency. HRC Finance then reviews calculations, compliance with city policies, and audit readiness. Each claimed cost must satisfy a 5-part test for allowability, eligibility, allocability, documentation, and proof of payment, supported by a matching PDF package, Excel budget-to-actuals workbook, and receipt crosswalk. HRC retains invoice records for 7 years and reinforces the process through staff training and weekly cross-divisional meetings. OEWD is working with the Controller's Office to revise its invoice review process to adhere to the Controller's Office Accounting Policies and Procedures. HRC has fully implemented the recommendation and OEWD is continuing to implement the recommendation. As this is the final follow-up on the status of recommendations, CSA considers the recommendation partially implemented and closed. Any further follow-up regarding continued implementation may be conducted by the Inspector General.

Report Date	Report Name	Recommendation	Status
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	5. The Human Rights Commission and Office of Workforce and Economic Development should ensure grantees provide complete and accurate disclosures of funding across city departments in grant agreements before grant execution, as required in the City's grant agreement template (Form G-100), Appendix D – Interests in Other City Contracts.	**Implemented and Closed (2026)** HRC updated Appendix D to include requirements to strengthen disclosure and accountability consistent with Form G-100 requirements, including PeopleSoft Agreement IDs, detailed service descriptions, and funding disclosures. These updates help ensure disclosure of any other city contracts or grants held by each grantee prior to execution. OEWD updated Appendix D to require additional details such as the department contract number, amount, title, and term start and end dates. These updates help ensure complete and accurate disclosures.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	6. The Office of Economic and Workforce Development should comply with its retention policies and procedures to retain documentation of the award process.	**Implemented and Closed (2026)** OEWD completed its file migration to cloud storage and updated its record retention policy to ensure all documents are retained and accessible.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	7. The Office of Economic and Workforce Development should document the justification if it selects a low-scoring proposer for a grant award.	**Implemented and Closed (2026)** OEWD now requires completion of a procurement close-out memo for all grant awards. The memo includes the scoring summary, award selections, and documented justification for awards made to low-scoring proposals.

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3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	8. The Office of Economic and Workforce Development should ensure awarded grants meet the objective(s) and scope of the grant request for proposal.	**Implemented and Closed (2026)** OEWD added language referencing the specific RFP and program area to grant agreement recitals to ensure that objectives and scope align with the submitted proposal.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	9. The Office of Economic and Workforce Development should conduct program monitoring to ensure grantees meet the targets set for the required performance metrics. If targets are not met, collaborate with grantees to assess the targets, metrics, and/or budget, and amend agreement if necessary.	**In Progress** OEWD is working with the Controller's Office to review OEWD's proposed Contract Performance Management and Monitoring Policy to ensure adherence to the Controller's Office Policy Establishing Nonprofit Contract Monitoring Standards and Guidelines.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	10. The Office of Economic and Workforce Development should change grant agreements only via written, approved amendments. Any change to a grant agreement, including a performance target, performance metric, or budget, should be formally documented in accordance with city rules and the department's policies and procedures. Grant budget changes should be reflected in the City's financial and procurement system.	**Implemented and Closed (2026)** OEWD will appropriately amend a grant agreement when there is either a change in scope or to the overall budget. OEWD is working with the City Attorney to review grant agreements and determine when an amendment is necessary.

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3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	11. The Office of Contract Administration should consider modifying rules and regulations related to Chapter 21G of the San Francisco Administrative Code to require that grant *proposals* disclose any city funding the grant applicant receives and the scope of work associated with such funding to help ensure departmental grants do not unwittingly overlap.	**Will Not Be Implemented and Closed (2026)** OCA and the City Administrator's Government Operations division considered the recommended rule change and are instead pursuing a solution leveraging existing reporting systems to ensure decision makers can access this information without adding a new burden for bidders.
3/11/25	Status of City Contracts and Grants With Rudolph Dwayne Jones and Related Entities After Criminal Charges and Suspension	12. The Controller's Office Systems Division should consider adding functionality to the City's financial and procurement system to allow or require departments to enter information on sub-grant awards and payments in the system.	**Implemented and Closed (2026)** Configuring the financial and procurement system to allow departments to enter sub-grant award information requires a project sponsor, such as a central agency or department, to work with department stakeholders to make decisions about the system's configuration and process requirements and to ensure the enhancements would strengthen financial oversight, ensure compliance with grant requirements, and improve transparency in the administration sub-awards. The Systems division will be ready to reconfigure PeopleSoft or another centralized business platform to collect sub-grant award and payment information when stakeholders reach a policy decision to require the collection of this information.