



Recommendations Not Fully Implemented After One Year

The Omnibus Audit Accountability Act of 2006

January 2023

REPORT 2022-041





CALIFORNIA STATE AUDITOR

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January 10, 2023
2022-041

The Governor of California
President pro Tempore of the Senate
Speaker of the Assembly
State Capitol
Sacramento, California 95814

Dear Governor and Legislative Leaders:

Consistent with the Omnibus Audit Accountability Act of 2006 (Government Code, sections 8548.7 and 8548.9), the California State Auditor (State Auditor) presents this special report to the Joint Legislative Audit Committee, Joint Legislative Budget Committee, and Department of Finance. This report notes that from November 2015 through October 2021, our office issued 186 reports on audits and investigations of state agencies. Those reports included 1,417 recommendations, and state agencies had fully implemented 1,184, or 84 percent of them, as of November 2022. However, we identified 233 recommendations not completely addressed that were more than one year old. Similarly, we issued 84 reports to nonstate entities, such as counties or school districts. Those reports included 858 recommendations and as of November 2022, the nonstate entities had implemented 681, or 79 percent of them. In addition to identifying which recommendations have and have not been fully implemented, the State Auditor's website contains written responses from each state agency explaining the status of each recommendation. For recommendations that have not been fully implemented, the website also provides agency responses regarding when or if these recommendations will be fully implemented.

Our audit and investigative efforts bring the greatest return when agencies act upon the findings and recommendations. For example, in July 2020, our office released an audit regarding the Department of Housing and Community Development's (HCD) inspection of mobile home parks. During the audit, we found that HCD had not inspected more than half of mobile home parks between 2010 and 2019. Mobile home parks that are not inspected are at risk because health and safety violations may not be identified. We also found that HCD was frequently not initiating complaint-driven inspections as rapidly as required, and HCD needed more information to manage its inspection activities. As of August 2022, HCD had fully implemented all 28 of our recommendations, thereby adopting practices that will improve its oversight of mobile home parks in California.

If you would like more information about any of the background or recommendations in this report, please contact our Public Affairs Office at (916) 445-0255.

Respectfully submitted,

A handwritten signature in black ink that reads 'Michael Tild'.

MICHAEL S. TILDEN, CPA
Acting California State Auditor

Contents

Introduction	1
Table 1 Recommendations Made to State Entities That Are More Than Five Years Old and Are Still Not Fully Implemented	5
Table 2 Recommendations Made to State Entities That Are More Than One Year Old and Are Still Not Fully Implemented	11
Table 3 Recommendations Made to Nonstate Entities That Are More Than One Year Old and Are Still Not Fully Implemented	49

INTRODUCTION

As required by the Omnibus Audit Accountability Act of 2006 (Accountability Act), the California State Auditor (State Auditor) presents our report on the status of recommendations that are more than one year old and have not been fully implemented by the audited entities. The Accountability Act requires state agencies audited or investigated by our office to provide updates on their implementation of audit recommendations. In October 2022, we provided our annual reminder to relevant state agencies about such recommendations that we issued more than a year ago and that they had not yet fully implemented. Subsequently, we reviewed agencies' responses and corresponding evidence. The following report of the status of these recommendations is current as of November 2022. Throughout the year, our website at www.auditor.ca.gov contains the most up-to-date information on the status of all audit recommendations.

RESULTS IN BRIEF

State Entities

From November 2015 through October 2021, the State Auditor issued 186 reports that related to audits or investigations of state agencies. These reports were requested through the Joint Legislative Audit Committee or legislation, were initiated by the State Auditor through the state high-risk program, or came about as the result of an investigation.¹ The State Auditor made 1,417 recommendations to the audited state agencies in those reports, of which 1,184 have been fully implemented. However, the State Auditor identified 233 recommendations made to 40 agencies that had been outstanding at least one year and remain not fully implemented as of November 2022.²

Nonstate Entities

From November 2015 through October 2021, the state auditor issued 84 reports that included nonstate entities, and made 858 recommendations to these entities. As of November 2022, the State Auditor identified 177 recommendations issued to 47 nonstate entities that are more than one year old and not fully implemented.

Importance of Implementing Recommendations


The State Auditor's audit and investigative efforts bring the greatest return when agencies act upon the findings and recommendations. For example, in July 2020 we released an audit concerning the Department of Housing And Community Development's (HCD) inspection of mobile home parks (parks). We found that HCD had not conducted inspections at more than half of the parks between 2010 and 2019, risking not identifying health and safety violations that could pose a serious danger to park residents. We found that HCD was frequently not initiating complaint-driven safety inspections in a timely manner. In addition, the audit found that HCD

¹ The statewide single audit (financial and federal compliance audits) is mandated as a condition of California receiving federal funding. The State Auditor follows up on recommendations made in those audits each year in the State Auditor's annual report on California's Internal Control and State and Federal Compliance. As of January 1, 2010, the State Auditor began reporting as required on the status of recommendations made in investigative reports. The State Auditor initiated the investigations in response to whistleblower complaints or other information suggesting improper governmental activities.

² Excludes recommendations for legislative changes. Those recommendations are included in a separate report to the Legislature.

lacked the information it needed to manage its inspection activities and was not adequately overseeing its inspectors, allowing opportunities for undetected misconduct. To address these issues, we made recommendations that would result in HCD more effectively monitoring parks, better complying with mandatory complaint inspection timelines, and improve the efficiency of HCD's use of resources. For example, in response to our recommendations, HCD adopted selection guidelines for park inspections that considered, among other items, whether the specific park had been inspected in the last seven years and whether HCD had found health and safety violations at the park. HCD also modified its database to record additional information regarding inspections, and provided direction on factors that should be considered for common types of violations. As of August 2022, HCD has fully implemented all 28 recommendations. By implementing our recommendations, HCD has adopted practices that will improve its oversight of mobile home parks throughout the State.

In October 2022, the State Auditor mailed notices to audited and investigated entities regarding recommendations more than a year old and not fully implemented, corresponding to reports issued from November 2015 through October 2021. The tables beginning on page 5 summarize and provide information on these recommendations. Table 1 shows recommendations more than five years old, issued to state entities between November 2015 and October 2016, which have not been fully implemented as of the agencies' latest response. Because the recommendations shown in Table 1 are more than five years old, the State Auditor will not reassess them in subsequent reports. Table 2, beginning on page 11, summarizes recommendations that have not been fully implemented for audits and investigations pertaining to state entities and issued between November 2016 and October 2021. As indicated on Table 2, the State Auditor did not always agree with agency assertions that certain recommendations were fully implemented. Two columns in Table 2 provide the State Auditor's reason for disagreement. Table 3, beginning on page 49, summarizes recommendations more than one year old made to nonstate entities and their current implementation status.

The  symbol appears in the tables next to the audit number whenever an audit has recommendations to more than one agency appearing in this report. Please refer to the index on page 3.

Index

Reference for Reports Featuring Recommendations to Multiple Entities

REPORT		ENTITIES WITH RECOMMENDATIONS
State Entities With Recommendations—Included in Table 2		
A	2016-126	California Department of Justice, California Department of Social Services
B	2016-130	University of California, University of California, Board of Regents
C	2017-109	California Department of Public Health, Department of Health Care Services, Office of Statewide Health Planning and Development
D	2017-117	Department of Health Care Services, Mental Health Services Oversight and Accountability Commission
E	2018-113	California Department of Corrections and Rehabilitation, California Rehabilitation Oversight Board
F	2019-046	California Department of Education, California Department of Justice, Department of Health Care Services
G	2019-105	California Department of Public Health, Department of Health Care Services
H	I2021-1	California Department of Food and Agriculture, California Department of Social Services
Nonstate Entities With Recommendations—Included in Table 3		
I	2016-141	Acton-Agua Dulce Unified School District, Antelope Valley Union High School District
J	2017-032	Bakersfield College, Peralta Community College District
K	2017-101	Los Angeles County Sheriff's Department, Sacramento County Sheriff's Department, San Diego County Sheriff's Department
L	2017-104	Los Angeles County Office of Education, Los Angeles Regional Adult Education Consortium, Montebello Unified School District
M	2019-108	Sacramento City Unified School District, Sacramento County Office of Education
N	2019-119	Los Angeles County Department of Mental Health, San Francisco Department of Public Health
O	2020-112	County of Mendocino, County of Santa Barbara Housing and Community Development Division, County of Santa Clara Office of Supportive Housing, Fresno Housing Authority
State and Nonstate Entities With Recommendations—Included in Tables 2 and 3		
P	2017-102	Cerritos College, Chancellor of the California Community Colleges, Foothill-De Anza Community College District, Los Rios Community College District
Q	2018-106	Alameda County Sheriff's Office, California Department of Corrections and Rehabilitation
R	2019-103	Butte County, California Governor's Office of Emergency Services, County of Sonoma, County of Ventura
S	2019-104	California Department of Education, San Bernardino City Unified School District
T	2019-116	Board of State and Community Corrections, Los Angeles County Probation Department
U	2019-125	California Department of Education, California Department of Public Health, Charter Academy of the Redwoods, Gateway Public Schools, Heartland Charter School, San Francisco Unified School District
V	2020-102	Board of State and Community Corrections, County of Alameda, County of Fresno, County of Los Angeles
W	2020-109	Butte County, California Department of Social Services, Kern County, Stanford University

Table 1
Recommendations Made to State Entities That Are More Than Five Years Old and Are Still Not Fully Implemented
(Reports Issued From November 2015 Through October 2016)

REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
ENVIRONMENTAL PROTECTION			
<i>State Water Resources Control Board</i>			
Investigations of Improper Activities by State Agencies and Employees: Conflict of Interest, Violation of Post-Employment Ethics Restrictions, Waste of State Funds, Misuse of State Resources, and Incompatible Activities I2016-2 <i>(August 2016)</i>	1. Take appropriate corrective action against the district engineer and the supervisors for their participation in or failure to address the conflict of interest.	6	Unknown
GENERAL GOVERNMENT			
<i>California Public Utilities Commission</i>			
California Public Utilities Commission: It Should Reform Its Rules to Increase Transparency and Accountability, and Its Contracting Practices Do Not Align With Requirements or Best Practices 2016-104 <i>(September 2016)</i>	4. To avoid the appearance of inappropriate relationships, the CPUC should adopt a policy to prohibit commissioners from accepting gifts from regulated utilities and energy companies and free travel from organizations with significant ties to regulated utilities and other parties with financial interests in CPUC proceedings.	6	Will Not Implement
	13. The CPUC should update its regulations to require parties joining a proceeding by filing a protest or response to an application or petition, or by filing comments in response to a rulemaking proceeding to fully disclose their interests in the proceeding.	6	Will Not Implement
GOVERNMENT OPERATIONS			
<i>Department of General Services</i>			
California Department of General Services' Real Estate Services Division: To Better Serve Its Client Agencies, It Needs to Track and Analyze Project Data and Improve Its Management Practices 2015-117 <i>(March 2016)</i>	2. To ensure long-term efficient and effective delivery of projects, the division, in its planned implementation of its new project management system in July 2017, should ensure that the project management system can centrally track and extract all data regarding project status, including time delays, cost overages, and the reasons for each.	6	August 2023
	3. To ensure long-term efficient and effective delivery of projects, the division, in its planned implementation of its new project management system in July 2017, should track the reasons that projects are pending to identify its true backlog of projects. In doing so, it should develop a process to follow up on those projects that are pending to ensure that they are not on hold unnecessarily and are appropriately moving forward.	6	August 2023
	4. To ensure long-term efficient and effective delivery of projects, the division, in its planned implementation of its new project management system in July 2017, should, at least annually, use the centrally tracked data to identify common themes in the causes for project delays and cost overages and develop solutions to address these issues. Further, it should report the results of its review to General Services' executive management.	6	August 2023

continued on next page ...

REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
	5. Until the division implements its planned project management system, it should, by September 2016, develop a process to, at a minimum, identify project status and reasons for project delays as well as cost overages. Using these data, the division should modify its project management processes to ensure the efficient and effective delivery of projects.	6	Will Not Implement
	6. The division should develop and implement a process for preparing reasonable time frames and cost estimates for its projects within the building management branch. To better inform the development of this process, the division should evaluate the branch's structure, which should include a staffing analysis, to determine whether it is effectively organized and whether it should add cost estimator positions.	6	Will Not Implement
	7. To ensure that client agencies are paying equitable rates, by December 2016 General Services should develop and implement a strategy for allocating its administrative costs equally among all the projects it completes for client agencies, including those portions outsourced to private firms.	6	Will Not Implement
	8. To ensure that the project management branch charges its client agencies a competitive hourly rate, by December 2016 and every two years thereafter, the division should conduct a rate analysis that fully accounts for differences between the project management branch's rate and private firms' rates. If it finds that the rates are not competitive, the division should identify and implement strategies to ensure that the project management branch's rates are as competitive as they can be with those of its private firm counterparts. Further, the division should explore and implement any other reasonable methods to ensure that it is delivering projects as cost effectively as possible.	6	Will Not Implement
	10. To improve its communication with client agencies, the division should develop a process for providing periodic detailed bills and invoices to client agencies clearly describing the work for which it is charging.	6	August 2023
	11. To effectively evaluate the performance of its branches in delivering projects, the division should develop meaningful goals and objectives and a method of measuring its success in achieving them as part of its strategic plan that is focused on ensuring that projects are delivered on time and within budgeted cost estimates.	6	Will Not Implement
	12. To ensure that its project management staff are adequately trained and have the information necessary to deliver projects as efficiently and effectively as possible, the division should conduct a comprehensive survey every other year of all of its client agencies to inform necessary improvements to its processes and training program and, in the interest of transparency, make the survey results public.	6	Will Not Implement

HEALTH AND HUMAN SERVICES

California Department of Social Services

<p>California's Foster Care System: The State and Counties Have Failed to Adequately Oversee the Prescription of Psychotropic Medications to Children in Foster Care</p> <p>2015-131 (August 2016)</p>	<p>30. To improve the oversight of psychotropic medications prescribed to foster children, Social Services should collaborate with the counties and other relevant stakeholders—including Health Care Services, as necessary—to develop and implement a reasonable oversight structure that ensures the coordination of the State's and counties' various oversight mechanisms as well as the accuracy and completeness of the information in Social Services' data system. This structure should include at least the items specified in the recommendation in the audit report.</p>	6	Will Not Implement
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REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
Department of Developmental Services			
Department of Developmental Services: It Cannot Verify That Vendor Rates for In-Home Respite Services Are Appropriate and That Regional Centers and Vendors Meet Applicable Requirements 2016-108 <i>(October 2016)</i>	5. To ensure that in-home respite vendors are providing quality services and that vendors are adhering to state requirements, DDS should issue regulations requiring regional centers to conduct periodic and ongoing reviews of vendors' programs, employees, and consumer records.	6	Will Not Implement

HIGHER EDUCATION

University of California

The University of California: Its Admissions and Financial Decisions Have Disadvantaged California Resident Students 2015-107 <i>(March 2016)</i>	1. To meet its commitment to California residents, the university should replace its "compare favorably" policy with a new admission standard for nonresident applicants that reflects the intent of the Master Plan. The admission standard should require campuses to admit only nonresidents with admissions credentials that place them in the upper half of the residents it admits.	6	Will Not Implement
	2. To meet its commitment to California residents, the university should amend its referral process by taking steps to increase the likelihood that referred residents ultimately enroll.	6	Will Not Implement
	3. To ensure that campuses' interpretations of admission standards do not adversely impact residents, the university should implement a thorough process to annually evaluate the qualifications of students who apply and students who are admitted. These evaluations should highlight instances when campuses admit nonresidents who are less qualified than residents and should include corrective action steps. Moreover, this evaluation should include resident and nonresident undergraduate enrollment in majors at each campus. The university should make the results of this evaluation—including details of the academic qualifications of students who applied and who were admitted—publicly available.	6	Ongoing
	8. To ensure the reasonableness of the compensation the university pays its executives, it should include—to the extent possible—all items of compensation when setting or adjusting salaries and benefits, when conducting surveys and studies, and when comparing the compensation packages of its executives to those in similar positions outside the university.	6	To Be Determined
	10. To improve the transparency and timeliness of its annual compensation report, the university should streamline the process it uses to prepare the report so it can be issued by April of each year.	6	Will Not Implement
	12. To maximize the savings and new revenue from the Working Smarter initiative and ensure that the university uses them for its academic and research missions, the Office of the President should immediately require that the campuses fully participate in all projects unless they can provide compelling evidence demonstrating a harmful effect.	6	Ongoing

REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
	13. To maximize the savings and new revenue from the Working Smarter initiative and ensure that the university uses them for its academic and research missions, the Office of the President should, by June 30, 2016, to the extent possible, implement a process to centrally direct these funds to ensure that campuses use them to support the core academic and research missions of the university.	6	†
	14. To maximize the savings and new revenue from the Working Smarter initiative and ensure that the university uses them for its academic and research missions, the Office of the President should ensure that it substantiates that projects are actually generating savings and new revenue and that it can demonstrate how the university uses these funds.	6	Ongoing
	15. To ensure that its recruiting efforts benefit residents, the university should prioritize recruiting residents over nonresidents. In particular, the university should focus its recruiting efforts broadly to ensure that it effectively recruits resident underrepresented minorities. For example, the university could establish a limit on the amount of funds it dedicates to nonresident recruiting. Further, it should develop a process to better track its nonresident and resident recruiting expenditures.	6	Will Not Implement
	16. To determine if the campuses are using funds to further the goals of the University of California system and the Legislature, the Office of the President should begin regularly monitoring and analyzing how campuses are using both state funds and nonresident supplemental tuition. If, after the close of the fiscal year, the Office of the President determines that campuses are not using state funds and/or nonresident supplemental tuition in accordance with those goals, the Office of the President should take steps to correct the campuses' spending decisions as soon as possible.	6	Will Not Implement
	17. To ensure that it spends state funds prudently for programs that do not directly relate to educating students, the university should track spending from state funds for programs that do not relate to educating students.	6	Will Not Implement
	18. To ensure that it spends state funds prudently for programs that do not directly relate to educating students, the university should reevaluate these programs each year to determine whether they continue to be necessary to fulfill the university's mission.	6	Will Not Implement
	19. To ensure that it spends state funds prudently for programs that do not directly relate to educating students, the university should explore whether the programs could be supported with alternate revenue sources.	6	June 2023
	22. To ensure that its rebenching efforts lead to equalized per-student funding among the campuses, the university should adopt a methodology that it can use, at least every three to five years, to update its weighting system to ensure the weight factors take into account campuses' actual costs of instruction, using the cost study that we recommend in Chapter 1 and other revenue sources if necessary.	6	June 2023
	23. To ensure that its rebenching efforts lead to equalized per-student funding among the campuses, the university should exclude from its rebenching calculation all state funding it uses for programs that do not directly relate to educating students. The university should exclude these programs only after it has evaluated them in accordance with the recommendation we made previously.	6	Will Not Implement

REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
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K-12 EDUCATION

California Department of Education

<p>Student Mental Health Services: Some Students' Services Were Affected by a New State Law, and the State Needs to Analyze Student Outcomes and Track Service Costs</p> <p>2015-112 (January 2016)</p>	<p>3. To ensure that all LEAs comply with federal special education requirements, Education should require them to include directly in a student's IEP document reasons for any changes to student placement or services.</p>	6	Will Not Implement
	<p>8. To enable it to review additional areas of its special education program for quality assurance, Education should collect information about the frequency of the provision of each service contained in all students' IEPs. Education should then use this information to annually review the frequency of mental health services and follow up with SELPAs when it observes a significant reduction in the frequency of services.</p>	6	Will Not Implement
	<p>9. To ensure that LEAs comply with federal and state requirements, Education should require all LEAs to use the IEP document to communicate the rationale for residential treatment and any potential harmful effects of such placement.</p>	6	Will Not Implement
	<p>18. Education should analyze and report to the Legislature, by May 30, 2016, on the outcomes for students receiving mental health services statewide, including outcomes across the six performance indicators we identified, in order to demonstrate whether those services are effective. Once it has reported this statewide information, Education should provide each LEA throughout the State a report regarding the outcomes for the students the LEA served.</p>	6	Will Not Implement
	<p>20. To ensure that the State knows the amount LEAs spend to provide mental health services for student IEPs, before the start of the 2017-18 fiscal year, Education should develop, and require all LEAs to follow, an accounting methodology to track and report expenditures related to special education mental health services.</p>	6	Will Not Implement
	<p>29. To ensure that the State provides special education and related services to all eligible students, Education should investigate the difference between the estimated number of school aged children statewide who have a severe emotional disturbance and the number receiving mental health services through an IEP and determine the reason for such a discrepancy. Education should then take any steps necessary to assist LEAs in identifying and providing services to children who are severely emotionally disturbed.</p>	6	Will Not Implement

LEGISLATIVE, JUDICIAL, AND EXECUTIVE

California Department of Justice

<p>The CalGang Criminal Intelligence System: As the Result of Its Weak Oversight Structure, It Contains Questionable Information That May Violate Individuals' Privacy Rights</p> <p>2015-130 (August 2016)</p>	<p>11. As the Legislature considers creating a public program for shared gang database oversight and accountability, Justice should guide the board and the committee to identify and address the shortcomings that exist in CalGang's current operations and oversight. The guidance Justice provides to the board and the committee should address, but not be limited to, instructing user agencies that use CalGang to complete a comprehensive review of all the gangs documented in CalGang to determine if they meet the necessary requirements for inclusion and to purge from CalGang any groups that do not meet the requirements. Justice should guide the board and the committee to ensure that user agencies complete this review in phases, with the final phase to be completed by June 30, 2018.</p>	6	†
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REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION
	<p>12. As the Legislature considers creating a public program for shared gang database oversight and accountability, Justice should guide the board and the committee to identify and address the shortcomings that exist in CalGang's current operations and oversight. The guidance Justice provides to the board and the committee should address, but not be limited to, instructing all user agencies to complete a comprehensive review of the records in CalGang to determine if the user agencies have adequate support for the criteria associated with all the individuals they have entered as gang members. If the user agencies do not have adequate support, they should immediately purge the criteria—and, if necessary, the individuals—from CalGang. In addition, the user agencies should ensure that all the fields in each CalGang record are accurate. Justice should guide the board and the committee to ensure that user agencies complete this review in phases, with the final phase to be completed by September 30, 2019.</p>	6	†
California Department of Tax and Fee Administration[‡]			
<p>State Board of Equalization: Its Tobacco Tax Enforcement Efforts Are Effective and Properly Funded, but Other Funding Options and Cost Savings Are Possible</p> <p>2015-119 (March 2016)</p>	<p>2. Unless the Legislature directs the board to eliminate the compliance fund's excess fund balance within a time frame of more than a year, the board should eliminate the excess fund balance by June 30, 2017 by using it to offset the licensing program's annual funding shortfall. The board should also limit the fund's future balance to no more than two months' worth of licensing program expenditures.</p>	6	†

† Contrary to the State Auditor's determination, the audited agency believes it has fully implemented the recommendation.

‡ In July 2017, the State Board of Equalization was restructured and transferred duties to the California Department of Tax and Fee Administration.

Table 2
Recommendations Made to State Entities That Are More Than One Year Old and Are Still Not Fully Implemented
(Reports Issued From November 2016 Through October 2021)

REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION	STATE AUDITOR'S ASSESSMENT	
				AUDITEE DID NOT SUBSTANTIATE ITS CLAIM OF FULL IMPLEMENTATION	AUDITEE DID NOT ADDRESS ALL ASPECTS OF THE RECOMMENDATION
BUSINESS, CONSUMER SERVICES, HOUSING					
<i>Board of Registered Nursing</i>					
Board of Registered Nursing: It Has Failed to Use Sufficient Information When Considering Enrollment Decisions for New and Existing Nursing Programs 2019-120 (July 2020)	6. To ensure that BRN is using up-to-date, accurate, and objective information to inform the governing board's enrollment decisions and to assess clinical capacity for student placements, by April 1, 2021, BRN should do the following: <ul style="list-style-type: none"> • Compile and aggregate the information from the facility approval forms into a database and take reasonable steps to ensure that the information is accurate and current. 	2	June 2023		
	7. To ensure that BRN is using up-to-date, accurate, and objective information to inform the governing board's enrollment decisions and to assess clinical capacity for student placements, by April 1, 2021, BRN should do the following: <ul style="list-style-type: none"> • Annually publish clinical capacity information on its website for public use. 	2	June 2023		
	9. To identify additional facilities that might offer clinical placement slots, by October 1, 2021, and annually thereafter, BRN should compare its nursing program database with OSHPD's list of health care facilities. BRN should share the results of its comparison with nursing programs by publishing this information on its website.	2	June 2023		
Board of Registered Nursing: Significant Delays and Inadequate Oversight of the Complaint Resolution Process Have Allowed Some Nurses Who May Pose a Risk to Patient Safety to Continue Practicing 2016-046 (December 2016)	7. To ensure that BRN resolves complaints regarding nurses in a timely manner, by March 1, 2017, it should establish a plan to eliminate its backlog of complaints awaiting assignment to an investigator.	5	†	•	
	10. To increase its pool of expert witnesses, by June 2017, BRN should take the steps necessary to increase the hourly wage it pays expert witnesses.	5	Will Not Implement		


REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION	STATE AUDITOR'S ASSESSMENT	
				AUDITEE DID NOT SUBSTANTIATE ITS CLAIM OF FULL IMPLEMENTATION	AUDITEE DID NOT ADDRESS ALL ASPECTS OF THE RECOMMENDATION
Department of Housing and Community Development					
California Department of Housing and Community Development: Its Oversight of Housing Bond Funds Remains Inconsistent 2018-037 (September 2018)	16. To ensure that it is able to meet its administrative monitoring obligations and that it uses housing bond funds in compliance with state law, regulations, and program guidelines, HCD should develop a long-term plan by January 1, 2019, for how it will avoid exceeding the administrative cost limits of those programs in the most immediate danger of overage and for how it will address instances when it has exceeded administrative cost limits. The plan should identify the programs at risk of exceeding the limit; the actions HCD will take for each program to gain efficiencies; its plan for moving staff between programs; a request for more money or legislative changes such as modifying the statutory limit on administrative spending, if necessary; and an evaluation of the consequences of not fulfilling its monitoring obligations.	4	†		•
	18. To ensure that it complies with state law, prudently uses administrative funding, and promotes transparency, HCD should calculate and retain only funds equal to its actual administrative costs in instances when it does not disburse awarded funds to a recipient and subsequently grants the funds to another recipient.	4	†		•
	19. To ensure that it does not exceed administrative cost restrictions and that it maximizes the funds intended to address target populations' housing needs, HCD should estimate when it will run out of administrative funds for any specific program, document its projection methodology, and provide underlying data and support for its estimates. The projections should include, but not be limited to, actual staff time spent on the program, the number of awards being monitored, and the length of monitoring. Staff should provide these projections and methodologies to management for review and approval by December 1, 2018, and then at least biannually thereafter.	4	†	•	•
California Department of Housing and Community Development: It Failed to Expedite Access to Federal Funding to Address the Impact of the COVID Pandemic on California's Homeless Population 2020-611 (August 2021)	3. To ensure its ability to more quickly provide CoCs with access to emergency funding that the federal government allocates to the State in the future, such as additional ESG-CV funding, the department should, by December 2021, develop a strategy that it can use in emergency situations to more efficiently complete or amend contracts and make funding available to recipients.	1	†	•	•
	5. To ensure that it has the data necessary to measure the effect the ESG-CV program has in addressing homelessness, the department should immediately develop and implement a plan to collect outcome information either independently or through HDIS. Also, by March 2022, the department should begin reporting annually the outcome information it collects so that it can demonstrate the effectiveness of its programs and so that decision makers can use the reported data to inform budget and policy decisions.	1	March 2023		



REPORT TITLE, NUMBER, AND ISSUE DATE	RECOMMENDATION	NUMBER OF YEARS RECOMMENDATION HAS APPEARED IN THIS REPORT	ESTIMATED DATE OF COMPLETION	STATE AUDITOR'S ASSESSMENT	
				AUDITEE DID NOT SUBSTANTIATE ITS CLAIM OF FULL IMPLEMENTATION	AUDITEE DID NOT ADDRESS ALL ASPECTS OF THE RECOMMENDATION

CORRECTIONS AND REHABILITATION

California Department of Corrections and Rehabilitation

<p>California Department of Corrections and Rehabilitation: It Has Poorly Administered the Integrated Services for Mentally Ill Parolees Program, and With Current Funding Cuts, It Must Find Ways to Transition Parolees to County Services</p> <p>2020-103 (August 2020)</p>	1.	To increase public safety and reduce the likelihood of recidivism, Corrections should establish a separate category in the appropriate data system to track the individuals who would have qualified for the integrated services program. It should also ensure that staff in the institutions, including mental health clinicians and staff involved in prerelease planning, coordinate with parole to assign these individuals to parole agents with specialized caseloads who have the training and experience to serve this population. Corrections should focus its efforts on at least the eight counties that are losing the integrated services program and complete the steps noted in this recommendation by February 2021.	2	July 2023		
	2.	To increase public safety and reduce the likelihood of recidivism, Corrections should continue to meet with the appropriate staff in the behavioral health departments of the eight counties where the integrated services program currently operates to facilitate coordination among Corrections' staff, the providers, and the counties. The coordination should focus on smoothly transitioning current program participants to the county services they need and on developing processes for future parolees with mental illness and issues with homelessness who will transition to county services. Corrections should begin holding these meetings by October 2020 and continue them until all necessary processes are in place.	2	July 2023		
	4.	To determine whether parolees with mental illness who have housing needs are receiving necessary services and support during their parole terms, Corrections should review its processes for connecting these individuals to county services by determining the appropriate metrics to evaluate its processes and setting goals related to those metrics.	2	July 2023		
	5.	To determine whether parolees with mental illness who have housing needs are receiving necessary services and support during their parole terms, Corrections should review its processes for connecting these individuals to county services by ensuring that it is collecting sufficient, consistent data to review those metrics.	2	July 2023		
	6.	To determine whether parolees with mental illness who have housing needs are receiving necessary services and support during their parole terms, Corrections should review its processes for connecting these individuals to county services by establishing a timeline for conducting reviews regularly, but at least every three years. Corrections should develop its plan by July 2021 and include at least the eight counties formerly served by the integrated services program. Corrections should complete its first review by December 2021.	2	July 2023		

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	7. To determine whether parolees with mental illness who have housing needs are receiving necessary services and support during their parole terms, Corrections should review its processes for connecting these individuals to county services by reporting on its success in meeting its goals to the Council on Criminal Justice and Behavioral Health and the public. Corrections should develop its plan by July 2021 and include at least the eight counties formerly served by the integrated services program. Corrections should complete its first review by December 2021.	2	†	•	•
	8. To determine whether parolees with mental illness who have housing needs are receiving necessary services and support during their parole terms, Corrections should review its processes for connecting these individuals to county services by using the reviews to identify changes to improve its processes for connecting parolees to resources, including improving training for Corrections' staff. Corrections should develop its plan by July 2021 and include at least the eight counties formerly served by the integrated services program. Corrections should complete its first review by December 2021.	2	July 2023		
California Department of Corrections and Rehabilitation: It Must Increase Its Efforts to Prevent and Respond to Inmate Suicides 2016-131 (August 2017)	2. Corrections should immediately require mental health staff to score 100 percent on risk evaluation audits in order to pass. If a staff member does not pass, Corrections should require the prison to follow its current policies by reviewing additional risk evaluations to determine whether the staff member needs to undergo additional mentoring.	5	Will Not Implement		
	16. To ensure that prisons comply with its policies related to suicide prevention and response, Corrections should continue to develop its audit process and implement it at all prisons by February 2018. The process should include, but not be limited to, audits of the quality of prisons' risk evaluations and treatment plans.	5	October 2023		
 E California Department of Corrections and Rehabilitation: Several Poor Administrative Practices Have Hindered Reductions in Recidivism and Denied Inmates Access to In-Prison Rehabilitation Programs 2018-113 (January 2019)	1. To ensure that Corrections has reliable tools for assessing the needs of its inmate population, it should validate COMPAS and CSRA by January 2020 and revalidate all of its assessment tools at least every five years.	3	July 2023		
	8. To increase the space available for rehabilitation programs, by January 2020 Corrections should analyze and report on its current infrastructure capacity compared to its needs for the programs. The report should include the current space available and the square footage needed. If the report indicates that additional space is necessary, Corrections should work with the Legislature to address those needs.	3	October 2023		

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	13. To ensure that Corrections effectively and efficiently allocates resources and reduces recidivism, it should collaborate with C-ROB during fiscal year 2019–20 to establish annual targets for reducing recidivism and determining the cost-effectiveness of the programs. Corrections should also request federal grants tied to setting targets for recidivism reduction.	3	September 2023		
  Correctional Officer Health and Safety: Some State and County Correctional Facilities Could Better Protect Their Officers From the Health Risks of Certain Inmate Attacks 2018-106 <i>(September 2018)</i>	21. To ensure the health and safety of its officers when interacting with inmates, CIM should provide annual training that is specific to preventing and responding to gassing attacks.	4	†	•	•
Investigations of Improper Activities by State Agencies and Employees: Misuse of Resources, Inaccurate Attendance Records, Disclosure of Confidential Information, and Improper Payments I2017-1 <i>(March 2017)†</i>	17. CDCR should enforce its current procedure to retain Institutional Worker Supervision Pay (IWSP) documentation.	5	December 2022		
	19. CDCR should train all employees, supervisors, and personnel staff who receive, approve, or issue the extra pay to ensure that they are familiar with the requirements of the IWSP procedure and Pay Differential 67.	5	December 2022		
Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property I2018-1 <i>(July 2018)†</i>	20. Fully implement and continue to follow recommendations from prior investigative reports involving similar inappropriate inmate supervision pay at other CDCR facilities, including the recommendation to train all employees who receive, approve, or issue the inmate supervision pay.	4	December 2022		

California Prison Industry Authority

California Prison Industry Authority: It Gave Nearly \$1.3 Million in Unlawful Gifts to Other State Agencies and Repeatedly Violated Merit Based Employment Principles I2019-0559 <i>(July 2021) †</i>	9. CalPIA should, in consultation with the Personnel Board, consider voiding appointments and requiring employees who acted in bad faith to return all compensation as the Table on page 22.	1	Unknown		
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California Rehabilitation Oversight Board						
<p>California Department of Corrections and Rehabilitation: Several Poor Administrative Practices Have Hindered Reductions in Recidivism and Denied Inmates Access to In-Prison Rehabilitation Programs</p> <p>2018-113 (January 2019)</p>	16. To ensure that Corrections is taking steps to reduce recidivism, C-ROB should monitor whether Corrections is developing appropriate recidivism targets and, in its annual report, should evaluate Corrections' progress toward meeting those targets.	3	Will Not Implement			
	Department of Rehabilitation					
	<p>Department of Rehabilitation: Its Inadequate Guidance and Oversight of the Grant Process Led to Inconsistencies and Perceived Bias in Its Evaluations and Awards of Some Grants</p> <p>2017-129 (July 2018)</p>	3. To comply with state laws and regulations and help ensure that staff involved in making governmental decisions during the grant process are impartial, Rehabilitation should ensure that they receive ethics training, which includes conflict-of-interest training, at least every two years.	4	†	•	•
		13. To ensure that it provides sufficient oversight of the grant process, Rehabilitation should ensure that the technical review teams it assigns to grants provide the director and chief deputy with a memorandum summarizing the evaluation process and the evaluators' recommended grant awardees. Rehabilitation should also designate an individual responsible for reviewing and approving the memorandum and recommended awardees before it publishes its notice of intent to award.	4	†	•	•
14. If it finds errors in an evaluation that merit restarting the grant process, rescoring of applications, or convening a new evaluation panel, Rehabilitation should resolve any issues before it begins the rescoring process. It should also notify applicants to ensure that they are aware of any changes to the process due to the errors. Further, it should consider promulgating regulations and amending its grant manual to permit staff to request evaluators to rescore applications or convene a new evaluation panel when it finds issues with an evaluation.		4	June 2023			
15. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual that staff at the appropriate level of authority are to acknowledge all appeal requests, notify intended awardees that could be affected by the appeals, and inform the appellant of the qualifications of the review committee members. Staff at the appropriate level of authority must also notify all affected parties of the review committee's final decision within the time frame Rehabilitation establishes in regulations.		4	December 2022			



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	16. To ensure that Rehabilitation has appropriate oversight of its grant process and can sufficiently demonstrate that it followed the process, it should designate staff, separate from those involved in the respective grant process, to conduct a review of each grant process for procedural errors, evaluator prejudice, and whether evaluators supported their scores with evidence from the relevant applications before it awards grants.	4	†	•	•
	17. To comply with federal and state requirements, and to ensure consistency and fairness in its grant process, Rehabilitation should revise and formalize the policies and procedures in its grant manual to incorporate the rules adopted by regulation and to address the recommendations in this report. The grant manual should specify that any deviations from the required grant process must be for good cause and be documented.	4	December 2022		
	18. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual a process for the review committees to request additional information from appellants or program staff. To allow time for an adequate review of any additional information, Rehabilitation should consider extending the time for review committees to issue their decision on appeals from 30 days to 45 days.	4	December 2022		
	19. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual that to be able to rescore applications when necessary, the review committee members should be subject-matter experts or, if they are not subject-matter experts, the review committee should have the authority to recommend a new evaluation panel instead of rescoring applications itself when it identifies a reason to invalidate previous evaluations.	4	December 2022		

ENVIRONMENTAL PROTECTION

California Air Resources Board

<p>California Air Resources Board: Improved Program Measurement Would Help California Work More Strategically to Meet Its Climate Change Goals</p> <p>2020-114 (February 2021)</p>	<p>1. To improve its ability to isolate each of its incentive programs' additional GHG reductions, by February 2022 CARB should establish a process to formally identify its incentive programs' overlap with other programs that share the same objectives. As part of that process, CARB should document how it will account for the overlap to allow the most accurate program measurement possible.</p>	1	December 2023		
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	3. To improve its ability to identify the effectiveness of each of its incentive programs in reducing GHG emissions, by August 2021 CARB should develop a process to define, collect, and evaluate data on the behavioral changes that result from each of its incentive programs. Having done so, by February 2022 CARB should collect and analyze relevant survey information for all consumer-focused incentive programs, as well as information about the behavioral effects of programs that other entities offer, such as the federal tax credit.	1	December 2023		
	4. To better assist the State in achieving its GHG goals, CARB should use the information we describe to refine its GHG emissions estimates for its incentive programs in its annual reports to the Legislature, the funding plans approved by its board, and any longer-term planning documents or reports.	1	2024		
	11. To better demonstrate the socioeconomic benefits that its incentive programs achieve, by February 2022 CARB should do the following: <ul style="list-style-type: none"> Identify clear and measurable metrics it will use to assess each of the socioeconomic benefits it intends its programs to achieve. Develop a process to collect data, or use existing data, to measure and report on each metric. In its funding plans and annual reports, CARB should report to the Legislature and its board on the metrics. 	1	Fall 2023		
	12. To provide transparency to the Legislature and other stakeholders, beginning in 2022 and using the metrics and data described above, CARB should make funding and design recommendations in its funding plans and annual reports based on which programs are effective in producing socioeconomic benefits and at what cost.	1	Fall 2025		
	13. To ensure that the State has reliable information about the extent to which cap-and-trade-funded programs create and support jobs, by August 2021 CARB should begin collecting data on the jobs produced by each of its incentive programs. Where needed, CARB should pursue amendments to its agreements with its program administrators to make reporting this information mandatory. CARB should include an analysis of these jobs data in its annual reports to the Legislature beginning in 2022.	1	March 2023		

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	14. To ensure that its incentive programs promote effective and equitable job training, by August 2021 CARB should develop a process to assess which programs should include a job training element. For those programs it identifies, by February 2022 CARB should direct its staff or its external program administrators to collect and report on the quality of job trainings and outcomes experienced by participants, including who received training, the credentials participants received as a result, any actual or expected wages they received as a result of participating in the training or for developing the relevant expertise, and the number of participants from disadvantaged communities or low-income communities and households.	1	Fall 2024		

Department of Toxic Substances Control

California Department of Toxic Substances Control: The State's Poor Management of the Exide Cleanup Project Has Left Californians at Continued Risk of Lead Poisoning 2020-107 (October 2020)	3. To ensure that the public and policy makers have the information they need to make informed decisions, DTSC should, by no later than April 2021, identify and publicize a date by which it expects to complete cleanup for all properties that meet or exceed the standard for lead contamination of 80 ppm identified in DTSC's cleanup plan. It should post this information on its website and, at least every six months, publish an update that indicates whether it is on track to meet that expected completion date based on its rate of progress.	2	March 2025		
	4. To ensure that it has sufficient funding to clean up all lead-contaminated properties in the cleanup site, DTSC should do the following: <ul style="list-style-type: none"> • Identify the full amount of funding it needs to complete the cleanup of the 3,200 most contaminated properties and the remaining 4,600 contaminated properties. It should submit a request for funding in time for spring 2021 budget discussions that includes a range of funding options that spans from funding for the full cleanup to funding for only a portion of the remaining contaminated properties. • Immediately revise its cost estimation methods to encompass the factors that it now knows will affect its overall costs. If needed, it should contract for expertise in determining accurate and complete estimates of the remaining cleanup cost. 	2	March 2025		

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State Water Resources Control Board					
State and Regional Water Boards: They Must Do More to Ensure That Local Jurisdictions' Costs to Reduce Storm Water Pollution Are Necessary and Appropriate 2017-118 (March 2018)	7. If the State Water Board believes regulations are necessary to ensure that the regional boards and local jurisdictions follow its guidance regarding adequate and consistent information pertaining to their costs for storm water management, the State Water Board should adopt such regulations.	4	Unknown		
	11. The State Water Board should revise its trash policy to focus it on local jurisdictions that have water bodies that are harmed by trash, as identified by the polluted waters list. In addition, the State Water Board should review the polluted waters list at least biannually to identify any additional water bodies recently determined to be harmed by trash and impose its trash policy on the applicable jurisdictions.	4	Will Not Implement		

GENERAL GOVERNMENT

Board of State and Community Corrections




Juvenile Justice Crime Prevention Act: Weak Oversight Has Hindered Its Meaningful Implementation 2019-116 (May 2020)	20. To ensure that counties include accurate information in their comprehensive plans and year-end reports, Community Corrections should review the information counties submit to it and follow up with them to obtain missing information or to clarify information that seems incorrect.	2	†	•	
	21. To better promote effective local efforts related to the JJCPA, Community Corrections should include on its website the capability for stakeholders, counties, and other interested parties to review and easily compare the JJCPA information of multiple counties. Specifically, its website should allow users to be able to select a specific type of JJCPA-funded program and easily review information the counties submitted for all programs associated with that program type. Community Corrections should determine the cost of providing this additional service and, if necessary, request additional resources.	2	Will Not Implement		
Board of State and Community Corrections: Its Administration of Coronavirus Emergency Supplemental Funds Has Been Marred by Delays, Unfair Awards, and Insufficient Monitoring 2021-616 (October 2021)	1. To ensure that it efficiently and effectively administers state and federal grants, including any future emergency funds it might receive, Community Corrections should improve its standard grant policies and procedures by December 2021 to address the justification for the allocation formula it chooses, including an assessment of the recipients' need for the funds.	1	†	•	•
	2. To ensure that it efficiently and effectively administers state and federal grants, including any future emergency funds it might receive, Community Corrections should improve its standard grant policies and procedures by December 2021 to address how its allocation of emergency funds, such as federal COVID-19 funding, will reflect the effect of the emergency on potential applicants.	1	†	•	•

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	3. To ensure that it efficiently and effectively administers state and federal grants, including any future emergency funds it might receive, Community Corrections should improve its standard grant policies and procedures by December 2021 to address the promptness of its grant process, including specific timelines for how quickly it must obtain board approval, develop its grant solicitation, evaluate applications, make awards, and disburse the funds.	1	†	•	•
	4. To ensure that it efficiently and effectively administers state and federal grants, including any future emergency funds it might receive, Community Corrections should improve its standard grant policies and procedures by December 2021 to address the circumstances under which it will deviate from its solicitation requirements and the steps it will take to ensure that it informs all applicants—and potential applicants—of the deviations, such as by including this information in its grant solicitation or in subsequent communications made available to all potential applicants.	1	†	•	•
	5. To ensure that it efficiently and effectively administers state and federal grants, including any future emergency funds it might receive, Community Corrections should improve its standard grant policies and procedures by December 2021 to address a thorough and documented evaluation of grant applications, including the justification for awards and an explanation of how it will solve instances in which an application does not comply with the solicitation's requirements, so that its decision to approve each application is justified.	1	†	•	•
	6. To maximize the number of applicants that apply for grant funding, Community Corrections should ensure that its grant requirements are not overly burdensome and that they are achievable within the grant period.	1	†	•	•
	8. To comply with federal and state requirements, and to ensure transparency, consistency, and fairness in its grant process, Community Corrections should post its grant procedures publicly on its website once it has improved its standard grant procedures.	1	†	•	•
	9. To ensure that CDCR and the counties spend CESF funds appropriately and in a timely manner, Community Corrections should immediately develop and implement a plan to begin monitoring the use of CESF funds. This plan should include steps to ensure that it obtains and reviews required reports on time, takes action based on what it finds, and employs a strategy to identify potential instances of counties using CESF funds to supplant other funding.	1	January 2023		
	10. To comply with federal reporting requirements, Community Corrections should submit all required fiscal and progress reports to the U.S. DOJ by the reporting deadlines.	1	January 2023		



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Public Safety Realignment: Weak State and County Oversight Does Not Ensure That Funds Are Spent Effectively 2020-102 (March 2021)	19. To ensure that the county Partnership Committees report consistent and complete, and comparable information regarding their public safety realignment funding and activities, by September 2021 the Corrections Board should develop and distribute guidance to counties of its expectations for reporting financial information related to all public safety realignment accounts.	1	Will Not Implement		
	20. To ensure that the county Partnership Committees report consistent and complete, and comparable information regarding their public safety realignment funding and activities, by September 2021 the Corrections Board should develop and implement a process to review and analyze the information that counties provide about their realignment activities and expenditures each year.	1	†	•	•
	21. To ensure that the county Partnership Committees report consistent and complete, and comparable information regarding their public safety realignment funding and activities, by September 2021 the Corrections Board should develop definitions for terms its asks counties to report on, including assault on staff and inmate risk level.	1	Unknown		
	22. To comply with state law, the Corrections Board should include the cost of bringing jail facilities up to state standards in its biennial jail facility reports to the Governor and the Legislature, beginning with its 2018–2020 biennial report.	1	December 2022		
	23. To ensure that the counties' detention facilities address health, fire, and life safety deficiencies in a timely manner and that the Governor and the Legislature are aware of these deficiencies, beginning with its next biennial report, the Corrections Board should incorporate inspection information that the state fire marshal and county departments of public health provide to counties into its corrective action process and its reports to the Governor and the Legislature.	1	December 2022		
	24. To ensure that it provides state leadership and promotes best practices for counties to use, by March 2022 the Corrections Board should conduct an independent analysis of best practices, such as effective practices for restitution or rehabilitative programs, related to public safety realignment and publish the results.	1	Unknown		
	25. To ensure that it provides state leadership and promotes best practices for counties to use, by March 2022 the Corrections Board should categorize the best practices it lists on its website for ease of reference to the counties.	1	June 2023		
	26. To ensure that it provides state leadership and promotes best practices for counties to use, by March 2022 the Corrections Board should determine common county needs stemming from realignment and promote specific best practices that meet the common needs of counties, including best practices developed and adopted by California counties.	1	December 2022		

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California Department of Food and Agriculture					
 H Investigations of Improper Activities by State Agencies and Employees I2021-1 <i>(May 2021)‡</i>	23. To remedy the effects of the improper governmental activities this investigation identified and to prevent those activities from recurring, Food and Agriculture should require the DAA to establish a housing policy that outlines expectations for employees who stay overnight and includes a section on adequate recordkeeping to ensure that it charges applicable employees each time they stay overnight.	1	Unknown		
	24. To remedy the effects of the improper governmental activities this investigation identified and to prevent those activities from recurring, Food and Agriculture should require the DAA to submit annual housing surveys to CalHR and to validate fair market value to determine the daily rate employees must pay each time they stay overnight and to subsequently charge employees that appropriate daily rate.	1	Unknown		
	25. To remedy the effects of the improper governmental activities this investigation identified and to prevent those activities from recurring, Food and Agriculture should review other DAAs that provide state-owned housing to ensure that they have housing policies and that they charge employees appropriate daily rates for any overnight stays.	1	Unknown		
California Department of Food and Agriculture: Poor Management Threatens the Success of the Pet Lover's Specialized License Plate Program 2019-121 <i>(March 2020)</i>	6. To improve the effectiveness of marketing of the Pet Lover's program, by August 2020 Food and Agriculture should contract with an eligible nonprofit organization, as state law allows, to carry out additional marketing and promotional activities for the program.	2	Will Not Implement		
Gross Mismanagement Led to the Misuse of State Resources and Multiple Violations of State Laws I2019-4 <i>(August 2019)‡</i>	5. Association: Take appropriate disciplinary action against the CEO, the maintenance supervisor, and all other permanent and temporary employees who engaged in the improper governmental activities that we identified.	3	Unknown		

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California Department of Veterans Affairs

<p>California Department of Veterans Affairs and Department of General Services: The Departments' Mismanagement of the Veterans Home Properties Has Not Served the Veterans' Best Interests and Has Been Detrimental to the State</p> <p>2018-112 (January 2019)</p>	<p>10. To ensure that the veterans homes receive all of the funding to which they are entitled, by the May 2019 budget revision, CalVet should seek an augmentation to its appropriation for the homes equal to the lease revenues it generated from July 2015 through June 2018. If CalVet believes the state law requiring lease proceeds to augment its appropriation is outdated, it should seek a change to state law.</p>	3	Will Not Implement		
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Department of Finance

<p>State High Risk—Federal COVID-19 Funding: Coronavirus Relief Fund</p> <p>2020-610 (January 2021)</p>	<p>4. To follow up on any concerns Finance may have identified during its readiness reviews, it should ensure that affected state departments have taken appropriate steps to resolve those issues.</p>	1	February 2023		
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GOVERNMENT OPERATIONS

Department of General Services

<p>Department of General Services and California Department of Technology: Neither Entity Has Provided the Oversight Necessary to Ensure That State Agencies Consistently Use the Competitive Bidding Process</p> <p>2016-124 (June 2017)</p>	<p>3. To improve its oversight of the State's noncompetitive contracts, General Services should, within 90 days, create plans for regularly performing statewide analyses to identify potential abuse or overuse of noncompetitive contracts. These analyses should include, but not be limited to, calculating the proportional value and number of the State's competitive and noncompetitive contracts and amendments, examining trends in agencies' use of noncompetitive contracts and amendments, and identifying unusual patterns among vendors receiving state contracts through noncompetitive means.</p>	5	Will Not Implement		
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HEALTH AND HUMAN SERVICES

California Department of Public Health

<p>Childhood Lead Levels: Millions of Children in Medi-Cal Have Not Received Required Testing for Lead Poisoning</p> <p>2019-105 (January 2020)</p>	<p>11. To better ensure that children with lead poisoning are identified and treated, CDPH should prioritize meeting legislative requirements related to these issues, including doing the following by March 2020: Finish developing the lead risk evaluation regulations and include in them multiple risk factors, such as those used in lead risk evaluation questionnaires in other states. It should also commence the formal rulemaking process.</p>	2	January 2023		
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<p>+ C</p> <p>Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued</p> <p>2017-109 (May 2018)</p>	8. As the Legislature considers changes to state law, Public Health should take the steps necessary to ensure that its oversight results in nursing facilities improving their quality of care by amending its application licensing reviews by developing a defined process that specifies how an analyst will determine whether an applicant has demonstrated its ability to comply with state and federal requirements. This process also needs to ensure that analysts conduct complete and standardized reviews of each nursing facility application within each class of facility. Specifically, these processes should clearly outline what factors analysts will consider when determining whether an applicant is in compliance, how analysts will weigh those factors for each class of facility, and what objective thresholds will prompt analysts to elevate applications for review and approval by higher-level management. Additionally, Public Health should document the additional factors higher-level management will consider if applications are elevated for their review to ensure that Public Health conducts standardized reviews of nursing facility applications of the same class. Finally, Public Health should develop processes ensuring that it documents its decisions adequately.	4	†		•
	9. As the Legislature considers changes to state law, Public Health should take the steps necessary to ensure that its oversight results in nursing facilities improving their quality of care by ensuring that it issues citations in a timely manner, especially for immediate jeopardy deficiencies.	4	July 2024		
	11. To improve the availability and transparency of information, Public Health should upload all inspection findings to Cal Health Find and review ownership data by May 2019.	4	December 2022		
<p>+ U</p> <p>Youth Suicide Prevention: Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm</p> <p>2019-125 (September 2020)</p>	6. To support LEAs' efforts to provide mental health services, Public Health should establish the support program for school health centers as state law requires. If Public Health lacks the funding to do so, it should request additional funds as needed. The support program should assist LEAs in establishing school health centers and in identifying and applying for available funding as authorized by law, such as Medi-Cal reimbursement and MHSA funds.	2	Unknown		


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California Department of Social Services					
<p>California Department of Social Services: Its Caregiver Background Check Bureau Lacks Criminal History Information It Needs to Protect Vulnerable Populations in Licensed Care Facilities</p> <p>2016-126 (March 2017)</p>	10. To ensure that Social Services evaluates the risk individuals may pose to vulnerable populations in its licensed care facilities as quickly as possible, by July 2017 Social Services should establish time frames for staff to evaluate individuals who are present in their facilities and who have received administrative actions from other departments. In addition, it should monitor and follow up with the appropriate staff regarding the status of their assessments of these individuals and their final decisions.	5	†	•	•
	13. To comply with state law and better protect vulnerable populations in California's licensed care facilities, Social Services should immediately change its policy to require that its exemption analysts evaluate all infraction convictions, other than minor traffic violations, before granting exemptions to individuals. If Social Services believes it is not feasible to evaluate all of these convictions, it should report to the Legislature by June 2017 how it ensures that vulnerable populations are not at risk and should request that the Legislature change the law to eliminate infraction convictions as a crime category that Social Services must evaluate in order to grant an exemption.	5	Will Not Implement		
	26. To ensure that regional offices pursue legal actions in a timely manner, by July 2017 Social Services' headquarters should identify a resource—such as a unit—to monitor and follow up with the regional offices regarding the status of their legal actions related to substantiated address matches of registered sex offenders at licensed facilities.	5	†	•	
<p>In-Home Supportive Services Program: It Is Not Providing Needed Services to All Californians Approved for the Program, Is Unprepared for Future Challenges, and Offers Low Pay to Caregivers</p> <p>2020-109 (February 2021)</p>	4. To help ensure that all recipients throughout the State receive prompt approval for services and receive all approved services, by August 2021 and annually thereafter, Social Services should require counties to submit required annual plans. These plans should include, at a minimum, a description of how each county will ensure that services are promptly approved and that recipients promptly receive the approved services.	1	Will Not Implement		
	5. To help counties prepare to meet future needs for IHSS services, Social Services should revise its regulations to require counties to include long-range projections and strategies in their annual plans.	1	Will Not Implement		
	6. To help ensure that recipients receive timely care, Social Services should, by August 2021, begin monitoring counties' compliance with the following: Approval of IHSS applications within 30 days, unless an extension for obtaining a medical certification applies. Prompt approval of IHSS applications for which the 45-day extension for a medical certification applies. Provision of services within 15 days of application approval.	1	Will Not Implement		

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 Investigations of Improper Activities by State Agencies and Employees I2021-1 (May 2021) [‡]	7. For counties that struggle to comply with its regulations regarding providing timely services, Social Services should require—and regularly follow up on—corrective action plans from these counties.	1	Will Not Implement		
	26. To remedy the effects of the improper governmental activities this investigation identified and to prevent those activities from recurring, Social Services should determine the extent of underreported leave during the past three years by conducting a survey of all salaried employees who work nonstandard schedules and reduce leave balances accordingly or recover any overpayments as state law requires.	1	January 2023		
Pandemic Food Assistance Programs: The California Department of Social Services Has Struggled to Deliver Timely Food Assistance Because of Unclear Federal Expectations and Other Factors Beyond Its Control 2021-613 (October 2021)	4 In implementing our recommendations, CDSS should ensure that it does not unduly slow the delivery of P-EBT payments and that its notifications allow families sufficient time to use P-EBT payments before the payments expire.	1	September 2022 [§]		




Department of Health Care Services

 Childhood Lead Levels: Millions of Children in Medi-Cal Have Not Received Required Testing for Lead Poisoning 2019-105 (January 2020)	1. Because of the severe and potentially permanent damage that lead poisoning can cause in children, DHCS should ensure that all children in Medi-Cal receive lead tests by finalizing, by December 2020, its performance standard for lead testing of one- and two-year-olds. DHCS should use its existing data to assess the progress of managed care plans in meeting that performance standard and impose sanctions or provide incentive payments as appropriate to improve performance.	2	January 2022 [§]		
	2. To ensure that families know about the lead testing services that their children are entitled to receive, DHCS should send a reminder to get a lead test for children who missed required tests. It should send this reminder in the required annual notification it is developing to send to families of children who have not used preventive services over the course of a year.	2	December 2021 [§]		
	3. To increase California's lead testing rates and improve lead test reporting, DHCS should, by no later than June 2020, incorporate into its contracts with managed care plans a requirement for the plans to identify each month all children with no record of receiving a required test and remind the responsible health care providers of the requirement to test the children. DHCS should also develop and implement a procedure to hold plans accountable for meeting this requirement.	2	Will Not Implement		

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Department of Health Care Services: Although Its Oversight of Managed Care Health Plans Is Generally Sufficient, It Needs to Ensure That Their Administrative Expenses Are Reasonable and Necessary 2018-115 <i>(April 2019)</i>	4. By September 2019, and periodically thereafter, DHCS should conduct another risk assessment and ensure that it includes a comprehensive evaluation of which contract areas—including conflicts of interest—it should focus on in its annual medical audits.	3	†	•	•
	5. Going forward, DHCS should conduct a comprehensive risk assessment and ensure that it reviews health plans' conflict-of-interest controls at least once every three years.	3	†	•	
	6. DHCS should develop and issue an All-Plan letter or other binding guidance by March 2020 to the health plans that specifically defines what constitutes reasonable and necessary administrative expenses.	3	†	•	
	7. DHCS should provide guidance to health plans on what is a reasonable bonus program. In doing so, DHCS should perform the necessary oversight to ensure health plans comply with this direction.	3	Will Not Implement		
Department of Health Care Services: Despite the COVID-19 Public Health Emergency, the Department Can Do More to Address Chronic Medi-Cal Eligibility Problems 2020-613 <i>(July 2021)</i>	1. To reduce inappropriate payments made to medical providers and ensure eligible individuals' access to care, Health Care Services should, by August 2021, begin monitoring statewide alerts related to individuals identified as eligible for Medi-Cal in a county eligibility data system but not identified as eligible in the state eligibility system.	1	November 2023		
	3. To reduce inappropriate payments made to medical providers and ensure eligible individuals' access to care, Health Care Services should, by August 2021, expand its workgroup planning efforts to address all high-risk eligibility alerts included in the pilot program.	1	September 2023		
	4. To reduce inappropriate payments made to medical providers and ensure eligible individuals' access to care, Health Care Services should, by August 2021, resume monitoring pilot program counties' progress in resolving high-risk eligibility alerts.	1	November 2023		
	6. To ensure that it is addressing weaknesses in the counties' processes for making eligibility redeterminations, Health Care Services should resume county monitoring via focus reviews within four months of the end of the public health emergency.	1	November 2023		
Department of Health Care Services: It Has Not Ensured That Medi-Cal Beneficiaries in Some Rural Counties Have Reasonable Access to Care 2018-122 <i>(August 2019)</i>	1. To ensure that beneficiaries in Regional Model counties have adequate access to care, DHCS should identify by August 2020 the locations requiring additional providers and the types of providers required. It should also develop strategies for recruiting and retaining providers in those locations. If it requires additional funding to complete this assessment or to implement actions to address its findings, DHCS should determine the amounts it needs and request that funding from the Legislature.	3	Will Not Implement		

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	11. To ensure that it makes informed decisions regarding the extension or renewal of its contracts with managed care health plans, DHCS should immediately begin the practice of requesting annual feedback from the counties that the health plans serve and of using that feedback in its decision-making process.	3	Will Not Implement		
	13. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should evaluate by June 2020 whether the structural characteristics of a COHS Model would be better suited to providing reasonable access to care in the Regional Model counties and notify the counties whether a COHS would improve beneficiaries' access to care. If some or all of these counties desire to transition to a COHS, DHCS should assist them in making that change after their current contracts expire.	3	Will Not Implement		
	14. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should evaluate by June 2020 whether it has the financial resources to provide assistance to counties interested in establishing a COHS or other managed care model after the current Regional Model contracts expire. If DHCS does not have the required financial resources, it should seek an appropriate amount of funding from the Legislature.	3	Will Not Implement		
Department of Health Care Services: It Paid Billions in Questionable Medi-Cal Premiums and Claims Because It Failed to Follow Up on Eligibility Discrepancies 2018-603 (October 2018)	2. To recover inappropriately spent funds, prevent future erroneous payments, and ensure eligible individuals' access to care, Health Care Services should resolve the discrepancies we identified and recover erroneous payments where allowable by June 30, 2019.	4	March 2024		
	3. To prevent future erroneous payments, Health Care Services should implement procedures by December 31, 2018, to ensure the timely resolution of system discrepancies. These procedures should include Health Care Services regularly following up on recurring, unresolved system discrepancies with the responsible county.	4	March 2024		
	4. To prevent future erroneous payments, Health Care Services should establish procedures by December 31, 2018, that define when it will use its authority as defined in state law to sanction unresponsive counties that do not remedy known discrepancies.	4	March 2024		
	6. To assist counties in addressing discrepancies, Health Care Services should reevaluate and update its guidance to the counties related to prioritizing MEDS alerts by December 31, 2018.	4	March 2024		

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<p>+ D</p> <p>Mental Health Services Act: The State Could Better Ensure the Effective Use of Mental Health Services Act Funding</p> <p>2017-117 (February 2018)</p>	6. To ensure that local mental health agencies appropriately spend MHSA funds, Health Care Services should publish its proposed regulations in the California Regulatory Notice Register by September 2018. It should then develop and implement an MHSA fiscal audit process, independent of the Medi-Cal reviews, to review revenues and expenditures for the most recent fiscal year.	4	December 2021 ⁵		
<p>+ F</p> <p>Proposition 56 Tobacco Tax: State Agencies' Weak Administration Reduced Revenue by Millions of Dollars and Led to the Improper Use and Inadequate Disclosure of Funds</p> <p>2019-046 (January 2021)</p>	12. To ensure that it awards funds to applicants who address the need for providers in health professional shortage areas, Health Care Services should amend its application selection process to require by June 2021 that all participants practice in geographic areas that have shortages of such health care professionals, and annually verify that participants continue to practice in such areas.	1	Will Not Implement		
<p>+ C</p> <p>Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued</p> <p>2017-109 (May 2018)</p>	12. Health Care Services should use current data to revise and update the peer groups it uses to set Medi-Cal rates. In doing so, it should take into consideration the consolidation of the nursing facility industry.	4	†	•	•
Department of State Hospitals#					
<p>Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Personnel Decisions, Improper Contracting, Conflict of Interest, Misuse of State Resources, and Dishonesty</p> <p>12020-2 (October 2020)‡</p>	1. Within 30 days, the Department of State Hospitals (State Hospitals) should consult with the California Department of Human Resources (CalHR) to obtain its determination about whether telepsychiatrists meet the criteria for safety retirement benefits. If CalHR determines that telepsychiatrists do not meet the criteria for safety retirement benefits, take immediate action to reclassify telepsychiatrists to the appropriate retirement category and notify all affected employees.	2	Unknown		
	2. Within 30 days, State Hospitals should consult with CalHR, the California Public Employees' Retirement System, and the State Controller's Office (SCO) to retroactively correct any errors made to affected employees' retirement contributions, including Social Security deductions.	2	Unknown		
	3. Within 60 days, State Hospitals should distribute CalHR's policy on the safety retirement benefits designation to HR staff at each state hospital facility and instruct staff to consult with CalHR as the law requires.	2	Unknown		

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Mental Health Services Oversight and Accountability Commission					
 D Mental Health Services Act: The State Could Better Ensure the Effective Use of Mental Health Services Act Funding 2017-117 <i>(February 2018)</i>	10. To ensure that the MHSa-funded triage grants are effective, the Oversight Commission should require that local mental health agencies uniformly report data on their uses of triage grants. It should also establish statewide metrics to evaluate the impact of triage grants by July 2018.	4	†		•
	Office of Statewide Health Planning and Development				
 C Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued 2017-109 <i>(May 2018)</i>	10. To ensure that it provides the public with nursing facility information that is accurate and comprehensible, Health Planning should update its regulations to do the following: <ul style="list-style-type: none"> • Append additional schedules to the template for the annual cost report to enable nursing facilities to fully disclose related-party transactions. • Provide a single location in the annual cost report template for nursing facilities to enter related-party transaction amounts next to the amounts they are claiming for Medi-Cal reimbursement. • Create an additional schedule in the cost report template that depicts how a company is investing in quality-of-care improvements. 	4	October 2023		
	HIGHER EDUCATION				
Chancellor of the California Community Colleges					
 P California Community Colleges: The Colleges Reviewed Are Not Adequately Monitoring Services for Technology Accessibility, and Districts and Colleges Should Formalize Procedures for Upgrading Technology 2017-102 <i>(December 2017)</i>	4. To ensure that students with disabilities have equal access to instructional materials, by June 2018, the Chancellor's Office should develop guidance for the community colleges on periodically monitoring the accessibility of instructional materials and on providing training to all instructors in making their materials accessible to students with disabilities.	4	†		•
	7. To assist all community colleges in increasing transparency of their shared governance decision-making processes, by September 2018, the Chancellor's Office should issue guidance to the community colleges on establishing procedures to document the attendees, input received, and agreements reached during department meetings, including those to consider technology equipment requests.	4	Will Not Implement		

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The California State University					
California State University: It Failed to Fully Disclose Its \$1.5 Billion Surplus, and It Has Not Adequately Invested in Alternatives to Costly Parking Facilities 2018-127 <i>(June 2019)</i>	3. To improve CSU's financial transparency with students and other stakeholders, the Chancellor's Office, with the approval of the trustees, should revise CSU policy by October 2019 to require that it publish information about CSU's discretionary surplus. At a minimum, the Chancellor's Office should revise its reserve policy to establish and justify a minimum sufficient level of reserve for economic uncertainty and require the Chancellor's Office to provide additional oversight to ensure that CSU maintains that level. This oversight should include monitoring, approving, and notifying the trustees of any uses of the reserve for economic uncertainty.	3	†		•
	9. The Chancellor's Office should require that, by October 2019, the campuses publish the names of the alternate transportation committee members, the committee meeting minutes, and the committee meeting schedule on their parking and transportation services websites.	3	March 2020 ^S		
California State University: Stronger Oversight Is Needed for Hiring and Compensating Management Personnel and for Monitoring Campus Budgets 2016-122 <i>(April 2017)</i>	3. To improve the oversight of CSU's management personnel, the Chancellor's Office should work with campuses, bargaining unit representatives, the Public Employment Relations Board, and others as necessary to come to an agreement on the appropriate classification of coaches. The Chancellor's Office should take into account the concerns that San Diego State has raised about the labor market for these employees.	5	January 2023		
	10. The Chancellor's Office should finish developing the Common Human Resources System and implement it as scheduled by December 2019.	5	December 2027		
California State University: The Mandatory Fees Its Campuses Charge Receive Little Oversight Yet They Represent an Increasing Financial Burden to Students 2019-114 <i>(May 2020)</i>	3. To ensure that CSU campuses adequately identify the need for their proposed mandatory fee amounts, the Chancellor's Office should revise its fee policy to require campuses to justify amounts for new or increasing fees by providing supporting documentation demonstrating the need for the fees, how they calculated the fee amounts, and how they determined that no other source of funding could pay for the needed services.	2	†	•	•
	4. To ensure that CSU campuses adequately identify the need for their proposed mandatory fee amounts, the Chancellor's Office should extend its review responsibilities to include increases to existing mandatory fees.	2	†	•	•
	5. To ensure that CSU campuses adequately identify the need for their proposed mandatory fee amounts, the Chancellor's Office should increase the rigor of its fee proposal review and approval process to better ensure that it detects campuses' violations of the fee policy.	2	†	•	•

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University of California					
<p>The University of California Office of the President: It Failed to Disclose Tens of Millions in Surplus Funds, and Its Budget Practices Are Misleading</p> <p>2016-130 (April 2017)</p>	5. To determine the amount of money that it can reallocate to campuses and to ensure that it publicly presents comprehensive and accurate budget information, by April 2018 the Office of the President should implement our recommended budget presentation shown in Figure 11 on page 40. Specifically, the Office of the President's budget presentation to the regents should include a comparison of its proposed budget to its actual expenditures for the previous year. It should also include all its expenditures and identify changes to the discretionary and restricted reserves. The Office of the President should combine both the disclosed and undisclosed budgets into one budget presentation.	5	†		•
	22. To determine the amount of money that it can reallocate to campuses and to ensure that it publicly presents comprehensive and accurate budget information, by April 2019 the Office of the President should continue to present a comprehensive budget based on the presentation in Figure 11 to the regents, the Legislature, and the public.	5	†		•
	23. To ensure that its staffing costs align with the needs of campuses and other stakeholders, by April 2019 the Office of the President should set targets for any needed reductions to salary amounts using the results from its public and private sector comparison and adjust its salaries accordingly.	5	†		•
	32. To determine the amount of money that it can reallocate to campuses and to ensure that it publicly presents comprehensive and accurate budget information, by April 2020 the Office of the President should evaluate its budget process to ensure that it is efficient and has adequate safeguards that ensure that staff approve and justify all budget expenditures. If the Office of the President determines that its safeguards are sufficient, it should begin developing a multiyear budget plan.	5	†		•
	34. To ensure that its staffing costs align with the needs of campuses and other stakeholders, by April 2020 the Office of the President should adjust its salary levels and ranges to meet its established targets.	5	†		•
	36. To ensure that its staffing costs align with the needs of campuses and other stakeholders, by April 2020 the Office of the President should reallocate funds to campuses when adjustments to its salaries and benefits result in savings.	5	†		•
	39. To ensure that its staffing costs align with the needs of campuses and other stakeholders, by April 2020 the Office of the President should report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations.	5	†		•

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The University of California Office of the President: It Has Not Adequately Ensured Compliance With Its Employee Displacement and Services Contract Policies 2016-125.1 (August 2017)	8. To ensure that the university achieves its goals of obtaining services at the lowest cost or best value and of providing vendors with fair access to contracting opportunities, the Office of the President should revise the university's contract manual to incorporate the best practices found in the State Contracting Manual for limiting the use of amendments to repeatedly extend existing contracts.	5	†	•	•
	9. To ensure that the university achieves its goals of obtaining services at the lowest cost or best value and of providing vendors with fair access to contracting opportunities, the Office of the President should revise the university's contract manual to narrow the exemption from competition to only selected professional services, similar to the State Contracting Manual.	5	†	•	•
	14. To maximize benefits from the systemwide procurement initiative and to ensure that the university uses those benefits for its teaching, research, and public service missions, the Office of the President should implement a process to centrally direct these benefits to ensure that university locations use them to support the university's core missions.	5	Will Not Implement		
The University of California: Qualified Students Face an Inconsistent and Unfair Admissions System That Has Been Improperly Influenced by Relationships and Monetary Donations 2019-113 (September 2020)	1. To protect the fairness and integrity of its admissions processes, the Office of the President should establish systemwide protocols for admissions processes by the fall 2021 admissions cycle that prohibit the following: <ul style="list-style-type: none"> • Giving authority to any one person to make a final admissions decision. • Consideration of an applicant's familial or other personal relationships to university staff or faculty in an admissions decision. • Communication between a campus's development office and its admissions office about applicants and prospective applicants. 	2	†	•	•

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	<p>2. To protect the campuses' athletics admissions process from abuse, the Office of the President should require each campus to do the following by the fall 2021 admissions cycle:</p> <ul style="list-style-type: none"> • Have at least two reviewers verify the athletic talent of all prospective student athletes before their admittance. At least one of these reviewers should be from a department other than the athletics department. Each campus should develop standards for the level of talent that prospective student athletes for each of its teams must possess and then use those standards to verify the talent. • Track student athletes' participation in the sport for which they were recruited. If a student does not participate in the sport for longer than one year, the campus should determine the reason why the athlete stopped participating and, if necessary, conduct a review of the circumstances that led to the student's admission to identify signs of inappropriate admissions activity. • Review donations to athletic programs to determine whether those donations made before or after an athlete's admission may have influenced the athletic department's decision to request the athlete's admission. 	2	†	•	•
	<p>4. Beginning with the fall 2021 admissions cycle, the Office of the President should oversee UC Berkeley's admissions process for at least three years. The Office of the President should ensure that all admissions decisions are merit-based and conform to the university's policies on admissions. Further, the Office of the President should facilitate the establishment of a culture of ethical conduct in admissions by providing regular training to admissions and development staff, conducting reviews of admissions decisions, and monitoring the admissions office's communications about applicants to ensure no inappropriate factors influence admissions activities.</p>	2	Will Not Implement		

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	<p>5. To ensure that the university maintains a fair and consistent admissions process, the Office of the President should require each campus to take the following actions:</p> <ul style="list-style-type: none"> • By March 2021, document and implement a selection methodology that describes how it will choose applicants for admission, particularly when the applicants have received similar ratings from application readers. Further, the selection strategy should specify the reasons why a campus may choose an applicant with a low or uncompetitive rating instead of an applicant with a higher rating. • Develop and implement processes to use when selecting applicants for admission for identifying applicants whom it has selected for admission and who are not eligible for admission to the university, and record their rationale for admitting those applicants despite their ineligibility. 	2	†	•	•
	<p>7. To ensure that the university maintains a fair and unbiased admissions process, the Office of the President should require each campus to take the following actions:</p> <ul style="list-style-type: none"> • By March 2021, establish acceptable levels of application reader proficiency and maintain training and monitoring programs that ensure that its readers attain and sustain those levels. In addition, it should report annually to BOARS on those efforts and on reader consistency levels, including the frequency with which reader ratings align with campus guidelines for rating applications. • Beginning with the academic year 2021–22 admissions cycle, require each campus that does not admit all eligible transfer applicants to ensure that two readers review all transfer applications. • Beginning with the academic year 2021–22 admissions cycle, ensure that the second readers cannot see the ratings of first readers for both freshman and transfer applications. 	2	†	•	•
	<p>8. To better ensure that implicit bias in the evaluation of applications does not affect applicants' chances at admission, the Office of the President should remove potentially biasing information from the application information that campuses can access.</p>	2	Will Not Implement		

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	<p>9. To ensure that it properly protects all admissions activity against improper influence, the Office of the President should require each campus's undergraduate admissions office to do the following:</p> <ul style="list-style-type: none"> Identify all other campus departments that participate in or provide information that affects admissions decision making. Obtain, evaluate, and approve a description of the criteria and processes that these departments use in rating and selecting applicants to recommend for admission. Annually obtain a roster from each of these departments of the individuals who will participate in admissions decision making and their roles and ensure that no single individual is responsible for such decisions in any given department. Ensure that each individual whom a department includes on the roster it submits has received training on appropriate and inappropriate factors on which to base admissions decisions and has agreed to abide by the campus's conflict-of-interest policies with respect to admissions. 	2	†	•	
	<p>10. To better safeguard the integrity of the university's admissions processes, the Office of the President should, by July 2021, begin conducting regular audits of the admissions processes at each of its undergraduate campuses, ensuring that it reviews each campus at least once every three years. These audits should be conducted by systemwide audit staff and include, but not be limited to, verification of special talents, communication between admissions staff and external parties regarding applicants, and other avenues for inappropriate influence on admissions discussed in this report. The audits should also endeavor to identify inappropriate admissions activity and deficiencies in the admissions process. The Office of the President should make the results of the audits public.</p>	2	†	•	

University of California, Board of Regents

<p>+ B</p> <p>The University of California Office of the President: It Failed to Disclose Tens of Millions in Surplus Funds, and Its Budget Practices Are Misleading</p> <p>2016-130 (April 2017)</p>	<p>7. To ensure the ongoing accountability of the Office of the President, the regents should require it to implement our recommendations and report periodically on its progress.</p>	5	†	•	
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	14. To ensure that the Office of the President's staffing levels are justified and that costs are reasonable and align with the needs of campuses and other stakeholders, the regents should require the Office of the President to implement our recommendations and report periodically on its progress.	5	†		•

K-12 EDUCATION



California Department of Education

<p>California Department of Education: It Has Not Ensured That School Food Authorities Comply With the Federal Buy American Requirement</p> <p>2016-139 (July 2017)</p>	1. To strengthen its administrative reviews and help ensure that school food authorities comply with the Buy American requirement, Education should update its written procedures to include a requirement that reviewers collect and retain evidence for all items they evaluate for compliance with the Buy American requirement. This update should occur no later than October 1, 2017.	5	Will Not Implement		
<p>California Department of Education: It Needs to Provide Better Oversight to Ensure That Local Educational Agencies Promptly and Effectively Use Federal COVID-19 Funds</p> <p>2021-614 (October 2021)</p>	3. To ensure that LEAs effectively use their ESSER and GEER funds before the spending deadlines to mitigate the effects of the pandemic on students, Education should develop a robust process for tracking LEAs' spending of these funds. As part of this process, Education should regularly assess LEAs' spending data to identify those that may be in jeopardy of not spending all of their allocations before the deadlines. This assessment should include projecting LEAs' future spending based on their spending patterns.	1	†	•	
	4. To ensure that LEAs effectively use their ESSER and GEER funds before the spending deadlines to mitigate the effects of the pandemic on students, Education should develop a robust process for tracking LEAs' spending of these funds. As part of this process, Education should follow up with identified LEAs to determine whether they have plans for spending all of their funds before the deadlines and whether these plans are reasonable.	1	†	•	
<p>Proposition 56 Tobacco Tax: State Agencies' Weak Administration Reduced Revenue by Millions of Dollars and Led to the Improper Use and Inadequate Disclosure of Funds</p> <p>2019-046 (January 2021)</p>	16. To obtain its full share of the fiscal year 2017-18 Proposition 56 revenues, Education should negotiate with Finance and Public Health to ensure that it receives the full amount of its proportional share of the fiscal year 2017-18 Proposition 56 funds.	1	December 2023		



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<p>School Library Services: Vague State Laws and a Lack of Monitoring Allow School Districts to Provide a Minimal Level of Library Services</p> <p>2016-112 (November 2016)</p>	<p>23. To better understand the condition of school libraries statewide and to raise stakeholders' awareness of the State Education Board's adopted model standards, Education should identify school districts that reported employing significantly fewer teacher librarians in fiscal year 2015–16 than in previous years and verify the accuracy of their fiscal year 2015–16 reports.</p>	5	Will Not Implement		
<p>Uniform Complaint Procedures: The California Department of Education's Inadequate Oversight Has Led to a Lack of Uniformity and Compliance in the Processing of Complaints and Appeals</p> <p>2016-109 (January 2017)</p>	<p>3. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should distribute complaints and appeals to the correct divisions for investigation or review.</p>	5	†	•	•
	<p>4. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should establish a single database to record and track all investigations of complaints and reviews of appeals. This database should capture all data necessary for Education to effectively make informed decisions related to UCP complaints or appeals. At a minimum, the database should capture the date on which Education received each complaint or appeal, the date on which it forwarded the complaint or appeal to the appropriate division for investigation or review, and the date on which it sent the decision to the complainant. The database should also include the type of complaint or appeal, the LEA involved, and the decision.</p>	5	†	•	•
	<p>5. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should track the divisions' progress in processing complaints and appeals to ensure the divisions meet all UCP requirements, including documenting exceptional circumstances that constitute good cause for extending investigations beyond 60 days.</p>	5	†	•	•

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	6. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should work with divisions to establish policies and procedures for the divisions to follow when investigating UCP complaints and reviewing appeals. The procedures should identify the individuals or units responsible for investigating complaints and reviewing appeals, the steps and time frames for conducting investigations and reviews, the requirements for issuing decisions, and the documentation that should be retained in the files.	5	†	•	•
	7. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should establish and distribute a standard investigation report format that includes the required elements for the divisions to use when processing UCP complaints.	5	†	•	•
	8. To ensure that it consistently processes complaints and appeals in a timely manner and that it investigates and reviews all UCP complaints and appeals in compliance with state law and regulations, by July 2017 Education should designate a central office to receive all complaints and appeals. This central office should monitor the divisions' decisions and reports on complaints and appeals to ensure that they comply with requirements.	5	†	•	•
	16. To increase the efficiency and effectiveness of LEAs' UCP processes, Education should work with those LEAs throughout the State that receive a disproportionately high number of non-UCP complaints through the UCP process to assess the potential benefits of establishing similar mechanisms.	5	Will Not Implement		
	22. To ensure that its regulations are consistent and align with state and federal requirements, Education should revise its regulations to allow LEAs to extend investigations under exceptional circumstances that constitute good cause if the LEAs document and support with evidence the reasons for the extensions.	5	Will Not Implement		
	23. After it makes the recommended regulatory changes to allow extensions under exceptional circumstances, Education should review LEAs' extensions to investigations as part of its Federal Program Monitoring to ensure that LEAs' documentation is sufficient and that their reasons adequately justify such extensions.	5	Will Not Implement		

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	Youth Experiencing Homelessness: California's Education System for K-12 Inadequately Identifies and Supports These Youth 2019-104 (November 2019)	34. To ensure that it has the resources necessary to effectively meet its responsibilities under federal law, Education should complete a staffing analysis by May 2020 to determine the resources needed to meet its responsibilities for homeless education. This analysis should consider the resources needed to implement all of the recommendations in this report.	2	Unknown		
		35. If Education determines that it needs additional resources, it should take the necessary steps, including reallocating existing resources within the department, to secure the needed resources.	2	Unknown		
	Youth Suicide Prevention: Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm 2019-125 (September 2020)	2. To promote the adoption of the best practices that it has identified, Education should remind LEAs of the elements in its model policy. To do so, it should annually send a notice to all LEAs that describes suicide prevention resources, such as the model policy, and encourages their use. Education should also work with external organizations that maintain model policies, including the School Boards Association, to encourage the development of policies that are consistent with state law and best practices by no later than September 2021.	2	December 2022		
		3. To encourage LEAs to incorporate elements of suicide prevention training that provide teachers and staff with the knowledge necessary to assist students at risk of self-harm and suicide, Education should remind all LEAs of the statutorily required elements for suicide prevention training.	2	December 2022		
		4. To support the provision of suicide prevention education to students at LEAs operating through distance learning, Education should complete and issue to LEAs the resources and guidance it is developing on how to conduct suicide prevention education remotely.	2	December 2022		

LABOR AND WORKFORCE DEVELOPMENT

Department of Industrial Relations


Department of Industrial Relations: Its Failure to Adequately Administer the Qualified Medical Evaluator Process May Delay Injured Workers' Access to Benefits 2019-102 (November 2019)	4. To ensure consistency and transparency in overseeing QMEs, DWC should, by April 2020, develop and implement written policies and procedures that define and specify its internal processes for disciplining QMEs, including timelines for taking disciplinary action and for scheduling hearings or responding to settlement proposals.	2	†	•	•
	5. To ensure consistency and transparency in overseeing QMEs, DWC should, by April 2020, develop and implement written policies and procedures that define its internal process for reappointing QMEs and how that process should proceed if any disciplinary investigations are pending.	2	†	•	•

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Employment Development Department					
Employment Development Department: EDD's Poor Planning and Ineffective Management Left It Unprepared to Assist Californians Unemployed by COVID-19 Shutdowns 2020-128 and 628.1 <i>(January 2021)</i>	11. To continue providing timely payment of benefits to Californians in need while also effectively responding to the Department of Labor's directive regarding immediately resuming all eligibility determinations and resolving all suspended determinations, EDD should do the following: <ul style="list-style-type: none"> Using the workload plan, EDD should process the deferred work in alignment with the following: the need to pay timely benefits to new or continued claimants, federal expectations about the urgency of the deferred work, and any deadlines by which EDD may no longer be allowed to recoup inappropriately paid benefits. 	1	April 2023		
	12. To ensure that it is able to take informed steps to provide better customer service through improved call center performance, EDD should implement a formal policy by no later than May 2021 that establishes a process for tracking and periodically analyzing the reasons why UI claimants call for assistance. By no later than October 2021, and every six months thereafter, EDD should analyze these data to improve its call center by doing the following: <ul style="list-style-type: none"> Identifying and resolving weaknesses or problems with the ways in which it provides assistance to UI claimants through self-service and noncall-center options. 	1	January 2023		
Employment Development Department: Its Practice of Mailing Documents Containing Social Security Numbers Puts Californians at Risk of Identity Theft 2018-129 <i>(March 2019)</i>	2. To reduce the risk of identity theft for its claimants before it completes its modernization project, EDD should, by December 2021, implement one or more of our proposed solutions or another viable solution to discontinue its use of full SSNs as unique identifiers on all documents that it mails to claimants. Further, it should prioritize addressing documents with the highest mail volumes, and it should make changes to these documents by March 2020. When providing us with the status of its implementation of this recommendation at 60 days, six months, and one year after the issuance of this report, and annually thereafter, EDD should note which documents it has addressed since the release of our report, how it has addressed them, and the dates by which it expects to address the remaining documents containing full SSNs that it mails to claimants.	3	†		•

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LEGISLATIVE, JUDICIAL, AND EXECUTIVE

California Department of Justice

Bureau of Gambling Control and California Gambling Control Commission: Their Licensing Processes Are Inefficient and Foster Unequal Treatment of Applicants 2018-132 <i>(May 2019)</i>	7.	To minimize the degree to which its process to change its regulations may result in the disparate treatment of card room owners, the bureau should temporarily approve or deny its backlogged games applications by July 2019.	3	Fall 2023		
	12.	To better align the revenue in the Gambling Fund with the costs of the activities that the fund supports, the bureau and the commission should conduct cost analyses of those activities by July 2020. At a minimum, these cost analyses should include the following: <ul style="list-style-type: none"> The entities' personnel costs, operating costs, and any program overhead costs. Updated time estimates for their core and support activities, such as background investigations. The cost of their enforcement activities. Using this information, the bureau and commission should reset their regulatory fees to reflect their actual costs. Before conducting its fee study, the bureau should implement our recommendations to improve its processes for assigning applications, ensuring the completeness of applications, and developing time-reporting protocols.	3	Fall 2023		
	21.	To ensure that it can provide useful and accurate data on the locations where enforcement employees spend their time, the bureau should equip its time-reporting system by November 2019 with the capacity to track all hours employees spend at each card room and casino.	3	Dependent on Funding		
 California Department of Social Services: Its Caregiver Background Check Bureau Lacks Criminal History Information It Needs to Protect Vulnerable Populations in Licensed Care Facilities 2016-126 <i>(March 2017)</i>	20.	To ensure that it is receiving all arrest information from law enforcement agencies, at a minimum, Justice should consider trends in the number of arrest reports each law enforcement agency sends it and the number of reports that it might expect to receive from an agency given the agency's size, location, and reporting history. Whenever Justice identifies a law enforcement agency that it determines may not be reporting all required information, it should request that the agency forward all required arrest information.	5	Will Not Implement		

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<p>Hate Crimes in California: Law Enforcement Has Not Adequately Identified, Reported, or Responded to Hate Crimes</p> <p>2017-131 (May 2018)</p>	<p>4. To increase the effectiveness of hate crime prevention and response efforts, DOJ should provide additional guidance to law enforcement agencies by analyzing reported hate crimes in various regions in the State and sending advisory notices when it detects hate crimes happening across multiple jurisdictions. It should also seek the resources to implement these efforts, if necessary.</p>	4	July 2022 ^S		
<p>Proposition 56 Tobacco Tax: State Agencies' Weak Administration Reduced Revenue by Millions of Dollars and Led to the Improper Use and Inadequate Disclosure of Funds</p> <p>2019-046 (January 2021)</p>	<p>14. To ensure that it awards Proposition 56 funding in accordance with the requirements in state law, Justice should implement a formal grant application review process by June 2021 that ensures that it does not award Proposition 56 funds for purposes—such as education and outreach—that are not described in the law governing its use of funds.</p>	1	Will Not Implement		
California Department of Tax and Fee Administration^{II}					
<p>The Bradley-Burns Tax and Local Transportation Funds: Changing the Allocation Structure for the Bradley-Burns Tax Would Result in a More Equitable Distribution of Local Transportation Funding</p> <p>2017-106 (November 2017)</p>	<p>6. To help address California's e-commerce tax gap and further ensure out-of-state retailers' compliance with state law regarding nexus, Tax Administration should implement a two-year pilot of its authorized reward program for information resulting in the identification of unreported sales and use taxes.</p>	4	Will Not Implement		
California Governor's Office of Emergency Services					
<p>California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters</p> <p>2019-103 (December 2019)</p>	<p>12. To ensure that it fulfills its responsibilities under state law, Cal OES should, by no later than June 2020, issue the guidance that state law requires it to produce related to access and functional needs, including guidance related to establishing disaster registries and guidance on evacuating people with access and functional needs.</p>	2	April 2023		



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	<p>13. To ensure that it adequately equips local jurisdictions to send alert and warning messages in languages that their residents will easily understand, Cal OES should do the following:</p> <ul style="list-style-type: none"> • Provide clear direction to individuals who speak English so that they know which of the translated messages they should use in what specific circumstances; revise the messages it has provided so that local jurisdictions can more easily adapt them for use in a variety of disaster situations; expand its style guide to include terminology that emergency managers are likely to need to effectively modify their local messages and also to include translations for the other commonly spoken languages in the State. 	2	April 2023		

California State Lottery Commission

<p>California State Lottery: The Lottery Has Not Ensured That It Maximizes Funding for Education</p> <p>2019-112 (February 2020)</p>	<p>4. To adhere to the Lottery Act's education funding requirements, beginning with fiscal year 2020–21, the Lottery Commission should require its staff to demonstrate that they have planned for education funding to be maximized and aligned with the proportionality requirement of the Lottery Act, and approve only those budgets that plan for such funding. It should then monitor actual education funding and ensure that it complies with the requirement.</p>	2	Will Not Implement		
	<p>7. To ensure that it receives value for the funding it spends on its fairs program, by January 2021, the Lottery should determine whether the program has increased its brand strength, customer loyalty, customer satisfaction, ticket sales, and profits. If the analysis determines that the Lottery has not achieved these benefits, it should terminate the program.</p>	2	Undetermined		

California Tax Credit Allocation Committee

<p>California's Housing Agencies: The State Must Overhaul Its Approach to Affordable Housing Development to Help Relieve Millions of Californians' Burdensome Housing Costs</p> <p>2020-108 (November 2020)</p>	<p>5. To ensure that the allocation of bonds aligns with the State's housing priorities and that its awards process is sufficiently transparent, the Tax Committee should, by May 2021, establish regulations to do the following:</p> <ul style="list-style-type: none"> • Consistently allocate bonds based on factors including demand for bond resources, use of previously allocated bonds, documented legislative priorities, and risk of allocated bonds being lost. • Document and disclose annually in its public meetings and on its website the extent of any bonds lost, the purpose for which the bonds were allocated, and the rationale for the allocation. 	1	Undetermined		
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Commission on Judicial Performance					
Commission on Judicial Performance: Weaknesses in Its Oversight Have Created Opportunities for Judicial Misconduct to Persist 2016-137 (April 2019)	14. To maximize the resources available for its core functions, CJP should immediately begin exploring options for relocating its office to a less expensive location and relocate as soon as possible.	3	Unknown		
Secretary of State's Office					
Santa Clara County Registrar of Voters: Insufficient Policies and Procedures Have Led to Errors That May Have Reduced Voters' Confidence in the Registrar's Office 2017-107 (October 2017)	11. The Secretary of State should adopt regulations establishing clear criteria for mistakes in election-related materials that constitute reportable errors and require counties to report these errors to it after each election.	5	2024		
	12. Beginning in December 2018, the Secretary of State should implement annual risk-based reviews of a selection of county election officials' offices to ensure their compliance with state election laws and regulations.	5	2024		
	13. To inform and enhance the guidance it provides to county election officials, the Secretary of State should analyze error reports and its risk-based review results to focus its guidance on topics most relevant to improving elections throughout the State.	5	2024		
State Bar of California					
The State Bar of California: It Is Not Effectively Managing Its System for Investigating and Disciplining Attorneys Who Abuse the Public Trust 2020-030 (April 2021)	5. To ensure that it is operating efficiently, the State Bar should assess the impact of its discipline system reorganization, including determining how the changes have affected its ability to efficiently resolve cases and fulfill its mandate to protect the public. Based on the assessment's results, the State Bar should determine whether additional changes to its organizational structure are warranted.	1	January 2023		
	6. To determine if the changes to its discipline process have been effective and to help it identify problems in specific phases of its process before they affect the backlog, the State Bar should implement methods to monitor its enforcement process performance, including comparing the trial counsel staff's performance against its benchmarks.	1	January 2023		
	8. To reduce its backlog of discipline cases and ensure that it has appropriately allocated resources to all phases of its discipline process, the State Bar should determine the staffing level necessary to achieve the goal it develops and recommends, as required by state law.	1	December 2023		

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	9. To reduce its backlog of discipline cases and ensure that it has appropriately allocated resources to all phases of its discipline process, the State Bar should work with the Legislature to establish the backlog measure and goal it develops and recommends, and to revise its reporting requirements accordingly. If necessary, the State Bar should also request the additional resources required to meet the goal.	1	June 2023		
The State Bar of California: It Needs Additional Revisions to Its Expense Policies to Ensure That It Uses Funds Prudently 2017-030 <i>(June 2017)</i>	7. To assign purchasing cards only to appropriate staff, ensure that the State Bar's records of employees' credit limits reflect those established with the bank, and to verify that staff use purchasing cards only for allowable and necessary expenses, the State Bar should immediately restrict the use of purchasing cards to its original purpose, which was for low-dollar and frequently occurring purchases. For purchases above \$5,000, the State Bar should require the vendor to bill for payment.	5	†	•	•
	9. To ensure that its costs are reasonable and appropriate, the State Bar should update its meal and catering policy to align with the meal policy of the State's Executive Branch and should require individuals attending committee meetings for the State Bar to comply with standard meal per diem rates.	5	†	•	•

Superior Court of California, County of San Mateo

Judicial Branch Procurement: The Five Superior Courts We Reviewed Mostly Adhered to Required and Recommended Practices, but Some Improvements Are Needed 2016-301 <i>(November 2016)</i>	13. To ensure that it properly authorizes payments and purchases only allowable items, the San Mateo court should process payments in accordance with the requirements and recommended practices of the Judicial Council and the State. Specifically, the San Mateo court should amend its bottled water service contract to ensure that water is purchased for use by jurors and court room staff only.	5	Will Not Implement		
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NATURAL RESOURCES

Department of Water Resources

Department of Water Resources: The Unexpected Complexity of the California WaterFix Project Has Resulted in Significant Cost Increases and Delays 2016-132 <i>(October 2017)</i>	7. To ensure that DWR manages WaterFix in an effective manner, DWR should complete both the economic analysis and financial analysis for WaterFix and make the analyses publicly available as soon as possible.	5	June 2024		
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TRANSPORTATION

California High-Speed Rail Authority

California High-Speed Rail Authority: Its Flawed Decision Making and Poor Contract Management Have Contributed to Billions in Cost Overruns and Delays in the System's Construction 2018-108 <i>(November 2018)</i>	4. To enable policymakers and the public to track the Authority's progress toward meeting the federal grant deadline of December 2022, the Authority should, by January 2019, begin providing quarterly updates to the Legislature detailing the progress of the three Central Valley construction projects using an earned value model that compares construction progress to the projected total completion cost and date. The Authority should base these updates on the most current estimates available.	3	November 2022 [§]		
	5. To ensure that it is adequately prepared if it is unable to meet the federal grant deadline of December 2022, the Authority should, by May 2019, develop a contingency plan for responding to such a scenario.	3	November 2022 [§]		

[†] Contrary to the State Auditor's determination, the audited agency believes it has fully implemented the recommendation.



[‡] Before publishing a report of an investigation, the State Auditor provides the head of each department or agency involved with a copy of the investigative report, including any recommendations. Therefore, in calculating how long a recommendation has been outstanding, the State Auditor uses the date the investigative report was provided to the department or agency, not the date the report was published.

[§] In its latest response, the audited agency did not update its estimated date of completion.

[#] As of July 2012, the California Department of Mental Health became the Department of State Hospitals.







^{||} In July 2017, the State Board of Equalization was restructured and transferred duties to the California Department of Tax and Fee Administration.


Table 3
Recommendations Made to Nonstate Entities That Are More Than One Year Old and Are Still Not Fully Implemented
(Reports Issued From November 2016 Through October 2021)

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NONSTATE ENTITIES					
<i>Acton-Agua Dulce Unified School District</i>					
 <p>Charter Schools: Some School Districts Improperly Authorized and Inadequately Monitored Out-of-District Charter Schools</p> <p>2016-141 (October 2017)</p>	18. To better ensure effective oversight of its charter schools' finances, Acton-Agua Dulce Unified should place a district representative as a nonvoting member on each charter school's governing board.	5	†		•
	<i>Alameda County Sheriff's Office</i>				
 <p>Correctional Officer Health and Safety: Some State and County Correctional Facilities Could Better Protect Their Officers From the Health Risks of Certain Inmate Attacks</p> <p>2018-106 (September 2018)</p>	27. To ensure that it is able to identify high risk situations and deter repeat offenders, Santa Rita should specifically track all gassing attacks and use the tracking data as a tool to prevent future gassing attacks.	4	†	•	•
	<i>Alum Rock Union School District</i>				
<p>Alum Rock Union Elementary School District: The District and Its Board Must Improve Governance and Operations to Effectively Serve the Community</p> <p>2018-131 (May 2019)</p>	3. To strengthen its ability to oversee district expenditures, the board should require the district by August 2019 to prepare monthly summaries that report the total amounts it paid to each of its contractors, along with descriptions of the purpose of those payments, and to include the summaries with the monthly warrant lists it provides to the board.	3	November 2021 [#]		
	5. By November 2019, the district should develop contract monitoring procedures with defined staff roles and responsibilities, including retaining evidence of monitoring efforts. The district should also train its staff to follow these procedures.	3	†	•	•
	6. By November 2019, the district should develop procedures specifying a designated location for staff to retain contracts and related documentation and identifying those staff who are responsible for ensuring that these documents are stored appropriately. The district should also train staff to follow these procedures.	3	June 2021 [#]		
	7. By November 2019, the district should work with the county office to ensure that its new financial system includes unique identifiers for contract payment authorization documents.	3	†	•	•

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	8. To identify its contracted personnel's potential conflicts of interest, the district should develop and implement a process by November 2019 to assess whether contracted personnel should be classified as consultants and are therefore subject to the district's code for disclosing financial interests.	3	†	•	•
	9. The district should immediately follow its conflict-of-interest code to ensure that all required individuals file Forms 700.	3	†	•	•
	12. To ensure compliance with government transparency laws in future meetings, the board should ensure that it publicly identifies all parties involved in real estate negotiations prior to entering closed sessions.	3	†		•
	19. To increase the board's accountability and ensure the prudent spending of district funds, the board should implement procedures by August 2019 requiring that its members document on their requests for reimbursement how their travel complies with district policy.	3	†	•	•
	22. To demonstrate its commitment to improving its governance over the district's operations, the board should immediately direct district staff to track and prioritize the implementation of the remaining outstanding recommendations from the FCMAT audit report. The board should also direct staff to analyze the recommendations relating to its terminated contracts with Del Terra, identify those recommendations that will continue to be relevant after the appointment of a new construction manager and a new program manager, and implement policies to strengthen the district's monitoring of those contractors. The board should then monitor the status of the recommendations to ensure their implementation.	3	†	•	•
	24. To reinforce the ethical principles, laws, and policies that the board must follow, the district should establish a policy by July 2019 to provide biennial training to board members on ethics, applicable government transparency, conflict-of-interest requirements, and district policies.	3	†	•	•
	26. To ensure that the bond committee includes representatives from all required constituencies, the district should verify and document representation of the committee members that the board appoints.	3	†	•	

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	28. To ensure that district staff have appropriate guidance when awarding contracts under emergency conditions, the district should create and implement by November 2019 policies and procedures describing the protocol for awarding emergency contracts, including the use of the district's standard contracting forms. The district should also train staff to follow these policies and procedures.	3	†	•	•
Antelope Valley Union High School District					
  Charter Schools: Some School Districts Improperly Authorized and Inadequately Monitored Out-of-District Charter Schools 2016-141 (October 2017)	30. To better ensure effective oversight of its charter schools' finances, Antelope Valley Union should place a district representative as a nonvoting member on each charter school's governing board.	5	Will Not Implement		
Bakersfield College					
  Clergy Act Requirements and Crime Reporting: Compliance Continues to Challenge California's Colleges and Universities 2017-032 (May 2018)	19. To ensure Bakersfield requests and reports Clergy Act crimes from local law enforcement, the institution should by August 2018 create and begin following a procedure, in conjunction with a written agreement with local law enforcement, to obtain crime statistics for the annual security report.	4	June 2023		
Butte County					
  California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters 2019-103 (December 2019)	2. To best prepare to protect and care for people with access and functional needs, the county should revise its emergency plans by following the best practices that we included in our report. The county should begin implementing these practices as soon as possible. By no later than March 2020, the county should develop a schedule for completing updates to its emergency plans.	2	†	•	
	5. To ensure that the county maintains updated emergency plans that are consistent with current best practices, the county should adopt ordinances establishing requirements for the frequency with which the county must update its emergency plans and should set that frequency at no greater than five years.	2	Will Not Implement		

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	8. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: when planning to protect people with access and functional needs, adhere to the best practices and guidance that FEMA, Cal OES, and other relevant authorities have issued; report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs; consult periodically with a committee of community groups that represent people with a variety of access and functional needs; require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans.	2	Will Not Implement		
 <p>In-Home Supportive Services Program: It Is Not Providing Needed Services to All Californians Approved for the Program, Is Unprepared for Future Challenges, and Offers Low Pay to Caregivers</p> <p>2020-109 (February 2021)</p>	8. To help ensure that recipients receive prompt approval for services and also receive all approved services, Butte County should, by August 2021 and annually thereafter, complete required plans that include, at a minimum, specific provisions for how it will ensure prompt approval of services and that recipients promptly receive the approved services.	1	Will Not Implement		
Calbright College					
<p>Calbright College: It Must Take Immediate Corrective Action to Accomplish Its Mission to Provide Underserved Californians With Access to Higher Education</p> <p>2020-104 (May 2021)</p>	<p>2. To provide greater accountability regarding its spending and to ensure that it effectively uses the public funds it receives to accomplish the goals for which it was created, Calbright should do the following:</p> <ol style="list-style-type: none"> 1. By November 2021, incorporate into its implementation plan a spending plan that details how and when it expects to spend the funds the Legislature allocates to it. At a minimum, the spending plan should identify the estimated costs to accomplish the tasks set forth in its implementation plan and a timeline for when it expects to incur those costs. The spending plan should also describe Calbright's strategy for staying within its budget while completing necessary start-up activities and achieving its milestones. 2. Calbright should annually review the spending plan and make adjustments as necessary. It should also annually report to the Board of Governors on its spending to date and explain how its spending has furthered its progress in achieving its mission. 	1	March 2023		

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	<p>5. To ensure that the compensation it provides its employees is reasonable, Calbright should establish a pay schedule for all employees by November 2021 that does the following:</p> <ol style="list-style-type: none"> 1. Includes salary, benefits, and all other forms of compensation. 2. Establishes compensation packages that are comparable to those for similar positions within the community college system. 	1	March 2023		
	<p>6. To adequately address its foundational purpose for existing, Calbright should immediately develop a robust implementation plan that aligns with best practices and translates its mission into actionable goals and strategies. It should complete that plan and begin implementing it by November 2021. At a minimum, Calbright should include in its implementation plan all of the following:</p> <ol style="list-style-type: none"> 1. Its goals, which should include both its goals for completing the setup of the college and its student outcome goals. It should develop its student outcome goals based, at a minimum, on a comparison of the student outcomes for multiple other reasonably comparable educational programs. 2. The major steps necessary to achieve its goals. 3. The estimated resources and specific deliverables that each step will require. 4. The due dates and assigned staff for each deliverable or major step. 5. The criteria it will use for measuring its success and monitoring its progress. 6. A strategy and timeline for ending its reliance on the Foundation. <p>After completing its implementation plan, Calbright should review the plan at least every six months, and revise and update it as needed to account for major changes relevant to the college's implementation. By July 2022, Calbright should demonstrate that it has made consistent progress in implementing its plan.</p> <p>To improve its accountability for its actions toward fulfilling its mission, Calbright should annually report to the Legislature its progress related to each step in its implementation plan.</p>	1	March 2023		

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	<p>8. To ensure that it adequately prepares its target student population to obtain positive employment outcomes after graduation, Calbright should, by November 2021, develop and implement a process for selecting and expanding educational programs that will provide value to that population; that process should include the following:</p> <ol style="list-style-type: none"> 1. Collaboration with employers and industry groups to inform the content of the programs. 2. Consideration of market demand for graduates of such programs. 3. Determination of whether the programs can help its target student population obtain positive employment outcomes including jobs, earning gains, and upward mobility. 4. Available resources for program implementation. 5. An evaluation of student demand for the programs. 	1	†		•
	<p>9. To ensure that it is fulfilling its mission to help students obtain positive employment outcomes, including jobs in their field of study, earning gains, and upward mobility, Calbright should do the following:</p> <ol style="list-style-type: none"> 1. By November 2021, develop and implement a specific plan that describes how it will assist its students in acquiring jobs, earning more income, or being upwardly mobile after graduation; the plan should include a path toward securing job placements for its students. 2. By the same date, also establish a method to collect and review data on student use of its career services, employment outcomes following graduation, and employer satisfaction with Calbright's preparation of its students. 3. By July 2022, Calbright should begin demonstrating that it has been successful at assisting its graduates in obtaining positive employment outcomes, including jobs in their field of study, earning gains, and upward mobility. 	1	June 2023		


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	<p>10. To ensure that it is providing students with the assistance they need to graduate, Calbright should, by November 2021, establish systems to monitor the effectiveness of its student support efforts. Specifically, it should take the following actions:</p> <ol style="list-style-type: none"> 1. Establish a monitoring system to ensure that it provides each student with the supports it has identified in its student support plan. 2. Conduct an annual survey of enrolled students to assess their satisfaction with its support services and instruction and with their own progress toward their educational goals. 3. Every six months, evaluate the effectiveness of the student support plan, including reviewing data on its provision of support to its students, student progress, and its annual student survey. Following its review, it should adjust the plan as necessary. 4. Include in its annual report to the Board of Governors and the public the results of its annual student survey and the steps it has taken to address student feedback. 	1	†	•	•
	<p>11. To assist its students in completing its programs, Calbright should immediately establish an efficient process to recognize previous training and experience and allow students to bypass areas of curriculum in which they have demonstrated competence.</p>	1	December 2023		

Cerritos College



California Community Colleges: The Colleges Reviewed Are Not Adequately Monitoring Services for Technology Accessibility, and Districts and Colleges Should Formalize Procedures for Upgrading Technology
2017-102
(December 2017)

11. To ensure that all instructors are aware of the accessibility standards for instructional materials, Cerritos should include in its next collective bargaining negotiations a requirement for instructors to periodically attend accessibility trainings.	4	†	•	•
13. To ensure that its technology master plan supports the strategic goals of the district, Cerritos should update its master plan by June 2018, and should ensure that the plan includes detailed steps to accomplish its goals.	4	†	•	
14. To increase the transparency of its annual review process, by June 2018, Cerritos should establish procedures requiring its departments to document attendees, input received, and agreements reached during meetings to consider instructional technology equipment requests.	4	†	•	

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Charter Academy of the Redwoods					
 Youth Suicide Prevention: Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm 2019-125 (September 2020)	7. To ensure that their teachers and staff have the information necessary to respond consistently, promptly, and appropriately to reduce suicide risk, the six LEAs we reviewed should revise their policies by March 2021 to comply with state law and incorporate the best practices in Education's model policy.	2	†		•
	19. To improve their students' access to mental health professionals, Kern High School District, Ukiah Unified, Gateway Charter, Redwoods Charter, and Heartland Charter should coordinate with their respective counties to request MHSA funding to employ additional school counselors, school nurses, school social workers, and school psychologists.	2	†		•
City of Irwindale					
City of Irwindale: It Must Exercise More Fiscal Responsibility Over Its Spending So That It Can Continue to Provide Core Services to Residents 2016-111 (November 2016)	1. To address the structural deficit in its general fund, the city should seek long-term solutions to balance its budget so that its expenditures do not exceed its revenues. These solutions should include eliminating the reliance on one-time gains to fund ongoing expenses and identifying opportunities to further reduce spending. The city should document its approach in a long-term financial plan that should account for the following: a forecast of at least five to 10 years into the future, updates to long-term planning activities as needed to provide direction to the budget process, and an analysis of its financial status; revenue and expenditure forecasts; and plan-monitoring mechanisms, such as a scorecard of key indicators of financial health.	5	†		•
	3. Considering that the city's retirement benefits are more generous than those of most comparable cities, and in light of its financial situation, the city should reduce its employee benefits costs by negotiating with employee bargaining groups and key management employees for the elimination of further city contributions to the PARS supplemental benefit plan or at least and increase in participant contributions to cover the full employee share of the plan's costs, recognizing that under California case law the city may not destroy vested pension rights legislatively.	5	Unknown		
	4. To minimize the use of its reserves to reduce long-term liabilities, the city should annually determine whether it has sufficient funding to cash out employee leave balances. Additionally, in future labor negotiations, the city should explore the possibility of eliminating or reducing voluntary leave balance cash-outs by employees, and eliminate sick leave cash-outs altogether.	5	Unknown		

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	6. To reduce costs, the city should consider eliminating its current resident prescription drug benefit program and replacing it with the prescription discount card program offered by the League of California Cities that would provide discounts on prescriptions to residents at no cost to the city.	5	Will Not Implement		
	7. If the city chooses not to participate in the prescription discount card program offered by the League of California Cities, it should at least take the following step related to its current prescription drug benefit program: Align its prescription drug benefit program with its established purpose—to treat conditions proven to be caused or worsened by the city's mining activities—and limit the availability of benefits to only those medications approved for the treatment of such conditions.	5	Will Not Implement		
	8. If the city chooses not to participate in the prescription discount card program offered by the League of California Cities, it should at least reduce the cost of its current prescription drug benefit program by enacting limits—similar to those in its resident vision benefits—on the number or dollar amount of prescriptions an individual can receive each year.	5	Will Not Implement		
	9. To reduce the costs of its resident prescription drug benefit program, the city council should follow the recommendations of its consultant by approving the following: align copayments by increasing those paid by residents 50 years of age and older to the same level as those paid by residents who are 49 years or younger.	5	Will Not Implement		
	10. To reduce the costs of its resident prescription drug benefit program, the city council should follow the recommendations of its consultant by approving the following: implement coordination of benefits provisions, where applicable, to designate the city as a secondary payer to residents' primary insurance coverage.	5	Will Not Implement		
	11. To eliminate the need for police officer overtime, the city should evaluate the possibility of contracting for police services with the Los Angeles County Sheriff's Department or another law enforcement agency as an alternative to operating its own police department.	5	Will Not Implement		
	13. While the city is considering recommendation #11, and if it should choose not to contract for police services, it should promote public safety and equity among its police officers by implementing a rotational order for scheduled overtime to prevent some officers from working excessive shifts.	5	Will Not Implement		

continued on next page...

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	16. The Housing Authority should consider options to provide low-income housing opportunities to more people. Additionally, if the Housing Authority intends to continue providing low-income housing opportunities in the future, the city should examine the available funding mechanisms to continue providing low-income housing before it exhausts its Housing Authority Fund balance.	5	Will Not Implement		
	17. To ensure that all residents have an equal chance to participate in the Housing Authority's housing programs, the city should remove the long-term residency priorities from any future housing programs.	5	June 2025		

City of Lincoln

City of Lincoln: Financial Mismanagement, Insufficient Accountability, and Lax Oversight Threaten the City's Stability 2018-110 <i>(March 2019)</i>	1. To ensure that it complies with state law, Lincoln should immediately review all of its outstanding interfund loans to determine whether the borrowing funds can repay the loans according to the terms. For any loan that is from a restricted fund and that does not have the capacity to be repaid, Lincoln should develop a plan that ensures repayment within a reasonable time frame, including seeking possible alternative financing or revenue sources, such as the general fund, bonds, one-time revenue, or a tax increase, to address the obligation.	3	June 2023		
	17. To ensure that it applies the correct fee credits to developers, Lincoln should develop policies and procedures by September 2019 for establishing fee credits and maintaining adequate documentation to justify modifications to fee credits, including credits it awards based on changes in fee schedules and updated development agreements.	3	June 2023		

County of Alameda



Public Safety Realignment: Weak State and County Oversight Does Not Ensure That Funds Are Spent Effectively 2020-102 <i>(March 2021)</i>	4. To ensure that county jails identify inmates with mental illnesses and provide them with adequate mental health care, Alameda should immediately begin conducting mental health screening of all inmates upon admission to the county's jails.	1	†	•	•
	5. To ensure that county jails have sufficient information to determine appropriate housing and supervision of inmates with mental illness, by June 2021 Alameda should develop a process requiring mental health providers to share with jails the mental health status of all inmates, such as whether they have a mild, moderate, or serious mental illness.	1	June 2022 [#]		
	7. To ensure that it appropriately follows up on inmate deaths and works to prevent similar deaths from occurring in the future, Alameda should implement its updated inmate death follow-up process by June 2021.	1	†	•	•

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	9. Unless the Legislature clarifies its intent otherwise, to ensure that the counties prudently and appropriately spend realignment funds, the Partnership Committee at Alameda should, starting with its next annual budget, review and make budget recommendations to its board of supervisors for all realignment accounts, including the accounts that fund non-law enforcement departments and community-based organizations. Further, Alameda should ensure that it budgets all realignment funds to eliminate excessive surpluses in realignment accounts and prevent future surpluses beyond a reasonable reserve.	1	Will Not Implement		
	12. To ensure that the programs and services funded by public safety realignment funds are effective, beginning immediately, Alameda should conduct evaluations of the effectiveness of its programs and services at least every three years.	1	October 2023		
	15. To ensure that the county reports accurate and consistent information to the Corrections Board, beginning with its next annual report, Alameda should consistently report all law enforcement and non-law enforcement expenditures funded through the accounts that constitute public safety realignment.	1	Will Not Implement		

County of Fresno



Public Safety Realignment:
Weak State and County Oversight Does Not Ensure That Funds Are Spent Effectively

2020-102
(March 2021)

3.	To comply with the State's jail capacity standards, Fresno should take steps to address overcrowding in its jails, while ensuring public safety.	1	†	•	
6.	To ensure that county jails have sufficient information to determine appropriate housing and supervision of inmates with mental illness, by June 2021 Fresno should develop a process requiring mental health providers to share with jails the mental health status of all inmates, such as whether they have a mild, moderate, or serious mental illness.	1	Unknown		
10.	Unless the Legislature clarifies its intent otherwise, to ensure that the counties prudently and appropriately spend realignment funds, the Partnership Committee at Fresno should, starting with its next annual budget, review and make budget recommendations to its board of supervisors for all realignment accounts, including the accounts that fund non-law enforcement departments and community-based organizations. Further, Fresno should ensure that it budgets all realignment funds to eliminate excessive surpluses in realignment accounts and prevent future surpluses beyond a reasonable reserve.	1	June 2027		

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	13. To ensure that the programs and services funded by public safety realignment funds are effective, beginning immediately, Fresno should conduct evaluations of the effectiveness of its programs and services at least every three years.	1	November 2023		
	16. To ensure that the county reports accurate and consistent information to the Corrections Board, beginning with its next annual report, Fresno should consistently report all law enforcement and non-law enforcement expenditures funded through the accounts that constitute public safety realignment.	1	Will Not Implement		

County of Los Angeles



Public Safety Realignment:
Weak State and County Oversight Does Not Ensure That Funds Are Spent Effectively

2020-102
(March 2021)

11. Unless the Legislature clarifies its intent otherwise, to ensure that the counties prudently and appropriately spend realignment funds, the Partnership Committee at Los Angeles should, starting with its next annual budget, review and make budget recommendations to its board of supervisors for all realignment accounts, including the accounts that fund non-law enforcement departments and community-based organizations. Further, Los Angeles should ensure that it budgets all realignment funds to eliminate excessive surpluses in realignment accounts and prevent future surpluses beyond a reasonable reserve.	1	Will Not Implement		
14. To ensure that the programs and services funded by public safety realignment funds are effective, beginning immediately, Los Angeles should conduct evaluations of the effectiveness of its programs and services at least every three years.	1	2023		
17. To ensure that the county reports accurate and consistent information to the Corrections Board, beginning with its next annual report, Los Angeles should consistently report all law enforcement and non-law enforcement expenditures funded through the accounts that constitute public safety realignment.	1	Will Not Implement		

County of Mendocino



Homelessness in California:
The State's Uncoordinated Approach to Addressing Homelessness Has Hampered the Effectiveness of Its Efforts

2020-112
(February 2021)

6. To help ensure that it has adequate levels of services and service providers in its area to meet the needs of people who are experiencing homelessness, the County of Mendocino should coordinate with its CoC to ensure that the CoC annually conducts a comprehensive gaps analysis in accordance with the plan it has developed under federal regulations. To be effective, the gaps analysis should consider whether adequate services are available in the areas where individuals are experiencing homelessness and should contain strategies to address any deficiencies.	1	Unknown		
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	14. To ensure that it uses the most effective method of identifying individuals in its county who are experiencing homelessness, by August 2021, the County of Mendocino should also coordinate with its CoC to formalize and implement the CoC's process for collecting and responding to volunteer feedback after its PIT count.	1	January 2023		
	16. To comply with federal regulations and ensure that its CoC's decisions reflect a variety of perspectives, the County of Mendocino should, by August 2021, coordinate with its CoC to ensure that the CoC's board is representative of all relevant organizations.	1	December 2022		
	21. To ensure that individuals experiencing homelessness have adequate access to the coordinated entry process, the County of Mendocino should, by August 2021, coordinate with its CoC to assess the feasibility of establishing a dedicated telephone hotline for providing information about available services, assessing individuals' needs, and referring those individuals to appropriate housing or homeless service providers.	1	June 2023		
	23. To increase the efficiency of the coordinated entry process, the County of Mendocino should coordinate with its CoC to determine how long it takes to locate individuals after they have been matched with a service provider. Specifically, it should use the referral data that HUD required CoCs to collect as of October 2020 to determine whether locating individuals after they have been matched with a service provider is a cause of delay in providing them with services. If it finds that excessive delays exist, it should coordinate with its CoC to implement processes such as deploying a dedicated team to locate these individuals when appropriate housing and services become available.	1	March 2023		

County of Santa Barbara Housing and Community Development Division



Homelessness in California:
The State's Uncoordinated Approach to Addressing Homelessness Has Hampered the Effectiveness of Its Efforts
2020-112
(February 2021)

25. To increase the efficiency of the coordinated entry process, the County of Santa Barbara should coordinate with its CoC to determine how long it takes to locate individuals after they have been matched with a service provider. Specifically, it should use the referral data that HUD required CoCs to collect as of October 2020 to determine whether locating individuals after they have been matched with a service provider is a cause of delay in providing them with services. If it finds that excessive delays exist, it should coordinate with its CoC to implement processes such as deploying a dedicated team to locate these individuals when appropriate housing and services become available.	1	†		
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County of Santa Clara Office of Supportive Housing					
  Homelessness in California: The State's Uncoordinated Approach to Addressing Homelessness Has Hampered the Effectiveness of Its Efforts 2020-112 <i>(February 2021)</i>	9. To help ensure that it has adequate levels of services and service providers in its area to meet the needs of people who are experiencing homelessness, the County of Santa Clara should coordinate with its CoC to ensure that the CoC annually conducts a comprehensive gaps analysis in accordance with the plan it has developed under federal regulations. To be effective, the gaps analysis should consider whether adequate services are available in the areas where individuals are experiencing homelessness and should contain strategies to address any deficiencies.	1	†	•	•
County of Sonoma					
  California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters 2019-103 <i>(December 2019)</i>	9. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: when planning to protect people with access and functional needs, adhere to the best practices and guidance that FEMA, Cal OES, and other relevant authorities have issued; report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs; consult periodically with a committee of community groups that represent people with a variety of access and functional needs; require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans.	2	†	•	•
County of Ventura					
  California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters 2019-103 <i>(December 2019)</i>	4. To best prepare to protect and care for people with access and functional needs, the county should revise its emergency plans by following the best practices that we included in our report. The county should begin implementing these practices as soon as possible. By no later than March 2020, the county should develop a schedule for completing updates to its emergency plans.	2	†	•	•
	7. To ensure that the county maintains updated emergency plans that are consistent with current best practices, the county should adopt ordinances establishing requirements for the frequency with which the county must update its emergency plans and should set that frequency at no greater than five years.	2	Will Not Implement		

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	10. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: when planning to protect people with access and functional needs, adhere to the best practices and guidance that FEMA, Cal OES, and other relevant authorities have issued; report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs; consult periodically with a committee of community groups that represent people with a variety of access and functional needs; require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans.	2	Unknown		

Fallen Leaf Lake Community Services District

Fallen Leaf Lake Community Services District: Its Billing Practices and Small Electorate Jeopardize Its Ability to Provide Services 2018-133 <i>(July 2019)</i>	7. To rectify the excessive reimbursement amounts it received for strike team assignments, the district should, by December 31, 2019, develop and implement a plan for returning to the paying agencies the excessive reimbursements it received for 2016 through 2018.	3	†	•	•
	8. To rectify the excessive reimbursement amounts it received for strike team assignments, the district should, by December 31, 2019, work with Cal OES to identify the amounts of excess reimbursements the district received for 2013 through 2015 and then develop and implement a plan for returning those amounts to the paying agency.	3	June 2021 [#]		
	10. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, the district should, by December 31, 2019, monitor the financial risks it may face in the future, forecast their impact on its finances and budget, and plan and implement appropriate changes to its budget as necessary throughout the fiscal year.	3	June 2021 [#]		
	11. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, the district should, by December 31, 2019, limit the extent to which it relies on volatile revenue sources to balance its budget.	3	June 2021 [#]		

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	13. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, the district should, by December 31, 2019, develop a five-year forecast of estimated revenues and expenditures and a plan to guide its decisions and actions in the event of fluctuations.	3	September 2020 [#]		

Foothill-De Anza Community College District



California Community Colleges: The Colleges Reviewed Are Not Adequately Monitoring Services for Technology Accessibility, and Districts and Colleges Should Formalize Procedures for Upgrading Technology
2017-102
(December 2017)

15. To ensure that it is fulfilling requests for alternate media services from students with disabilities in a timely manner, by June 2018, De Anza should establish procedures for monitoring its timeliness in responding to such requests so that it can periodically review its performance in completing the requests. Specifically, it should record and track sufficient information to be able to review how long it takes to complete requests. Additionally, De Anza should calculate the number of days it takes to complete requests, and periodically evaluate its performance against its time-frame goals. Further, to evaluate its performance, De Anza should establish a time-frame goal for completing alternate media requests.	4	†		•
16. To ensure that it promptly addresses any complaints it receives related to web accessibility and alternate media requests, De Anza should follow its new procedures for tracking and reviewing complaints related to accessibility.	4	†		•
17. To ensure that students with disabilities have equal access to instructional materials, by June 2018, De Anza should develop procedures to monitor and periodically review the accessibility of instructional materials. For example, De Anza could develop an accessibility checklist for instructors to complete when developing or selecting instructional materials, from which the college could periodically review a sample of course content to ensure that instructors completed the checklist and that the instructional materials comply with accessibility standards.	4	†	•	•
18. To ensure that its website complies with accessibility standards, by June 2018, De Anza should develop procedures to monitor website accessibility and incorporate steps to prevent instructors from publishing inaccessible content on the college's website. These procedures should include a tracking mechanism to demonstrate how many accessibility errors the college identifies and how long it takes to fix those errors.	4	†		•

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	19. To ensure that all instructors are aware of the accessibility standards for instructional materials, De Anza should include in its next collective bargaining negotiations a requirement for instructors to periodically attend accessibility trainings.	4	†	•	•
	21. To increase the transparency of its annual review process, by June 2018, De Anza should establish procedures requiring its departments to document attendees, input received, and agreements reached during meetings to consider instructional technology equipment requests.	4	†	•	•

Fresno City Housing Authority



Homelessness in California:
The State's Uncoordinated Approach to Addressing Homelessness Has Hampered the Effectiveness of Its Efforts
2020-112
(February 2021)

10. To help ensure that it has adequate levels of services and service providers in its area to meet the needs of people who are experiencing homelessness, the Fresno City Housing Authority should coordinate with its CoC to ensure that the CoC annually conducts a comprehensive gaps analysis in accordance with the plan it has developed under federal regulations. To be effective, the gaps analysis should consider whether adequate services are available in the areas where individuals are experiencing homelessness and should contain strategies to address any deficiencies.	1	Will Not Implement		
12. To ensure that it adequately identifies its long-term strategies to address homelessness, the Fresno City Housing Authority should coordinate with its CoC to implement a planning process and develop a comprehensive plan that meets all federal requirements by August 2021. The planning process should ensure that the CoC updates its comprehensive plan at least every five years.	1	August 2022 [#]		
18. To comply with federal regulations and ensure that its CoC's decisions reflect a variety of perspectives, the Fresno City Housing Authority should, by August 2021, coordinate with its CoC to ensure that the CoC's board is representative of all relevant organizations.	1	November 2022 [#]		
19. To reduce barriers to CoC membership and to encourage participation, the Fresno City Housing Authority should coordinate with its CoC to conduct an analysis of whether its membership fee is necessary and, if it is not, to eliminate it by August 2021.	1	Will Not Implement		

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	22. To ensure that individuals experiencing homelessness have adequate access to the coordinated entry process, the Fresno City Housing Authority should, by August 2021, coordinate with its CoC to assess the feasibility of establishing a dedicated telephone hotline for providing information about available services, assessing individuals' needs, and referring those individuals to appropriate housing or homeless service providers.	1	Will Not Implement		
	26. To increase the efficiency of the coordinated entry process, the County of Fresno City Housing Authority should coordinate with its CoC to determine how long it takes to locate individuals after they have been matched with a service provider. Specifically, it should use the referral data that HUD required CoCs to collect as of October 2020 to determine whether locating individuals after they have been matched with a service provider is a cause of delay in providing them with services. If it finds that excessive delays exist, it should coordinate with its CoC to implement processes such as deploying a dedicated team to locate these individuals when appropriate housing and services become available.	1	Will Not Implement		

Gateway Public Schools



Youth Suicide Prevention:
Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm

2019-125
(September 2020)

8. To ensure that their teachers and staff have the information necessary to respond consistently, promptly, and appropriately to reduce suicide risk, the six LEAs we reviewed should revise their policies by March 2021 to comply with state law and incorporate the best practices in Education's model policy.	2	†		•
20. To improve their students' access to mental health professionals, Kern High School District, Ukiah Unified, Gateway Charter, Redwoods Charter, and Heartland Charter should coordinate with their respective counties to request MHSAs funding to employ additional school counselors, school nurses, school social workers, and school psychologists.	2	Unknown		

Heartland Charter School



Youth Suicide Prevention:
Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm

2019-125
(September 2020)

15. To ensure that their teachers and staff have the knowledge necessary to identify and assist students at risk of self-harm and suicide, the six LEAs we reviewed should do the following: <ul style="list-style-type: none"> Revise their suicide prevention training materials by June 2021 to align with state law and incorporate the best practices in Education's model policy. LEAs that provide suicide prevention training should conduct it at the beginning of the school year. 	2	†		•
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	21. To improve their students' access to mental health professionals, Kern High School District, Ukiah Unified, Gateway Charter, Redwoods Charter, and Heartland Charter should coordinate with their respective counties to request MESA funding to employ additional school counselors, school nurses, school social workers, and school psychologists.	2	†		•

Kern County Probation



In-Home Supportive Services Program: It Is Not Providing Needed Services to All Californians Approved for the Program, Is Unprepared for Future Challenges, and Offers Low Pay to Caregivers
2020-109
(February 2021)

9. To help ensure that recipients receive prompt approval for services and also receive all approved services, Kern County should, by August 2021 and annually thereafter, complete required plans that include, at a minimum, specific provisions for how it will ensure prompt approval of services and that recipients promptly receive the approved services.

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Los Angeles Community College District

Los Angeles Community College District Personnel Commission: Its Inconsistent Practices and Inadequate Policies Adversely Affect District Employees and Job Candidates, Leading to Concerns About the Fairness of Its Decisions
2020-111
(May 2021)

1. To increase the objectivity and transparency of its minimum qualification requirements, when possible the Commission should create qualification requirements based on time spent working in District job classifications or equivalent experience, rather than using ambiguous terms such as "professional-level."

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Unknown

2. To increase transparency and ensure that it makes consistent decisions when assessing applicants' minimum qualifications, the Commission should establish a rule for its examiners by October 2021 that defines the key terms it uses when reviewing applications for minimum qualifications, such as "professional-level" and "recent."

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4. To ensure that its examination process is fair and evaluates all candidates consistently, the Commission should establish a rule by October 2021 to require examiners to create detailed scoring benchmarks that provide raters guidance on how to rate individual evaluation factors.

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5. To ensure that its examination process is fair and evaluates all candidates consistently, the Commission should establish a rule by October 2021 requiring that when it creates examinations it establish a method for determining candidates' overall scores based on the ratings of the individual evaluation factors.

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6. To ensure that its examination process is fair and evaluates all candidates consistently, the Commission should establish a rule by October 2021 to require raters to provide written comments on rating sheets for each candidate, explaining the basis for the score they awarded.

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	7. To ensure that its examination process is fair and evaluates all candidates consistently, the Commission should establish a rule by October 2021 to require examiners to review scoring sheets to determine if raters have followed the Commission's candidate evaluation guidance, and if the raters have failed to follow the guidance request that the raters review their evaluation of the candidate.	1	†	•	
	9. To ensure that employees are aware that they can request intermittent payments while performing out-of-class work assignments, the Commission should immediately revise its claim form to include this option.	1	Unknown		
	10. To ensure that employees receive prompt compensation for the higher-level duties they perform, the Commission should revise its rules by October 2021 to process employees' compensation for out-of-class work each month.	1	†	•	•
	12. To ensure that employees are fairly compensated for the entirety of the out-of-class work they perform, the Commission should amend its rules by October 2021 to require employees to submit a copy of their out-of-class claim form to the Commission at the same time as they submit it to their supervisors, and use the date the Commission receives this copy of the form as the date of submission.	1	Unknown		
	13. To ensure that it consistently identifies and responds to all complaints and to reduce the risk of retaliation against complainants, by October 2021 the Commission should amend its rules to clearly define complaints and create a formal process for addressing all complaints, including a process to elevate to the commissioners those complaints that are not resolved at lower levels.	1	†		•
	14. To ensure that it consistently identifies and responds to all complaints and to reduce the risk of retaliation against complainants, by October 2021 the Commission should amend its rules to include a provision for submitting whistleblower complaints directly to the District's Office of the General Counsel and assign it the responsibility of designating an appropriate party to respond.	1	Unknown		
	15. To ensure that it consistently identifies and responds to all complaints and to reduce the risk of retaliation against complainants, by October 2021 the Commission should amend its rules to establish that complainant information may not be shared with the subject of a whistleblower complaint.	1	Unknown		





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	16. To ensure that it treats applicants consistently when considering whether to debar them in the case of false statements or deception, the Commission should establish rules to require that examiners independently verify the reason for inconsistencies between applications.	1	†	•	•
	17. To ensure that it treats applicants consistently when considering whether to debar them in the case of false statements or deception, the Commission should establish rules to require that examiners provide applicants with an opportunity to address the inconsistencies.	1	†		•
	18. To ensure that it treats applicants consistently when considering whether to debar them in the case of false statements or deception, the Commission should establish rules to require that examiners document the steps taken to verify the disputed information and retain relevant supporting documentation.	1	†	•	•
	19. To ensure that the Commission's practices align with the mission of the merit system, the Commissioners should establish rules that require staff to periodically report to them on how its practices compare to those of other entities with merit systems, along with any recommendations for improving the Commission's practices.	1	†	•	•

Los Angeles County Department of Mental Health



Lanterman-Petris-Short Act: California Has Not Ensured That Individuals With Serious Mental Illnesses Receive Adequate Ongoing Care
2019-119
(July 2020)



6.	To ensure that it connects patients who have been placed on multiple short-term holds to appropriate ongoing treatment, Los Angeles should, by no later than August 2021, adopt a systematic approach to identifying such individuals, obtaining available mental health history information about these individuals, and connecting these individuals to services that support their ongoing mental health.	2	January 2022 [#]		
8.	To ensure that conservatorships do not terminate because of the absence of testimony from doctors, Los Angeles should immediately implement a comprehensive solution to this problem, such as using its own staff as expert witnesses when individuals' treating physicians are unable to testify. In addition, by no later than August 2021, it should develop a revised approach to scheduling conservatorship hearings and trials so that it significantly reduces the rate at which doctors' failures to testify result in terminated conservatorships.	2	Will Not Implement		

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Los Angeles County of Department of Children and Family Services					
Los Angeles County Department of Children and Family Services: It Has Not Adequately Ensured the Health and Safety of All Children in Its Care 2018-126 (May 2019)	6. To ensure that its staff appropriately use SDM assessments to identify safety threats and risks, the department should incorporate SDM instructions into its policies and procedures by July 2019 and provide mandatory annual SDM training for applicable staff, supervisors, and other members of management by May 2020.	3	December 2022		
Los Angeles County Office of Education					
  Montebello Unified School District: County Superintendent Intervention Is Necessary to Address Its Weak Financial Management and Governance 2017-104 (November 2017)	1. To ensure that Montebello takes the steps necessary to prevent state intervention and regain its positive financial certification, the county superintendent should direct Montebello to submit a corrective action plan to address the issues identified in this report including balancing its budget, amending and adhering to its hiring procedures, and establishing adequate safeguards to ensure that policies related to bond proceeds, conflicts of interest, and the approval of expenditures are implemented and followed.	5	Unknown		
	2. To ensure that Montebello takes the steps necessary to prevent state intervention and regain its positive financial certification, the county superintendent should assist Montebello in developing a plan to justify its workforce size and cost in terms of its current and projected enrollment, including evaluating the necessity of current staff levels and personnel costs.	5	Unknown		
	3. To ensure that Montebello takes the steps necessary to prevent state intervention and regain its positive financial certification, the county superintendent should evaluate the necessity of executive positions and adjust executives' salaries based on an analysis of the number and cost of executives in comparable districts.	5	Unknown		
	4. To ensure that Montebello takes the steps necessary to prevent state intervention and regain its positive financial certification, the county superintendent should ensure that Montebello implements all of the recommendations detailed in the report.	5	Unknown		
Los Angeles County Probation Department					
  Juvenile Justice Crime Prevention Act: Weak Oversight Has Hindered Its Meaningful Implementation 2019-116 (May 2020)	11. To adequately assess the effectiveness of its programs at reducing juvenile crime and delinquency, Los Angeles should collect data on all participants in each JJCPA program and for each service it provides.	2	Fall 2022 [#]		
	15. To accurately assess the effectiveness of its programs, Los Angeles should determine how to accurately identify in its case management system the JJCPA programs and services in which each individual participates or should enhance its system to provide this capability.	2	Fall 2022 [#]		

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Los Angeles County Sheriff's Department					
<p>Concealed Carry Weapon Licenses: Sheriffs Have Implemented Their Local Programs Inconsistently and Sometimes Inadequately</p> <p>2017-101 (December 2017)</p>	<p>1. To ensure that its CCW licensing decisions align with its CCW policy, Los Angeles should only issue licenses to applicants after collecting documentation of specific, personal threats against the applicants so as to satisfy its definition of good cause. If Los Angeles believes that its public licensing policy does not include all acceptable good causes for a CCW license, then by March 2018 it should revise that policy and publish the new policy on its website. It should then immediately begin processing applications according to that revised policy.</p>	4	Will Not Implement		
	<p>2. To ensure that it only issues licenses to individuals after receiving evidence of residency, firearms training, and good moral character that aligns with its policy, Los Angeles should only issue licenses after verifying that it has received this evidence. To avoid overlooking required evidence, Los Angeles should create procedures by March 2018 for its staff to follow to ensure that each CCW file contains the evidence its policy requires before issuing the license.</p>	4	March 2018 [#]		
	<p>10. To ensure that it is only charging fees that state law allows, Los Angeles should immediately cease charging applicants fees in addition to its license processing fee. Los Angeles should reimburse applicants who paid the unallowable fees. Further, if Los Angeles believes its license fee does not recover its entire cost of processing an initial application, it should complete a cost study and, if appropriate, revise its fee according to the results of that study and the maximum allowed fees under state law.</p>	4	†	•	•
Los Angeles Regional Adult Education Consortium					
<p>Montebello Unified School District: County Superintendent Intervention Is Necessary to Address Its Weak Financial Management and Governance</p> <p>2017-104 (November 2017)</p>	<p>32. To ensure that state adult education funds are used in the most efficient and effective manner, the consortium should, within one year, develop policies and procedures to ensure the proper collection and reporting of enrollment, attendance, and expenditure data by consortium members. Periodically review enrollment, attendance, and expenditure data to ensure their accuracy.</p>	5	†		•

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Los Rios Community College District					
<p>California Community Colleges: The Colleges Reviewed Are Not Adequately Monitoring Services for Technology Accessibility, and Districts and Colleges Should Formalize Procedures for Upgrading Technology</p> <p>2017-102 (December 2017)</p>	24. To ensure that students with disabilities have equal access to instructional materials, by June 2018, American River should develop procedures to monitor and periodically review the accessibility of instructional materials. For example, American River could develop an accessibility checklist for instructors to complete when developing or selecting instructional materials, from which the college could periodically review a sample of course content to ensure that instructors completed the checklist and that the instructional materials comply with accessibility standards.	4	†	•	
	25. To ensure that its website complies with accessibility standards, by June 2018, American River should develop procedures to monitor website accessibility and incorporate steps to prevent instructors from publishing inaccessible content on the college's website. These procedures should include a tracking mechanism to demonstrate how many accessibility errors the college identifies and how long it takes to fix those errors.	4	June 2023		
	26. To ensure that all instructors are aware of the accessibility standards for instructional materials, American River should include in its next collective bargaining negotiations a requirement for instructors to periodically attend accessibility trainings.	4	Will Not Implement		
	28. To ensure that it fully implements its technology master plan, by June 2018, American River should establish an implementation plan with detailed steps for achieving the goals in its technology master plan that it has not yet accomplished. Further, it should develop an implementation plan in conjunction with the development of its future technology master plan.	4	June 2023		
	29. To increase the transparency of its annual review processes, by June 2018, American River should establish procedures requiring its departments to document attendees, input received, and agreements reached during meetings to consider instructional technology equipment requests.	4	†	•	



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Marin County Sheriff's Department					
Automated License Plate Readers: To Better Protect Individuals' Privacy, Law Enforcement Must Increase Its Safeguards for the Data It Collects 2019-118 <i>(February 2020)</i>	27. To ensure that its ALPR policy contains all of the required elements as specified in state law, by August 2020, Marin should review its policy and draft or revise it as necessary. Also by August 2020, Marin should post its revised policy on its website in accordance with state law.	2	March 2021 [#]		
	37. To ensure that ALPR system access is limited to agency staff who have a need and a right to use ALPR data, by August 2020, Marin should develop and implement procedures for granting and managing user accounts that include, but are not limited to, requiring that supervisors must approve accounts for users, providing training to users before granting accounts, suspending users after defined periods of inactivity, and requiring regular refresher training for active users and training for users before reactivating previously inactive accounts. Marin should also ensure that it has procedures in place to deactivate an account immediately for an account holder who separates from the agency or who no longer needs a user account.	2	†	•	•
	39. To enable auditing of user access to and user queries of ALPR images, Marin should ensure that its ALPR policy makes clear how frequently Marin will audit its ALPR system, who will perform that audit, who will review and approve the audit results, and how long Marin will retain the audit documents. Marin should have in place by February 2021 an audit plan that describes its audit methodology, including, but not limited to, risk areas that will be audited, sampling, documentation, and resolution of findings.	2	†	•	•
	40. To enable auditing of user access to and user queries of ALPR images, by June 2021, Marin should implement its audit plan and complete its first audit.	2	†	•	•
Montebello Unified School District					
  Montebello Unified School District: County Superintendent Intervention Is Necessary to Address Its Weak Financial Management and Governance 2017-104 <i>(November 2017)</i>	5. To improve its current financial condition and ensure future viability, Montebello should, within 60 days, revise its fiscal stabilization plan and make the necessary cuts to fund its ongoing commitments.	5	†	•	•
	6. To improve its current financial condition and ensure future viability, Montebello should create a robust budgeting process within 90 days using best practices of the Government Finance Officers Association to ensure Montebello's ability to meet its priorities while maintaining the required level of reserves that buffers the district from drastic cuts in times of economic instability.	5	†	•	•

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	7. To improve its current financial condition and ensure future viability, Montebello should, within 90 days, implement an effective budget monitoring process with regular budget-to-actual comparisons. This process should include safeguards against spending in excess of budgeted expenditures and require advance board approval of such spending before it occurs. For example, Montebello should require that the budget manager perform monthly reviews of budget-to-actual figures and provide detailed explanations to the board for any variances.	5	†	•	•
	8. To ensure that Montebello hires the most qualified executive and management staff, Montebello should immediately adhere to its policies for hiring classified employees, including screening candidates to ensure that they meet the minimum qualifications. Montebello should also hold provisional employees to the same standards for minimum qualifications as its policy requires.	5	†	•	•
	9. To ensure that Montebello hires qualified classified employees, the personnel commission should, within 90 days, revise its policies to require the classified director to provide it with the education and work experience of any candidates on eligibility lists for high-ranking positions. It should also require the director of the personnel commission—the classified director—to provide it with a list of all provisional appointments, including information on how those employees meet the minimum qualifications.	5	†	•	•
	10. To ensure that it does not violate state law, Montebello should immediately adhere to its policies and ensure that provisional employees do not work more than the legal maximum number of days of service.	5	†	•	•
	12. In order to rebuild trust with its community, Montebello should adhere to its policies for hiring certificated personnel and fill any vacant positions for executives through a competitive hiring process, including advertising the positions, screening to ensure that minimum qualifications are met, and interviewing to ensure that it hires and retains the most qualified and talented leaders.	5	†	•	•
	13. To ensure that Montebello creates employee positions only when necessary, it should establish a policy within 30 days that requires a justification for why the district is creating a position. Additionally, in order to maintain transparency when creating new positions, Montebello should immediately begin to document its justifications.	5	†	•	•

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	14. To ensure that Montebello hires qualified certificated and classified employees, within 90 days the board should revise its policies to require the superintendent or his or her designee to provide information to the board about recruitments for high-ranking employees. The board should consider, at a minimum, the following information when approving appointments: <ul style="list-style-type: none"> • The number of initial applicants. • The number of candidates who passed the screening and interviewing steps. • The education and work experience of the final candidate recommended by the superintendent or designee. 	5	†	•	•
	15. To ensure that Montebello is making hiring decisions free of bias or favoritism, within 90 days it should strengthen its hiring policies related to nepotism and conflicts of interest for classified and certificated personnel to include the following: establishing restrictions on immediate family members being involved in the screening and interviewing processes and definitions of what types of personal relationships fall under the nepotism policy, which work relationships the nepotism policy applies to, and what factors to consider when evaluating the potential impact of a personal relationship.	5	†	•	•
	24. To ensure that Montebello spends its funds for allowable and reasonable purposes, it should implement an inventory tracking system that allows it to know where its equipment is located. Montebello should also periodically review its inventory listing to ensure that equipment is being properly used.	5	†	•	•

Peralta Community College District



Clery Act Requirements and Crime Reporting:
Compliance Continues to Challenge California's Colleges and Universities

2017-032
(May 2018)

32. To ensure that its campuses provide the necessary resources and information to students about campus safety, Peralta should by December 2018, develop all required policies related to campus safety in compliance with the Education Code.

4

Will Not Implement

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Sacramento City Unified School District					
<p>Sacramento City Unified School District: Because It Has Failed to Proactively Address Its Financial Challenges, It May Soon Face Insolvency</p> <p>2019-108 (December 2019)</p>	<p>6. To address its current financial problems, Sacramento Unified should do the following:</p> <ul style="list-style-type: none"> By March 2020, adopt a detailed plan to resolve its fiscal crisis. The plan should estimate savings under multiple scenarios and include an analysis that quantifies the impact of reductions the district can make to ongoing expenditures. Specifically, Sacramento Unified should consider the impact of possible salary adjustments for employees in different bargaining units and include the impact those salary adjustments would have on postemployment benefits, such as pensions. It should also use the most recently available data to estimate net savings from modifying the health care benefits it provides to employees, as well as the impact those modifications would have on the total compensation of the employees. Finally, it should calculate the impact of possible changes to district and employee contributions to fund future retiree health benefits. The district should use the plan it develops as the basis for its discussions of potential solutions with its teachers union. 	2	†	•	
	<p>8. To address its current financial problems, Sacramento Unified should do the following:</p> <ul style="list-style-type: none"> The district should adopt and disclose publicly a multiyear projection methodology. This methodology should disclose the assumptions and rationale used to estimate changes in salaries, benefits, contributions, and LCFF revenue—including changes in enrollment and the source and reliability of the data used to make these projections. 	2	†	•	



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	<p>10. To prevent a similar fiscal crisis in the future, Sacramento Unified should do the following by July 2020:</p> <ul style="list-style-type: none"> • Have the board adopt a budget methodology, including guidance on the use of one-time funds, the use and maintenance of district reserves, and the maintenance of a balanced budget. The methodology should use the Government Finance Officers Association's best practices as a guide and should address at least the following areas: <ul style="list-style-type: none"> - Including administrators from different divisions of Sacramento Unified into the budget development process to help ensure the accuracy of projections. - Establishing criteria and measures for success in the budget process, such as whether budget decisions were made with adequate input and deliberation and whether the budget was balanced without using reserves or one-time revenues for ongoing expenditures. - Developing and adhering to a multiyear funding budget plan, with the goal of realigning resources where necessary to fund ongoing expenses with ongoing revenue. - Conducting an analysis of variances in budgeted and actual revenues and expenditures at each interim reporting period. Sacramento Unified should then use this information to inform its estimates for the upcoming fiscal year's budget. 	2	†		•
	<p>11. To prevent a similar fiscal crisis in the future, Sacramento Unified should do the following by July 2020:</p> <ul style="list-style-type: none"> • Develop a long-term funding plan to address its retiree health benefits liability. The plan should include appropriate action necessary to ensure the district will be able to meet its obligations to its employees and retirees. 	2	†		•
	<p>14. To prevent a similar fiscal crisis in the future, Sacramento Unified should do the following by July 2020:</p> <ul style="list-style-type: none"> • Develop and adopt a succession plan that ensures that it has staff who have the training and knowledge necessary to assume critical roles in the case of turnover. 	2	†		•

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				AUDITEE DID NOT SUBSTANTIATE ITS CLAIM OF FULL IMPLEMENTATION	AUDITEE DID NOT ADDRESS ALL ASPECTS OF THE RECOMMENDATION
	15. To prevent a similar fiscal crisis in the future, Sacramento Unified should do the following by July 2020: <ul style="list-style-type: none"> Develop effective employee orientation programs, including mentorship, to allow incoming leaders to better adapt to the organization's structure and culture. 	2	†	•	

Sacramento County Office of Education



Sacramento City Unified School District: Because It Has Failed to Proactively Address Its Financial Challenges, It May Soon Face Insolvency
2019-108
(December 2019)

3. To ensure that Sacramento Unified takes the steps necessary to address its fiscal crisis, the county office superintendent should do the following: <ul style="list-style-type: none"> Direct Sacramento Unified to submit a corrective action plan by March 2020 that consolidates the district's plans to resolve its fiscal crisis. 	2	June 2023		
4. To ensure that Sacramento Unified takes the steps necessary to address its fiscal crisis, the county office superintendent should do the following: <ul style="list-style-type: none"> Ensure that Sacramento Unified addresses the issues identified in this report, including its executive management turnover and lack of policies guiding its budget process. 	2	June 2023		
5. To ensure that Sacramento Unified takes the steps necessary to address its fiscal crisis, the county office superintendent should do the following: <ul style="list-style-type: none"> Ensure that Sacramento Unified implements all of the recommendations detailed below. 	2	June 2023		

Sacramento County Sheriff's Department



Concealed Carry Weapon Licenses: Sheriffs Have Implemented Their Local Programs Inconsistently and Sometimes Inadequately
2017-101
(December 2017)

3. To ensure that staff are gathering consistent evidence from applicants to demonstrate residency, good moral character, and firearms training and are including which requirement applicants did not meet in its denial letters, by March 2018 Sacramento should create formal CCW processing procedures and train its staff to follow these procedures. These procedures should require staff to gather and evaluate the information the department believes is required to demonstrate that each of the criteria for a CCW license has been met, and they should also require staff to include which requirement applicants did not meet in its denial letters.	4	Unknown		
4. To ensure that staff are following its newly established procedures and to identify any need for additional guidance, by March 2018 Sacramento should establish a review process wherein it regularly reviews a selection of license files and denied applications to determine whether its staff are collecting sufficient and consistent documentation in accordance with its policies and are appropriately including which requirement applicants did not meet in its denial letters.	4	Unknown		

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	7. To ensure that it provides all required information to Justice, Sacramento should immediately inform Justice when it revokes a CCW license, including when it receives a prohibition notice from Justice.	4	Unknown		
	11. To ensure that it is maximizing allowable revenue from the CCW program and reducing its program deficits, Sacramento should perform a cost study of its initial application processing and, on completion of the study, immediately increase its CCW license fees and begin charging the maximum amounts allowable under state law.	4	Unknown		

San Bernardino City Unified School District



Youth Experiencing Homelessness: California's Education System for K-12 Inadequately Identifies and Supports These Youth
2019-104
(November 2019)

16. To comply with federal law and best practices, San Bernardino should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.

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San Diego County Air Pollution Control District

San Diego County Air Pollution Control District: It Has Used Vehicle Registration Fees to Subsidize Its Permitting Process, Reducing the Amount of Funds Available to Address Air Pollution
2019-127
(July 2020)

5. To ensure that the permit fees it charges are sufficient to pay for its permitting program, the San Diego Air District should, by December 2020, monitor the impact of the COVID-19 pandemic on San Diego County's economy and, when economic conditions allow, propose to the district board that it increase fees annually by the maximum percentage allowed until the district's revenue from permit fees is equal to the full cost of the permitting program.

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12. To ensure that it effectively manages its complaint investigation process and provides accurate information to the public regarding the complaints it receives, the San Diego Air District should, by June 2021, establish a process for validating the accuracy of the data it previously entered into its database.

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San Diego County Sheriff's Department



Concealed Carry Weapon Licenses: Sheriffs Have Implemented Their Local Programs Inconsistently and Sometimes Inadequately
2017-101
(December 2017)

5. To ensure that its staff appropriately renew CCW licenses, by March 2018 San Diego should establish a routine supervisory review of a selection of renewed licenses.

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Unknown

6. To ensure that it consistently obtains sufficient evidence to demonstrate that an applicant satisfies its requirements for a license, by March 2018 San Diego should develop guidance and train its staff on what good cause documentation staff should request from applicants. Further, it should train its staff regarding the expected documents for residency and training.

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Unknown

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	8. To ensure that it follows state law's requirements for revoking licenses, San Diego should immediately revoke CCW licenses and should then inform Justice that it has revoked licenses whenever license holders become prohibited persons. Additionally, San Diego should notify Justice when it suspends a license or a license is surrendered.	4	Unknown		
	12. To ensure that it maximizes allowable revenue from its CCW program, San Diego should immediately pursue increasing its initial, renewal, and amendment fees to the maximum amounts allowable under state law.	4	Unknown		

San Francisco Bay Conservation and Development Commission

San Francisco Bay Conservation and Development Commission: Its Failure to Perform Key Responsibilities Has Allowed Ongoing Harm to the San Francisco Bay 2018-120 <i>(May 2019)</i>	10. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the commission should by January 2020 develop guidance that enumerates the violation types that the commissioners deem worthy of swift enforcement action, those that staff can defer for a specified amount of time, and those that do not warrant enforcement action or that can be resolved through fines.	3	†	•	•
	16. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the commission should by January 2020 appoint a new citizens' advisory committee as required by law and determine a schedule for the committee to conduct regular meetings.	3	Will Not Implement		
	17. To ensure that it uses the abatement fund for the physical cleanup of the Bay, the commission should create a policy by January 2020 identifying the minimum amounts it will disburse and prioritizing the projects that it will support through disbursements to the appropriate entities.	3	Will Not Implement		
	18. To build on prior recommendations and ensure that it maximizes the effectiveness of its enforcement program, the commission should by January 2021 conduct a workforce study of all its permit and regulatory activities and determine whether it requires additional staff, including supervisors, to support its mission.	3	2023		

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	20. To build on prior recommendations and ensure that it maximizes the effectiveness of its enforcement program, the commission should by January 2021 update its existing database or create a new database to ensure that it can identify and track individual violations within each case, including the date staff initiate the standardized fines process for each violation. As part of this process, the commission should review its database and update it as necessary to ensure that it includes all necessary and accurate information, specifically whether staff initiated the standardized fines process for open case files and for those case files closed within the past five years.	3	July 2023		
	22. To ensure consistency in its enforcement program, the commission should by January 2021 create and implement regulations that define substantial harm, provide explicit criteria for calculating the number of violations present in individual enforcement cases, and specify a process to handle any necessary exceptions to the criteria.	3	†	•	•
	23. To ensure consistency in its enforcement program, the commission should by January 2021 create and implement regulations to allow it to use limited monetary fines to resolve selected minor violations that do not involve substantial harm to the Bay.	3	†	•	
	24. To ensure consistency in its enforcement program, the commission should by January 2021 update its regulations on permit issuance to offer greater clarity on the types of projects for which staff may issue permits without commissioners' hearings.	3	†	•	

San Francisco Department of Public Health



Lanterman-Petris-Short Act: California Has Not Ensured That Individuals With Serious Mental Illnesses Receive Adequate Ongoing Care

2019-119
(July 2020)

7. To ensure that it connects patients who have been placed on multiple short-term holds to appropriate ongoing treatment, San Francisco should, by no later than August 2021, adopt a systematic approach to identifying such individuals, obtaining available mental health history information about these individuals, and connecting these individuals to services that support their ongoing mental health.

2 June 2022[#]

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San Francisco Unified School District					
<p>Youth Suicide Prevention: Local Educational Agencies Lack the Resources and Policies Necessary to Effectively Address Rising Rates of Youth Suicide and Self-Harm</p> <p>2019-125 (September 2020)</p> <p>+ U</p>	<p>17. To ensure that their teachers and staff have the knowledge necessary to identify and assist students at risk of self-harm and suicide, the six LEAs we reviewed should do the following:</p> <ul style="list-style-type: none"> Revise their suicide prevention training materials by June 2021 to align with state law and incorporate the best practices in Education's model policy. LEAs that provide suicide prevention training should conduct it at the beginning of the school year. 	2	Unknown		
Stanford University					
<p>In-Home Supportive Services Program: It Is Not Providing Needed Services to All Californians Approved for the Program, Is Unprepared for Future Challenges, and Offers Low Pay to Caregivers</p> <p>2020-109 (February 2021)</p> <p>+ W</p>	<p>11. To help ensure that recipients receive prompt approval for services and also receive all approved services, Stanislaus County should, by August 2021 and annually thereafter, complete required plans that include, at a minimum, specific provisions for how it will ensure prompt approval of services and that recipients promptly receive the approved services.</p>	1	Will Not Implement		
Tulare Local Healthcare District					
<p>Tulare Local Healthcare District: Past Poor Decisions Contributed to the Closure of the Medical Center, and Licensing Issues May Delay Its Reopening</p> <p>2018-102 (October 2018)</p>	<p>1. To ensure that the district can demonstrate that its decisions for selecting contractors are justified and are in the best interest of the district's residents, by April 2019 the district should establish formal procedures designed to ensure that it follows a rigorous and appropriate evaluation and contract awarding process.</p>	4	June 2022 [#]		
	<p>2. To ensure that the district pays only reasonable and appropriate contract administrative costs, before the district signs any future management contract, it should prepare estimates of the costs for all proposed contract terms related to compensation.</p>	4	June 2022 [#]		
	<p>8. To ensure that it uses bond proceeds for allowable purposes and improves its consistency and accountability in processing payments from bond proceeds, by April 2019 the district should formalize and document policies and procedures for verifying that it uses bond proceeds for allowable purposes and for approving expenditures paid from general obligation bond proceeds.</p>	4	June 2022 [#]		

[†] Contrary to the State Auditor's determination, the audited agency believes it has fully implemented the recommendation.

[#] In its latest response, the audited agency did not update its estimated date of completion.