

FILE NO. 121060

Petitions and Communications received from October 22, 2012, through October 29, 2012, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on November 6, 2012.

Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information will not be redacted.

From State Fish and Game Commission, submitting copy of notice of proposed regulatory action relating to recreational fishing regulations for federal groundfish and associated species. Copy: Each Supervisor. (1)

*From Lozeau/Drury, LLP, submitting Petitioners' Request for Hearing and Notice of Request, California Environmental Quality Act. Copy: Each Supervisor, Clerk of the Board, City Attorney, Legislation Clerk. (2)

From Thomas N. Lippe, submitting comments regarding Approval of Construction of Structures in Union Square Park for Central Subway Project. File No. 120981. Copy: Each Supervisor, Land Use & Economic Development Committee Clerk. (3)

From Department of Public Works, responding to Supervisor Eric Mar's inquiry. (Reference No. 20121016-004). (4)

From Ernestine Weiss, regarding apartment conversion. File No. 120299. Copy: Each Supervisor. (5)

From Patricia Russell, regarding Sheriff Ross Mirkarimi. (6)

From Human Services Agency, submitting the FY2012-2013 Human Services Care Fund. Copy: Each Supervisor, Budget & Finance Committee Clerk. (7)

From Tes Welborn, regarding bed bugs. Copy: Each Supervisor. (8)

From Mark J. Brennan, regarding Haight Ashbury Recycling Center. Copy: Each Supervisor. (9)

From Gerald Cauthen, PE, regarding Central Subway. Copy: Each Supervisor. (10)

From Tes Welborn, regarding Hayes Valley Farm. File No. 120059. Copy: Each Supervisor. (11)

From Office of the Controller - City Services Auditor Division, submitting a report, "A Culture of Change," a review of Laguna Honda's Organizational Effectiveness Project. Copy: Each Supervisor. (12)

From California Coastal Commission, submitting Commission Notification of Appeal. Copy: Each Supervisor, City Attorney, Clerk of the Board, Legislative Deputy, Legislation Clerk. (13)

From Youth Commission, submitting support to SFUSD Funds. File No. 120997. Copy: Each Supervisor, Budget & Finance Committee Clerk. (14)

*(An asterisked item represents the cover sheet to document that exceeds 25 pages. The complete document is available at the Clerk's Office, Room 244, City Hall.)

BOS-11

Commissioners
Jim Kellogg, President
Discovery Bay
Michael Sutton, Vice President
Monterey
Daniel W. Richards, Member
Upland
Richard Rogers, Member
Santa Barbara
Jack Baylis, Member
Los Angeles

STATE OF CALIFORNIA
Edmund G. Brown Jr., Governor

Sonke Mastrup, Executive Director
1416 Ninth Street, Room 1320
Sacramento, CA 95814
(916) 653-4899
(916) 653-5040 Fax
www.fgc.ca.gov

Fish and Game Commission



October 17, 2012

TO ALL INTERESTED AND AFFECTED PARTIES:

This is to provide you with a copy of the notice of proposed regulatory action relative to sections 27.25, 27.30, 27.35, 27.45, 27.50, 27.65, 28.26, 28.27, 28.28, 28.29, 28.49, 28.54, 28.55, 28.56, and 28.58, Title 14, California Code of Regulations, relating to recreational fishing regulations for federal groundfish and associated species for consistency with federal rules for 2013 and 2014, which will be published in the California Regulatory Notice Register on October 19, 2012.

Please note the dates of the public hearings related to this matter and associated deadlines for receipt of written comments.

Paul Hamdorf, Marine Region, Department of Fish and Game, phone (562) 342-7210, has been designated to respond to questions on the substance of the proposed regulations.

Sincerely,

Sherrie Fonbuena
Associate Governmental Program Analyst

Attachment

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2012 OCT 22 PM 3:39
AK

①

**TITLE 14. Fish and Game Commission
Notice of Proposed Changes in Regulations**

NOTICE IS HEREBY GIVEN that the Fish and Game Commission (Commission), pursuant to the authority vested by sections 200, 202, 205, 215, 220, 702, 7071, and 8587.1 of the Fish and Game Code and to implement, interpret or make specific sections 200, 202, 205, 206, 215, 220, 1802, 5508, 5509, 7071, 8585.5, 8586, of the Fish and Game Code, 50 CFR Part 660, Subpart G; 50 CFR 660.384; and Title 14 CCR 27.20, proposes to amend sections 27.25, 27.30, 27.35, 27.45, 27.50, 27.65, 28.26, 28.27, 28.28, 28.29, 28.49, 28.54, 28.55, 28.56, and 28.58, Title 14, California Code of Regulations, relating to recreational fishing regulations for federal groundfish and associated species for consistency with federal rules for 2013 and 2014

Informative Digest/Policy Statement Overview

Under California law (California Fish and Game Code sections 200 and 205), the California Fish and Game Commission (Commission) adopts regulations for recreational groundfish fishing in state waters zero to three miles from shore. The Pacific Fishery Management Council (Council) recommends management measures for jointly managed fisheries operating in federal waters three to 200 miles from shore. These measures are then implemented into federal law. For consistency the Commission routinely adopts regulations to bring state law into conformance with federal law for groundfish and other federally-managed species, a regular process which occurs biennially.

Existing law authorizes the recreational take of groundfish with a sport license subject to regulations set forth by federal and state authorities. Current regulations establish season lengths, depth constraints, methods of take, and size and bag limits within the six groundfish management areas for all federal groundfish and associated species.

At its June 2012 meeting in San Mateo, the Council recommended regulatory changes for recreational groundfish fishing in California in 2013 and 2014. These changes were intended to provide additional opportunities where appropriate or constrain catches to keep within allowable limits.

Proposed Amendments to Season Length and Depth Constraints

The proposed changes to seasons for 2013-2014 (Table 1) will reduce regulatory complexity in the Northern and Mendocino Management Areas by providing consistent opening dates in each year. The Mendocino Management Area will also receive increased opportunities from a longer season that extends through Labor Day, based on a small increase in the allowable take level for yelloweye rockfish.

The proposed regulation modifies the Southern Management Area depth constraint from 60 fathoms to 50 fathoms.

Table 1. Season structure and depth constraints for the California recreational groundfish fishery proposed for 2013 and 2014, as recommended by the Council in June 2012.

Management Area	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Northern	Closed				May 15 – Oct 31, <20fm						Closed	
Mendocino	Closed				May 15 – Sep 2, <20fm ¹		May 15 – Sep 1, < 20fm ²		Closed			
San Francisco	Closed				Jun 1 – Dec 31, <30fm							
Central	Closed				May 1 – Dec 31, <40fm							
Southern	Closed				Mar 1 – Dec 31, <50fm							
CCA	Closed				Mar 1 – Dec 31, <20fm							

¹ Fishing is allowed from May 15 Through September 2, 2013, in the Mendocino Management Area.

² Fishing is allowed from May 15 Through September 1, 2014, in the Mendocino Management Area.

Bocaccio Recreational Size Limit, Fillet Length Limit and Bag Limit

Bocaccio are the only rockfish in the recreational fishery with a minimum size limit, which is ten inches [subsection 28.55 (c), Title 14, California Code of Regulations (CCR)]. The proposed regulation will repeal the bocaccio minimum size limit and the corresponding fillet length limit.

The proposed regulation will increase the bocaccio sub-bag limit increase from two fish to three fish within the 10-fish Rockfish, Cabezon, Greenling (RCG) complex bag limit.

Species or Species Groups which may be Taken or Possessed in Cowcod Conservations Areas (CCAs)

Currently all shelf rockfish [as defined in, subsection 1.91(a)(3), Title 14, CCR] taken in the CCA must be discarded. The proposed regulation will authorize take and possession of shelf rockfish in the CCA during the open season for groundfish in depths shallower than 20 fathoms. Retention of bronzedspotted rockfish, canary rockfish, cowcod, and yelloweye rockfish will remain prohibited in the CCA, as they are in all areas of the state.

Summary of Proposed Amendments

1. Season structure and depth constraints will be amended as outlined in Table 1.
2. Regulations regarding bocaccio minimum size limit and fillet length limit would be repealed.
3. Regulation regarding the bocaccio sub-bag limit within the RGC complex will be amended to allow for a three fish sub-bag limit.
4. Regulations regarding take and possession of species and/or species groups in the Cowcod Conservation Area will be amended to allow take and possession of shelf rockfish. Take and possession of bronzedspotted rockfish, canary rockfish, cowcod, and yelloweye rockfish will remain prohibited.

The Commission anticipates benefits to the environment by the sustainable management of California's groundfish resources.

The Commission anticipates benefits to the health and welfare of California residents. Providing opportunities to participate in sport fisheries fosters conservation through education and appreciation of California's wildlife.

The Commission does not anticipate any non-monetary benefits to worker safety, the prevention of discrimination, the promotion of fairness or social equity, or the increase in openness and transparency in business and government.

The proposed regulations are neither inconsistent nor incompatible with existing State regulations. No other State agency has the authority to promulgate sport fishing regulations.

NOTICE IS GIVEN that any person interested may present statements, orally or in writing, relevant to this action at a hearing to be held at the Radisson Hotel-LAX, 6225 West Century Blvd., Los Angeles, California, on Wednesday, November 7, 2012, at 8:30 a.m., or as soon thereafter as the matter may be heard.

NOTICE IS ALSO GIVEN that any person interested may present statements, orally or in writing, relevant to this action at a hearing to be held at the Hilton San Diego-Mission Valley, 901 Camino del Rio South, San Diego, California, on Wednesday, December 12, 2012 at 8:30 a.m., or as soon thereafter as the matter may be heard. Written comments may be submitted at the address given below, or by fax at (916) 653-5040, or by e-mail to FGC@fgc.ca.gov. **Written comments mailed, faxed or e-mailed to the Commission office, must be received before 5:00 p.m. on December 7, 2012.** All comments must be received no later than December 12, 2012, at the hearing in San Diego, CA. If you would like copies of any modifications to this proposal, please include your name and mailing address.

The regulations as proposed in strikeout-underline format, as well as an initial statement of reasons, including environmental considerations and all information upon which the proposal is based (rulemaking file), are on file and available for public review from the agency representative, Sonke Mastrup, Executive Director, Fish and Game Commission, 1416 Ninth Street, Box 944209, Sacramento, California 94244-2090, phone (916) 653-4899. Please direct requests for the above mentioned documents and inquiries concerning the regulatory process to Sonke Mastrup or Sherrie Fonbuena at the preceding address or phone number. **Paul Hamdorf, Marine Region, Department of Fish and Game, phone (562) 342-7210, has been designated to respond to questions on the substance of the proposed regulations.** Copies of the Initial Statement of Reasons, including the regulatory language, may be obtained from the address above. Notice of the proposed action shall be posted on the Fish and Game Commission website at <http://www.fgc.ca.gov>.

Availability of Modified Text

If the regulations adopted by the Commission differ from but are sufficiently related to the action proposed, they will be available to the public for at least 15 days prior to the date of adoption. Circumstances beyond the control of the Commission (e.g., timing of Federal regulation adoption, timing of resource data collection, timelines do not allow, etc.) or changes made to be responsive to public recommendation and comments during the regulatory process may preclude full compliance with the 15-day comment period, and the Commission will exercise its powers under Section 202 of the Fish and Game Code. Regulations adopted pursuant to this section are not subject to the time periods for adoption, amendment or repeal of regulations prescribed in Sections 11343.4, 11346.4 and 11346.8 of the Government Code. Any person

interested may obtain a copy of said regulations prior to the date of adoption by contacting the agency representative named herein.

If the regulatory proposal is adopted, the final statement of reasons may be obtained from the address above when it has been received from the agency program staff.

Impact of Regulatory Action/Results of the Economic Impact Analysis

The potential for significant statewide adverse economic impacts that might result from the proposed regulatory action has been assessed, and the following initial determinations relative to the required statutory categories have been made:

- (a) **Significant Statewide Adverse Economic Impact Directly Affecting Business, Including the Ability of California Businesses to Compete with Businesses in Other States:**

The proposed action will not have a significant statewide adverse economic impact directly affecting business, including the ability of California businesses to compete with businesses in other states. The proposed changes are consistent with the continued preservation of the resource and therefore should prevent adverse economic impacts.

- (b) **Impact on the Creation or Elimination of Jobs within the State, the Creation of New Businesses or the Elimination of Existing Businesses, or the Expansion of Businesses in California; Benefits of the Regulation to the Health and Welfare of California Residents, Worker Safety, and the State's Environment::**

The Commission does not anticipate any significant impacts on the creation or elimination of jobs, the creation of new business, the elimination of existing businesses or the expansion of businesses in California. The impacted businesses are generally small businesses employing few individuals and, like all small businesses, are subject to failure for a variety of causes which may or may not include changes to fishing regulations. Additionally, the long-term intent of the proposed action is to provide for increased opportunity for sustainable harvest of fishable stocks and, subsequently, the promotion and long-term viability of these same small businesses.

The Commission anticipates benefits to the health and welfare of California residents. Providing opportunities to participate in sport fisheries fosters conservation through education and appreciation of California's wildlife.

The Commission does not anticipate any non-monetary benefits to worker safety.

The Commission anticipates benefits to the environment by the sustainable management of California's sport fishing resources.

- (c) **Cost Impacts on a Representative Private Person or Business:**

The Commission is not aware of any cost impacts that a representative private person or business would necessarily incur in reasonable compliance with the proposed action.

- (d) **Costs or Savings to State Agencies or Costs/Savings in Federal Funding to the State:** None.

- (e) **Nondiscretionary Costs/Savings to Local Agencies:** None.

- (f) Programs Mandated on Local Agencies or School Districts: None.
- (g) Costs Imposed on any Local Agency or School District that is Required to be Reimbursed Under Part 7 (commencing with Section 17500) of Division 4, Government Code: None.
- (h) Effect on Housing Costs: None.

Effect on Small Business

It has been determined that the adoption of these regulations may affect small business. The Commission has drafted the regulations in Plain English pursuant to Government Code sections 11342.580 and 11346.2(a)(1).

Consideration of Alternatives

The Commission must determine that no reasonable alternative considered by the Commission, or that has otherwise been identified and brought to the attention of the Commission, would be more effective in carrying out the purpose for which the action is proposed, would be as effective and less burdensome to affected private persons than the proposed action, or would be more cost-effective to affected private persons and equally effective in implementing the statutory policy or other provision of law.

FISH AND GAME COMMISSION

Sonke Mastrup
Executive Director

Dated: October 5, 2012

Orig: Leg Clerk
BOS-11, COB,
City Attorney
Cpage

1 RICHARD T. DRURY (Cal. Bar No. 163559)
CHRISTINA M. CARO (Cal. Bar No. 250797)
2 BROOKE C. O'HANLEY (Cal. Bar No. 274095)
LOZEAU | DRURY LLP
3 410 12th Street, Suite 250
Oakland, CA 94607
4 Tel: (510) 836-4200; Fax: (510) 836-4205
E-mail: richard@lozeaudrury.com
5 brooke@lozeaudrury.com

**Document is available
at the Clerk's Office
Room 244, City Hall**

6 Attorneys for Petitioners and Plaintiffs

7 SUPERIOR COURT OF THE STATE OF CALIFORNIA
8 COUNTY OF SAN FRANCISCO

9 SF COALITION FOR CHILDREN'S
10 OUTDOOR PLAY, EDUCATION AND THE
ENVIRONMENT, an unincorporated
11 association; ANN CLARK, an individual; and
12 MARY ANNE MILLER, an individual,

Case No.: CPF-12 512566

**PETITIONERS' REQUEST FOR
HEARING AND NOTICE OF
REQUEST**

13 Petitioners and Plaintiffs,

(California Environmental Quality Act,
Pub. Resources Code § 21167.4)

14 vs.

Dept: CEQA

15 CITY AND COUNTY OF SAN FRANCISCO,
a municipal corporation; BOARD OF
16 SUPERVISORS OF THE CITY AND
COUNTY OF SAN FRANCISCO, a municipal
17 corporation; PLANNING COMMISSION OF
THE CITY AND COUNTY OF SAN
18 FRANCISCO, a municipal corporation; SAN
FRANCISCO PLANNING DEPARTMENT, a
19 public entity; BOARD OF APPEALS OF THE
CITY AND COUNTY OF SAN FRANCISCO,
20 a public entity; BOARD OF PERMIT
APPEALS OF THE CITY AND COUNTY OF
21 SAN FRANCISCO, a public entity; MAYOR
EDWIN M. LEE, in his official capacity; and
22 DOES I-X inclusive,
23

24 Respondents and Defendants;

25 SAN FRANCISCO RECREATION AND
PARKS DEPARTMENT, a public entity; SAN
26 FRANCISCO RECREATION AND PARK
COMMISSION, a public entity; and ROES I-X
27 inclusive,

28 Real Parties in Interest and Defendants.

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BOARD OF SUPERVISORS
SAN FRANCISCO

2012 OCT 22 PM 3:54

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File 120981

Land Use club
cpdye

BOS-11 rec'd via
e mail
from
L6W, UP

Lippe Gaffney Wagner LLP www.lgwlawyers.com

SAN FRANCISCO • 329 Bryant St., Ste. 3D, San Francisco, CA 94107 • T 415.777.5600 • F 415.777.9809
SACRAMENTO • 9333 Sparks Way, Sacramento, CA 95827 • T 916.361.3887 • F 916.361.3897

October 22, 2012

San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Pl.
City Hall, Room 244
San Francisco, CA 94102

**Re: October 23, 2012 Board of Supervisors Meeting, New Business Agenda Item
No. 17, File No. 120981: Approval of Construction of Structures in Union
Square Park for Central Subway Project**

Dear Honorable Members of the Board of Supervisors:

This office represents Howard Wong and SaveMuni.com with respect to the construction of the Central Subway Union Square Market Street Station ("UMS Station"). As you know from my October 15, 2012 letter on this topic, my clients request that the Board place this question on the ballot for a vote of the electorate as required by City Charter section 4.113(2), and my clients object to approval of the Municipal Transportation Authority's ("MTA") proposed resolution. This letter provides comments additional to those contained in my October 15, 2012 letter.

Charter section 4.113(2), by its plain language, clearly requires a vote of the electorate before construction of the Central Subway UMS Station in Union Square. The courts' "role in construing a statute is to ascertain the Legislature's intent so as to effectuate the purpose of the law. [Citation.] In determining intent, we look first to the words of the statute, giving the language its usual, ordinary meaning. If there is no ambiguity in the language, we presume the Legislature meant what it said, and the plain meaning of the statute governs. [Citation.]" (*Hunt v. Superior Court* (1999) 21 Cal.4th 984, 1000.) Here, Charter section 4.113(2) is not ambiguous.

Given the plain meaning of section 4.113(2), the striking feature of the City's handling of this issue to date is its silence. Until last week's Land Use and Economic Committee hearing, not one City official stepped forward to explain why the City believes that this straightforward Charter requirement does not apply to this Project. Not one Staff Report or City Attorney opinion has been produced that supports the City's course of action. In contrast, my clients put their position in writing, by letter dated September 20, 2012 to the Park and Recreation Commission hearing on that date and again by letter dated October 15, 2012 to the Land Use and Economic Committee hearing on that date.

At the Land Use Committee hearing, Supervisor Wiener, for the first time, offered a rebuttal, consisting of several anecdotal examples of "structures" (such as roads in Golden Gate Park) that he asserted could not be "maintained" if SaveMuni.com's interpretation of section 4.113(2) were to prevail. Though he never said so, perhaps Supervisor Wiener had in mind the rule of statutory construction that a court will not enforce the plain language of a statute if doing

so would produce absurd results. (See e.g., *Younger v. Superior Court* (1978) 21 Cal.3d 102, 113, [“language of a statute should not be given a literal meaning if doing so would result in absurd consequences which the Legislature did not intend”].)

This rule provides not only the impetus for the Supervisor’s question, but the answer as well. The roads in Golden Gate Park pre-dated the adoption of Charter section 4.113(2). Therefore, it may be absurd suggest that the electorate used the general language of section 4.113(2) to express a specific intent that all the roads in Golden Gate Park must be abandoned. Simply put, if the electorate wanted such an extreme result, they could have and would have said so directly. Here, in contrast, when the current Charter was adopted, the electorate had no way of knowing what structures the City might want to build in City parks in the future. With respect to the subway station, because no such structure existed when the law was adopted, it is precisely the type of structure to which the electorate intended that section 4.113(2) apply.

Thus, Supervisor Wiener’s ad hoc example regarding roads in Golden Gate park says nothing about the application of section 4.113(2) to the Central Subway project, other than to illustrate that while certain plain language applications of the statute might not implement voter intent, others clearly would. Indeed, it is patently not absurd to apply the plain language of section 4.113(2) to require a vote of the electorate before building a clearly non-recreational structure in Union Square Park.

This is especially true here because applying Supervisor Wiener’s rationale for not applying section 4.113(2) to this Project would erase section 4.113(2) from the Charter entirely. According to his view, if it is absurd to apply the election requirement to roads in Golden Gate Park, then it cannot be applied anywhere. This interpretation violates the fundamental rule of statutory construction that “[c]ourts should give meaning to every word of a statute if possible, and should avoid a construction making any word surplusage.” (*Big Creek Lumber Co., Inc. v. County of Santa Cruz* (2006) 38 Cal.4th 1139, 1155.)

Moreover, legislative bodies, whether it is this Board or the electorate, are presumed to know the existing law and have in mind its previous enactments when legislating on a particular subject. (*Unzueta v. Ocean View School Dist.* (1992) 6 Cal.App.4th 1689, 1697-1698.) Here, the electorate radically changed the language of the Charter relating to non-recreational structures in Golden Gate Park by taking the decision whether to build them out of the Supervisors’ hands and reserving that power to the electorate. Why? To avoid the steady loss of recreational open space to successive Boards of Supervisors and their transitory perception of momentary convenience.

The recent Court of Appeal decision in *Citizens Planning Association v. City of Santa Barbara* (2011) 191 Cal.App.4th 1541 (*Citizens Planning Association*) is instructive. The court in *Citizen’s Planning Association*, interpreting a charter provision requiring a vote of the electorate before the city of Santa Barbara could encumber city-owned parkland, noted:

The same principles that apply to statutory construction also apply to the interpretation of city charter provisions. To construe a provision that has been

adopted by the voters, we must ascertain their intent. If the language is clear and unambiguous there is no need for construction and courts should not indulge in it. However, this plain meaning rule does not prohibit a court from determining whether the literal meaning of a charter provision comports with its purpose. The intent of the voters is the paramount consideration.

(*Citizens Planning Ass'n*, *supra*, 191 Cal.App.4th at p.1545 [internal citations and quotations omitted].)

In *Citizen's Planning Association*, Santa Barbara made arguments similar to those implied in MTA's proposed resolution, that because the proposed bridge and roadway would increase access to the park and because those structures would occupy less than one per cent of the park's area, no vote of the electorate was required. (*Id.*, 191 Cal.App.4th at pp.1546-1548.) The court rejected these arguments and reversed the City Council's decision to build the bridge and road, holding that:

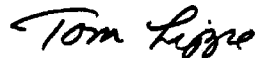
Section 520 was approved by election. The voters reserved to themselves the right to authorize the encumbrance of City parkland. The clear purpose of this provision is to prevent parkland from being destroyed or given to private parties without the voters' consent. Here, the result urged by [Respondents] would circumvent the wishes of the electorate by giving City-owned land to a private developer without a vote of the people. We conclude that the bridge and/or roadway cannot be constructed without placing the issue on the ballot and obtaining the approval of a majority of the electorate.

(191 Cal.App.4th at p. 1548.)

The simple fact is that the electorate, by adopting section 4.113(2), reserved to itself the decision-making authority regarding building non-recreational structures in City parks. This Board should respect that limit on its authority rather than usurp the voters' authority over this important subject.

Thank you for your careful attention to this matter.

Very Truly Yours,



Thomas N. Lippe



BOARD OF SUPERVISORS INQUIRY NO. 20121016-004
Board of Supervisors to: BOS-Operations

10/26/2012 12:52 PM

From: "Lee, Frank W" <Frank.W.Lee@sfdpw.org>
To: "Mar, Eric L" <Eric.L.Mar@sfgov.org>
Cc: Board of Supervisors <Board.of.Supervisors@sfgov.org>, "Najib, Dadisi" <Dadisi.Najib@sfdpw.org>, "Nuru, Mohammed" <Mohammed.Nuru@sfdpw.org>, "Kayhan, Dariush" <Dariush.Kayhan@sfdpw.org>, "McDaniels, Chris" <Chris.McDaniels@sfdpw.org>, "Kong, Ramon" <Ramon.Kong@sfdpw.org>, "Sweiss, Fuad" <Fuad.Sweiss@sfdpw.org>, "Stringer, Larry" <Larry.Stringer@sfdpw.org>, "Rivera, Patrick" <Patrick.Rivera@sfdpw.org>, "Lim, Victor" <Victor.Lim@sfgov.org>, "Pagoulatos, Nickolas" <Nickolas.Pagoulatos@sfgov.org>, "Lauterborn, Peter" <Peter.Lauterborn@sfgov.org>, "Gordon, Rachel" <Rachel.Gordon@sfdpw.org>, "Rodis, Nathan" <Nathan.Rodis@sfdpw.org>
Date: 10/25/2012 03:57 PM
Subject: RE: BOARD OF SUPERVISORS INQUIRY NO. 20121016-004

Dear Supervisor Mar:

We repaired the trash cans and power-washed the sidewalk at La Playa and Fulton Street on Tuesday, October 23.

On that Tuesday, we also abated the graffiti on the utility pole at Fulton Street and 12th Avenue.

Attached are photos of the completed work.

I will email you again when the street patching at Arguello and Anza and the pothole repair on Balboa between 28th and 29th Avenues are resolved.

Sincerely,

Frank W. Lee

Executive Assistant to the Director

Department of Public Works

Tel: (415) 554-6993

Fax: (415) 522-7727

Email: Frank.W.Lee@sfdpw.org

Website: www.sfdpw.org

From: Lee, Frank W

Sent: Monday, October 22, 2012 4:31 PM

To: Mar, Eric L

Cc: Board of Supervisors; Najib, Dadisi; Nuru, Mohammed; Kayhan, Dariush; McDaniels, Chris; Kong, Ramon; Sweiss, Fuad; Stringer, Larry; Rivera, Patrick; Lim, Victor; Pagoulatos, Nickolas; Lauterborn, Peter; Gordon, Rachel; Rodis, Nathan

4

Subject: RE: BOARD OF SUPERVISORS INQUIRY NO. 20121016-004

Dear Supervisor Mar:

The Department of Public Works will respond to the following requests:

- . Street patching at:
Arguello and Anza
- . Repairing or replacing trash cans at:
La Playa and Fulton, northeast
- . Removal of graffiti at:
Fulton and 12th Avenue, northwest corner, on utility pole
- . Fixing a pothole at:
Balboa between 28th Avenue and 29th Avenue, north

We will let you know when the above matters are resolved or what the next steps toward resolution may be.

With respect to your inquiry regarding the feasibility of repaving of Balboa between 14th Avenue and 20th Avenue and between 23rd Avenue and 25th Avenue, we are pleased to let you know that these blocks are scheduled for repaving under our current Balboa Street Sewer Replacement and Pavement Renovations Project, Contract 1930J. This Balboa Street Project broke ground earlier this month. Construction to install curb-ramps just started. Sewer main replacement on several blocks is also part of the project and must be completed before repaving starts on those blocks. The segments that will be repaved are 14th Avenue to 26th Avenue; 28th Avenue to 34th Avenue; 39th Avenue to 42nd Avenue; and 45th Avenue to the Great Highway. After the repaving, the San Francisco Municipal Transportation Agency will add the crosswalks and road stripes. The entire project is expected to finish in May 2013.

The block of Balboa from 28th Avenue to 29th Avenue, where the pothole that you mentioned is located, will be repaved as part of this project.

Ms. Dadisi Najib is the Public Information Officer for the Balboa Street Project and will add your office to the project mailing list. If you have any questions or need specific details of the project, please reach out to her at Dadisi.Najib@sfdpw.org or at (415) 437-7018.

Lastly, we will work with the San Francisco Municipal Transportation Agency, if our department's help is needed in anyway, on your request to repaint crosswalks and median stripes.

Sincerely,

Frank W. Lee

Executive Assistant to the Director

Department of Public Works

Tel: (415) 554-6993

Fax: (415) 522-7727

Email: Frank.W.Lee@sfdpw.org

Website: www.sfdpw.org

From: Board of Supervisors [<mailto:Board.of.Supervisors@sfgov.org>]

Sent: Friday, October 19, 2012 4:56 PM

To: Lee, Frank W

Subject: BOARD OF SUPERVISORS INQUIRY - Revised

BOARD OF SUPERVISORS INQUIRY

For any questions, call the sponsoring supervisor

TO: Frank Lee
Public Works

FROM: Clerk of the Board

DATE: 10/19/2012

REFERENCE: 20121016-004

FILE NO.

Due Date: 11/18/2012

This is an inquiry from a member of the Board of Supervisors made at the Board meeting on 10/16/2012.

Supervisor Mar requests the following information:

Requesting the Department of Public Works and the Municipal Transportation Agency to report on the feasibility of:

. Street patching at:

Arguello and Anza

. Repainting bike lane striping at:

Arguello and California, north side, both directions

. Repainting crosswalks striping at:

*Clement and 12th Avenue
Anza and 36th Avenue
Balboa and 32nd Avenue
Turk and Chabot
Turk and Parker
Turk and Willard north
Balboa and 23rd Avenue
Balboa and 24th Avenue
Balboa and 25th Avenue
Balboa and 39th Avenue
Balboa and 40th Avenue
Balboa and 41st Avenue
Balboa and 42nd Avenue
Geary and 34th Avenue
Geary and 33rd Avenue*

. Repairing or replacing trash cans at:

La Playa and Fulton, northeast

. Removal of graffiti at:

Fulton and 12th Avenue, northwest corner, on utility pole

. Fixing a pothole at:

Balboa between 28th Avenue and 29th Avenue, north

. Repainting median striping at:

On Balboa between 30th Avenue and 32nd Avenue

On Balboa between 14th Avenue and 20th Avenue

On Balboa between 23rd Avenue and 25th Avenue

. Repaving:

On Balboa between 14th Avenue and 20th Avenue

On Balboa between 23rd Avenue and 25th Avenue

Please indicate the reference number shown above in your response, direct the original via email to Board.of.Supervisors@sfgov.org and send a copy to the Supervisor(s) noted above.



Your response to this inquiry is requested by 11/18/2012 IMG_0020.JPG IMG_0021.JPG



IMG_0022.JPG IMG_0024.JPG



Fw: Apartment Conversion Ordinance #120299

Ernestine Weiss

to:

Clerk Boar of Supervisors

10/26/2012 06:01 AM

Hide Details

From: "Ernestine Weiss" <ernestine@mail.com>

To: "Clerk Boar of Supervisors" <board.of.supervisors@sfgov.org>,

----- Original Message -----

From: Ernestine Weiss

Sent: 10/22/12 01:06 PM

To: david.chiu@sfgov.org, john.avalos@sfgov.org, david.campos@sfgov.org, carmen.chu@sfgov.org, mark.farrell@sfgov.org, jane.kim@sfgov.org, eric.mar@sfgov.org, christina.olague@sfgov.org, scott.wiener@sfgov.org

Subject: Apartment Conversion Ordinance #120299

The above ordinance is totally useless. We need the following: Legislation to totally eliminate conversion of residential apartments (rent controlled). You should ban hotel overflows, corporate rentals, brokerage rental companies, shared housing, and any other morphing of traditional residential housing in SF. There is a terrible shortage of affordable housing the very reason why HUD subsidized the Golden Gateway Center. Plus - look at all the revenues lost to the city - 14% hotel taxes, ETC The quality of life has diminished. Pleaser do your job ASAP. Ernestine W Weiss 391-6912

5

Case Details

ID	1583628
Classification	City Services >> General Requests >> Request for City Services
Title	customer_callback
Description	--- Per caller I was born in SF at Letterman. This is what I feel. They were wrong to let this man back in office. Hes an abuser and will alway be an abuser. To hold public office like he has they are confirming him, that its ok for women to get beat. Hes a sheriff, the one we call when we need help you know. Ive been a victim of abuse. They need to recall him. He committed a felony when he kept his wife. I thought you couldnt hold that job if you had a felony. So why? I want them to know its not right. Its saying its ok to do this its not fair.
Created By	barbara.casey
Created Date	10/22/12 12:23 PM
Priority	Medium
Severity	Medium
Status	Open
Allocated To	Madeleine Licavoli
Due Date	10/29/12 12:23 PM
Associated With	Patricia Russell

City and County of San Francisco



Edwin M. Lee, Mayor

BOS-11, cpage
Human Services Agency

Department of Human Services
Department of Aging and Adult Services

B+F clerk

Trent Rhorer, Executive Director

MEMORANDUM

October 26, 2012

TO: Angela Calvillo, Clerk of the San Francisco Board of Supervisors
Ben Rosenfield, Controller of the City and County of San Francisco

THROUGH: Human Services Commission

FROM: Trent Rhorer, Executive Director
Phil Arnold, Deputy Director for Administration

SUBJECT: **Human Services Care Fund: FY12-13 1st Quarter Update**

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2012 OCT 26 PM 3:50
AK

This memo is intended to notify the Board of Supervisors and the Office of the Controller that pursuant to Administrative Code Sections 10.100-77(e), the Human Services Commission has approved the Human Services Agency's revised FY12-13 savings for the Human Services Care Fund.

The FY12-13 savings in homeless CAAP aid payments resulting from the implementation of *Care Not Cash* is now projected at \$13,700,827, which is roughly ten thousand more than previously projected. Current projected savings for this fiscal year is also approximately two thousand dollars greater than the FY12-13 budgeted amount.

(memo continued on next page)

The table below shows the detailed monthly projections made last quarter and compares them to the actual figures for the first quarter of FY12-13 and the updated projections for the rest of the fiscal year.

Month	Previous Quarterly Update (Q4 FY11-12)	Current Quarterly Update (Q1 FY12-13)	Difference
Jul-12	\$1,140,887	\$1,142,037	\$1,150
Aug-12	\$1,140,887	\$1,143,564	\$2,677
Sep-12	\$1,140,887	\$1,142,917	\$2,030
Oct-12	\$1,140,887	\$1,141,368	\$481
Nov-12	\$1,140,887	\$1,141,368	\$481
Dec-12	\$1,140,887	\$1,141,368	\$481
Jan-13	\$1,140,887	\$1,141,368	\$481
Feb-13	\$1,140,887	\$1,141,368	\$481
Mar-13	\$1,140,887	\$1,141,368	\$481
Apr-13	\$1,140,887	\$1,141,368	\$481
May-13	\$1,140,887	\$1,141,368	\$481
Jun-13	\$1,140,887	\$1,141,368	\$481
Total FY12-13	\$13,690,643	\$13,700,827	\$10,184

NOTE: Shaded figures are *actuals* (versus *projections*).

The FY12-13 budgeted amount for the Human Services Care Fund is \$13,698,867. As shown in the table below, the current savings projection for FY12-13 is \$1,960 more than this budgeted amount.

**FY12-13 Human Services Care Fund
Budget Comparison**

FY12-13 Budget	\$13,698,867
FY12-13 Projected Savings	\$13,700,827
Amount Under-Funded	\$1,960



To: BOS Constituent Mail Distribution,
Cc:
Bcc:
Subject: Bedbugs

From: tesw@aol.com
To: hrc.info@sfgov.org,
Cc: christina.olague@sfgov.org, Board.of.Supervisors@sfgov.org
Date: 10/27/2012 03:27 PM
Subject: Bedbugs

BEDBUGS: Recent press coverage about draft legislation has failed to address the issue of who is responsible to bringing bedbug infections and who pays for treatment.

I believe that many cases are inadvertantly carried home by residents. Unless there is reason to believe that there was a pre-existing condition, after a period of, say, three months' residency, I think that the resident should be responsible for paying for the treatment, while the landlord schedules treatment in coordination with the resident.

Any new legislation should make these points clear.

Cordially,
Tes Welborn



To: BOS Constituent Mail Distribution,
Cc:
Bcc:
Subject: Evict HANC today!

From: "Mark J. Brennan" <brenma22@comcast.net>
To: <mayoredwinlee@sfgov.org>, <Board.of.Supervisors@sfgov.org>,
<recpark.commission@sfgov.org>, <Margaret.McArthur@SFGov.org>,
Cc: <christina.olague@sfgov.org>, <Phil.Ginsburg@SFGov.org>, <Sarah.Ballard@SFGov.org>,
<haia_sf@yahoo.com>
Date: 10/23/2012 04:03 PM
Subject: Evict HANC today!

To Whom It May Concern -

I am writing today as a concerned resident of the upper Haight. I would like to know why the HANC Recycling Center has not yet been closed and HANC evicted from Rec and Park property? As a neighbor with many interests in this community, I can tell you that much of the "lack of civility" that we must endure is at the hands of the Recycling Center. I can outline the articles that have been written, the association between the center and the chronic homelessness, the "ATM" that the center has become to those addled with addiction, the noise and safety concerns that can be attributed to it, but there is no point in doing such since Mayors Newsom and Lee initiated eviction proceedings - it has become a moot point.

San Francisco has spent a small fortune fighting HANC who filed frivolous lawsuits against their eviction (no lease exists for HANC on city property). So now that the Court of Appeals has rendered their decision - upholding the eviction - why are we hearing that Supervisor Olague wants to seek common ground? There is no time for a Hail Mary, the game is over. Get the Sheriff's department to do their job and get HANC out of Golden Gate Park!

Mark Brennan

Mark J. Brennan
575 Cole Street #210
San Francisco, CA 94117
(415) 260-9662
(415) 552-5761 Fax



Case Against the Central Subway
Cautn1

to:

carmen.chu, sean.elsbernd, Eric.L.Mar, john.avalos, david.campos, David.Chiu,
Board.of.Supervisors, Malia.Cohen, Mark.Farrell, Jane.Kim, Scott.Wiener,
Christina.Olague

10/22/2012 05:16 PM

Cc:

tlippe, hsteinberg, wongaia, sfjberk, ber8832, mb, ruthow1, bobf, nshan,
aaron.peskin

Hide Details

From: Cautn1@aol.com Sort List...

To: carmen.chu@sfgov.org, sean.elsbernd@sfgov.org, Eric.L.Mar@sfgov.org,
john.avalos@sfgov.org, david.campos@sfgov.org, David.Chiu@sfgov.org,
Board.of.Supervisors@sfgov.org, Malia.Cohen@sfgov.org,
Mark.Farrell@sfgov.org, Jane.Kim@sfgov.org, Scott.Wiener@sfgov.org,
Christina.Olague@sfgov.org,

Cc: tlippe@lgwlawyers.com, hsteinberg@lgwlawyers.com, wongaia@aol.com,
sfjberk@mac.com, ber8832@aol.com, mb@sfbaysc.org, ruthow1@gmail.com,
bobf@att.net, nshan@mindspring.com, aaron.peskin@earthlink.net

Dear Supervisors:

Ever since the LTK report was submitted to the SFMTA in April of 2006, people have been calling attention to the Central Subway's fatal flaws. Included were SFT's 2007 call for a blue ribbon committee to evaluate the project's operational and financial feasibility, and the 2008 appeals to the Planning Commission's approval of the EIR/EIS.

These early warnings were ignored, as were the many subsequent reminders voiced by SaveMuni.com, the Coalition of SF Neighbors, San Francisco Tomorrow, the Sierra Club, ENUF and many other groups, as well as by many prominent San Franciscans. In other words, nothing changed. The result: A project that remains uniquely over-priced and yet uniquely incapable of strengthening San Francisco's vitally important public transit system.

To this is now added the City Charter violation....

Regards,

Gerald Cauthen, PE
Transportation Engineer and Consultant,
for SaveMuni.com

10



To: BOS Constituent Mail Distribution,
Cc:
Bcc:
Subject: Hayes Valley Farm, Land Use, Oct. 29

120059

From: tesw@aol.com
To: christina.olague@sfgov.org, Board.of.Supervisors@sfgov.org,
Date: 10/29/2012 08:33 AM
Subject: Hayes Valley Farm, Land Use, Oct. 29

Dear Supervisors,

Olsen Lee is trying to say that Parcel O, along Oak St., is meant for the developers of P, along Fell St., to use during construction, necessitating Hayes Valley Farm move. They have largely vacated Parcel P, showing that they keep their agreements re temporary use.

I know of no such agreement, and others on the Hayes Valley Neighborhood Assn. Transportation and Planning do not recall such an agreement. No other developer gets a free acre of public land for parking.

Hayes Valley Farm accepts their use is temporary, but they and I think farming a better use than parking, litter, etc.

Tes Welborn
District 5

11



Issued: A Culture of Change: Follow-up on the Laguna Honda Organizational Effectiveness Project

Reports, Controller

to:

Calvillo, Angela, Nevin, Peggy, BOS-Supervisors, BOS-Legislative Aides, Kawa, Steve, Howard, Kate, Falvey, Christine, Elliott, Jason, Campbell, Severin, Newman, Debra, sfdocs@sfpl.info, CON-EVERYONE, CON-CCSF Dept Heads, CON-Finance Officers, Hirose, Mivic, Slavin, Marc, Klain, Judith, Gomez, Regina, Valencia, Madonna, Llewellyn, Mike, Riley, Colleen, Chawla, Colleen

10/24/2012 11:21 AM

Sent by:

"McGuire, Kristen" <kristen.mcguire@sfgov.org>

Hide Details

From: "Reports, Controller" <controller.reports@sfgov.org> Sort List...

To: "Calvillo, Angela" <angela.calvillo@sfgov.org>, "Nevin, Peggy"

<peggy.nevin@sfgov.org>, BOS-Supervisors <bos-supervisors.bp2ln@sfgov.microsoftonline.com>, BOS-Legislative Aides <bos-legislativeaides.bp2ln@sfgov.microsoftonline.com>, "Kawa, Steve"

<steve.kawa@sfgov.org>, "Howard, Kate" <kate.howard@sfgov.org>, "Falvey, Christine"

<christine.falvey@sfgov.org>, "Elliott, Jason" <jason.elliott@sfgov.org>, "Campbell,

Severin" <severin.campbell@sfgov.org>, "Newman, Debra" <debra.newman@sfgov.org>,

"sfdocs@sfpl.info" <sfdocs@sfpl.info>, CON-EVERYONE <con-

everyone.bp2ln@sfgov.microsoftonline.com>, CON-CCSF Dept Heads <con-

ccsfdeptheads.bp2ln@sfgov.microsoftonline.com>, CON-Finance Officers

<confinanceofficers.bp2ln@sfgov.microsoftonline.com>, "Hirose, Mivic"

<mivic.hirose@sfdph.org>, "Slavin, Marc" <marc.slavin@sfdph.org>, "Klain, Judith"

<judith.klain@sfdph.org>, "Gomez, Regina" <regina.gomez@sfdph.org>, "Valencia,

Madonna" <madonna.valencia@sfdph.org>, "Llewellyn, Mike"

<mike.llewellyn@sfdph.org>, "Riley, Colleen" <colleen.riley@sfdph.org>, "Chawla,

Colleen" <colleen.chawla@sfdph.org>,

Sent by: "McGuire, Kristen" <kristen.mcguire@sfgov.org>

History: This message has been replied to.

The Office of the Controller's City Services Auditor Division (CSA) today issued [REDACTED]. The report highlights changes made at Laguna Honda in some of the project's areas of focus, such as resident-centered care, sense of unity and teamwork among staff, and ground-up improvement.

To view the full memorandum, please visit our website at: <http://co.sfgov.org/webreports/details.aspx?id=1486>

This is a send-only email address.

For questions about the report, please contact Natasha Mihal at Natasha.mihal@sfgov.org or 415-554-7429, or the Controller's Office City Services Auditor Division at (415) 554-7463.

(12)

A Culture of Change

*A Review of Laguna Honda's Organizational Effectiveness Project
By Leah Fraimow-Wong, City Hall Fellow, San Francisco Controller's Office*

Since 2009, Laguna Honda Hospital has undergone enormous transformation. One of the largest public skilled nursing facilities in the nation, Laguna Honda moved into a cutting edge new building designed to promote independence and resident-centered care in December 2010.

But more has been changing than the physical structure alone. "The care here has always been excellent," says Nutrition Services head Steve Koneffklatt, "but we're trying to do some real change."

Laguna Honda was recently awarded a third star for nursing home quality from the Centers for Medicare and Medicaid Services, and resident satisfaction surveys continue to improve. More than three-quarters of its residents would now recommend Laguna Honda as good or excellent to others.

The three categories where top marks improved the most compared to 2009? Cleanliness of premises, environment for sleep, and staff's focus on each person.

One small piece of this puzzle may have been the ambiguously titled "Organizational Effectiveness Project". Hospital leaders saw the move as a window of opportunity to transform Laguna Honda into a model for the nation. In collaboration with the Controller's Office, the Mayor's Office and leaders from across the hospital, then Executive Administrator John Kanaley and Chief Nursing Officer Mivic Hirose worked with the City Services Auditor to initiate a national search for experts who could bring the hospital to the forefront of the culture change movement in nursing home care. The project would be focused on resident-centered care, cultivating a sense of unity and teamwork among staff and jumpstarting improvement from the ground up.

As soon as Amma saw that her neighborhood in the new building had Jacuzzi tubs, she knew they would help with her residents' pain. While other units used the rooms for wheelchair storage, Amma, an RN in North 1, began giving baths to her residents right away. Many of her residents were skeptical and even resistant, but Amma persisted. "I told them, this is an expensive instrument to help with pain that you don't have to pay for."

Her nurse manager Michael Mikolasek was incredibly supportive, making pain reduction a unit-wide initiative and bringing in a stereo and candles to help create an authentic spa experience.

The results have been astonishing: out of the 27 residents who reported severe or moderate pain on MDS 3.0 assessments, 15 showed a significant decrease in their overall pain scores.

One resident used to carry around his shoe on his wheelchair because his foot was too swollen to fit inside it. He could barely put weight on his foot, let alone walk. With frequent baths, his foot swelling has gone down and his feet fit in his shoes. He goes to physical therapy and he now uses walker to move around his room independently. With assistance, he can walk down the hall.

The initiative has improved Amma's own job satisfaction as well. She explained, "The less pain they have, the less you are running around giving medication."

Amma's success has not gone unnoticed. She has trained nursing assistants throughout the unit and continues to get new requests. Many bring a second pair of shoes to work because they expect to get wet. On the day she was interviewed, one of her protégées had already given five baths.

She explained, "Staff tell me, 'Amma, your patients are so easy!' And I say: 'I made it easy. We can make it easy.'"

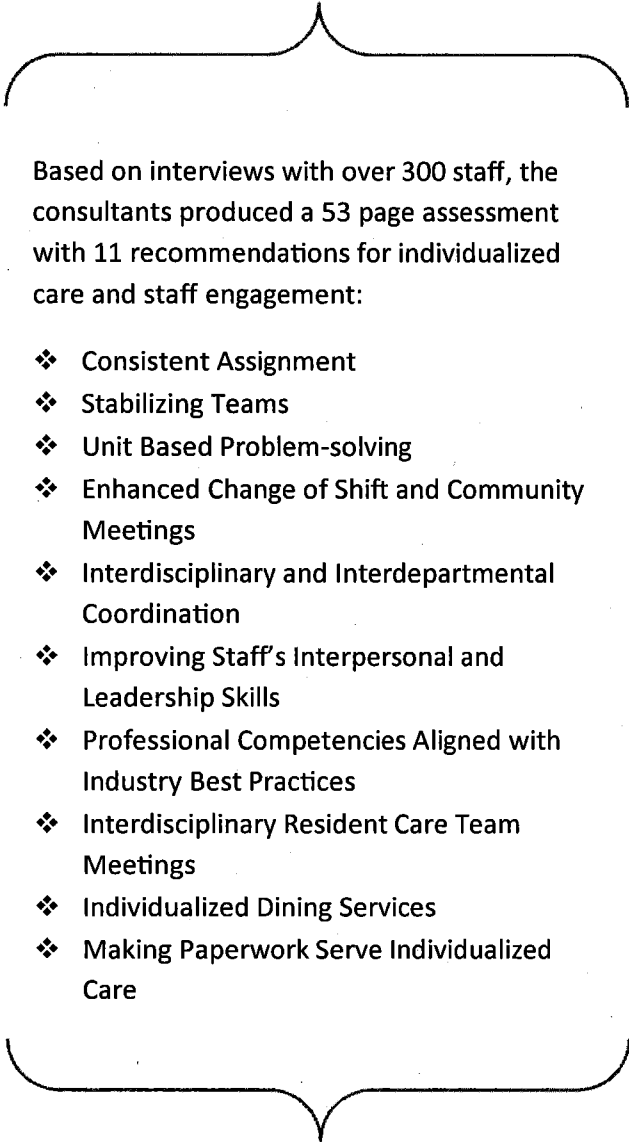
After a rigorous competition, the contract was awarded to Lumetra Healthcare Solutions, which established a partnership for the project with national nursing home reform experts Barbara Frank and Cathie Brady of B & F Consulting. In early 2010, the consultants made their first visit.

Listening First

Previous visits by consultants had coincided with positions being cut, so many staff members were wary. "There were definitely trust issues to overcome," explained Anne Hughes, an advanced practice nurse who helped manage the first stage of the project. But, says Hughes, "Barbara and Cathie really met that challenge." For one, they knew the work: Barbara had been deeply involved in developing federal legislation on nursing home quality, and together they had decades of experience supporting organizational change in long-term care facilities. Along with David Farrell, another member of the Organizational Effectiveness consultant team, they served as advisors on the culture change pilot project that became the standard for nursing homes nationwide.

But they knew change needed to put people first. It was as much about the 'who' as the 'what'. "They listened first, which is always brilliant," explained Hughes. In the first phase of the project, Barbara and the team met with approximately 300 staff, residents and other community members to learn about the state of staff engagement and individualized care. Based on the meetings, they recommended focusing on 11 areas for individualized care and staff engagement.

Individualized Care



Based on interviews with over 300 staff, the consultants produced a 53 page assessment with 11 recommendations for individualized care and staff engagement:

- ❖ Consistent Assignment
- ❖ Stabilizing Teams
- ❖ Unit Based Problem-solving
- ❖ Enhanced Change of Shift and Community Meetings
- ❖ Interdisciplinary and Interdepartmental Coordination
- ❖ Improving Staff's Interpersonal and Leadership Skills
- ❖ Professional Competencies Aligned with Industry Best Practices
- ❖ Interdisciplinary Resident Care Team Meetings
- ❖ Individualized Dining Services
- ❖ Making Paperwork Serve Individualized Care

For many staff, finding time to attend the project-related meetings was difficult along with direct care duties. There were dozens of initiatives going on to prepare for the move, and several of those interviewed hardly recalled the project.

Barbara and colleagues like David Farrell presented a road map for the shift away from institutionalized care and toward resident-centered care. This national movement emphasizes independence and quality of life by creating environments where residents are able to follow their own daily rhythms rather than an institutional schedule. A key component of individualized care is the assignment of consistent caregivers to residents so that the care provided can be based on full knowledge of the residents' needs and preferences, and be adapted to match the residents' individual choices.

"I heard David Farrell talk and I thought: 'Finally someone gets it'," says Paul Hendrickson, a Laguna Honda resident. "Their point of view was fabulous, and I thought, now how do I convince everybody here of this?"

Change from the Ground Up

Experts in organizational development, Barbara and Cathie knew that real change comes from staff empowerment and collaborative decision-making. To introduce the principles of resident-centered care and foster collaboration among staff, they asked staff to engage in what they called "discovery assignments". These ranged from lying in a resident bed and imagining what their first day at Laguna Honda might be like to asking a co-worker what could make resident care conferences better. All the assignments focused on seeing through a resident's eyes or

seeing through the eyes of another staff member. The motto of the project was “Everyone teaches; everyone learns”. On their materials they wrote, “The goal is not perfection; it is learning.”

Each unit then implemented “small tests of change”, focusing on reducing staff stressors, strengthening working relationships, and making improvements for residents. The small tests of change ranged from figuring out how to consolidate resident medications, to trying out consistent assignment of nursing assistants, to developing stronger links between housekeeping and nursing staff. The tests were just as much about each unit coming together to problem-solve as a group as they were about the improvements themselves. In each small test of change, unit staff brainstormed solutions to a common problem and tested out one solution, meeting weekly to discuss observations and gauge impact. After a month, each team debriefed on the experience and decided on next steps. Some chose to make their change a permanent part of the routine, others decided to tweak their initiatives, and still others decided it wasn’t worth it and something entirely new should be tried – and that was exactly the point.

Ultimately, changes in consultant project staffing resulted in the project ending early, but not before many changes were well underway. As they left, Barbara and Cathie wrote, “We often describe our work as fertilizer—just helping accelerate a process. While we know we could be helpful in this next stage, we do see that the changes at Laguna Honda are taking root and can survive without us. Mivic’s leadership has been thrilling to us and we know that she will be able to carry this on.”

Consistent Assignment

Two years later, some of the initiatives have already borne fruit, while others are still taking root. Asked what the biggest impact of the project was, responses from residents and staff from across the hospital were overwhelmingly consistent: consistent assignment. “It’s simple but it’s profound,” explained Hughes.

Consistent assignment means each resident receives care from the same caregivers over time, rather than rotating staff among residents. Widely considered a best practice in nursing home care, consistent assignment helps foster meaningful, effective relationships between residents and staff, and makes it easier for staff to anticipate residents’ needs and notice changes in routines.


The result is often better quality of life for residents and staff. According to the California Healthcare Foundation, one study found that switching to consistent assignment resulted in staff turnover decreasing by 29 percent. Another found that nursing homes with high levels of consistent assignment had significantly fewer citations from regulators.

But often the impact is more personal. One resident spoke of her ex-husband dying while she was at Laguna Honda, and the incredible relief of not having to re-explain her situation over and over again to newly assigned staff members. “My nursing assistant could relate to my story and not just my moment,” she explained.

All in the Process

The path to consistent assignment was not simple. Labor unions were initially resistant. Some residents are more challenging than others and rotations helped balance the workload amongst staff. Even if a supervisor tried to balance the workload fairly, any error in judgment could mean some staff members would end up shouldering the bulk of the work, and existing relationships with residents could be threatened.

The breakthrough was when nursing assistants ended up making the assignments themselves. “This process was the most crucial thing for buy-in from the nursing assistants” says Regina Gomez, Director of Quality Management.



*“My regular care partner
and I have a good
relationship, but when they
send a floater, a 15 minute
job takes a half hour, and a
half hour job takes an hour
and a half.”*

David Ratcliff, S3, Resident Council
President

Nursing assistants from each shift on each unit met and put all the residents' names on post-its on the wall. Staff then debated how challenging each resident was to care for, ultimately rating difficulty of care on a scale of one to five. Doing consistent assignment right meant each nursing assistant would shoulder the same weight of the workload, but not necessarily the same number of residents.

They then made the assignments together. "Nursing assistants would speak up and volunteer for residents whose care might be more challenging because they had a good relationship with them," says Gomez. "That's how the staff are here."

Prior to the Organizational Effectiveness (OE) project, 15 out of Laguna Honda's 28 units were using some form of consistent assignment. The rest used various forms of rotation. Now all neighborhoods strive to keep assignments as consistent as possible.

But there is still more work to be done. Staff vacations and other leave remains a challenge for both residents and staff. "Nursing assistants are really overworked and a lot of times there's not enough staff. But having one that you know means that they can rush through it and still make it enjoyable," says David Ratcliff, Resident Council President. He wishes that there was some way to have more consistency when staff take time off.

"They are perennially short-handed, on the weekends particularly, they often have to bring someone from outside," says resident Elizabeth Cutler, who was Resident Council president at the time of Organizational Effectiveness project. "Sometimes you get lucky; sometimes you don't." While the hospital is hiring more nursing assistants, and Laguna Honda has one of the best staff-to-resident ratios in the country (the Centers for Medicare and Medicaid Services rates the hospital at 5 out of 5 stars on staffing levels), the hiring process can often be lengthy. Sometimes, by the time new staff are ready to work, others have left.

Yet Cutler is also an example of how attitudes around consistent assignment have evolved. "At first I was against it," she explained. "There were five young women assisting us in my ward, and I liked all of them." But now Cutler appreciates having the same care partner. "It's really turned out very well for me. Really, it's the personal relationship."

Resident Involvement at Care Conferences

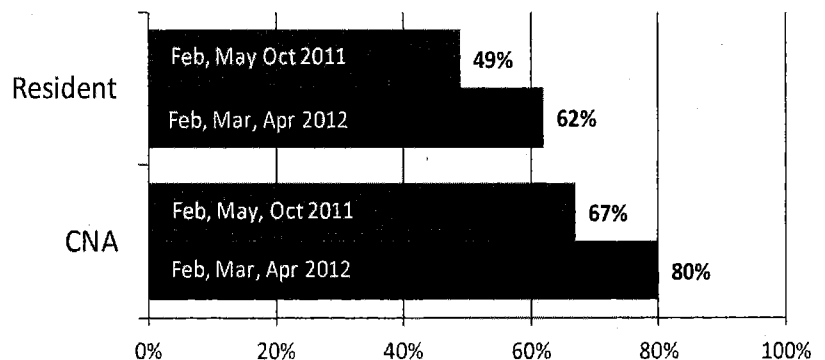
Another component of resident-directed care initiated by the project was emphasizing that the resident, his or her family and the nursing assistant providing direct care should be included in care conferences.

Since 2009, both resident attendance and nursing assistant participation have increased substantially. Gomez estimates that before the project began, the resident was only present at about 30 percent of care conferences. Since then, attendance has more than doubled: in 2012, residents were present over 60 percent of the time. Likewise, nursing assistants are now present 80 percent of the time.

Minimum Data Set (MDS) coordinators now track not only whether the authorized decision maker attended, but also the specific reasons why they did not attend. When attendance rates are adjusted for residents who "chose not to attend or could not attend due to illness, change of condition or other acceptable reason," attendance in 2012 reached 85 percent.

Still Gomez wants to do more. "We need to figure out why some residents are refusing," she says. "It might be no fault of the staff, but we need to get them involved."

Care Conference Attendance



Source: Update on Resident Care Conferences Attendance in 2012.

Galley-style Dining

Not all initiatives of the OE project caught on with such success. When residents moved into the new building, Nutrition Services and Nursing collaborated to serve lunch and dinner from galley kitchens in each neighborhood. The intent was to give residents more choice over their meals and help build community by turning eating into a social dining experience. However, the initiative fell flat. Implementing such a huge change amidst the thousands of other changes “nearly killed the staff” reported Steve Koneffklatt of Nutrition Services. Furthermore, many residents preferred to eat in the privacy of their own rooms, where any physical difficulties handling food would not be viewed by others. The initiative was scaled back to lunch and eventually discontinued all together.

The quality of dining options at Laguna Honda continues to be a persistent issue, with less than half of residents rating it as good or excellent on the 2011 resident survey – far lower than other satisfaction indicators. However, Koneffklatt’s team at Nutrition Services has not been deterred from working toward more individualized care. As the result of a small test of change, all neighborhoods are now stocked with basics like coffee, rolls, frozen meals and cereal. If a resident wants to eat something at 3am, they can.

“We try much harder now,” says Koneffklatt. “If the resident doesn’t want what we’re serving, we’ll offer them something else.” He and his staff have worked to bring select menus to over 180 residents. With the select menu, residents can choose between two entrees at meal time and have access to other foods like yogurt or a sandwich at any time.

“I care gave for my mother, I was in and out of hospitals constantly, I have been to 24 countries and there is just no comparison. I have never seen so many compassionate people in one place.”

-Gina, Former Laguna Honda Resident

Digging out of Silos

Relationships between staff in different departments may be improving as well, though challenges remain. “What OE really stressed was the importance of relationships,” says Regina Gomez. “Respecting each other, responding to each other, that’s what it’s about.” The OE assessment found that one area ripe for immediate action is interdepartmental coordination with unit-based staff.

The OE project played a pivotal role in facilitating inter-departmental preparation for the move, which was the largest ever in California, 750 residents over two days. Cutler recalls that in her unit, “They had all these in-service meetings and I felt really good about the teamwork that was going on.” However, once the move was completed, the need for team meetings became less immediate, and the concerted emphasis on coordinating teamwork lessened.

Still, in interviews, links between staff from different departments appeared to be forming everywhere, often with little fanfare. At a recent staff farewell party, nurses and nursing assistants celebrated alongside housekeeping staff. In the old building, Amma, an RN explained, “We hardly knew housekeeping. I would just see them taking out the garbage. Now they are part of our family.”

Likewise, Activity Therapy has always held cooking activities for residents, but now they’re facilitating them in collaboration with nursing staff and Nutrition Services. Working together can be a challenge. “It’s a learning curve,” says Christine Hanson, an activity therapy supervisor. “On our own we could do whatever we wanted, now we have to learn about food regulations and safety and we’re trying to tailor it to each resident. It’s a lot more work, but I think we’re doing it right now”

Hanson says that the directive from leadership to work with other departments “has been critical”. Sometimes there’s still a mind-set of “we’ll give you what you need” rather than let’s do the job together” says Hanson, “But at least people want to be helpful, that’s a step.”

To gather staff perspectives institution-wide, an employee satisfaction survey will be conducted in the coming year.

Creating the Environment for Change

In many ways, the Organizational Effectiveness project was just one of many first steps in a long journey toward resident-centered care and staff engagement. But it appears to be a journey that may be well underway.

If anything, there may be too many initiatives, and a lack of focus. A number of those interviewed remarked on the scattered nature and inconsistency of efforts.

In response to this feedback, hospital leaders have narrowed down this year's focus to six specific areas. "Our biggest challenge is that there's not enough time to do everything we want at once," explains Executive Administrator Mivic Hirose. "We're learning that we have to make this an exercise in pacing." For the current fiscal year, staff will decide how they want to contribute to hospital-wide objectives by developing a short list of specific, measureable goals for their own departments.

Those who had worked at Laguna Honda the longest were the first to point out how far the organization has come. "The hospital has changed tremendously, it's a much more forward-thinking facility now," says Hanson, who has worked at Laguna Honda for 22 years.

Steve Koneffklatt, who has worked at Laguna Honda for over three decades, agreed. "The organization has flattened out over the past five years, it's less hierarchical now. That's Mivic's leadership. She wants people to be making suggestions and implementing them without being asked," he explained.

"You can try new things, and if they don't work, you don't feel like you're getting slapped." At a recent Leadership Forum, Koneffklatt joined other department leaders in sharing their achievements – and disappointments – over the past year. "It felt good," he says. "That kind of thing just wouldn't have happened five years ago."

As part of the focus on ensuring the appropriate level of care, a team of staff is spearheading a discharge household (each hospital neighborhood of 60 residents contains four households) where 15 residents will receive intensive re-entry planning and education to ensure successful reintegration into community living. Much is at stake physically, mentally and logistically when preparing residents for discharge. "Patients are scared, too. It takes a lot of education and a lot of encouragement," explained Amma, who has helped several of her residents move to lower levels of care in more integrated community settings. "I had a resident who told me 'why are you people pushing me out on the street?' But it's my job to give him that independent lifestyle. Now he's happy on his own. He comes back and says hello to me."

One of the goals of the new discharge household is to provide both residents and staff with a community of support as they prepare for the fundamentally life-altering change. The new unit is very much a test and leaders are eager to learn to what works and what doesn't, explained Director of Administrative Operations Judith Klain. "Are residents actually able to reintegrate faster and with better preparation? If this is successful, should we make another discharge unit or bring the lessons learned back to the rest of the hospital?" She is confident that the answers have to come in part from the residents themselves. "There's a real consciousness now that the residents are the least empowered and the most affected; we have to listen to our clients, that's fundamental."

Asked about the achievements at Laguna Honda in recent years, Executive Administrator Mivic Hirose was cautious but optimistic. "We're not there yet. But we will be." She explained, "Change takes time. We're all in this for the long haul."

FY 2012-13 PRIORITIES

- ❖ Achieving Five Stars
- ❖ Appropriate Level of Care/Patient Flow
- ❖ DPH Integrated Delivery System Implementation
- ❖ Fiscal Responsibility
- ❖ Service Delivery Improvements
- ❖ Staff Wellness

Special thanks to those who contributed to this report:

Staff Interviewed

Linda Acosta, Communications

Amma RN, N1

Regina Gomez, Director of Quality Management

Christine Hanson, Activity Therapy Supervisor

Mivic Hirose, Executive Administrator

Anne Hughes, APN Palliative Care

Judith Klain, Director of Administrative Operations

Steve KoneffKlatt, Director of Nutrition Services

Natasha Mihal, Office of the Controller

Michael Mikolasek, Nurse Manager, N1

Marc Slavin, Director of Government and Community Relations

Residents Interviewed

Paul Hendrickson, S3

David Ratliff, S3

Gina McIntire, former resident

Elizabeth Cutler, S4

MDS Coordinators

Antonio Sunga, RN

Arcelita Cervantez, RN

Dolores Ladores, RN

Edna Tuason, RN

Evelyn Palomares, RN

Gloria del Rosario, RN

Mila del Rosario, RN

Ofelia de la Cruz, RN

Violeta Del Mundo, RN

Yolanda Radoc, RN

Lea Angeles, RN

Erlinda Concepcion, RN

Orig. Leg Clerk c: BOS-11
c: Leg Dep c: COB
c: City Attorney cpage

CALIFORNIA COASTAL COMMISSION

NORTH CENTRAL COAST DISTRICT OFFICE
45 FREMONT, SUITE 2000
SAN FRANCISCO, CA 94105-2219
(415) 904-5260 FAX (415) 904-5400
www.coastal.ca.gov



COMMISSION NOTIFICATION OF APPEAL

DATE: October 10, 2012
TO: Glenn Cabreros, Staff Planner
City and County of San Francisco, Planning Department, 5th Floor
1660 Mission Street
San Francisco, CA 94103-2414
FROM: Kevin Kahn, Coastal Program Analyst **KK**
RE: **Commission Appeal No. A-2-SNF-12-020**

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2012 OCT 25 PM 3:37
MN

Please be advised that the coastal development permit decision described below has been appealed to the California Coastal Commission pursuant to Public Resources Code Sections 30603 and 30625. Therefore, the decision has been stayed pending Commission action on the appeal pursuant to Public Resources Code Section 30623.

Local Permit #: Case No. 2010.0016
Applicant(s): San Francisco Recreation And Park Department, Attn: Dan Mauer
Description: To allow the renovation of the Beach Chalet Athletic Fields
Location: 730 Great Highway (Block 1595 / Lot 003), San Francisco (San Francisco County)
Local Decision: Approved w/ Conditions
Appellant(s): Gregory P. Miller; Sf Ocean Edge, Attn: Katherine Howard; Lozeau Drury Llp, Attn: Brooke O'Hanley; Golden Gate Park Preservation Alliance, Attn: Katherine Howard; Golden Gate Audubon Society, Attn: Mark Welther; Kathleen Mccowin, Attn: Kathleen McCown; Sierra Club, San Francisco Group, San Francisco Bay Chapter; Jean Barish; Shawna McGrew; Nancy Wuerfel

Date Appeal Filed: 10/5/2012

The Commission appeal number assigned to this appeal is A-2-SNF-12-020. The Commission hearing date has not yet been established for this appeal. Within 5 working days of receipt of this Commission Notification of Appeal, copies of all relevant documents and materials used in the City and County of San Francisco's consideration of this coastal development permit must be delivered to the North Central Coast District office of the Coastal Commission (California Administrative Code Section 13112). Please include copies of plans, relevant photographs, staff reports and related documents, findings (if not already forwarded), all correspondence, and a list, with addresses, of all who provided verbal testimony.

A Commission staff report and notice of the hearing will be forwarded to you prior to the hearing. If you have any questions, please contact Kevin Kahn at the North Central Coast District office.

cc: San Francisco Recreation and Park Department, Attn: Dan Mauer

13

1 **PROOF OF SERVICE**

2
3 I, Tony Stearns, declare as follows:

4 I am a resident of the State of California, and employed in Oakland, California. I am
5 over the age of 18 years and am not a party to the above-entitled action. My business address is
6 410 12th Street, Suite 250, Oakland, CA 94607.

7 On October 24, 2012 I served a copy of the foregoing document(s) entitled:

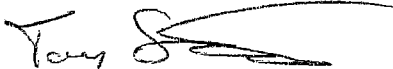
8 **NOTICE OF ENTRY OF ORDER
(RE CALIFORNIA COASTAL COMMISSION NOTICE OF APPEAL)**

9 on the following interested parties in the above referenced case by placing the document(s) listed
10 above in a sealed envelope with postage thereon fully prepaid, in the United States mail at
11 Oakland, California addressed as set forth below:

12 Mayor Edwin M. Lee 13 City and County of San Francisco 14 City Hall, Room 200 15 1 Dr. Carlton B. Goodlett Place 16 San Francisco, CA 94102	17 City and County Clerk 18 Office of the County Clerk 19 City and County of San Francisco 20 City Hall, Room 168 21 1 Dr. Carlton B. Goodlett Place 22 San Francisco, CA 94102-4678
23 Angela Calvillo 24 Clerk of the Board 25 Board of Supervisors of the 26 City and County of San Francisco 27 1 Dr. Carlton B. Goodlett Place 28 City Hall, Room 244 San Francisco, CA 94102-4689	29 Rodney Fong 30 Commission President 31 Planning Commission of the 32 City and County of San Francisco 33 San Francisco Planning Department 34 1650 Mission Street, Suite 400 35 San Francisco, CA 94103-2414
36 John Rahaim 37 Director of Planning 38 San Francisco Planning Department 39 City and County of San Francisco 40 1650 Mission Street, Suite 400 41 San Francisco, CA 94103-2479	42 Chris Hwang 43 President of the Board of Appeals/ 44 President of Board of Permit Appeals 45 City and County of San Francisco 46 1650 Mission, Room 304 47 San Francisco, CA 94103
48 Philip Ginsburg 49 General Manager 50 San Francisco Recreation and Parks 51 Department 52 McLaren Lodge-Golden Gate Park 53 501 Stanyan St. 54 San Francisco, CA 94117	55 Mark Buell 56 President 57 San Francisco Recreation and Parks 58 Commission 59 501 Stanyan St. 60 San Francisco, CA 94117

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I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed October 24, 2012 at Oakland, California.



Tony Stearns

1 RICHARD T. DRURY (Cal. Bar No. 163559)
CHRISTINA M. CARO (Cal. Bar. No. 250797)
2 BROOKE C. O'HANLEY (Cal. Bar. No. 274095)
LOZEAU | DRURY LLP
3 410 12th Street, Suite 250
Oakland, CA 94607
4 Tel: (510) 836-4200; Fax: (510) 836-4205
E-mail: richard@lozeaudrury.com
5 brooke@lozeaudrury.com

6 Attorneys for Petitioners and Plaintiffs

7
8 SUPERIOR COURT OF THE STATE OF CALIFORNIA
COUNTY OF SAN FRANCISCO

9 SF COALITION FOR CHILDREN'S
10 OUTDOOR PLAY, EDUCATION AND THE
ENVIRONMENT, an unincorporated
11 association; ANN CLARK, an individual; and
12 MARY ANNE MILLER, an individual,

13 Petitioners and Plaintiffs,

14 vs.

15 CITY AND COUNTY OF SAN FRANCISCO,
a municipal corporation; BOARD OF
16 SUPERVISORS OF THE CITY AND
COUNTY OF SAN FRANCISCO, a municipal
17 corporation; PLANNING COMMISSION OF
THE CITY AND COUNTY OF SAN
18 FRANCISCO, a municipal corporation; SAN
FRANCISCO PLANNING DEPARTMENT, a
19 public entity; BOARD OF APPEALS OF THE
CITY AND COUNTY OF SAN FRANCISCO,
20 a public entity; BOARD OF PERMIT
APPEALS OF THE CITY AND COUNTY OF
21 SAN FRANCISCO, a public entity; MAYOR
EDWIN M. LEE, in his official capacity; and
22 DOES I-X inclusive,
23

24 Respondents and Defendants;

25 SAN FRANCISCO RECREATION AND
PARKS DEPARTMENT, a public entity; SAN
26 FRANCISCO RECREATION AND PARK
COMMISSION, a public entity; and ROES I-X
27 inclusive,
28

Real Parties in Interest and Defendants.

Case No.: CPF-12 512566

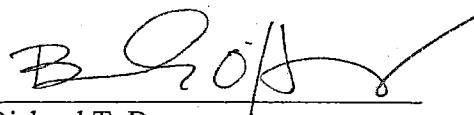
**NOTICE OF ENTRY OF ORDER
(RE CALIFORNIA COASTAL
COMMISSION NOTICE OF APPEAL)**

Dept: 503
Judge: Hon. Teri L. Jackson

1 **TO ALL PARTIES TO THIS ACTION:** Please take notice that the California Coastal
2 Commission (“Commission”) has notified the City and County of San Francisco, Planning
3 Department that the approval of Local Permit No. 2010.0016 for the Beach Chalet Athletic
4 Fields Project has been appealed to the Commission pursuant to Public Resources Code
5 §§ 30603 and 30625 and therefore, the decision has been stayed pending the Commission action
6 on the appeal pursuant to Public Resources Code § 30623 (see attached Commission Notification
7 of Appeal). Due to the entry of the Commission’s order, there is no immediate need for
8 preliminary injunctive relief.
9
10
11

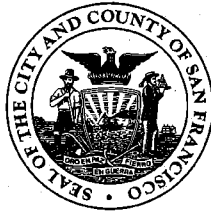
12 Dated: October 24, 2012

LOZEAU|DRURY LLP

13
14 

15 Richard T. Drury
16 Christina M. Caro
17 Brooke C. O’Hanley
18 Attorneys for Petitioners and Plaintiffs
19 SF Coalition for Children’s Outdoor Play,
20 Education and the Environment; Ann Clark; and
21 Mary Anne Miller
22
23
24
25
26
27
28

Youth Commission
City Hall ~ Room 345
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4532



(415) 554-6446
(415) 554-6140 FAX
www.sfgov.org/youth_commission

File 120997

✓ Bos-11
✓ COB
clerk
cpage

YOUTH COMMISSION
MEMORANDUM

TO: Honorable Mayor Edwin M. Lee
Honorable Members, Board of Supervisors

CC: Angela Calvillo, Clerk of the Board
Hydra Mendoza, Mayor's Families & Children Advisor
Honorable Members, Board of Education
Richard Carranza, Superintendent, San Francisco Unified School District
Jason Elliott, Director of Legislative & Government Affairs, Mayor's Office
Nicole Wheaton, Commissions & Appointments, Mayor's Office

FROM: Youth Commission

DATE: October 22, 2012

RE: Youth Commission position on Board of Supervisors file no. 120997 Ordinance appropriating \$3,000,000 of State Reserves for the San Francisco Unified School District for Fiscal Year 2012-2013

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2012 OCT 22 PM 2:30
AK

At our regularly scheduled meeting on October 15, 2012 the Youth Commission voted unanimously to support the following motion:

To support file no. 120997, which would improve the rates of students who are on track to graduate from San Francisco public high schools by appropriating \$3,000,000 of State Reserves to allow the San Francisco Unified School District to subsidize opportunities for students to earn and recover credits during the school year and in the summer months for FY2012-2013.

We would like to give you some context for the position expressed above.

Our motion to unanimously support the proposed action by the Board of Supervisors to provide supplemental appropriations that will expand credit-recovery options at SFUSD schools came out of a deep concern over the alarming rates of students in the class of 2014 who were not on track to graduate. While the implementation of the A-G course sequence as a requirement for graduation was a positive step in ensuring that all SFUSD students would graduate college-ready or possessing the skills for a living-wage job, this policy was met with a number of challenges in its implementation. Among these challenges was ensuring that there were adequate supports being provided for students in order to be successful in A-G courses, namely credit-recovery opportunities during the school year, after school and in the summer sessions. Securing financial resources that will improve the capacity of the A-G graduation policy, as is proposed in this legislation, will be key to the overall success of students who are

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most at risk for not graduating.

During discussion on this item, Youth Commissioners proposed four recommendations regarding this legislation:

The Youth Commission urges the Board of Supervisors and the San Francisco Unified School District to identify and secure a sustainable source of funding that can support credit-recovery options for future graduating classes. As we understand it, the supplemental appropriations discussed in this legislation are one-time money from the state. While the development of an Early Warning Indicator (EWI) system will assist in identifying students at risk for not graduating A-G and will hopefully reduce the district's reliance on credit-recovery options, it would be a sound precaution to take to make sure that funds for credit-recovery opportunities are also available for future graduating classes if necessary.

The Youth Commission urges the Board of Supervisors and the San Francisco Unified School District to closely monitor and report back on the student *take-up and completion rates* for A-G credit-recovery course offerings. Given that the resources for this program are exhaustible one-time funding, it is critical that we ensure that the students who are most at risk to not graduate and have the highest need for credit-recovery opportunities are successfully being placed into, and are completing these courses.

The Youth Commission urges the Board of Supervisors and the San Francisco Unified School District to ensure that the credit-recovery opportunities being offered are fully inclusive of student sub-groups with unique needs. Specifically, credit-recovery options should accommodate students who are English Language Learners (ELL) or have learning disabilities.

The Youth Commission urges the Board of Supervisors and the San Francisco Unified School District to focus on pursuing additional equity-minded policies beyond A-G that will reduce the achievement gap among low-income students and students of color in the district. One means of accomplishing this would be to identify the SFUSD schools where low-income students and students of color have the strongest outcomes (standardized test scores, graduation rates, college matriculation rates, etc.), build a list of best practices based on the model schools, and scaling up these practices to schools throughout the district.